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Results Briefing for the Year ended March 31, 2025

May 20, 2025

TODA CORPORATION

This material contains forward-looking statements regarding TODA CORPORATION and the Group's business plans, strategies, and earnings forecasts.

These statements are TODA CORPORATION's forecasts based on currently available information and may involve potential risks and uncertainties.

The actual results or developments may differ from the forward-looking statements due to changes in various factors.

Disclaimer: This document is a translation of the original Japanese text. While every effort has been made to ensure accuracy, in case of discrepancies, the original Japanese version shall prevail.

I. Results Briefing

General Manager of Corporate Administration Group
Toshihiro Yamazaki

II. Medium-Term Management Plan 2027 (FY2025-FY2027)

President and Representative Director
Seisuke Otani



I. Results Briefing

**General Manager of
Corporate Administration Group
Toshihiro Yamazaki**

FY2024 Financial Highlights (Consolidated)

Consolidated net sales

¥586.6 bil (+12.3% YoY)

- Due to progress in large-scale construction projects in the architectural business and an increase in sales of real estate for sale in the domestic investment development business, consolidated net sales reached ¥586.6 bil, a 12.3% y-o-y increase.

Operating income

¥26.6 bil (+48.8% YoY)

- Operating income increased by 48.8% y-o-y to ¥26.6 bil, mainly due to improved profitability in the architectural construction business and higher gains from the sale of real estate in the domestic investment development business.

Orders received

(non-consolidated)

¥599.0 bil (+19.6% YoY)

- Overall, orders increased by 19.6% to ¥599.0 bil, mainly due to a rise in private sector construction projects in the domestic architectural business and public sector civil engineering projects.

(Billions of yen)	FY2023	FY2024	Change (YoY)	FY2025 (Forecasts)
Consolidated net sales	522.4	586.6	12.3%	640.0
Gross profit	63.0 (12.1%)	76.7 (13.1%)	21.7%	80.0
Operating income	17.9 (3.4%)	26.6 (4.5%)	48.8%	24.0
Ordinary income	25.4	29.0	14.1%	26.2
Net income attributable to owners of the parent	16.1	25.1	56.4%	21.0
ROE	4.8	7.3	-	6.3
Orders received (non-consolidated)	500.7	599.0	19.6%	480.0

[Consolidated] Results by Segment

(Billions of yen)

FY2024	Architectural Construction	Civil Engineering	Domestic Investment and Development	Domestic Group Companies	Overseas Group Companies	Environment and Energy	Elimination	Total
Net sales	358.1	127.1	47.7	58.2	57.4	0.9	-62.9	586.6
Operating income(loss) (Profit margin)	16.8 (4.7)	7.5 (5.9)	4.7 (10.0)	3.1 (5.4)	1.1 (2.0)	-1.0 (-)	-5.7	26.6 (4.5)



FY2023	Architectural Construction	Civil Engineering	Domestic Investment and Development	Domestic Group Companies	Overseas Group Companies	Environment and Energy	Elimination	Total
Net sales	325.5	119.9	22.9	53.7	48.8	1.3	-49.9	522.4
Operating income(loss) (Profit margin)	6.5 (2.0)	7.5 (6.3)	3.9 (17.2)	1.9 (3.6)	1.4 (3.0)	-0.4 (-)	-3.0	17.9 (3.4)

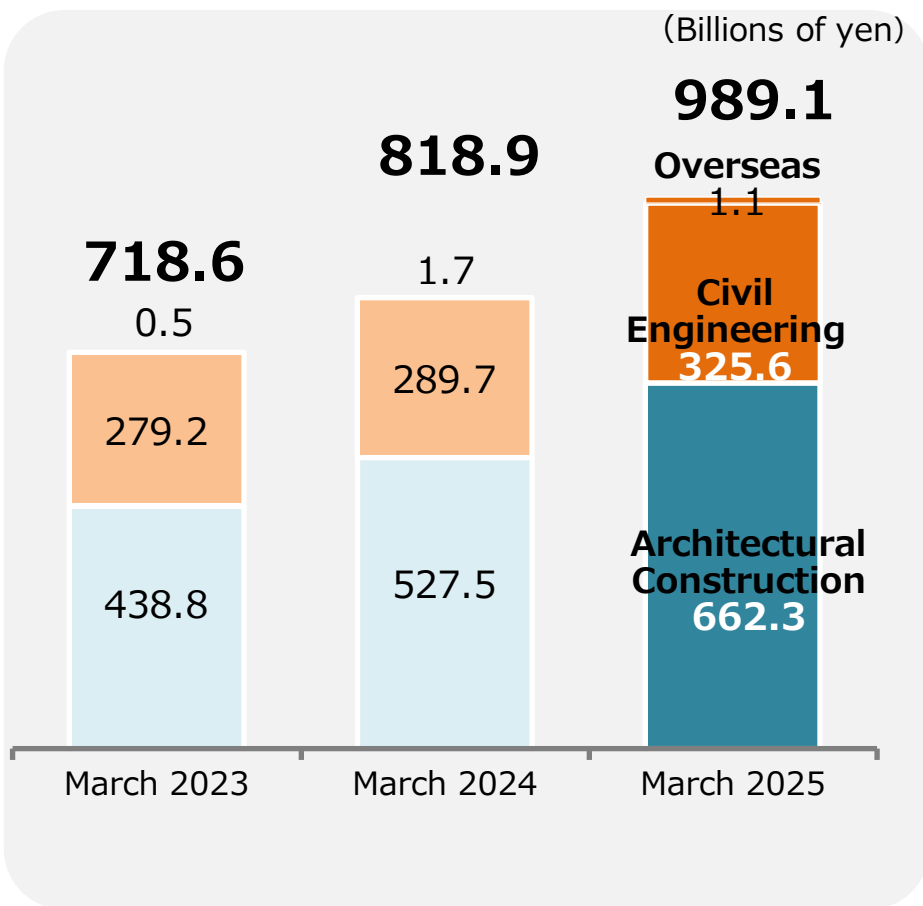
Major Orders Received

	Ordering Parties	Name of Work
Architectural Construction	Mitakoyamacho West District Urban Redevelopment Association	Facility Building New Construction Project (North Block) Associated with Mitakoyamacho West District Type 1 Urban Redevelopment Project
	SHOWA University (Currently SHOWA Medical University)	Showa University Saginuma Campus Development Project
	Yakult Chiba Plant Co., Ltd.	New Chiba Factory Construction Project
	Louis TMK	(Tentative name) KIX01A Data Center New Construction Project
	Makino Milling Co., Ltd.	Makino Milling Co., Ltd. Fuji Yoshida Factory 4th Phase Construction Project
Civil Engineering	Tokyo Metropolitan Government	Johoku Chuo Park Detention Pond (Phase II) Project
	Ministry of Land, Infrastructure, Transport and Tourism, Kanto Regional Development Bureau	R6 Kasumigaura Water Pipeline Second Pumping Station New Construction Project
	Toyoakemagome Southern Area Land Readjustment Association	Toyoakemagome Southern Area Land Readjustment Project Reiwa 6 Leveling Project
	Ministry of Land, Infrastructure, Transport and Tourism, Hokuriku Regional Development Bureau	R6-9 Kanazawa Eastern Ring Morimoto Tunnel Construction Project

Major Carryover Works

	Ordering Parties	Name of Work
Architectural Construction	Toranomon 1-chome East Area Urban Redevelopment Association	Construction of New Facility Building for Toranomon 1-chome East Area Urban Redevelopment Project
	MITSUBISHI ESTATE CO., LTD.	Dogenzaka 2-chome South District Project New Construction and Others
	St. Marianna University School of Medicine	St. Marianna University School of Medicine Sugao Campus Renewal Plan
	Izumo Murata Manufacturing Co., Ltd.	New Production Building Construction Project at Izumo Murata Manufacturing Co., Ltd.
	Nomura Real Estate Development Co., Ltd.	(Tentative name) Nomura Real Estate Nihonbashihoncho Building New Construction Project
Civil Engineering	Ministry of Land, Infrastructure, Transport and Tourism, Kanto Regional Development Bureau	Yokohama Shonan Road Tunnel Project
	West Nippon Expressway Company Ltd.	Shin-Meishin Expressway Ujitawara Tunnel East Project
	Central Nippon Expressway Company Ltd.	Tokyo Outer Ring Road Main Line Tunnel (North Bound) Tomei North Project
	Tokyo Metropolitan Government	Johoku Chuo Park Detention Pond (Phase 1) Project 2

[Non-consolidated] Carryover Works



- The amount carried over increased compared to the previous fiscal year.
- In the domestic architectural construction business, both public sector construction and private sector construction increased, resulting in an increase of ¥134.8 bil compared to the previous fiscal year.
- In the domestic civil engineering business, private sector construction declined, while public sector construction increased, resulting in an increase of ¥35.9 bil compared to the previous fiscal year.



I-1. Details of Financial Results

[Consolidated] Overview of TODA Group

Domestic Investment & Development

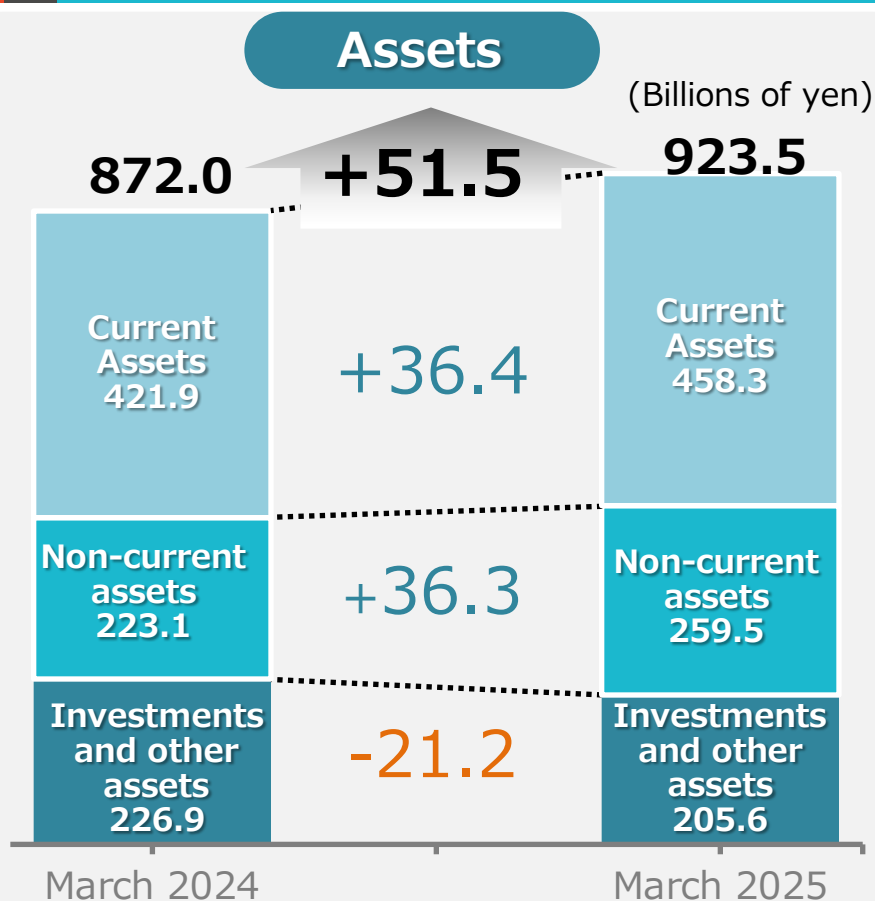
Domestic Subsidiaries

Overseas Subsidiaries

Environment and Energy

Business	Domestic Subsidiaries	Overseas Subsidiaries	47 companies
Construction	APEC Engineering Co., Ltd. Toda Road Co., Ltd. Sato Kogyo Co., Ltd. Showa Construction Co., Ltd. and 4 other companies	PT Tatamulia Nusantara Indah Thai Toda Corporation Ltd. Toda Vietnam Co., Ltd. and 12 other companies	23 companies
Real estate	Toda Bldg Partners Co., Ltd. Toda Corporation Real Estate Asset Management Co., Ltd	Toda America, Inc. PT Toda Group Indonesia and 3 other companies	7 companies
Others	Toda Finance Co., Ltd. TGC General Service Co., Ltd. Towa Kanko Kaihatsu Co., Ltd. Toda Noubou Inc. Goto Floating Wind Power LLC Offshore Windfarm Construction Co., Ltd. and 4 other companies	TODA Investimento do Brasil Ltda. TODA Energia do Brasil Ltda. TODA Energia 2 Ltda. Toda Asia Pacific Pte. Ltd. and 3 other companies	17 companies

[Consolidated] Balance Sheets



■ Key variable factors

Current Assets +36.4

Cash and deposits	-30.8
Notes and accounts receivable-trade	+48.4
Real estate for sale	+23.4

Non-current assets +36.3

Buildings and structures	+73.0
Machinery, vehicles, tools, furniture and fixtures	+2.3
Land	-6.6
Construction in progress	-33.6

Investments and other assets -21.2

Investment securities	-22.5
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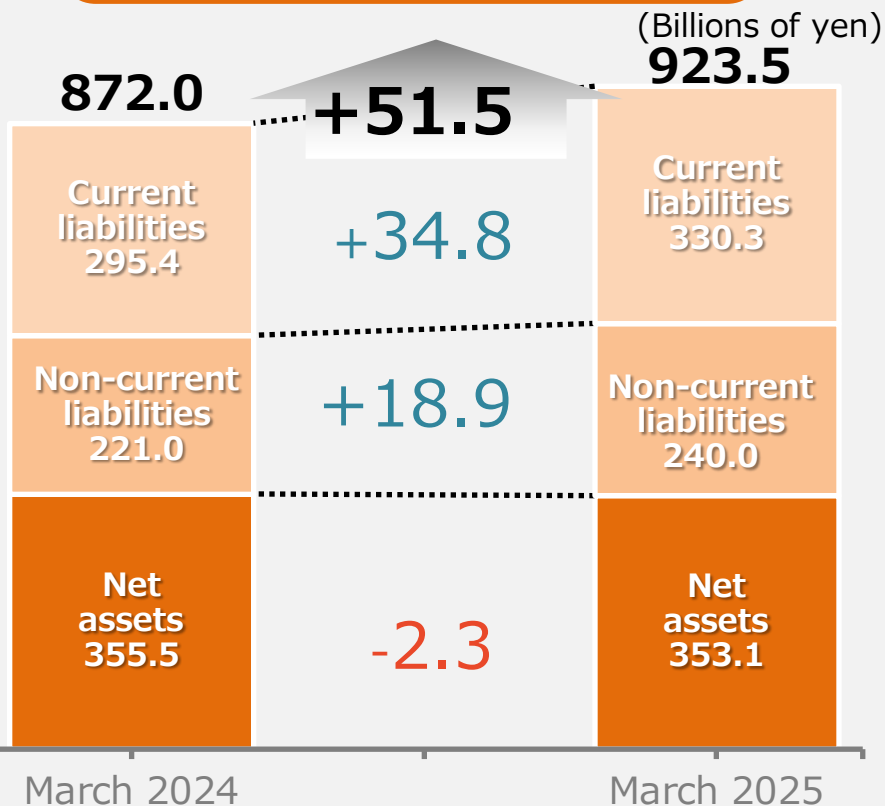
■ Current ratio

(March 2024 ➡ March 2025)

142.8% ➡ 138.8%

[Consolidated] Balance Sheets

Liabilities and Net Assets



■ Key variable factors

Current liabilities +34.8

Short-term loans payable	-8.5
Commercial paper	+5.0
Bonds due within one year	+10.1
Advances received on uncompleted construction contracts	+20.5

Non-current liabilities +18.9

Long-term loans payable	+22.4
Deferred tax liabilities	-7.7

Net assets -2.3

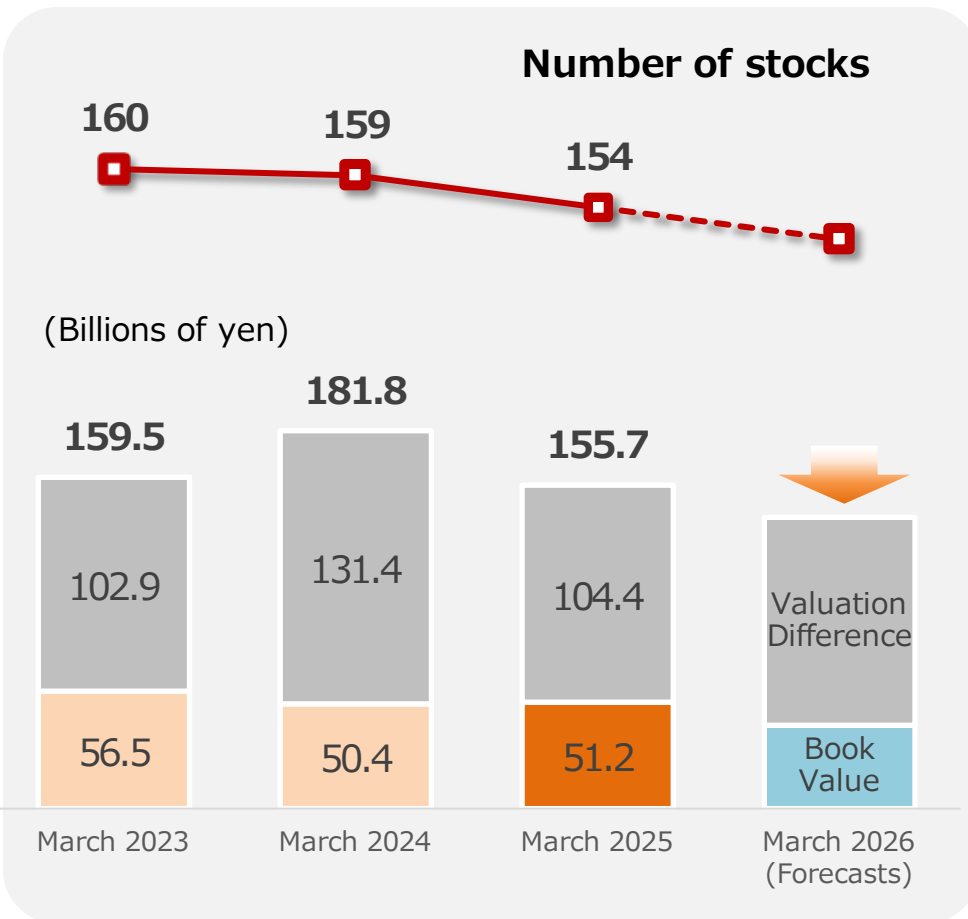
Valuation difference on available-for-sale securities	-19.4
Retained earnings	+15.0

■ Equity ratio

(March 2024 ➡ March 2025)

40.0% ➡ 37.1%

[Non-consolidated] Cross-Shareholdings



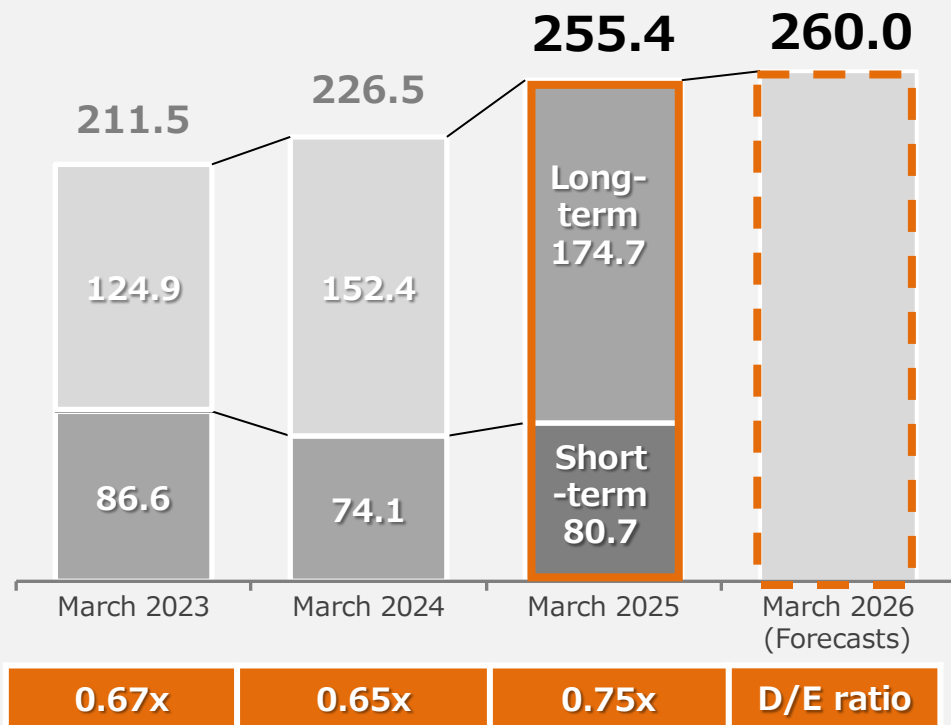
- The balance of cross-shareholdings is being reduced to secure funds for investments in growth.
- During the three-year period from FY2022 to FY2024, ¥44.1 bil* worth of cross-shareholdings was sold, exceeding the initial plan of ¥30.0 bil*.
- Over the three-year period from FY2025 to FY2027, we plan to sell more than ¥50.0 bil* worth of cross-shareholdings. * Market value basis

Sales of cross-shareholdings

Sales proceeds	
March 2023	¥11.5 bil
March 2024	¥16.6 bil
March 2025	¥15.9 bil
Total	¥44.1 bil

[Consolidated] Interest-Bearing Liabilities

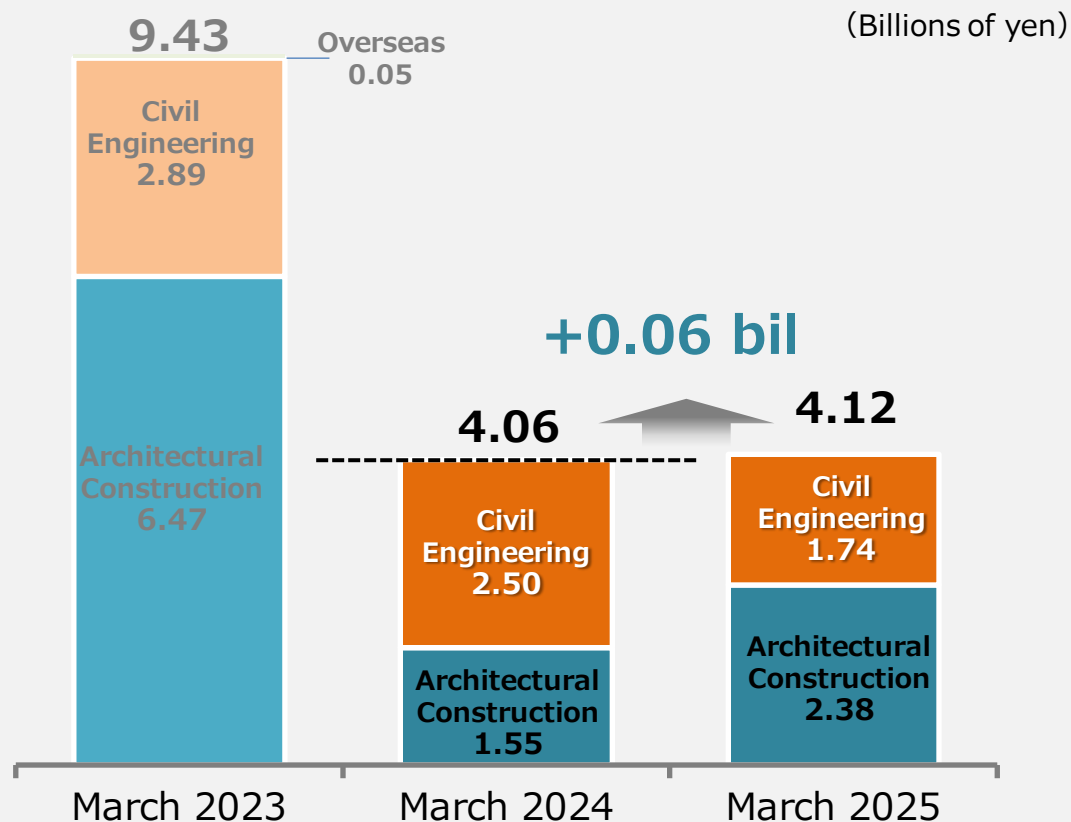
(Billions of yen)



* D/E ratio = Interest-bearing liabilities / Shareholders' equity

- FY2024:** Although short-term loans payable decreased by ¥8.5 bil, commercial paper increased by ¥5.0 bil, long-term loans payables by ¥22.4 billion, and corporate bonds by ¥10.0 billion, resulting in a total increase of ¥28.8 billion in interest-bearing debt.
- FY2025:** Interest-bearing debt is expected to increase by ¥4.6 bil compared to FY2024, while D/E ratio will be maintained below 0.8x to ensure financial stability.

[Consolidated] Provision for Loss on Construction Contracts



- Provision for loss on construction contracts

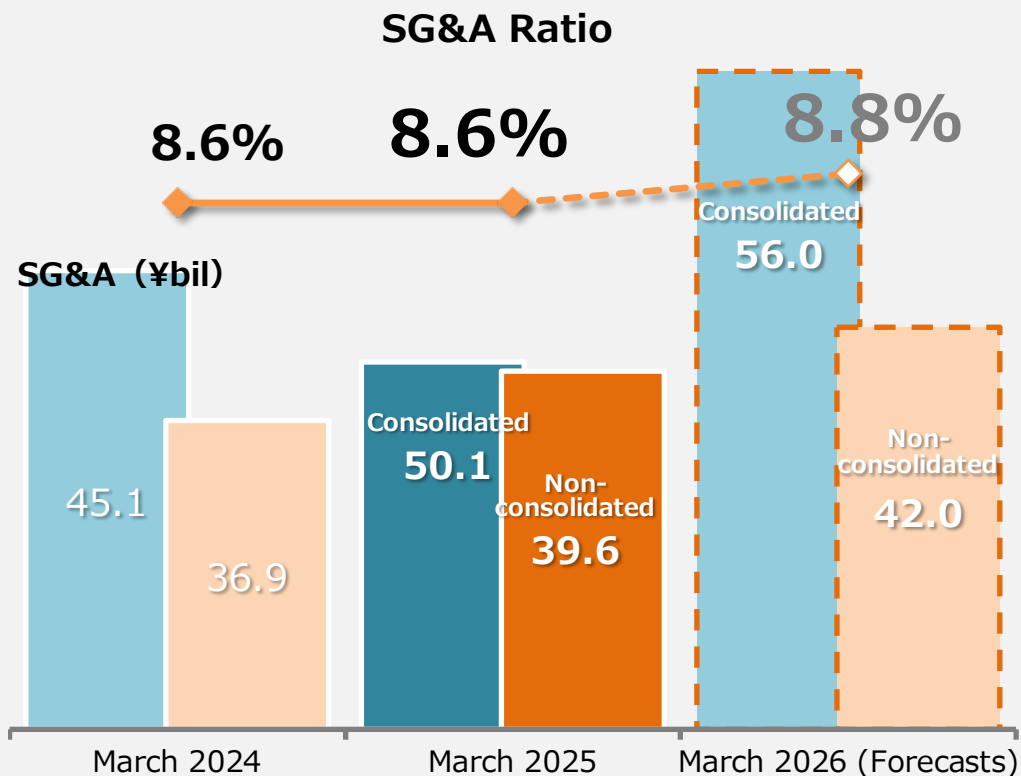
+ ¥0.06 bil (YoY)

- Key variable factors:

In several construction projects within the domestic architectural and construction business, an increase in labor costs and material prices led to higher construction costs.

In the domestic civil engineering business, the provision for loss on construction contracts decreased due to project progress and improved profitability.

[Consolidated] Selling, General and Administrative Expenses



■ FY2024:

On non-consolidated basis, an increase of ¥2.6 bil compared to the same period of the previous year was mainly due to higher personnel expenses and costs related to digitalization.

On consolidated basis, in addition to the above factors, an increase in the number of subsidiaries resulted in a ¥4.9 bil increase.

■ FY2025:

For both non-consolidated and consolidated figures, SG&A is expected to increase due to continued investments in human capital, technological research and development, and digitalization.

[Consolidated] Cashflows

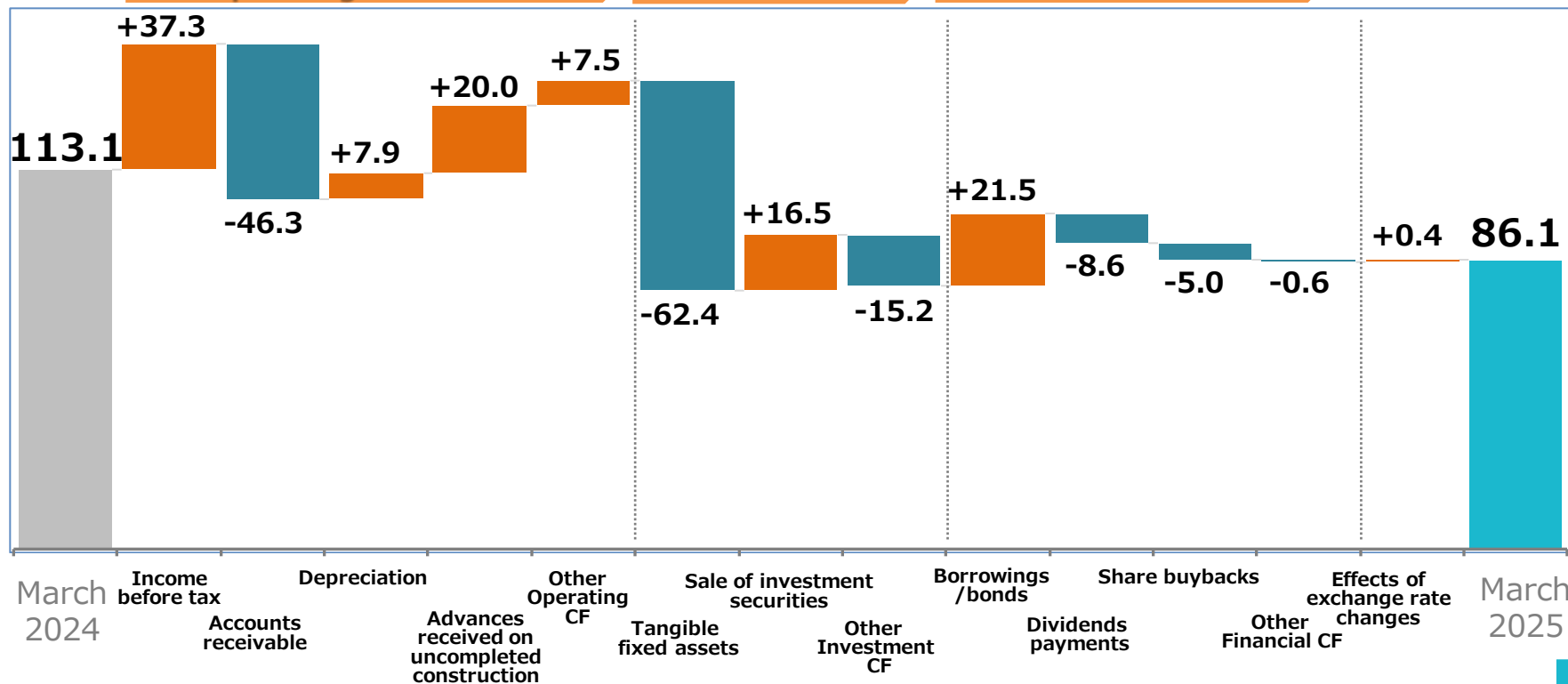
Net increase (decrease) in cash and cash equivalents (Mar 2024 to Mar 2025) -26.9

Operating CF +26.4

Inv CF -61.1

Financial CF +7.3

(Billions of yen)





I- 2. Earnings Forecasts

[Consolidated] FY2025 Earnings Forecasts

(Billions of yen)

	FY2024	FY2025		
		Forecasts	Change (YoY)	
Consolidated net sales	586.6	640.0	+9.1%	+53.3
Operating income	26.6	24.0	-9.9%	-2.6
Ordinary income	29.0	26.2	-9.9%	-2.8
Net income attributable to owners of parent	25.1	21.0	-16.6%	-4.1
Orders received (non-consolidated)	599.0	480.0	-19.9%	-119.0

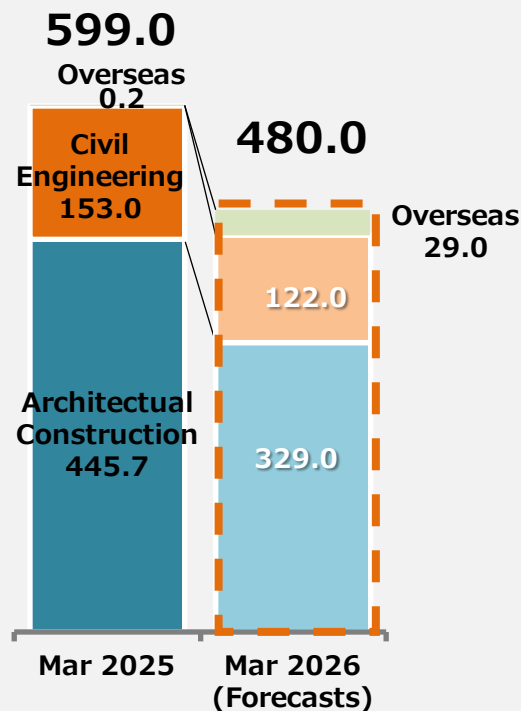
[Non-consolidated] FY2025 Earnings Forecasts

	Amount (¥bil)	Profit margin (%)
Net sales	499.0	
Gross profit	5.50	11.0
Profit from construction business	53.3	11.4
[Domestic architectural construction]	38.3	11.0
[Domestic civil engineering]	14.8	12.8
[Overseas]	0.2	7.1
Profit from investment and development business and others	1.6	5.3
Selling, general and administrative expenses	42.0	
Operating income	13.0	2.6
Ordinary income	15.6	3.1
Income taxes	6.8	
Net income	16.2	3.2

[Non-consolidated] Earnings Forecasts for Construction Business

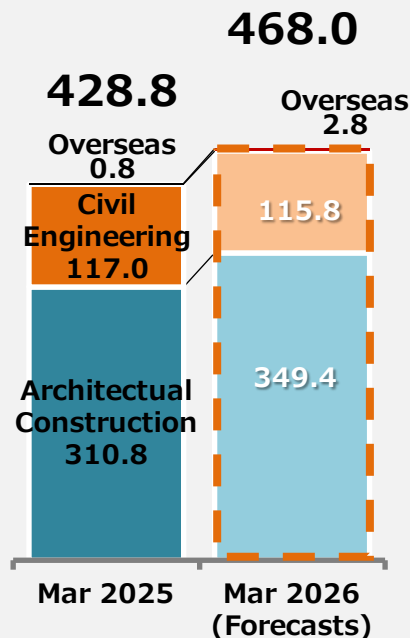
Orders Received for Construction

(Billions of yen)

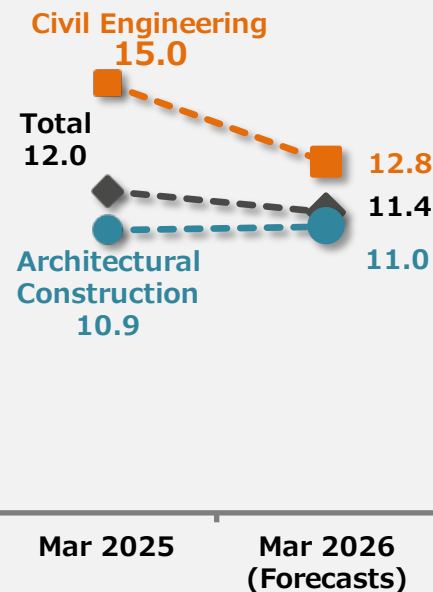


Net Sales of Completed Construction Contracts

(Billions of yen)



Gross Profit Margin on Completed Construction Contracts (%)



II. Medium-Term Management Plan 2027 **(FY2025-FY2027)**

“Identify and Connect”

From Diffusion to Unity: Maximizing Value

President and Representative Director
Seisuke Otani

1. Introduction
2. Future Vision CX150
3. Review of 2024 Medium-Term Plan
 - 3-1 Evaluation of target results
 - (1) Management indicators
 - (2) Non-financial targets
 - 3-2 Priority management businesses: Outcomes
 - 3-3 Management environment and challenges
4. Medium-Term Management Plan 2027
 - 4-1 Group-wide strategy
 - (1) Positioning of Medium-Term Management Plan 2027
 - (2) Basic concept
 - (3) Financial targets (performance/financial KPIs)
 - (4) Performance target roadmap
 - (5) Performance targets by business
 - (6) Cash allocation (3-year total)
 - (7) Investment plan (3-year total)
 - (8) Shareholder returns/cross-shareholdings
 - (9) Values creation model
 - 4-2. Business strategy
 - (1) Business strategy roadmap
 - (2) Construction business
 - Promotion of Smart Innovation
 - (3) Strategic businesses
 - (4) Priority management businesses
 - SECC business (Phase 1)
 - Environment and Energy business
 - Overseas businesses
 - (5) Strengthening the business foundation
 - Human capital management
 - DX strategy
 - Non-financial targets
5. In closing

1. Introduction

TODA CORPORATION Group (“TODA Group”) is pleased to announce the formulation of its “Medium-Term Management Plan 2027” covering the three-year fiscal period from FY2025 to FY2027 as outlined below.

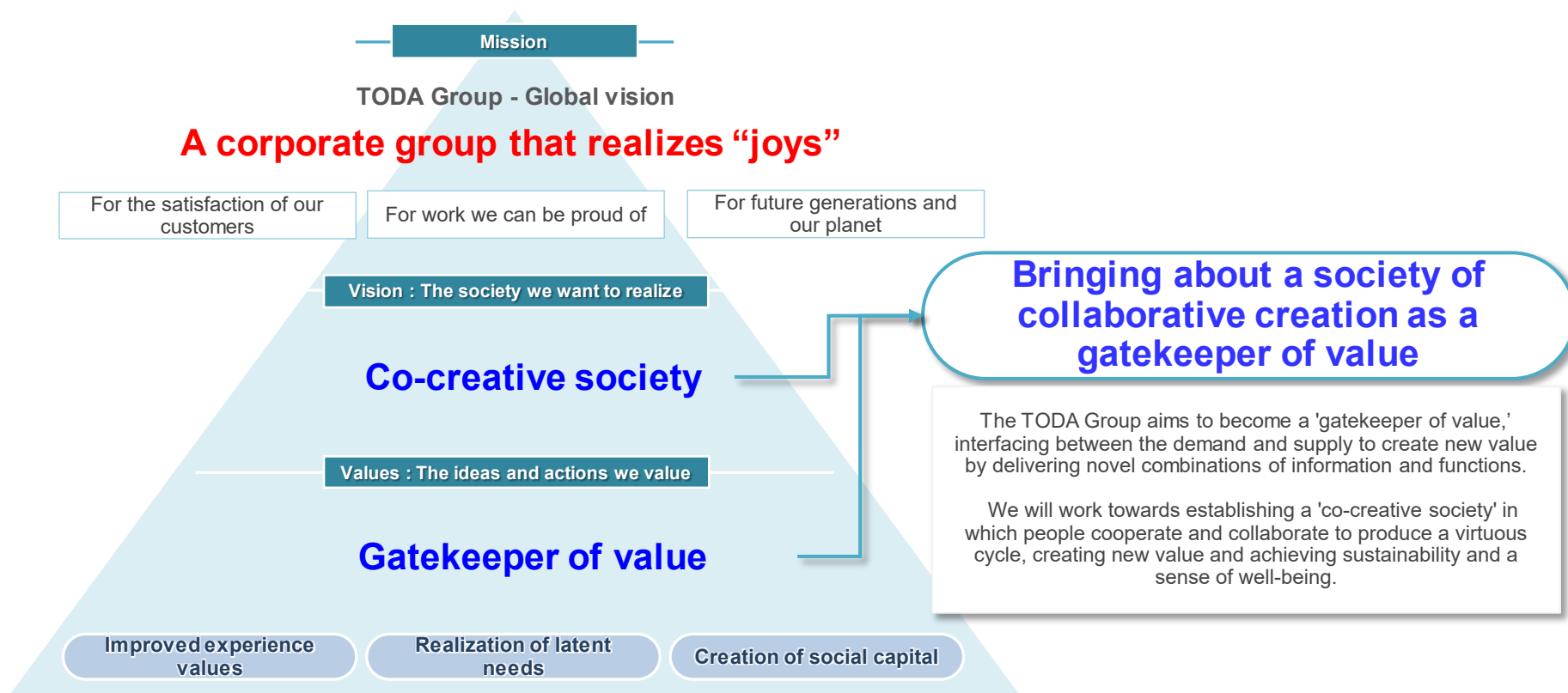
TODA Group has been working towards strengthening its business portfolio and creating sustainable value based on the “Medium-Term Management Plan 2024 - Rolling Plan” (announced in May 2022, the “2024 Medium-Term Plan”). This plan aims to achieve the “Future Vision CX150” (the “CX150”), with 2024 set as the final fiscal year of the plan.

Under the 2024 Medium-Term Plan, we made growth investments focused on Phase 1 of CX150, “Access to Sources of Value.” These investments included the reconstruction of the new headquarters building, “TODA BUILDING,”; the launch of “Agriscience Valley Joso,” a project aimed at regional revitalization; and the advancement of the “Offshore Wind Power Generation Project off the Coast of Goto City (floating offshore wind power generation business)” to pursue carbon neutrality. These initiatives were driven by our forward-looking vision. While some performance targets were not met, revenue in the construction business entered a recovery trend in the final fiscal year, and we will capitalize on this momentum to drive new growth.

In light of these achievements and challenges, we recognize the importance of identifying and leveraging our key strengths to navigate the uncertain business environment ahead and to create the TODA Group’s unique “Distinctive Value.” To achieve high profitability, we will pursue “Vertical Expansion” to enhance the value at sales and construction site offices, along with “Horizontal Expansion” to strengthen collaboration between our construction and strategic businesses. We will also reposition our employees to client-facing roles, increase investments in digital solutions and technology, and enhance capital efficiency to further strengthen our business foundation.

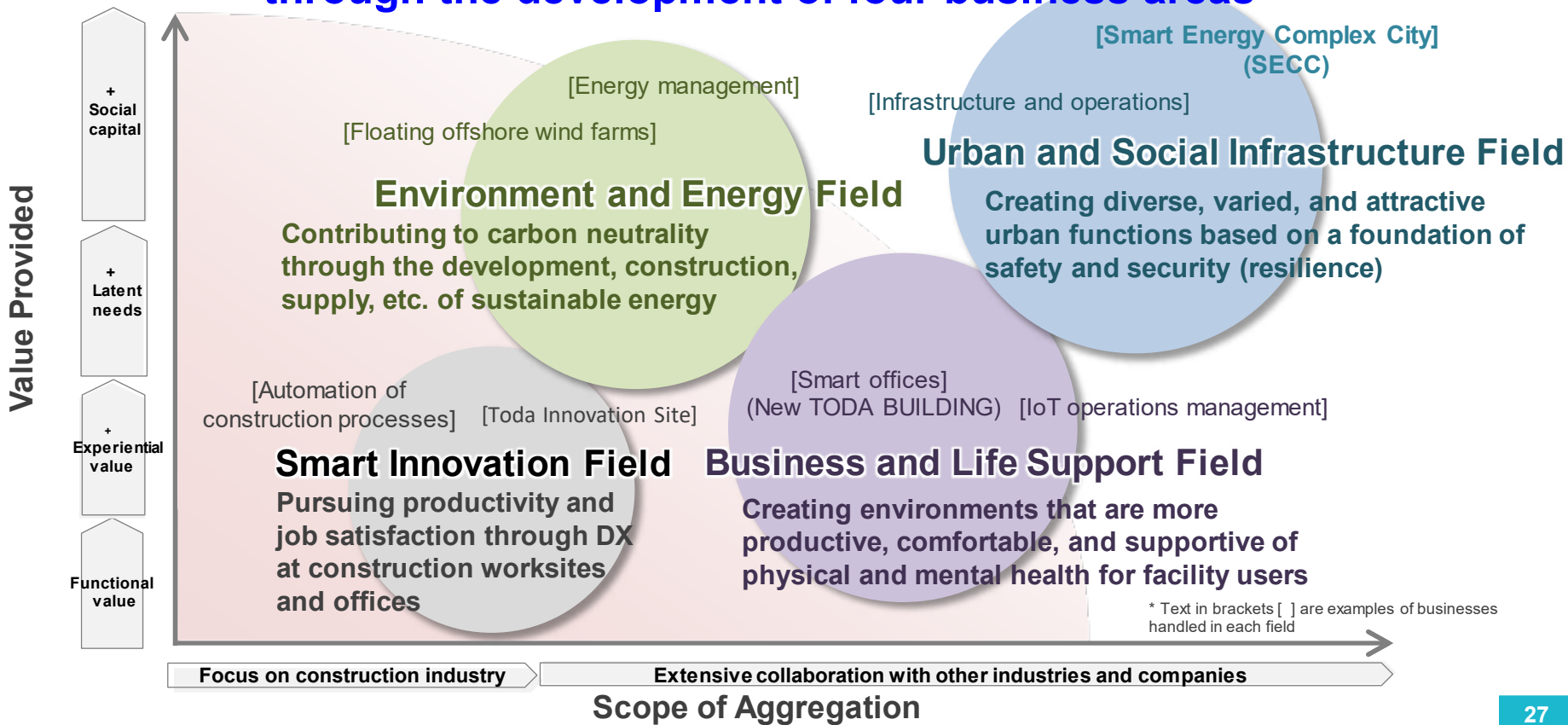
Under this plan, we will move forward with Phase 2 of CX150, “Value Restructuring,” and achieve sustainable growth that meets your expectations, while also enhancing our medium- to long-term corporate value.

2. Future Vision CX150 - Corporate Transformation towards TODA Group's 150th anniversary in 2031 -



2. Future Vision CX150 - Business areas and development -

Contributing to the realization of a co-creative society through the development of four business areas



Reference : SECC (smart energy complex city)

A future city concept aimed at realization by 2050
that emphasizes resilience and well-being



SECC is TODA's vision for future urban development. To achieve this vision, we will promote community development that addresses social challenges, grounded in collaboration and cooperation with local regions, with a focus on environmental energy.

► [Dedicated SECC site](#)
[\(in Japanese\)](#)



Center city



Smart agri-town



Energy town



3. Review of 2024 Medium-Term Plan

3-1. Evaluation of target results | (1) Management indicators

While some performance targets were not met,
revenue in the construction business entered a recovery trend

Key management indicators		2022	2023	2024		Evaluation	Review
		Results	Results	Results	Targets		
Revenue	Consolidated net sales	547.1	522.4	586.6	600.0 billion yen	△	Due to rising material costs in the building construction sector and delays in some projects, targets were not met. However, in the final fiscal year, revenue began to recover, leading to an upward revision of earnings forecasts.
	Operating income	14.1	17.9	26.6	33.0 billion yen		
	Operating profit margin	2.6	3.4	4.5	5.5 %		
Capital efficiency	Net income attributable to owners of the parent	10.9	16.1	25.1	26.0 billion yen	△	Since income targets were not met, ROE and labor productivity targets were also not achieved.
	ROE	3.5	4.8	7.3	8.0 %		
Productivity	Labor productivity (non-consolidated)	11.71	12.84	14.93	15.00 million yen	△	
Shareholder return	DOE	2.6	2.6	2.6	2.5 %	○	Shareholder returns were enhanced through the acquisition of treasury stock.
	Total return ratio	76.5	84.9	55.9	40.0 %		

NOTES:
1. Labor productivity = Value added (Operating income + total labor cost) / Number of employees (average during the period, including temporary staff, etc.)
2. DOE (dividends on equity ratio) = Total dividends / Shareholders' equity
3. Total return ratio = Total amount returned to shareholders (Total dividends + Total share buybacks) / Net income attributable to owners of the parent

○ Targets met △ Targets not met

3-2 Evaluation of target results | (2) Non-financial targets

Achieving CO₂ emission reduction rate targets

- **E (Environment)** : Promoting CO₂ reduction initiatives through the expansion of sites utilizing renewable energy electricity and the use of environmentally friendly fuels.
- **S (Social)** : Targets not met due to the number of accident occurrences exceeding numerical targets.
- **G (Governance)** : Targets not met due to a decrease in labor productivity resulting from not meeting profit targets.

Evaluation indicator			2022	2023	2024		Evaluation
			Results	Results	Results/Forecast	Targets	
E	CO ₂ emissions	Reduction rate (compared to FY2020)	(14.5)	(29.9)	(43.8)	(16.8) % or higher	○
	Scope 1 & 2	Basic unit (per 100 mil yen)	13.6	11.7	9,7	11.2 t-CO ₂ or less	
	Scope 3	Reduction rate (compared to FY2020)	(0.8)	(10.9)	(19.8)	(10.0) % or higher	
		Category 1: Basic unit (per 100 mil yen)	700.4	614.2	559.8	540.7 t-CO ₂ or less	
		Category 11: Basic unit (per sqm)	2.9	2.7	2.3	3.5 t-CO ₂ or less	
S	Total accident frequency rate		4.22	3.84	3.80	1.00 or less	△
	Accident frequency rate		0.40	0.44	0.46	0.10 or less	
G	Labor productivity per hour		5,567	6,286	7,354	7,500 yen or more	△

* The reduction rate for Scope 1 & 2 for FY2024 is the full-year forecast as of the end of December. Basic units are results as of December.
Scope 3 for FY2024 is the full-year forecast as of the end of September.

* Scope 1: CO₂ emissions directly resulting from the use of diesel oil, etc.
Scope 2: Indirect CO₂ emissions from power plants resulting from purchased electricity/ heat.
Scope 3: Indirect emissions other than Scope 1 and 2.
Category 1: Emissions during the production of construction materials.
Category 11: Emissions during the operation of the constructed buildings.

* Basic unit scope 1 & 2 : Emissions per 100 million yen of sales.
Emissions intensity of Category 1: Emissions per 100 million yen of transaction value.
Emissions intensity of Category 11: Emissions per square meters of total floor space completed.

○ Targets met △ Targets not met

* Total accident frequency rate = Total number of occupational accidents / Total working hours (million hours)
Accident frequency rate = Number of occupational accidents resulting in 4 or more days of absence from work / Total working hours (million hours)

* Labor productivity per hour = Value added (Operating income + total labor cost) / Number of employees / Average total actual hours worked

3-2 Priority management businesses: Outcomes

- Initiatives focused on “access to sources of value”

Implementing proactive growth investments to achieve Future Vision CX150

Real Estate Development: 184 billion yen (FY22-24 results)

■ Completion of TODA BUILDING

- Featuring top-level seismic resistance and cutting-edge technology, TODA's **flagship** project has been completed
- Enhancing urban development in the Kyobashi area as “**an office building that promotes open art within the city**”

Opened in November 2024

■ Regional revitalization projects

- Development of new urban planning through the **sixth industrialization of agriculture** (Agriscience Valley Joso)
- Promotion of a **public-private partnership (PPP) project** aimed at forming a **smart city** around Echizen Takefu Station, etc.

Opened in May 2023



Environment & Energy: 46.2 billion yen (FY22-24 results)

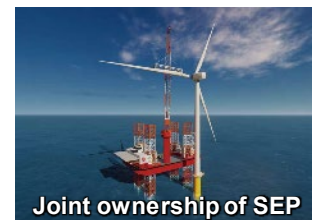
■ Initiatives in offshore wind power generation

- Promoting **offshore wind power generation off the coast of Goto City** as a lead runner in floating offshore wind power
- Joint ownership of **self-elevating platforms (SEP)**

Commencing from January 2026



Offshore wind power generation project off the coast of Goto City



Joint ownership of SEP

M&A : 7.2 billion yen (FY22-24 results)

■ Expansion of business areas for future growth

- Including **TATA (Indonesia)** as a consolidated subsidiary to expand presence in Southeast Asia
- Conclusion of **M&A and capital alliances** to expand value provision in construction-adjacent fields (e.g., Platinum Landscape, Inc. in the U.S., Kaken Co., Ltd., eREX Co., Ltd., PowerX, Inc.)

Became subsidiary in Sept 2022

3-3 Management environment and challenges

Enhancing profitability through strengthening the business foundation and demonstrating group synergy are key challenges

Management environment

Social climate

- Emergence of geopolitical risks
- Decline in labor population and a declining birthrate and aging society

Market and customer needs

- Private capital investment, redevelopment, and regional revitalization
- Strengthening national resilience and updating aging infrastructure
- Environmental needs and expectations regarding renewable energy

Business risks

- Construction prices remain high
- Severe shortage of skilled workers
- International inflation trends and rising interest rates

Challenges and future goals of the TODA Group

■ Strengthening the business foundation of the architectural construction business

- Enhancing the ability to execute construction projects through talent acquisition and the reallocation of personnel to construction sites
- Strict risk management of price increases and contractual agreements

■ Identifying businesses that can facilitate accelerated profit generation for growth investments

- Developing business models to ensure stable profitability from growth investment
- Evaluating business continuity through ongoing monitoring and assessment

■ Demonstration of mutual synergy across businesses and the group

- Development of new priority management businesses (in urban development projects,) integrating collaboration between our architectural construction and strategic divisions
- Expansion of environment, energy, and overseas businesses, and enhancing profitability

Medium-Term Management Plan 2027



4. Medium-Term Management Plan 2027

Promotion of Future Vision CX150/Phase 2 “Value Restructuring”

— Identifying and leveraging our key strengths and creating distinctive value —



Future Vision CX150

Phase 1

Access to sources of value

(2022-2024)
Medium-Term
Management Plan 2024
- Rolling Plan

Realization of CX150/Strengthening of
business portfolio

2022 2023 2024

Phase 2

Value restructuring

(2025-2027)
**Medium-Term Management
Plan 2027**

Identify and Connect
From Diffusion to Unity:
Maximizing Value

Identifying and leveraging
our key strengths

2025 2026 2027

Phase 3

Realizing a society of collaborative creation

(2028-2030)
Next Medium-Term Management Plan



Creating distinctive value

2028 2029 2030

150th
anniversary
of company
founding

2031

Identify and Connect

Identify

Our key strengths

- Strengthen the business foundation through the combination of **human capital, digital technology, and convergence knowledge**, and select areas and fields where we can use our **manufacturing and solutions** strengths to the fullest extent
- Optimization of the business portfolio through **growth investments** and **accelerated profit generation** to achieve sustainable growth

*Convergence knowledge is the creation of “knowledge vitality” where diverse knowledge converges to generate new value. (Japan Cabinet Office)

From Diffusion to Unity: Maximizing Value

Connect

Combine vertical and horizontal expansion

- Maximize customer value and address social issues on the **frontlines (such as sales and construction site offices)** by repositioning personnel and strengthening value chains (vertical expansion)
- Create value and expand into the construction lifecycle through the **strengthening of collaboration between construction and strategic businesses** (horizontal expansion)

Distinctive value/
high profitability

4-1 Group-wide strategy | (3) Financial targets (performance/financial KPIs)

Driving revenue growth and enhancing capital efficiency by optimizing management resources

Growth potential

(Fiscal year ending
March 2028)

Consolidated net sales
Approx. **800** billion yen

Profitability

(Fiscal year ending
March 2028)

Operating income
43.5 billion yen or more

Net income attributable to
owners of the parent
35.0 billion yen or more

Capital efficiency

(Fiscal year ending
March 2028)

ROE of **10.0%** or higher

Financial discipline

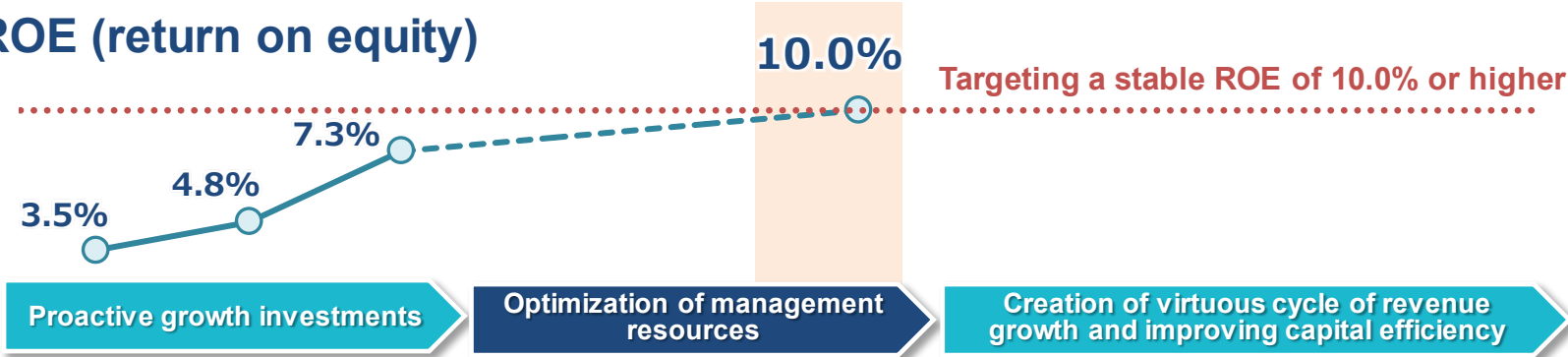
D/E ratio of **0.8x** or lower

Shareholder return

DOE of **3.5%** or higher
Total payout ratio of approx. **70.0%**

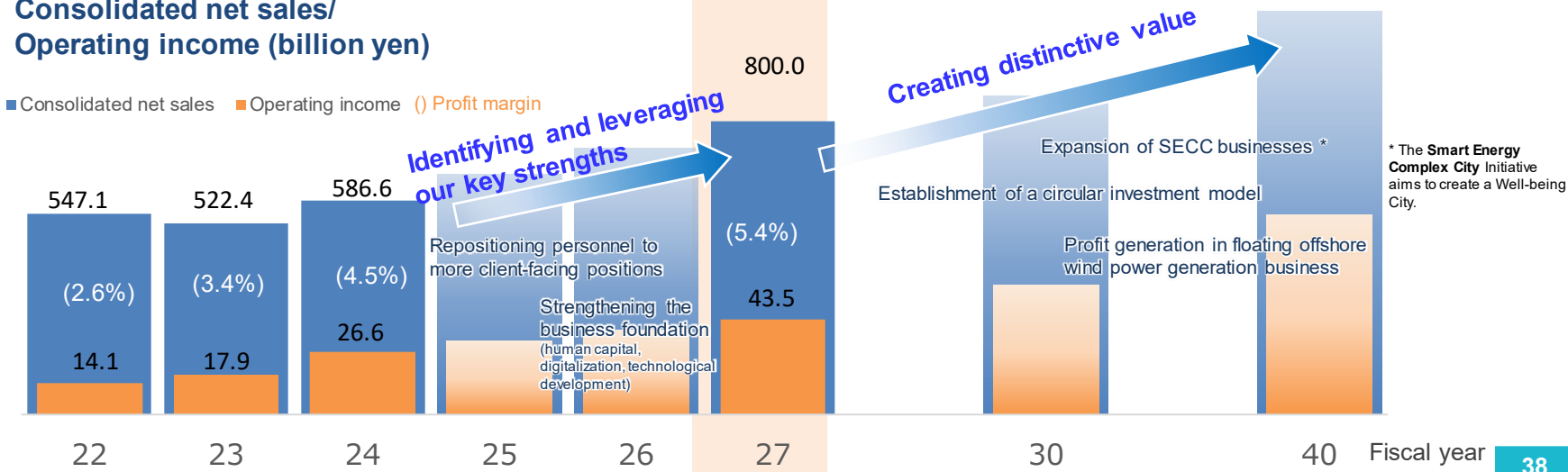
4-1 Group-wide strategy | (4) Performance target roadmap

ROE (return on equity)



Consolidated net sales/
Operating income (billion yen)

■ Consolidated net sales ■ Operating income () Profit margin



4-1 Group-wide strategy | (5) Performance targets by business

Boosting operating income through construction revenue growth and strategic activities

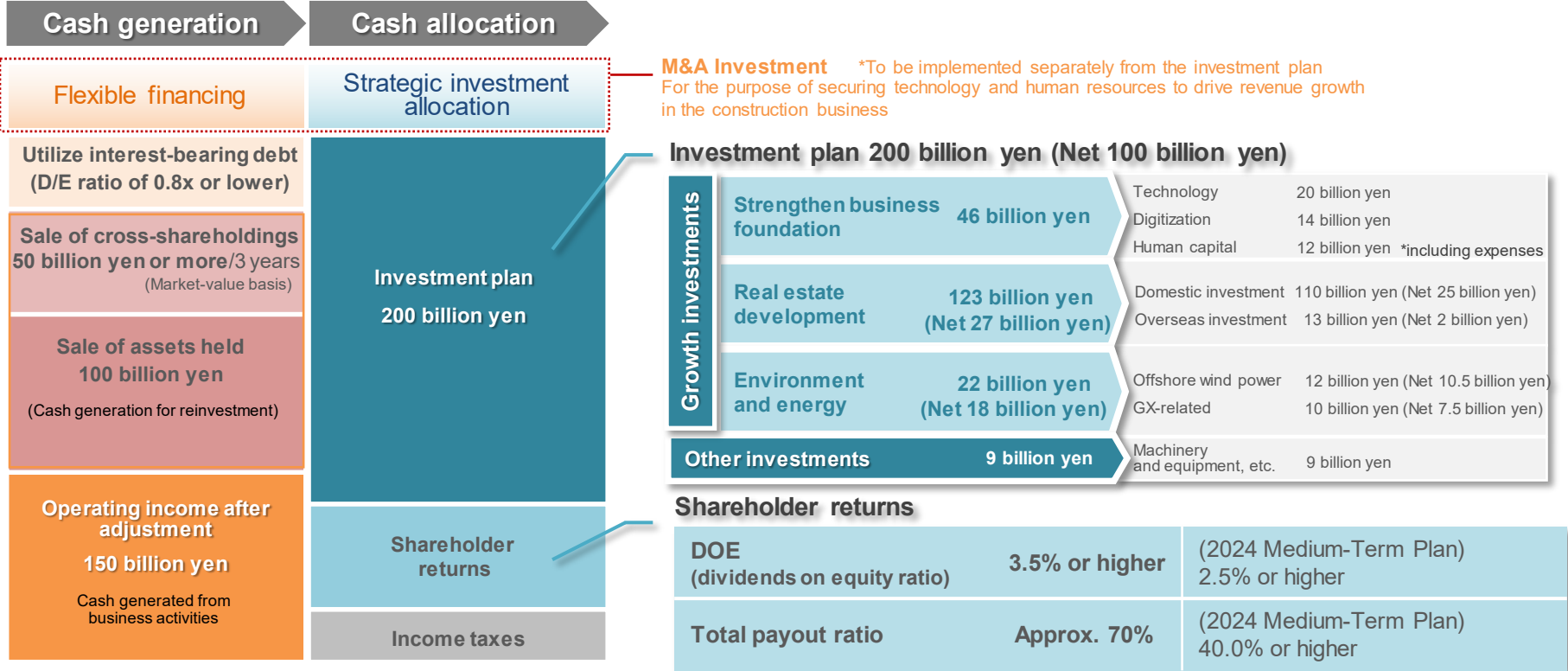
		Net sales (Billion yen)			Operating income (Billion yen)			
		FY2024 Results	FY2027 Forecasts	% change compared to FY2024	FY2024 Results	FY2027 Forecasts	Operating profit margin	% change compared to FY2024
construction business	Architectural construction	358.1	430.0	20.1%	16.8	22.0	5.1%	30.4%
	Civil engineering	127.1	150.0	18.0%	7.5	9.0	6.0%	19.8%
Strategic businesses	Domestic investments	47.7	50.0	4.8%	4.7	6.0	12.0%	26.1%
	Overseas Group companies	57.4	90.0	56.7%	1.1	3.5	3.9%	198.2%
	Environment and energy	0.9	7.0	650.1%	(1.0)	0.5	7.1%	-
	Domestic Group companies	58.2	80.0	37.4%	3.1	3.5	4.4%	10.7%
Consolidated		586.6	800.0	36.4%	26.6	43.5	5.4%	63.3%

- Expansion of the construction business through strategic project selection and concentration, talent acquisition, and the repositioning of personnel into more client-facing roles.
- Securing revenue for strategic businesses through the growth of domestic and overseas subsidiaries (such as in Indonesia, etc) and renewable energy business.

* Eliminations are included in consolidated total

4-1 Group-wide strategy | (6) Cash allocation (3-year total)

Strengthening cash generation, growth investments, and shareholder returns through the sale of cross-shareholdings and assets



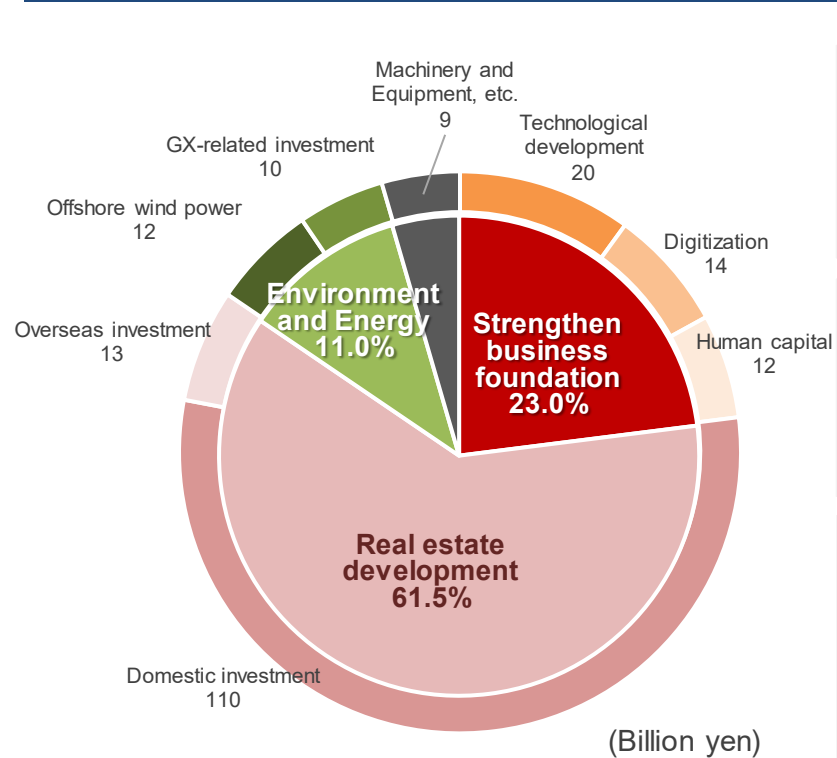
M&A Investment *To be implemented separately from the investment plan
For the purpose of securing technology and human resources to drive revenue growth in the construction business

*Operating income after adjustment = Operating income - real estate for sale gross profit + Depreciation + Investments in business foundation (expenses)
DOE = Total dividends / Shareholders' equity; Total payout ratio = (Total dividends + Total share buybacks) / Net income

4-1 Group-wide strategy | (7) Investment plan (3-year total)

Further investing in our business foundation (human capital/ digitization/ technological development)

Investment plan (3-year total) 200 billion yen (Net 100 billion yen)



Lower section represents 2024 Medium-Term Plan results

Strengthen business foundation

46 billion yen *including expenses
25.5 billion yen

- Strengthen investments in human capital, digitization, and technological development
- Investments in human capital include initiatives aimed at enhancing employee benefits and overall well-being

Real estate development

123 billion yen (Net 27 billion yen)
184 billion yen (Net 119.8 billion yen)

- Create synergies between the construction business and Group company businesses
- Develop projects and facilitate sales to private REIT and funds to realize the “circular investment model (net zero)”

Environment and Energy

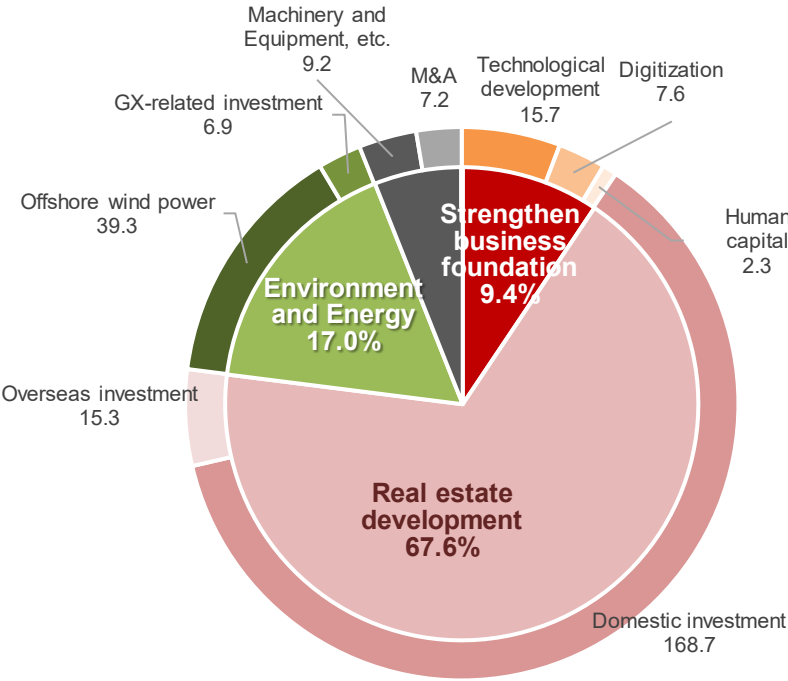
22 billion yen (Net 18 billion yen)
46.2 billion yen (Net 46 billion yen)

- Launch operations for the Floating Wind Power Generation Project off the Coast of Goto City from January 2026
- GX-related investments will be made in onshore wind power in Brazil, biomass power generation, and more

Reference: Investment plan (comparison with 2024 Medium-Term Plan)

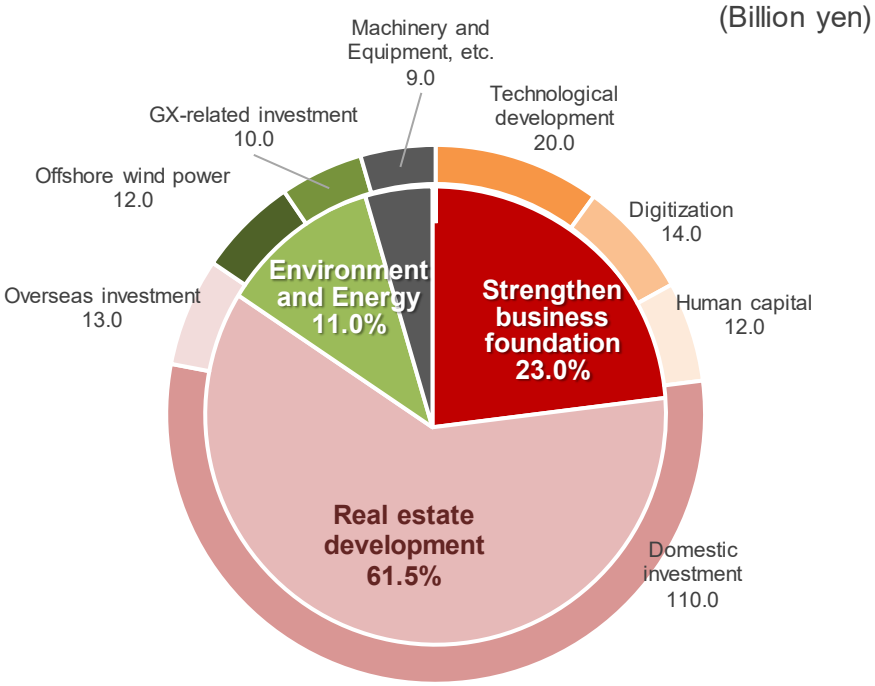
2024 Medium-Term Plan results

272.3 billion yen (Net 207.8 billion yen)



Medium-Term Management Plan 2027

200 billion yen (Net 100 billion yen)



Strengthening shareholder returns and enhancing capital efficiency

Shareholder return policy

■ We will aim to deliver **direct shareholder returns by driving medium- to long-term stock price growth**, targeting a DOE (dividends on equity ratio) of at least 3.5% and a total payout ratio of approximately 70.0%.

2024 Medium-Term Plan
(FY22-24)

DOE
2.5% or higher

Total payout ratio
40.0% or higher

Medium-Term
Management Plan 2027
(FY25-27)

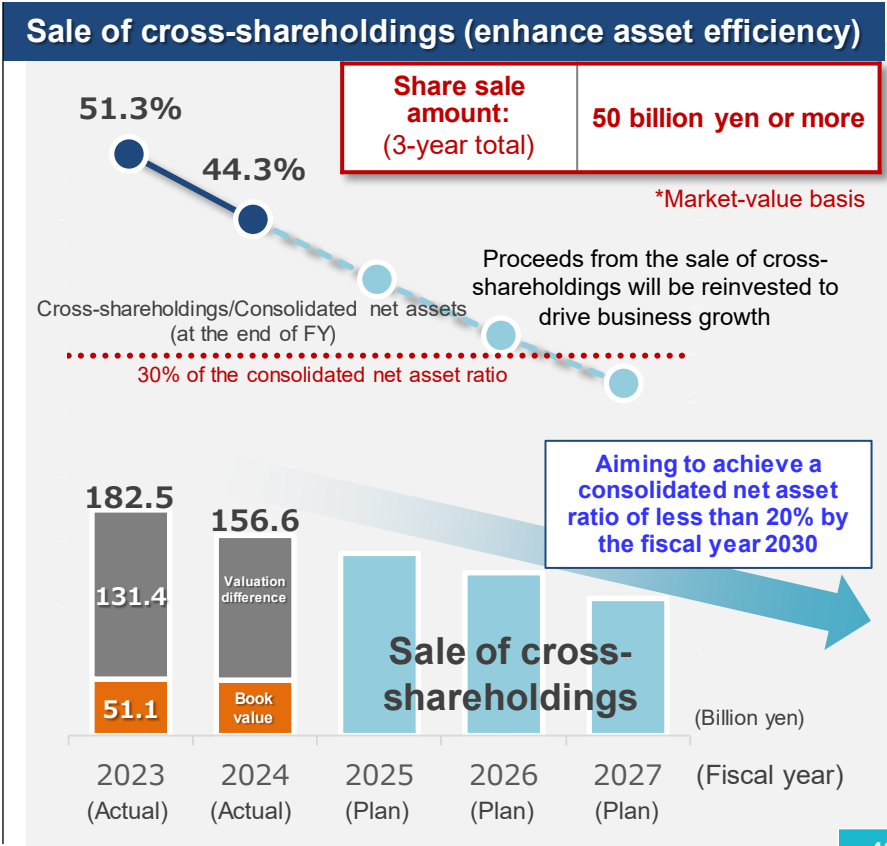
DOE
3.5% or higher

Total payout ratio
approx. 70%

Enhance
shareholder
returns

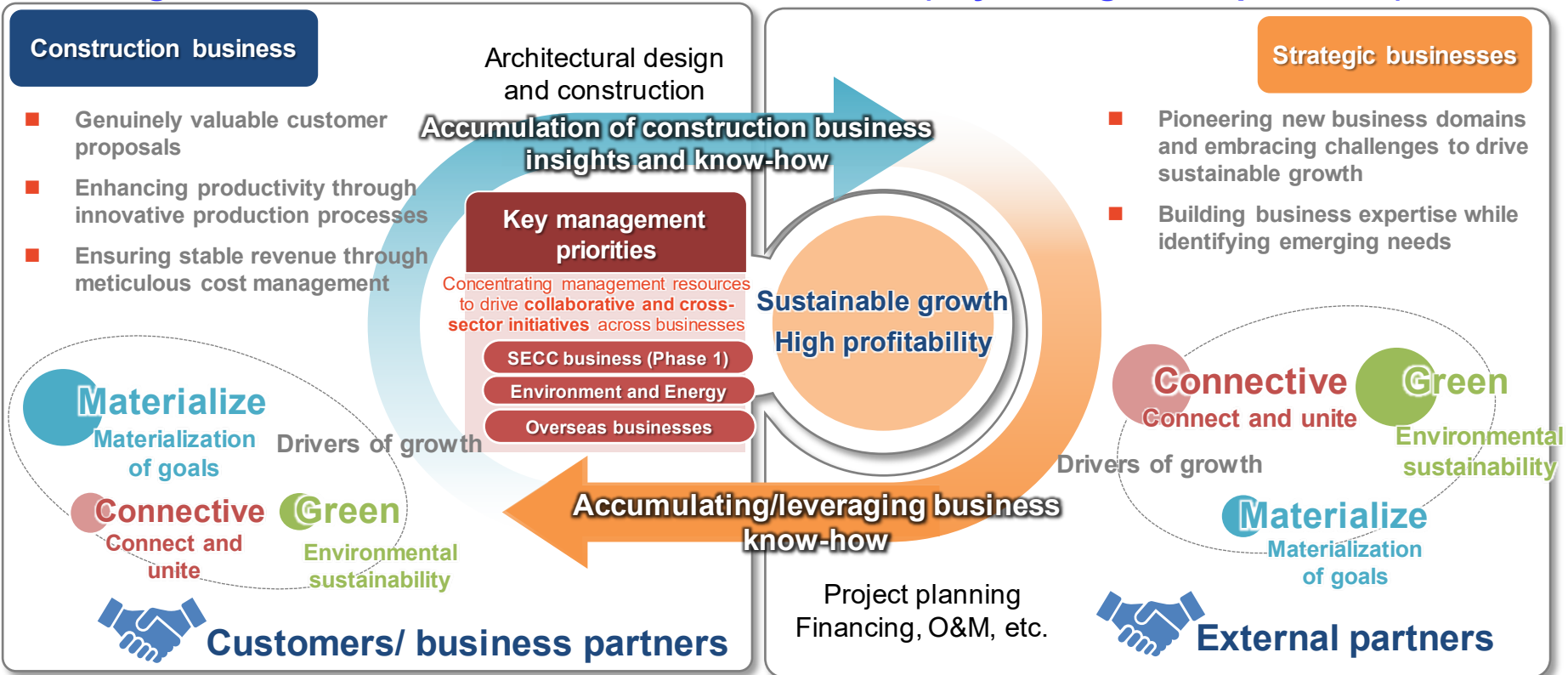
*Total payout ratio = (Total dividends + Share buyback amounts) / Net income attributable to owners of the parent

*DOE (dividends on equity ratio) = Total dividends / Shareholders' equity (at the end of FY)

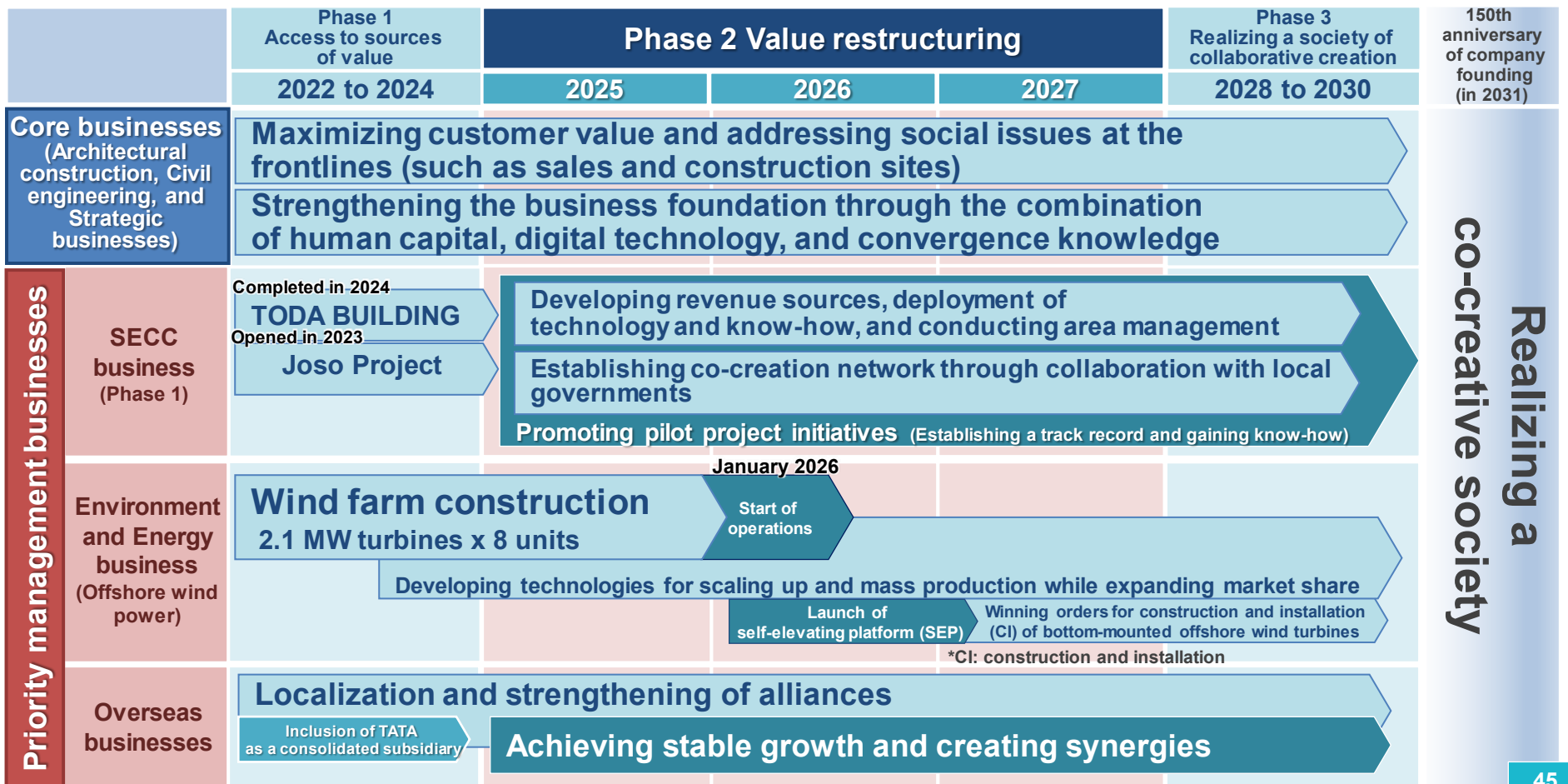


4-1 Group-wide strategy | (9) Value creation model

Strengthening each business's core advantages while fostering new value creation through collaboration and cross-sector initiatives (key management priorities)



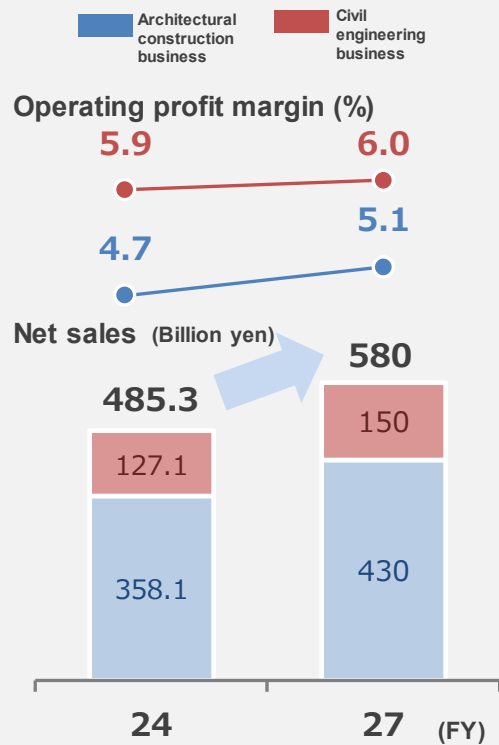
4-2 Business strategy | (1) Business strategy roadmap



4-2 Business strategy | (2) Construction businesses

We strive to enhance productivity and technological capabilities while strengthening organizational systems to meet customer and market demands

Performance targets



Areas of focus

Key initiatives

Architectural construction business

- Demonstrating high productivity and identifying potential needs for use in broad-ranging buildings, including hospitals and schools

- Initiatives for transforming production processes and leveraging production information created by BIM (Building Information Models)
- Improving productivity and creating differentiated value through standardization of data and operations (enhancing customer value through data-driven approaches)
- Stringent risk management of price increases and agreements at the time orders are received

Civil engineering business

- Fundamental Plan for National Resilience, infrastructure rehabilitation
- Renewable energy power generation facilities
- Overseas civil engineering infrastructure construction

- Continued enhancement of construction technology and technical proposal capabilities to improve order success rates and reinforce construction portfolio
- Continued enhancement of competitiveness for onshore wind power business and winning CI orders for bottom-mounted offshore wind turbines using SEP.
- Accumulation of know-how through ODA projects, establishment of organizational systems, and strengthening supply chains

Common areas

- Establishment of flexible system to respond to potential orders
- Production process innovation (Smart Innovation)

- Acquisition of personnel for implementing projects, optimization of staffing through human resources shifts, and strengthening of collaboration with partner companies (with the aim of addressing labor shortages)
- Improving productivity and creating differentiated value by leveraging digitalization and technological developments (with the aim of addressing customer needs and social issues)

Promoting the implementation of automation and labor-saving technologies

■ Deployment of technology testing at TODA BUILDING

Improvement of remote operation of tower cranes and automated transport systems, and deployment to large construction sites

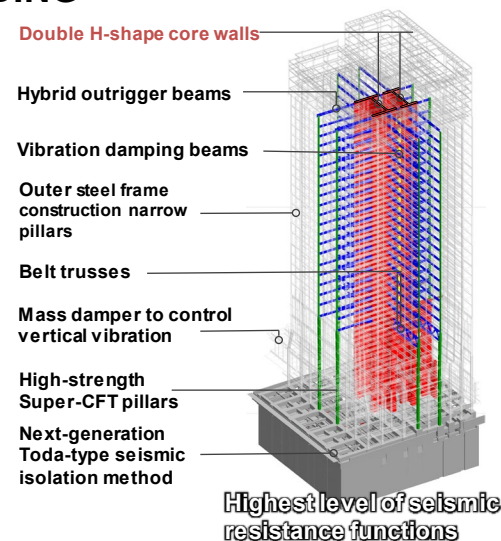


Tower Crane 3D Automatic Guidance System / remote operation system

Examples of automated technologies applied at TODA BUILDING



Vertical / horizontal automated conveyor system



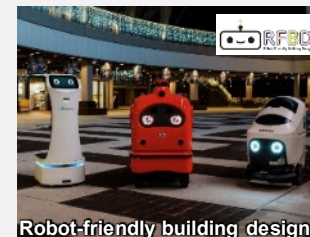
(Reference) Implementation of smart technologies in society



Smart office T-BuSS app

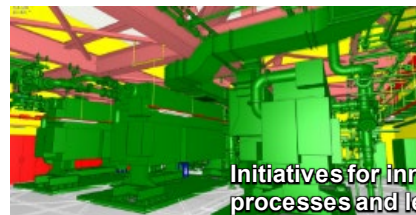


Digitally twinned smart offices

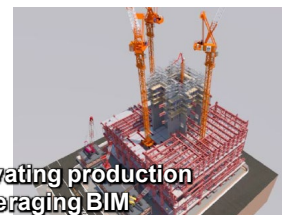


Robot-friendly building design

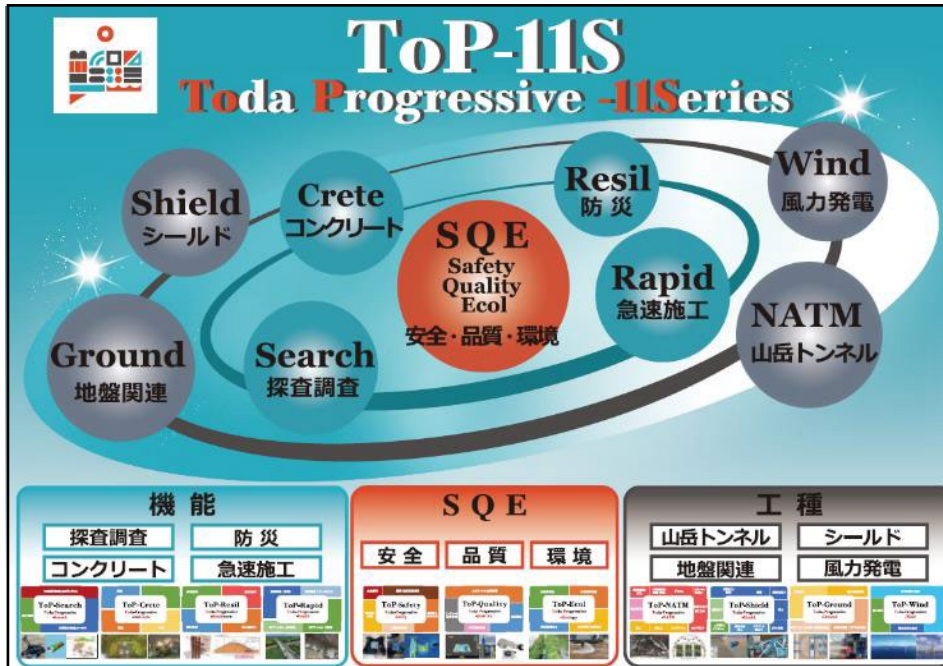
■ Innovating production processes and leveraging production information created by BIM (Building Information Models)



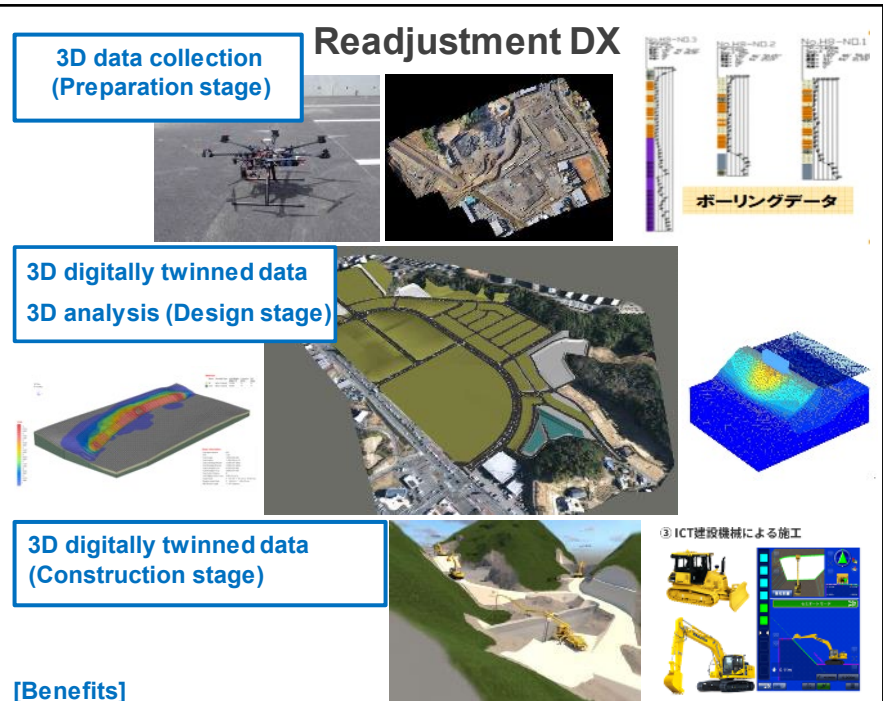
Initiatives for innovating production processes and leveraging BIM



Advancing technology development through technology serialization and digital utilization (Examples of technological development)



- Providing optimal solutions to customers, society, and construction sites through our lineup of technologies



[Benefits]

- Verifies consistency with surrounding elements during the design phase to prevent the need to redo work (front loading)
- Facilitates communication and consensus with stakeholders via visualization
- Improves the design and construction efficiency and accuracy through 3D technology analysis

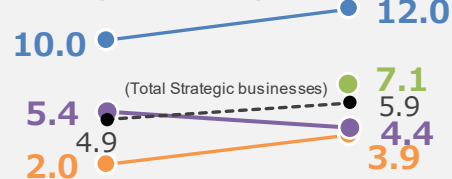
4-2 Business strategy | (3) Strategic businesses

Applying the Group's convergence knowledge across different domains

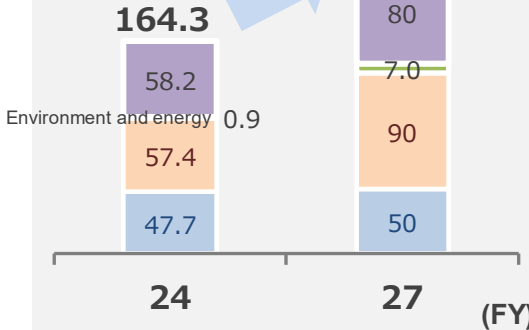
Performance targets

- Domestic Group companies
- Environment and energy
- Overseas Group companies
- Domestic investment and development

Operating profit margin %



Net sales (Billion yen)



- Leveraging the **experience and knowledge** gained from TODA BUILDING and the Joso Project across diverse applications
- Building a **medium to long-term portfolio** with a focus on **cash flows, business ROIC and IRR** (establishing “a circular investment model” using private REIT, etc.)
- Conducting investment activities with an emphasis on ESG and SDGs, supporting the transition to a decarbonized society and promoting local economic growth

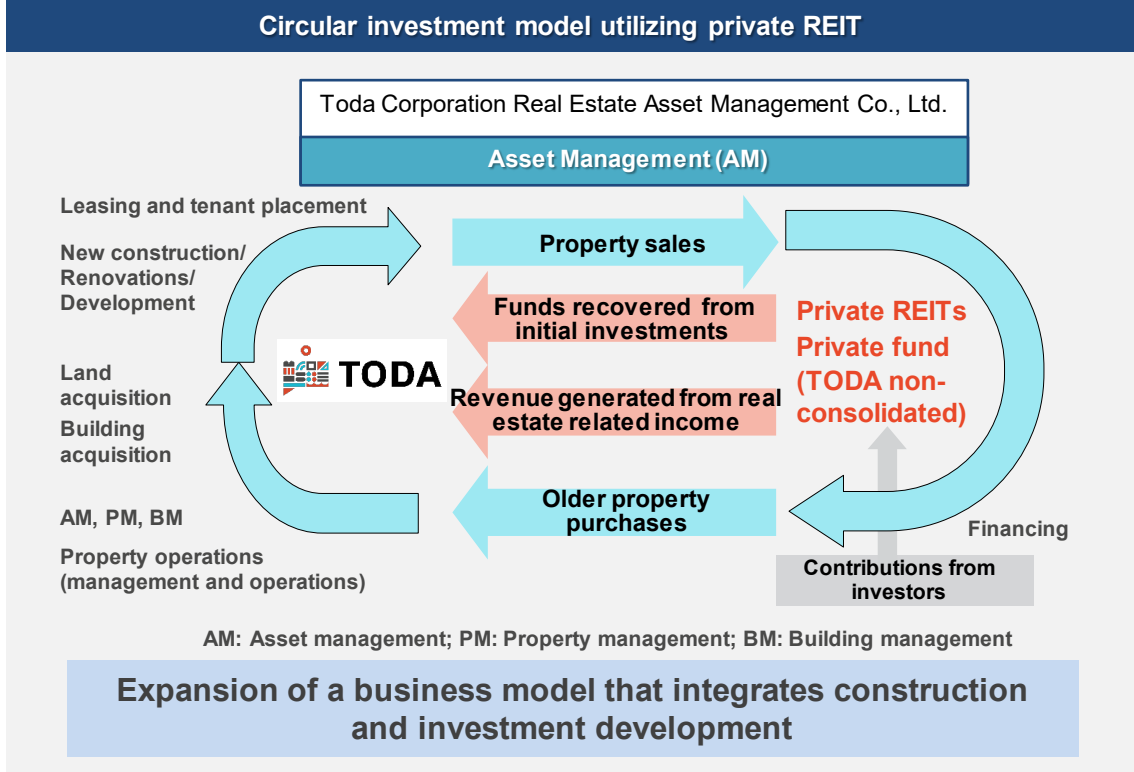
* ROIC : Return on Invested Capital, IRR : Internal Rate of Return



* Environment and energy is omitted due to a negative operating profit margin in FY2024.

4-2 Business strategy | (3) Strategic businesses

Improving capital efficiency and growth in the real estate development business using a circular investment model



Portfolio development policy for a private REIT

Targeting 100 billion yen in assets under management at an early stage

By use

70% or higher

Offices, residences, distribution facilities, hotels, commercial facilities

By area

70% or higher

Three major metropolitan areas of Japan + Designated cities and their respective metropolitan areas

A comprehensive REIT that invests in diverse asset types, leveraging our expertise as a general construction company

TODA BUILDING Aoyama L-Place Minami Suna Dormy Inn PREMIUM Kyoto Station

4-2 Business strategy | (4) Priority management businesses

1 SECC business (Phase 1)



Vision for SECC in 2050

- Expanding as a new priority management business that marks the first step in achieving TODA's urban development project (SECC)
- Phase 1 involves facilitating pilot projects towards realizing SECCs (with a focus on results and accumulating know-how)

* SECC: Smart Energy Complex City

2 Environment and Energy business



Floating Offshore Wind Farm off the Coast of Goto in Nagasaki (Scheduled to start operation in 2026)

- Commercializing and deploying hybrid spar-type floating offshore wind power generation facility, with initiatives to scale up and achieve mass production
- Facilitating the setup of a system to pursue CI orders for bottom-mounted offshore wind turbine

* CI: construction and installation

3 Overseas businesses



Construction project focused on Southeast Asia

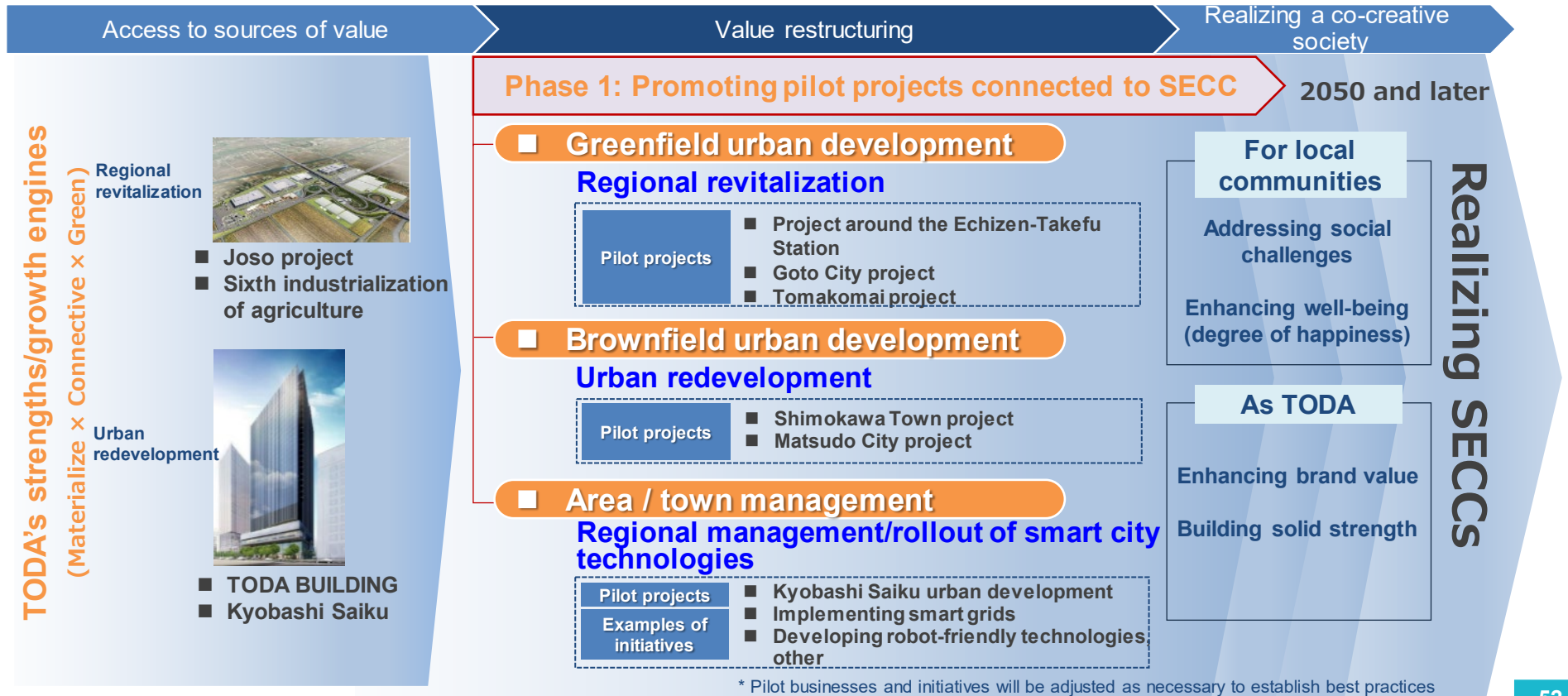


Real estate development business

- Developing construction and development businesses primarily in the growth markets of Southeast Asia and Oceania
- In North America, establishing a growth model supported by a stable income base and circular investment

(4) Priority management businesses: SECC business (Phase 1)

Promoting initiatives for pilot projects connected to SECCs



(4) Priority management businesses: SECC business model

Organizing the development area into six layers to drive value creation

Layer 6: Social capital

Local communities, startups, ventures

Layer 5: Digital networks

IT and telecommunications, IoT, collaboration with AI & urban operating systems (OS), energy efficiency (smart grids, etc.)

Layer 4: Manufacturing

Buildings / facilities, transportation (mobility)

Layer 3: Energy

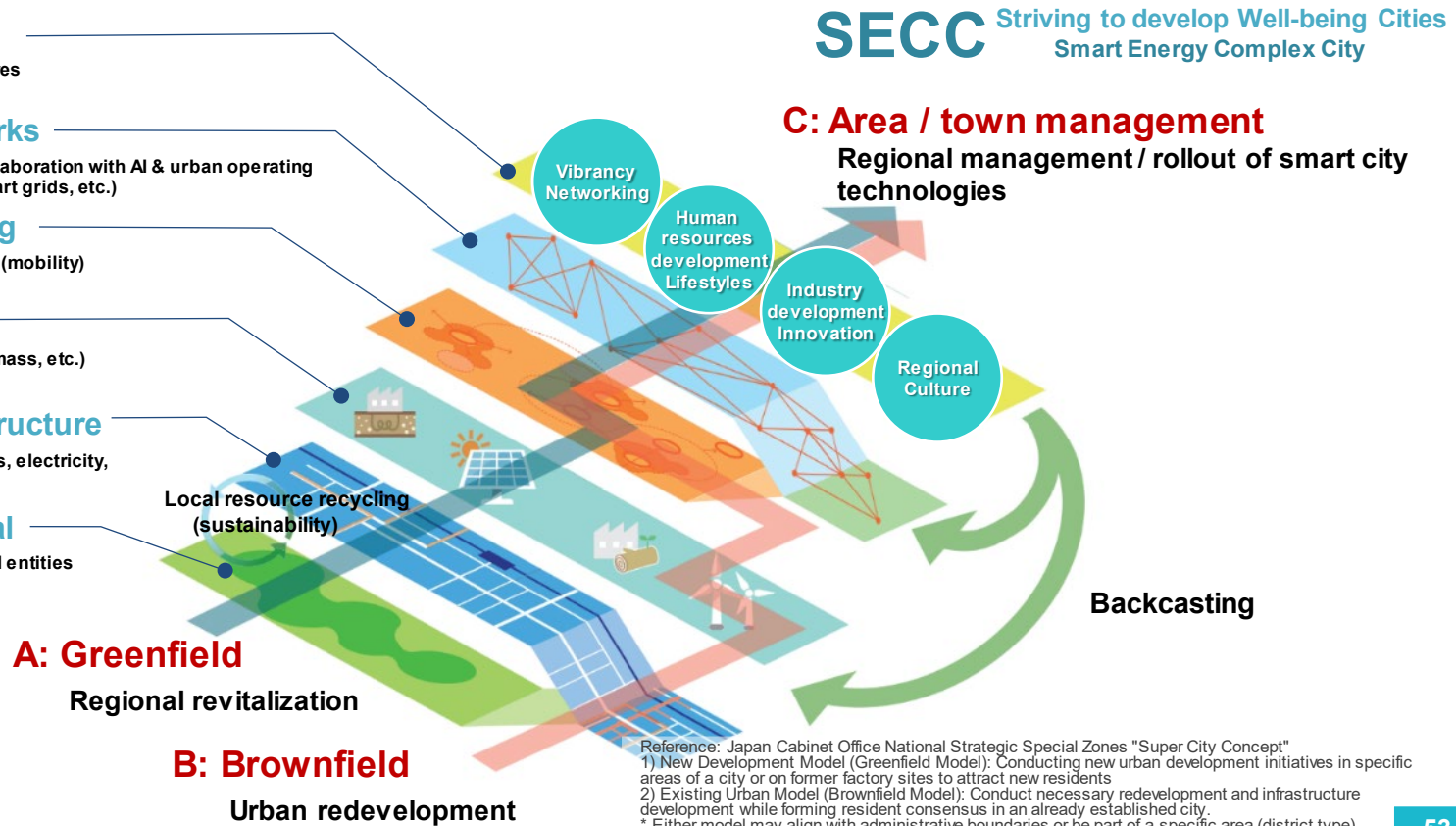
Renewable energy (solar, wind, biomass, etc.)

Layer 2: Social infrastructure

Public infrastructure, roads, railways, electricity, water supply and sewerage

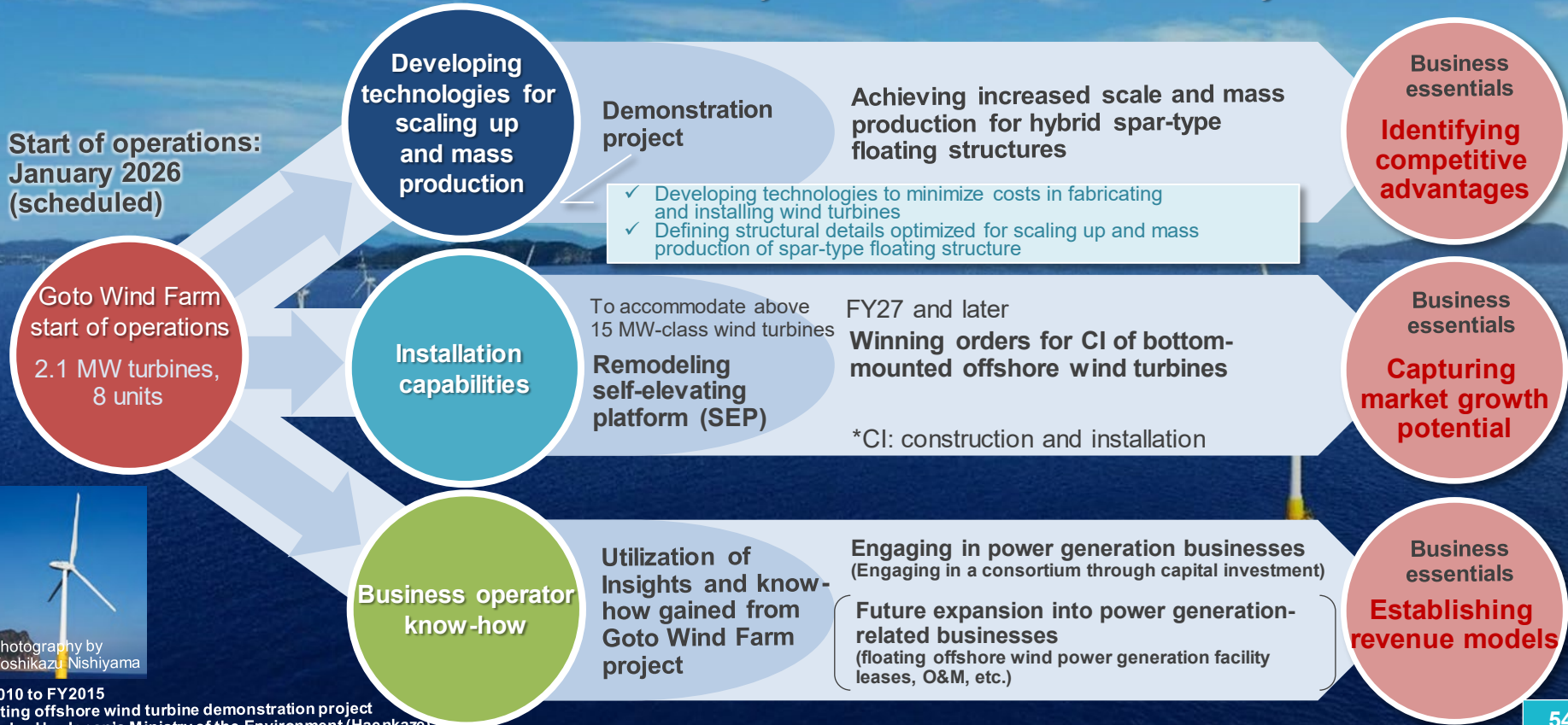
Layer 1: Natural capital

Sun, forest, rivers (water), biological entities



(4) Priority management businesses: Environment and Energy business (floating offshore wind power generation business)

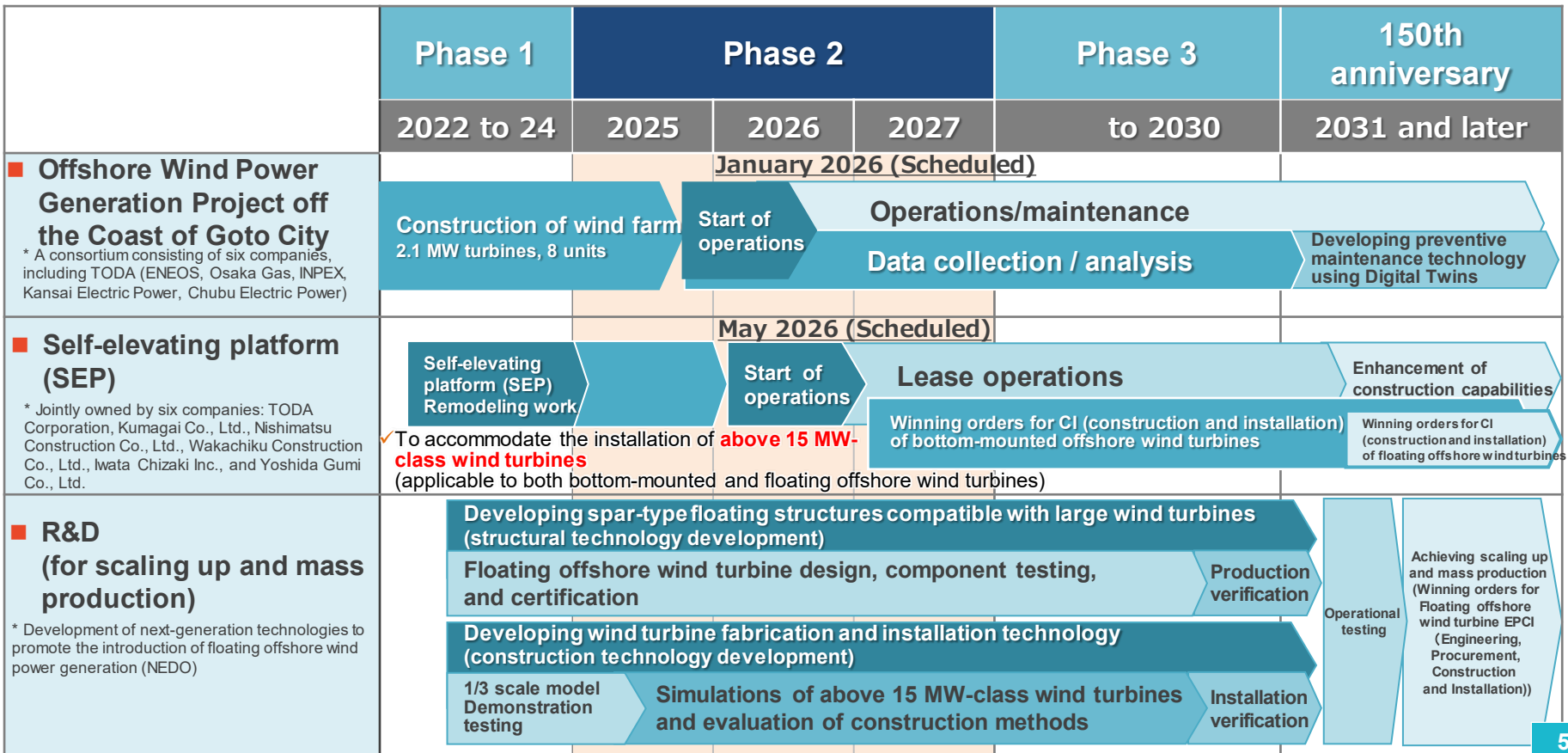
Building key strengths by leveraging insights and know-how gained through the Floating Wind Power Generation Project off the Coast of Goto City



FY2010 to FY2015
Floating offshore wind turbine demonstration project
launched by Japan's Ministry of the Environment (Haenkaze)

(4) Priority management businesses: Floating offshore wind power generation business roadmap

Developing technologies for increased scale and mass production



(4) Priority management businesses: Overseas businesses

Expanding business development in Southeast Asia and North America while considering geopolitical risk

Foundation for global growth

- Recruiting and developing global talent, including management and specialized personnel
- Enhancing governance structures to align with the business landscape of the countries in which we operate
- Establishing local networks (e.g., customer bases / supply chains)

Southeast Asia / Oceania

Overseas Group Companies Environment / Energy

- **Leveraging Asia's growth potential to build a strong presence as a general contractor group**
 - With Thailand and Vietnam as key markets, we aim to secure contracts from major Japanese companies, leveraging our strengths, while also expanding orders from foreign companies through local networks
 - Expanding construction and real estate businesses with TATA (Indonesia) at the core
 - Advancing hotel development business in New Zealand
 - Strengthening our business foundation and expanding into new sectors through M&A and strategic partnerships

North America

Overseas Group Companies

- **Growth model driven by a stable income base and circular investment**
 - Establishing a solid revenue foundation in real estate leasing while optimizing the asset portfolio through strategic property replacements
 - Reinvesting real estate revenue and pursuing roll-up M&As in related sectors

West Africa, etc.

Architectural construction Civil engineering

- **Ongoing orders in the West African market via ODA and Japanese government projects**
 - Winning order by leveraging ODA track record, know-how, and technology
 - Addressing social challenges through the development of safe and resilient infrastructure

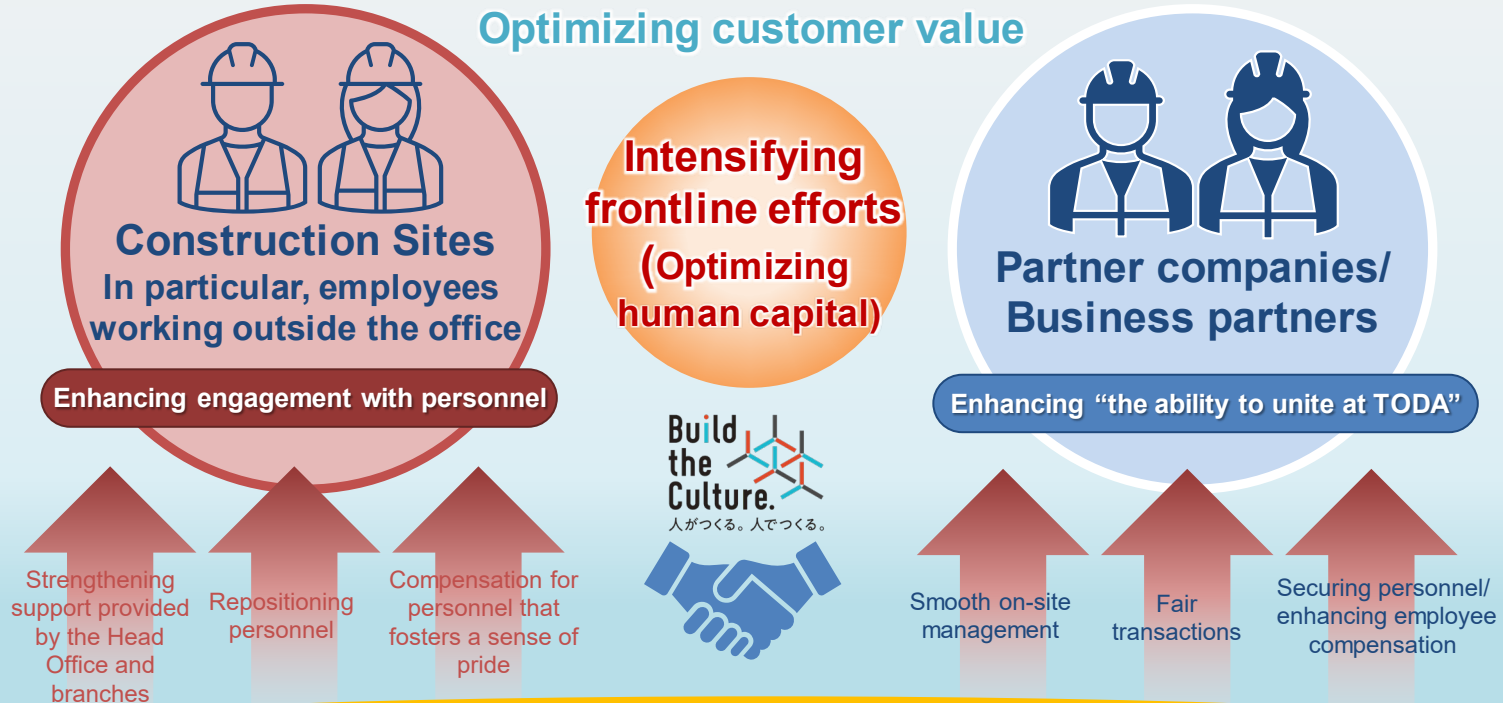
South America, etc.

Environment / Energy

- **Driving profitability in environmental business**
 - Ensuring stable operations and revenue generation in Brazil's wind power business
 - Leveraging our long-standing presence in Brazil to create opportunities in environmental and new business

Intensifying frontline efforts by fostering a stronger “sense of purpose in on-site work”

Optimizing customer value



Cultivating a “deeper sense of purpose of working on-site”

(5) Strengthening the business foundation: DX strategy

**Dedicated to advancing Digital (D) + Transformation (X)
in pursuit of sustainable growth**

TODA Group DX Vision 2030

- We are committed to connecting “people” with digital technology to drive value creation in new business areas
- By collecting and leveraging data, we aim to support the business pursuits of “people” committed to realizing a co-creative society, and to establish a solid business foundation



Necessary actions to achieve the DX Vision

Addressing organizational challenges by using the 7S Framework: Transforming corporate culture and climate, and developing digital talent

Implementing data-driven decision-making across operational, managerial, and executive tiers

Enhancing productivity / quality through the transformation of business processes by utilizing digital technology

Establishing a digital platform connecting SECC businesses

Offering digital services in new business areas

Infrastructure and security supporting the utilization of digital technology

(5) Strengthening the business foundation: Non-financial targets

Non-financial targets			Medium-Term Management Plan targets (FY2027)	
			Objectives of targets	Targets
E	CO ₂ emissions Scope 1+2	Total emissions [%] (compared to FY2020) * ₁	Continuous efforts to reduce CO ₂ emissions in business activities, driving progress toward carbon neutrality by 2050	(29.4)% or more
		Basic unit (per 100 million yen) * ₂		9.1 t-CO ₂ or less
	CO ₂ emissions Scope 3	Total emissions [%] (compared to FY2020) * ₁		(17.5)% or more
		Category 1: Basic unit (per 100 million yen) * ₂		604.9 t-CO ₂ or less
		Category 11: Basic unit (per sqm)* ₂		1.2 t-CO ₂ or less
S	Work engagement (deviation value) * ₃ New		Advancing human capital management by improving employee job satisfaction and engagement	52.0 or more
	Construction site feedback (scores) * ₄ New		Strengthening partnerships with partner companies by implementing a structured evaluation and improvement cycle	4.5 or more
G	Enhancing the effectiveness of the board of directors New		Enhancing corporate governance by analyzing and assessing the board's overall effectiveness and incorporating the findings into initiatives	N/A
	Enhancing IR meetings * ₅ New		Enhancing shareholder and investor engagement through ample meeting opportunities and timely disclosure of relevant information	N/A

*₁ The company (on a non-consolidated basis) and Group companies in Japan (covering all business activities except for overseas Group companies)

*₂ The company (on a non-consolidated basis)

Basic unit scope 1 & 2: Emissions per completed construction project

Category 1: Emissions per transaction amount

Category 11: Emissions per total floor area of completed construction project

*₃ Deviation value of stress check based on ADVANTAGE TOUGHNESS survey results

*₄ Average evaluation scores of construction sites by partner companies, covering all branches and criteria (for completed construction sites in 2024)

*₅ IR meetings (financial results briefings, one-on-one meetings, field visits, etc.)



5. In closing

Shaping the future through TODA Group's distinctive value

Identify

Our key
strengths

X

Connect

Combine
vertical
and horizontal
expansion



Creating
distinctive
value

Build the Culture.



人がつくる。人でつくる。

Future performance forecasts outlined in this plan have been prepared based on information that was available at the time of its publication. As a result, please be aware that actual performance results may differ significantly from these forecasts due to a variety of factors.



TODA CORPORATION