

**TODA CORPORATION Group**  
**Medium-Term Management Plan 2027**  
**(FY2025-FY2027)**

**“Identify and Connect”**  
From Diffusion to Unity: Maximizing Value

**May 15, 2025**

**TODA CORPORATION**

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# 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.

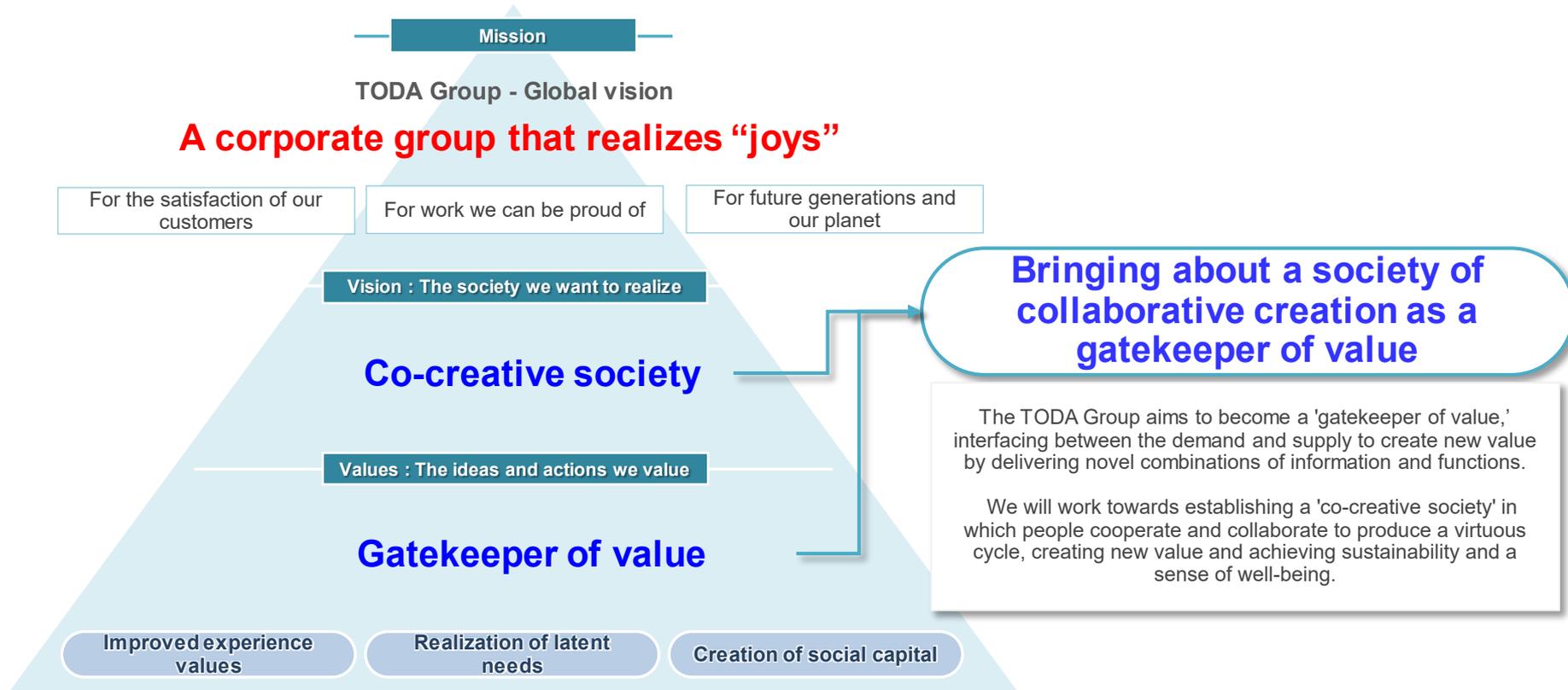
TODA Group has been working towards strengthening its business portfolio and creating sustainable value based on the “Medium-Term Management Plan 2024 - Rolling Plan” (announced in May 2022, the “2024 Medium-Term Plan”). This plan aims to achieve the “Future Vision CX150” (the “CX150”), with 2024 set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

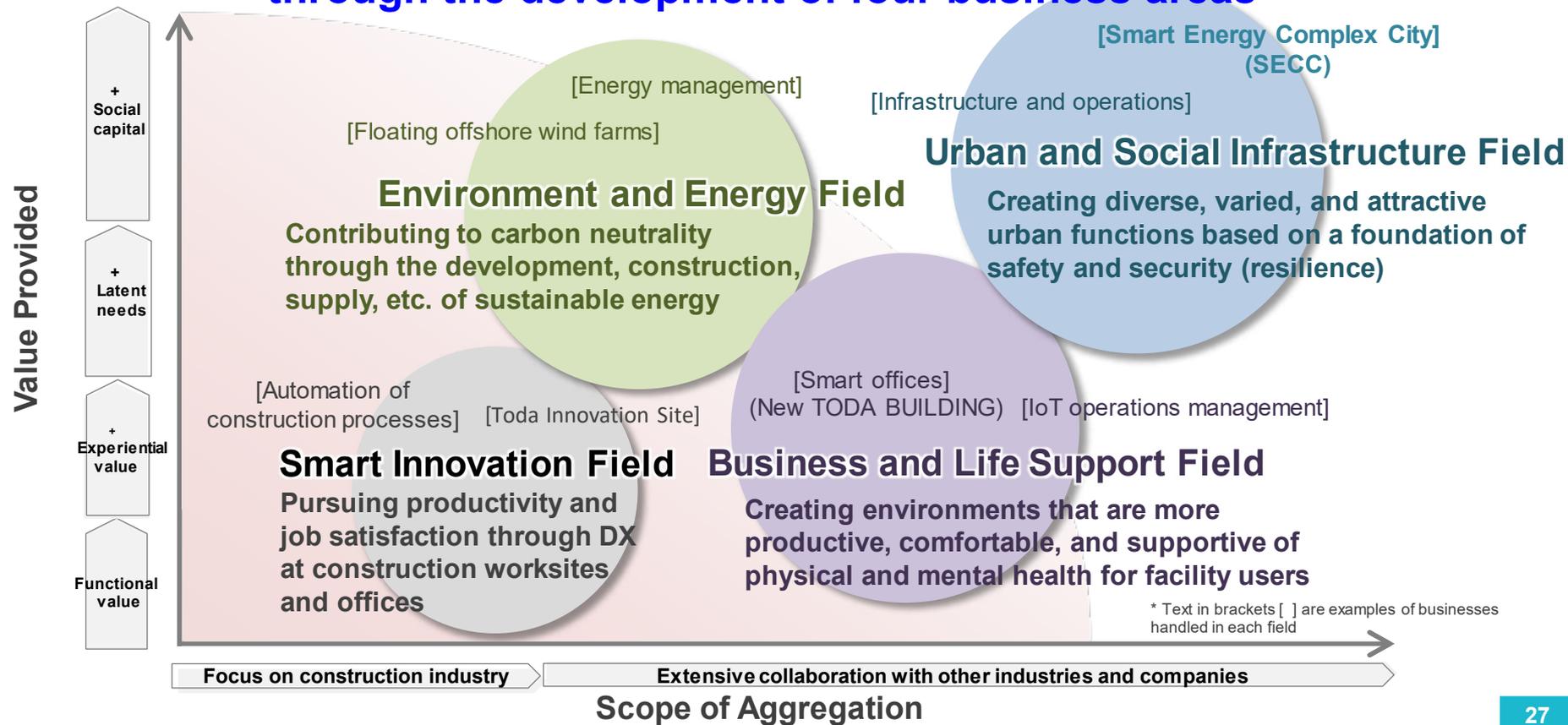
# 2. Future Vision CX150 - Corporate Transformation towards TODA Group's 150th anniversary in 2031 -



\*Future Vision CX150: Corporate Transformation toward TODA Group 150th Anniversary

## 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



Center city



Smart agri-town



Energy town

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 \(In Japanese\)](#)



## **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 CO<sub>2</sub> emission reduction rate targets

- **E (Environment)** : Promoting CO<sub>2</sub> 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	<b>CO<sub>2</sub> emissions</b>	Reduction rate (compared to FY2020)	(14.5)	(29.9)	(43.8)	(16.8) % or higher	○
	<b>Scope 1 &amp; 2</b>	Basic unit (per 100 mil yen)	13.6	11.7	9,7	11.2 t-CO <sub>2</sub> or less	
		Reduction rate (compared to FY2020)	(0.8)	(10.9)	(19.8)	(10.0) % or higher	
	<b>Scope 3</b>	Category 1: Basic unit (per 100 mil yen)	700.4	614.2	559.8	540.7 t-CO <sub>2</sub> or less	
		Category 11: Basic unit (per sqm)	2.9	2.7	2.3	3.5 t-CO <sub>2</sub> or less	
S	<b>Total accident frequency rate</b>	4.22	3.84	3.80	1.00 or less	△	
	<b>Accident frequency rate</b>	0.40	0.44	0.46	0.10 or less		
G	<b>Labor productivity per hour</b>	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: CO<sub>2</sub> emissions directly resulting from the use of diesel oil, etc.  
Scope 2: Indirect CO<sub>2</sub> 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.

\* 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

○ Targets met △ Targets not met

## 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) Opened in May 2023
- Promotion of a **public-private partnership (PPP) project** aimed at forming a **smart city** around Echizen Takefu Station, etc.



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



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 Became subsidiary in Sept 2022
- 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.)

# 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

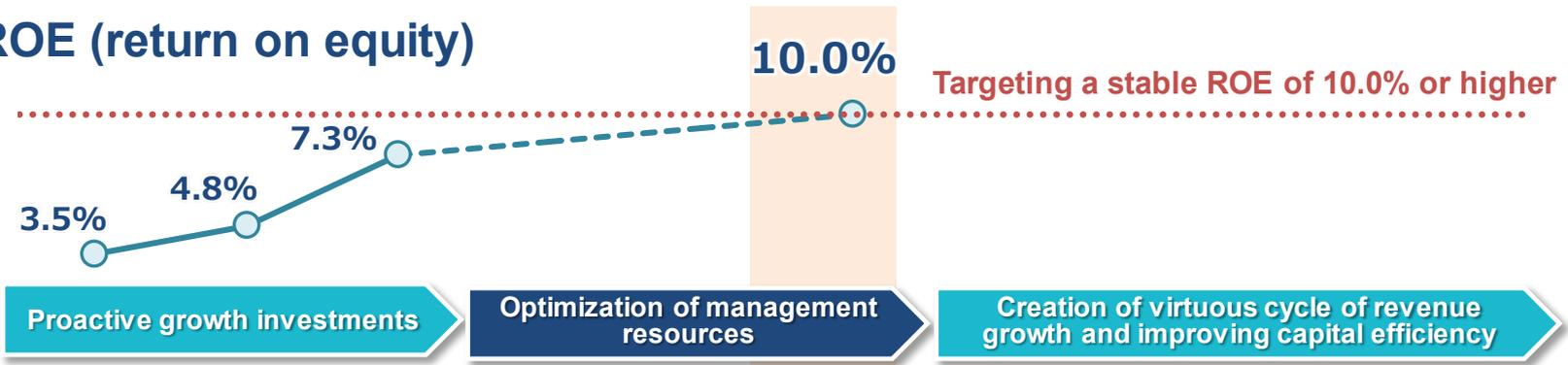
**Capital efficiency**  
(Fiscal year ending March 2028)  
ROE of **10.0%** or higher

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

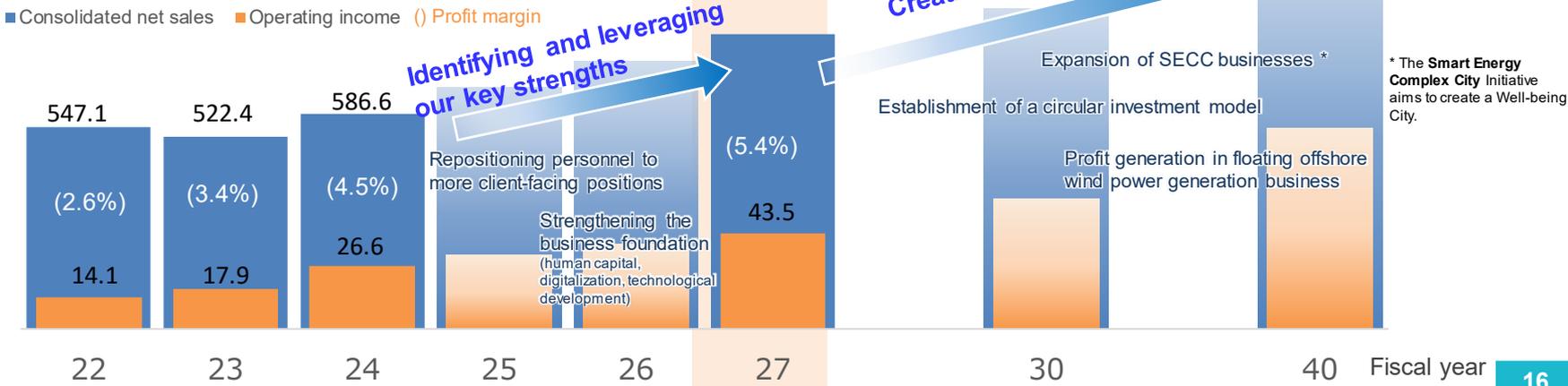
**Shareholder return**  
DOE of **3.5%** or higher  
Total payout ratio of approx. **70.0%**

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

## ROE (return on equity)



## Consolidated net sales/ Operating income (billion yen)



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

### Boosting operating income through construction revenue growth and strategic activities

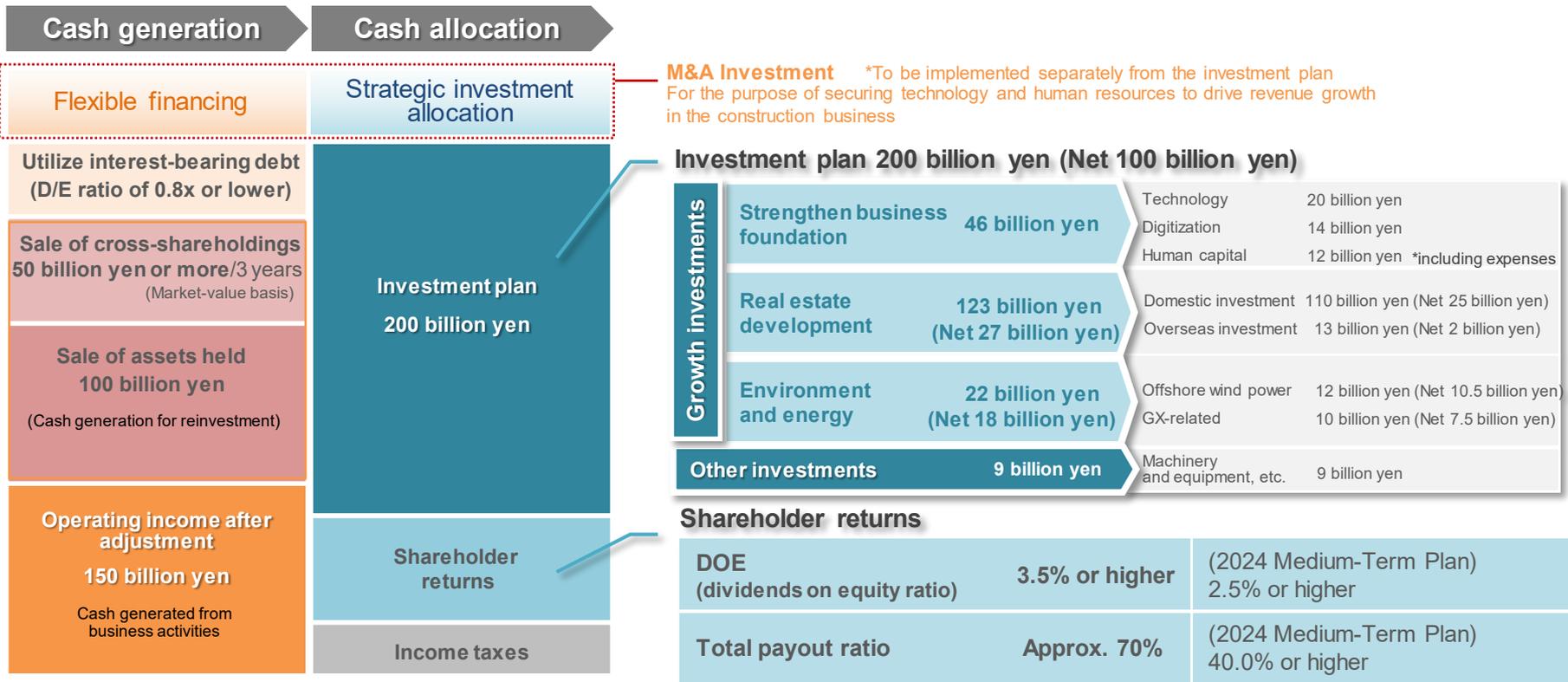
		Net sales (Billion yen)			Operating income (Billion yen)			
		FY2024 Results	FY2027 Forecasts	% change compared to FY2024	FY2024 Results	FY2027 Forecasts	Operating profit margin	% change compared to FY2024
construction business	Architectural construction	358.1	430.0	20.1%	16.8	22.0	5.1%	30.4%
	Civil 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

### Investment plan 200 billion yen (Net 100 billion yen)

<b>Growth investments</b>	<b>Strengthen business foundation 46 billion yen</b>	Technology 20 billion yen
		Digitization 14 billion yen
		Human capital 12 billion yen *including expenses
	<b>Real estate development 123 billion yen (Net 27 billion yen)</b>	Domestic investment 110 billion yen (Net 25 billion yen)
		Overseas investment 13 billion yen (Net 2 billion yen)
	<b>Environment and energy 22 billion yen (Net 18 billion yen)</b>	Offshore wind power 12 billion yen (Net 10.5 billion yen)
		GX-related 10 billion yen (Net 7.5 billion yen)
	<b>Other investments 9 billion yen</b>	Machinery and equipment, etc. 9 billion yen

### Shareholder returns

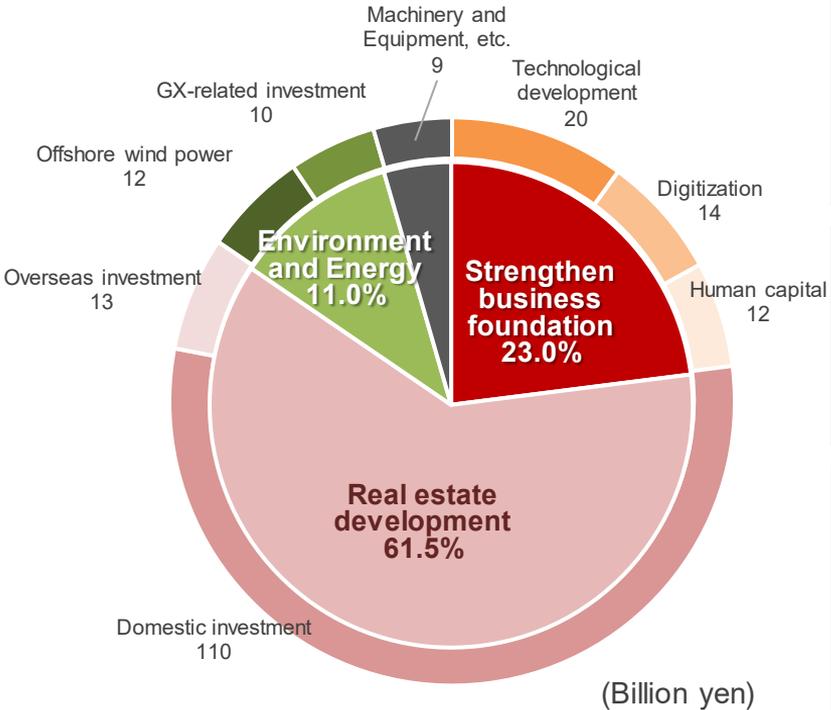
<b>DOE (dividends on equity ratio)</b>	<b>3.5% or higher</b>	(2024 Medium-Term Plan) 2.5% or higher
<b>Total payout ratio</b>	<b>Approx. 70%</b>	(2024 Medium-Term Plan) 40.0% or higher

\*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

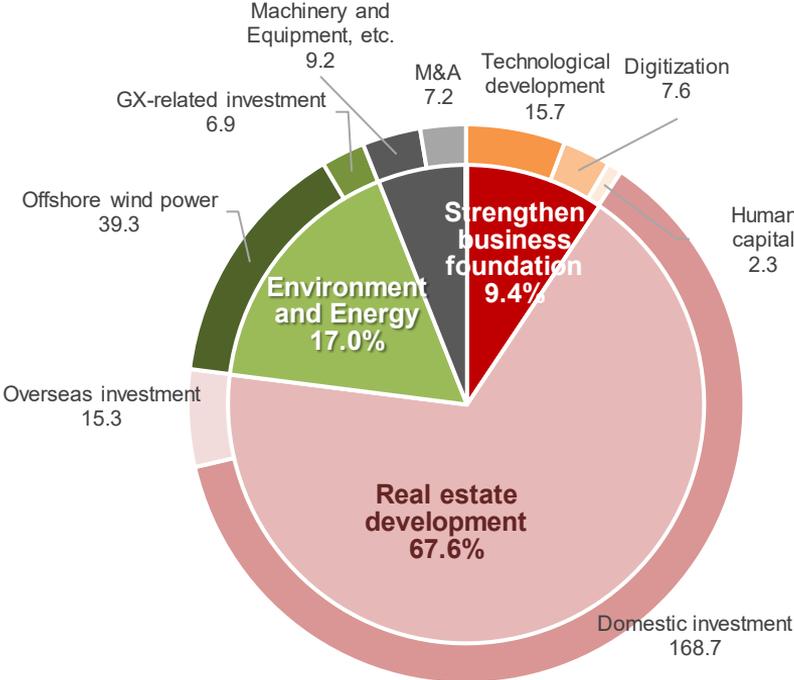
22 billion yen (Net 18 billion yen)
46.2 billion yen (Net 46 billion yen)

- 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)

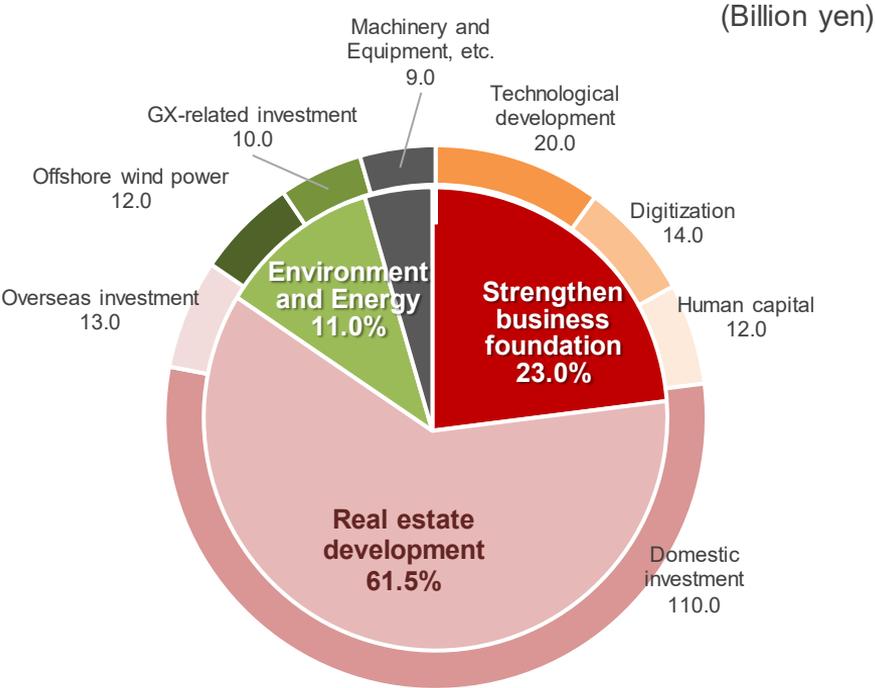
## 2024 Medium-Term Plan results

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**

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Total payout ratio  
**40.0% or higher**

**Medium-Term Management Plan 2027**  
(FY25-27)

DOE  
**3.5% or higher**

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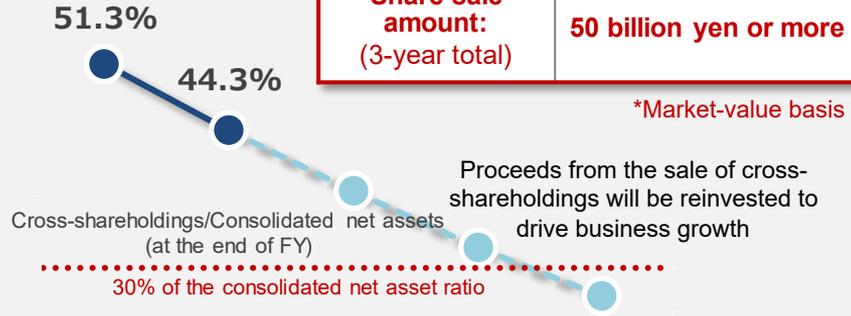
Total payout ratio  
**approx. 70%**

**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)

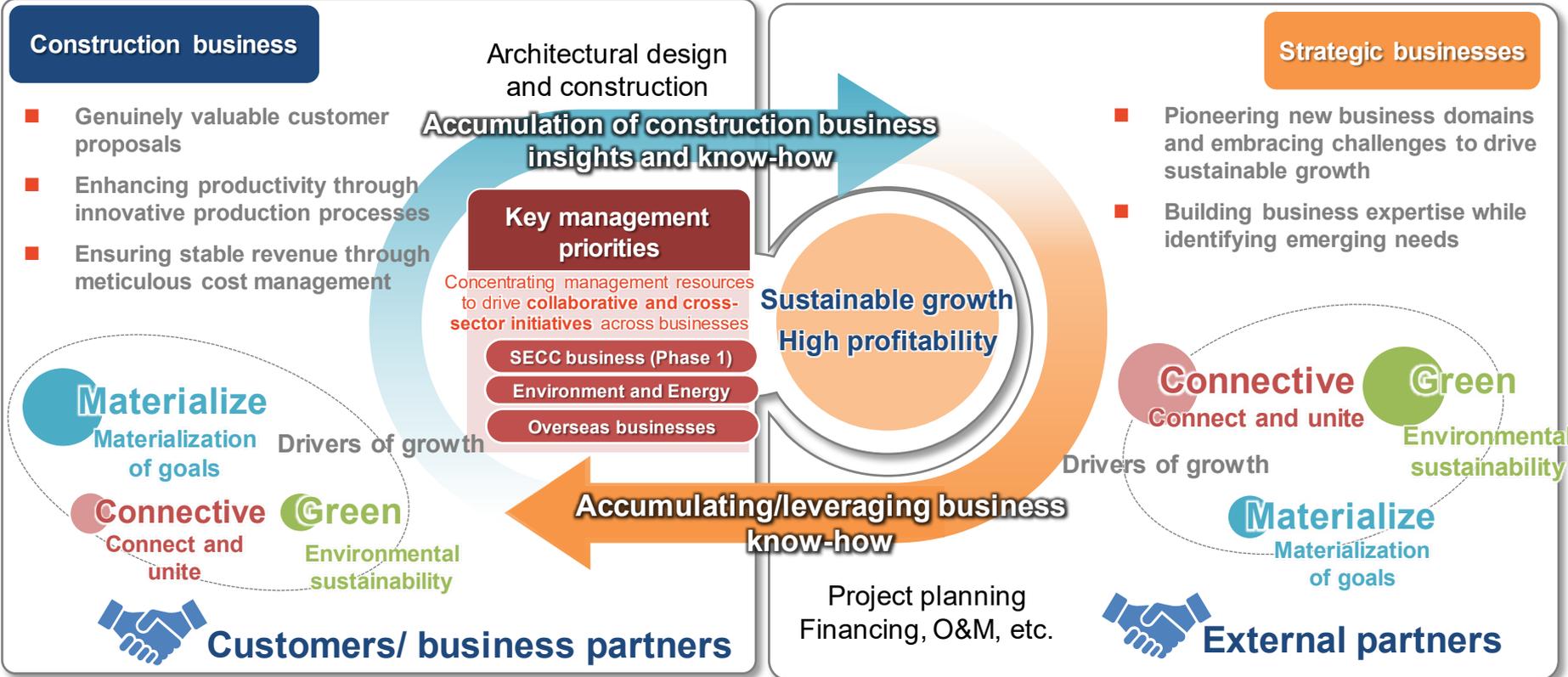
### Sale of cross-shareholdings (enhance asset efficiency)

**Share sale amount: (3-year total)**  
**50 billion yen or more**

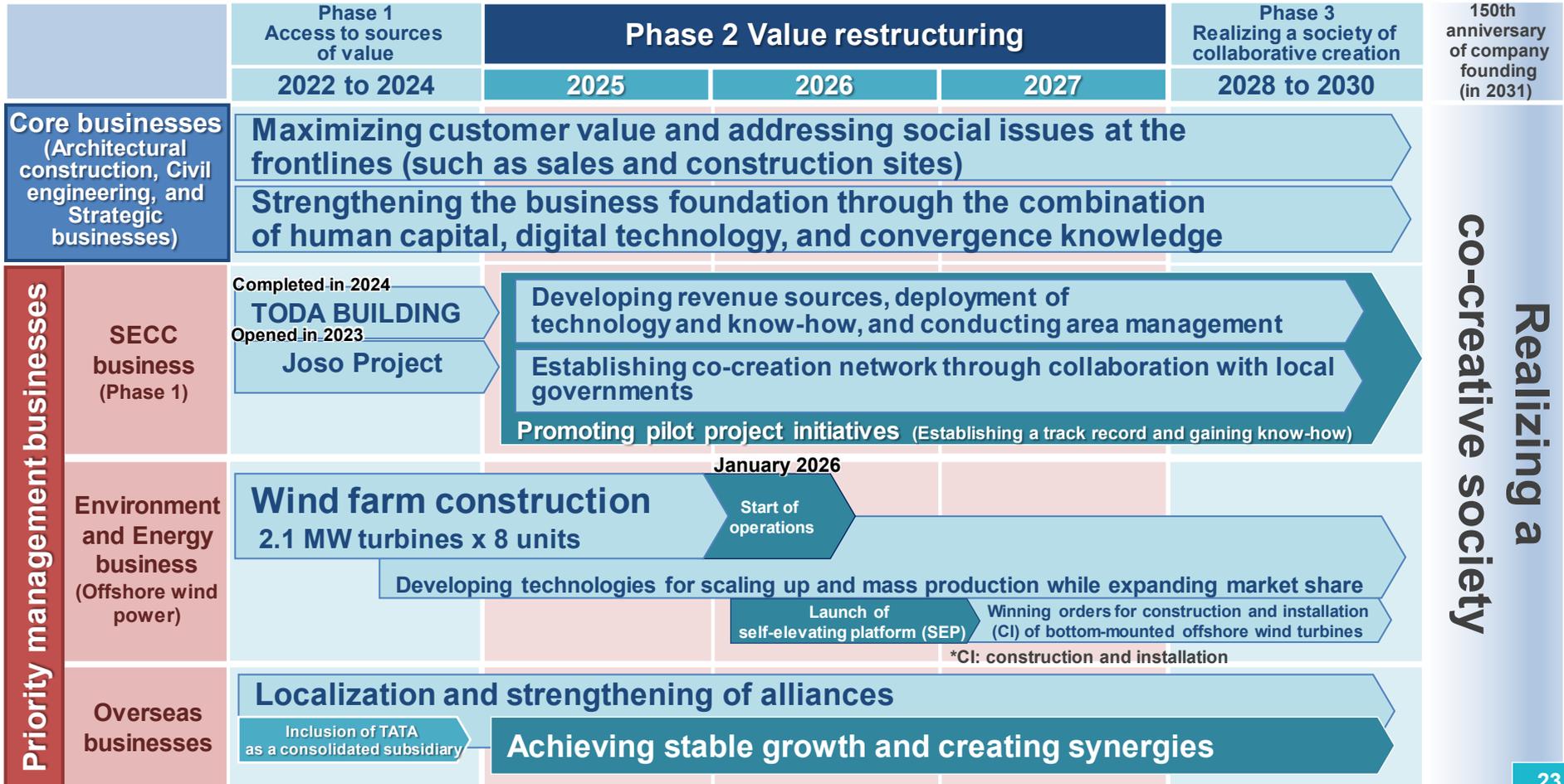


# 4-1 Group-wide strategy | (9) Value creation model

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



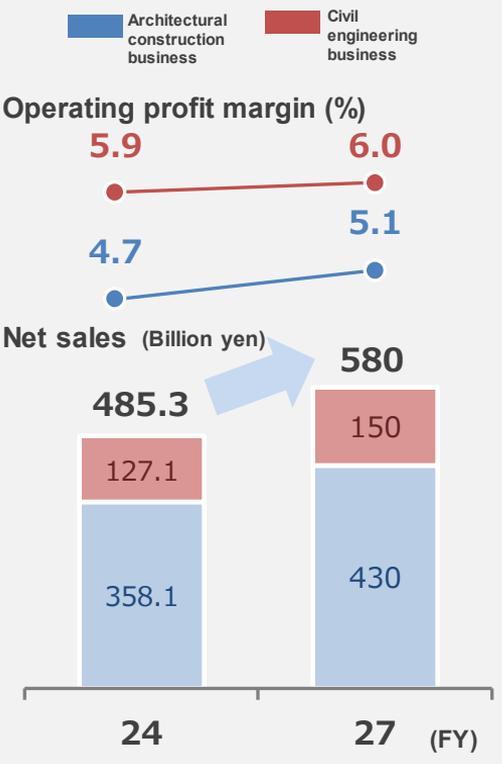
# 4-2 Business strategy | (1) Business strategy roadmap



# 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

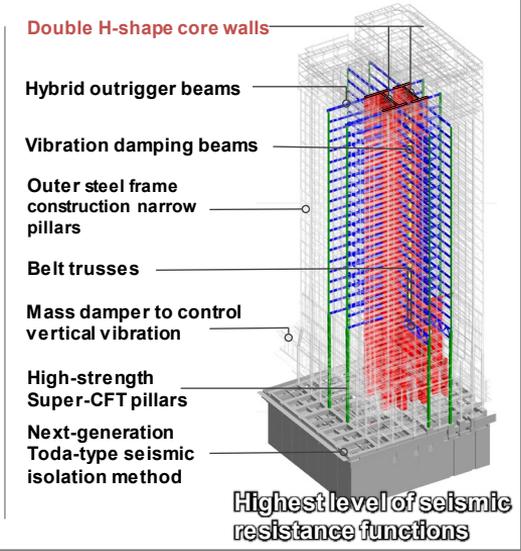
Improvement of remote operation of tower cranes and automated transport systems, and deployment to large construction sites



Tower Crane 3D Automatic Guidance System / remote operation system  
Examples of automated technologies applied at TODA BUILDING



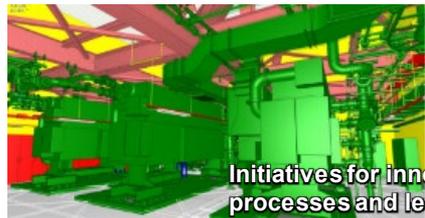
Vertical / horizontal automated conveyor system



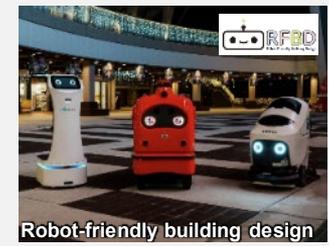
### (Reference) Implementation of smart technologies in society



### 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)

## ToP-11S Toda Progressive -11Series

**機能**

探査調査 防災  
コンクリート 急速施工

**SQE**

安全 品質 環境

**工種**

山岳トンネル シールド  
地盤関連 風力発電

**Advancement of technology serialization**

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

**3D data collection (Preparation stage)**

**Readjustment DX**

ボーリングデータ

**3D digitally twinned data 3D analysis (Design stage)**

**3D digitally twinned data (Construction stage)**

③ ICT建設機械による施工

**[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

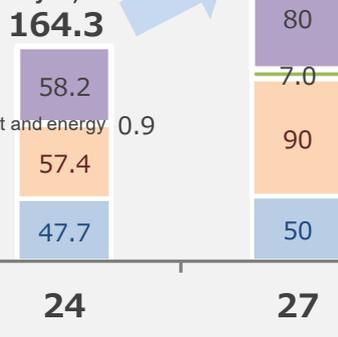
### Performance targets

- 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

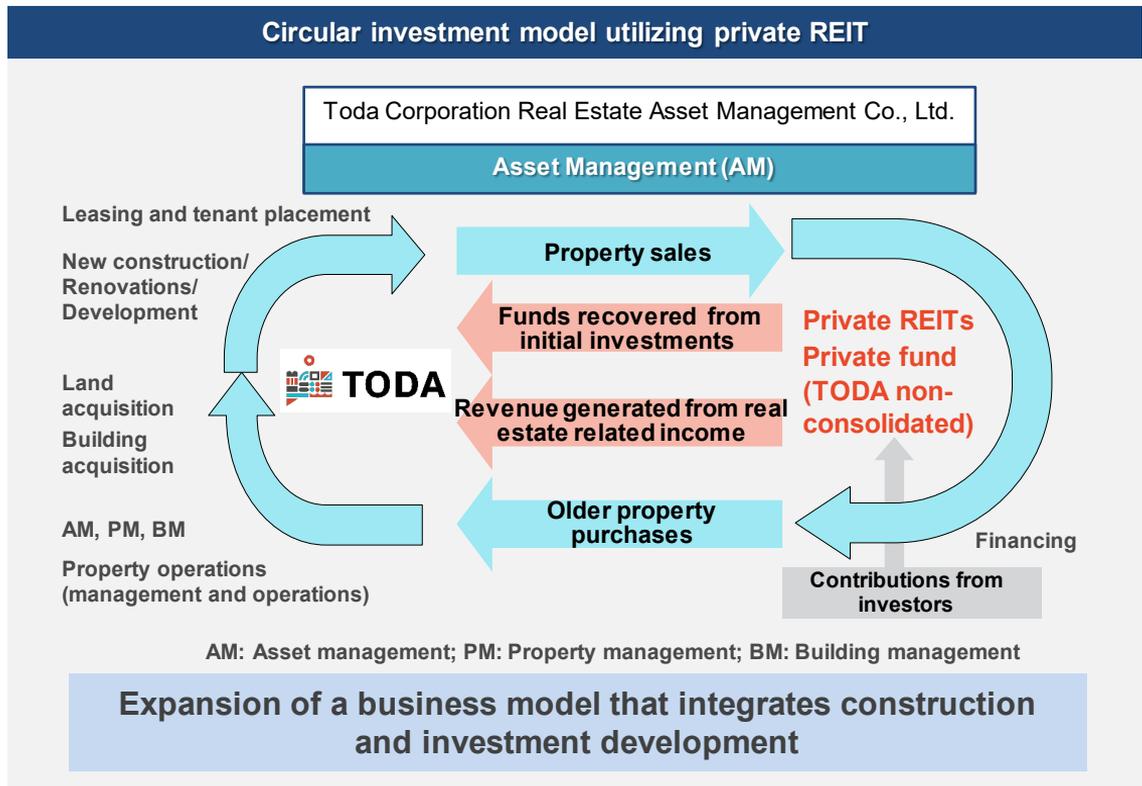
\* ROIC : Return on Invested Capital, IRR : Internal Rate of Return



\* 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**





# 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

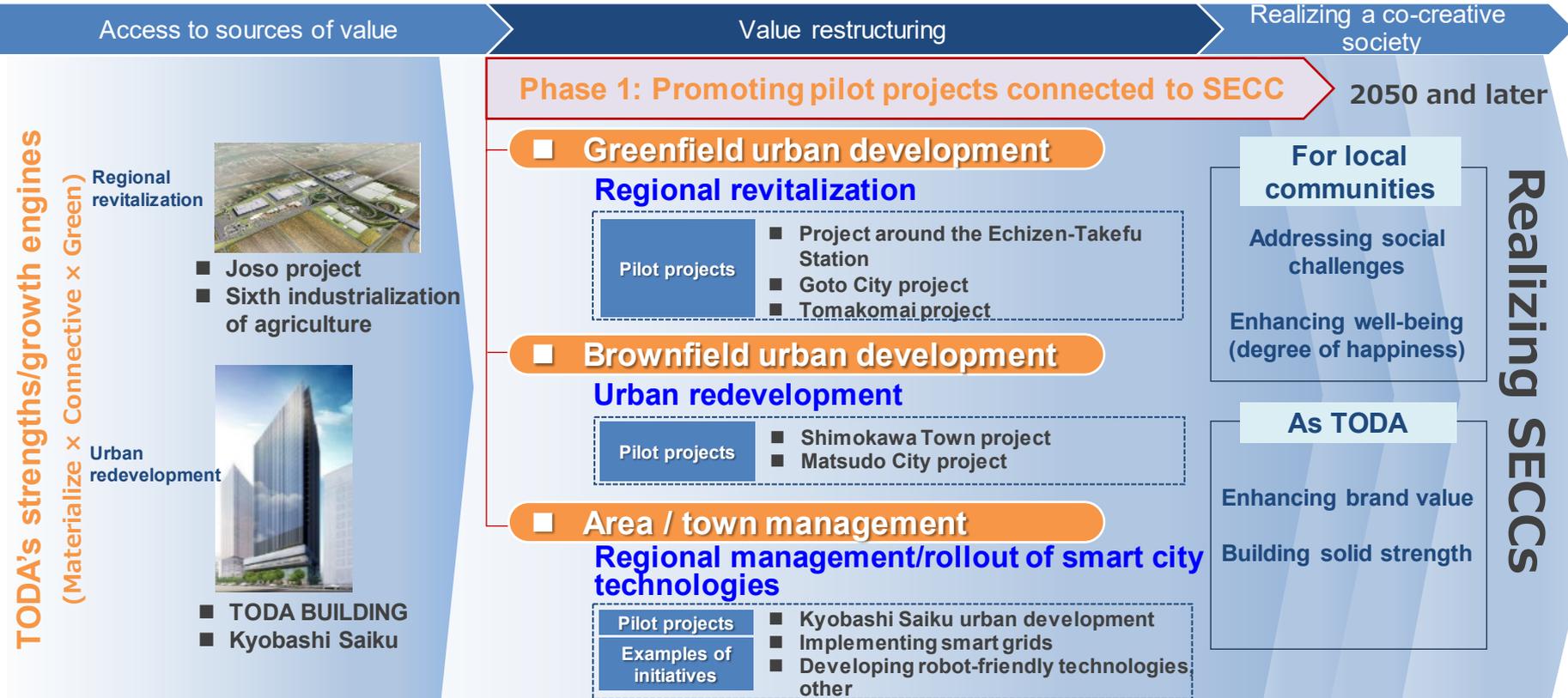


Real estate development business

- 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



TODA's strengths/growth engines  
(Materialize x Connective x Green)

Regional revitalization



- Joso project
- Sixth industrialization of agriculture

Urban redevelopment



- TODA BUILDING
- Kyobashi Saiku

Realizing a co-creative society

**For local communities**

Addressing social challenges

Enhancing well-being (degree of happiness)

**As TODA**

Enhancing brand value

Building solid strength

Realizing SECCs

\* Pilot businesses and initiatives will be adjusted as necessary to establish best practices

# (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

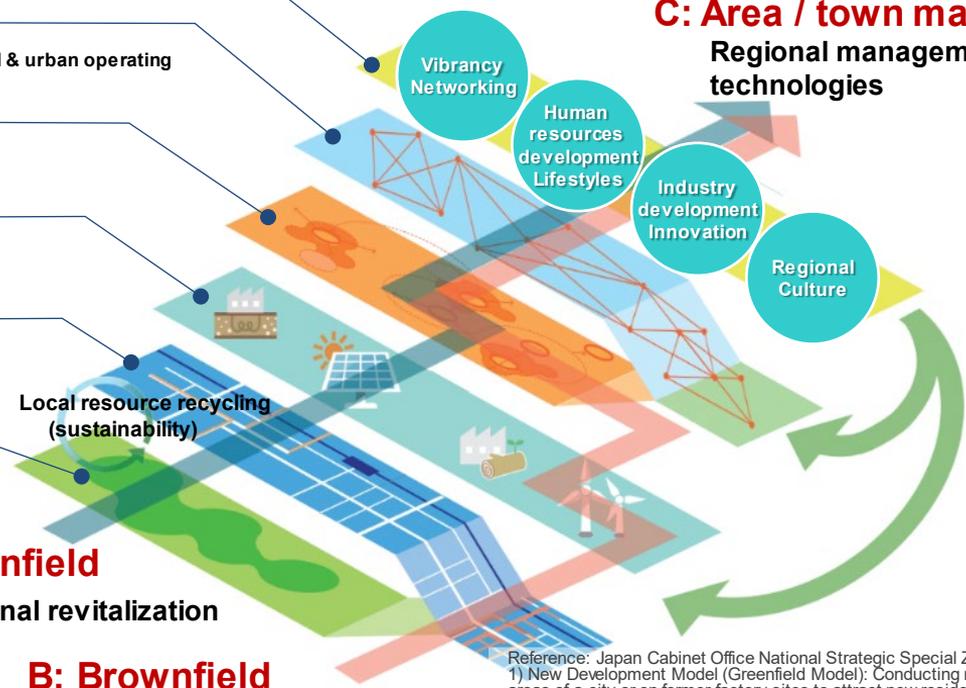
Sun, forest, rivers (water), biological entities

**SECC** Striving to develop Well-being Cities  
Smart Energy Complex City

**C: Area / town management**  
Regional management / rollout of smart city technologies

**A: Greenfield**  
Regional revitalization

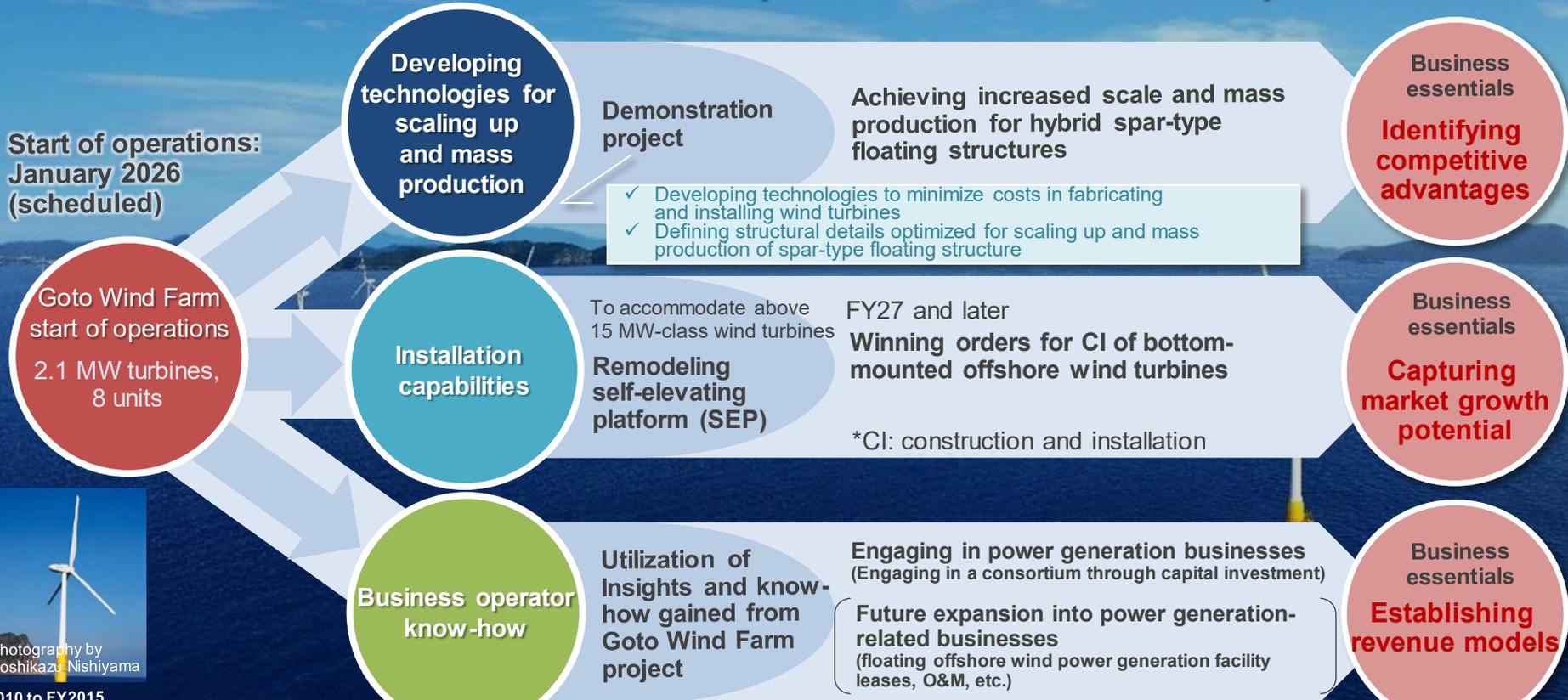
**B: Brownfield**  
Urban redevelopment



Reference: Japan Cabinet Office National Strategic Special Zones "Super City Concept"  
 1) New Development Model (Greenfield Model): Conducting new urban development initiatives in specific areas of a city or on former factory sites to attract new residents  
 2) Existing Urban Model (Brownfield Model): Conduct necessary redevelopment and infrastructure development while forming resident consensus in an already established city.  
 \* Either model may align with administrative boundaries or be part of a specific area (district type).

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

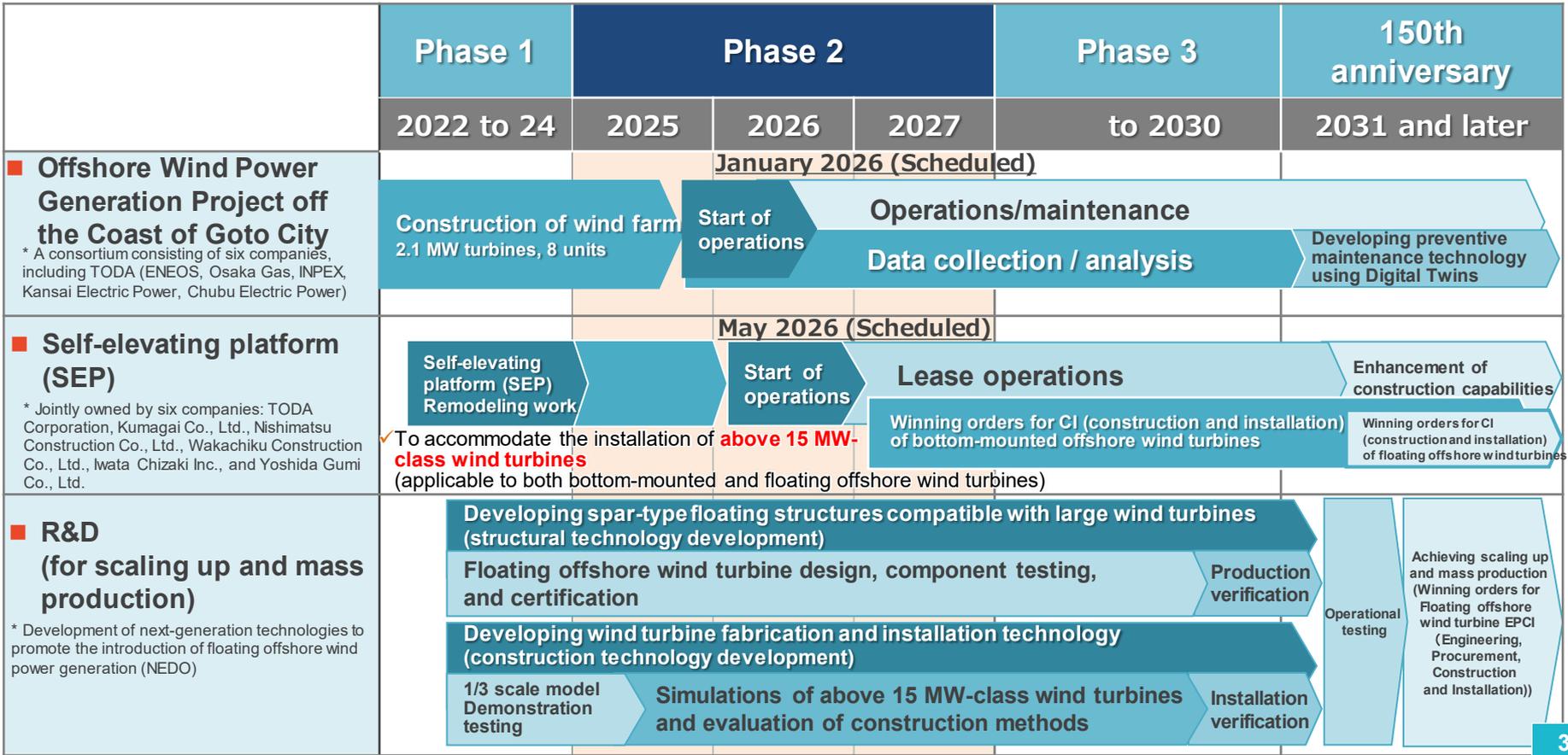
Building key strengths by leveraging insights and know-how gained through the Floating Wind Power Generation Project off the Coast of Goto City



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



Enhancing engagement with personnel

Strengthening  
support provided  
by the Head  
Office and  
branches

Repositioning  
personnel

Compensation for  
personnel that  
fosters a sense of  
pride



Enhancing “the ability to unite at TODA”

Smooth on-site  
management

Fair  
transactions

Securing personnel/  
enhancing employee  
compensation

**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

Build  
the  
Culture.  on digital

人がつくる。人でつくる。

Our brand slogan “Creation from ideas, rooted in passion” is empowered by advanced digital solutions

#### 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 <sub>2</sub> emissions Scope 1+2	Total emissions [%] (compared to FY2020) * <sub>1</sub>	Continuous efforts to reduce CO <sub>2</sub> emissions in business activities, driving progress toward carbon neutrality by 2050	(29.4)% or more
		Basic unit (per 100 million yen) * <sub>2</sub>		9.1 t-CO <sub>2</sub> or less
	CO <sub>2</sub> emissions Scope 3	Total emissions [%] (compared to FY2020) * <sub>1</sub>		(17.5)% or more
		Category 1: Basic unit (per 100 million yen) * <sub>2</sub>		604.9 t-CO <sub>2</sub> or less
	Category 11: Basic unit (per sqm)* <sub>2</sub>	1.2 t-CO <sub>2</sub> or less		
S	Work engagement (deviation value) * <sub>3</sub>	New	Advancing human capital management by improving employee job satisfaction and engagement	52.0 or more
	Construction site feedback (scores) * <sub>4</sub>	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 * <sub>5</sub>	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

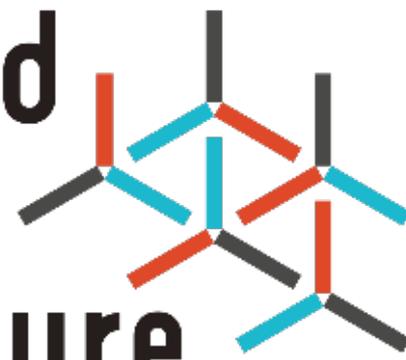
Connect

Combine vertical and horizontal expansion



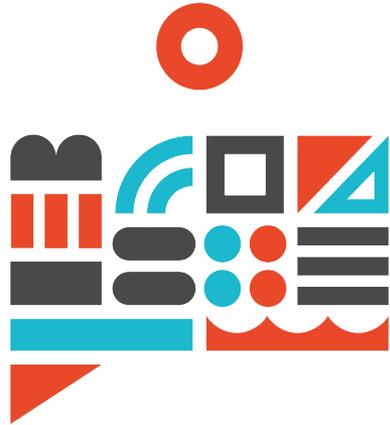
Creating distinctive value

# 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**