



# Results Briefing for the Year ended March 31, 2024

May 22, 2024

**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.**

## **1. Results Briefing**

General Manager of Corporate Administration Group  
Toshihiro Yamazaki

## **2. Progress of the Management Plan**

President and Representative Director  
Seisuke Otani

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# 1. Results Briefing

General Manager of  
Corporate Administration Group  
Toshihiro Yamazaki

# FY2023 Financial Highlights (Consolidated)

## Consolidated net sales

**¥522.4 bil** (-4.5% YoY)

- Net sales decreased 4.5% YoY to ¥522.4 bil, mainly due to lower sales in the domestic architectural construction and civil engineering business.

## Operating income

**¥17.9 bil** (+26.7% YoY)

- Operating income increased 26.7% YoY to ¥17.9 bil. This was due to factors such as improved profits on several projects in the architectural construction business for which provision for loss had been made in the previous consolidated fiscal year.

## Orders received (non-consolidated)

**¥500.7 bil** (+17.4% YoY)

- Orders received increased 17.4% to ¥500.7 bil, mainly due to an increase in domestic private-sector construction orders.

(Billions of yen)	FY2022	FY2023	Change (YoY)	FY2024 (Forecasts)
<b>Consolidated net sales</b>	<b>547.1</b>	<b>522.4</b>	<b>-4.5%</b>	<b>600.0</b>
<b>Gross profit</b>	<b>57.3</b> (10.5%)	<b>65.5</b> (12.6%)	<b>14.4%</b>	<b>79.0</b>
<b>Operating income</b>	<b>14.1</b> (2.6%)	<b>17.9</b> (3.4%)	<b>26.7%</b>	<b>30.0</b>
<b>Ordinary income</b>	<b>19.0</b>	<b>25.4</b>	<b>33.9%</b>	<b>35.5</b>
<b>Net income attributable to owners of the parent</b>	<b>10.9</b>	<b>16.1</b>	<b>46.4%</b>	<b>27.0</b>
<b>ROE</b>	<b>3.5</b>	<b>4.8</b>	<b>-</b>	<b>8.1</b>
<b>Orders received (non-consolidated)</b>	<b>426.7</b>	<b>500.7</b>	<b>17.4%</b>	<b>500.0</b>

# [Consolidated] Results by Segment

(Billions of yen)

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	23.2	53.7	48.8	1.3	-50.3	522.4
Operating income(loss) (Profit margin)	6.5 (2.0)	7.5 (6.3)	3.9 (16.9)	1.9 (3.6)	1.4 (3.0)	-0.4 (-)	-3.0	17.9 (3.4)

FY2022	Architectural Construction	Civil Engineering	Domestic Investment and Development	Domestic Group Companies	Overseas Group Companies	Environment and Energy	Elimination	Total
Net sales	332.4	141.6	19.5	52.3	37.9	1.5	-38.2	547.1
Operating income(loss) (Profit margin)	-1.4 (-)	11.0 (7.8)	3.3 (16.9)	1.9 (3.8)	1.9 (5.1)	0.0 (3.2)	-2.7	14.1 (2.6)

# Construction Business: Major Orders Received

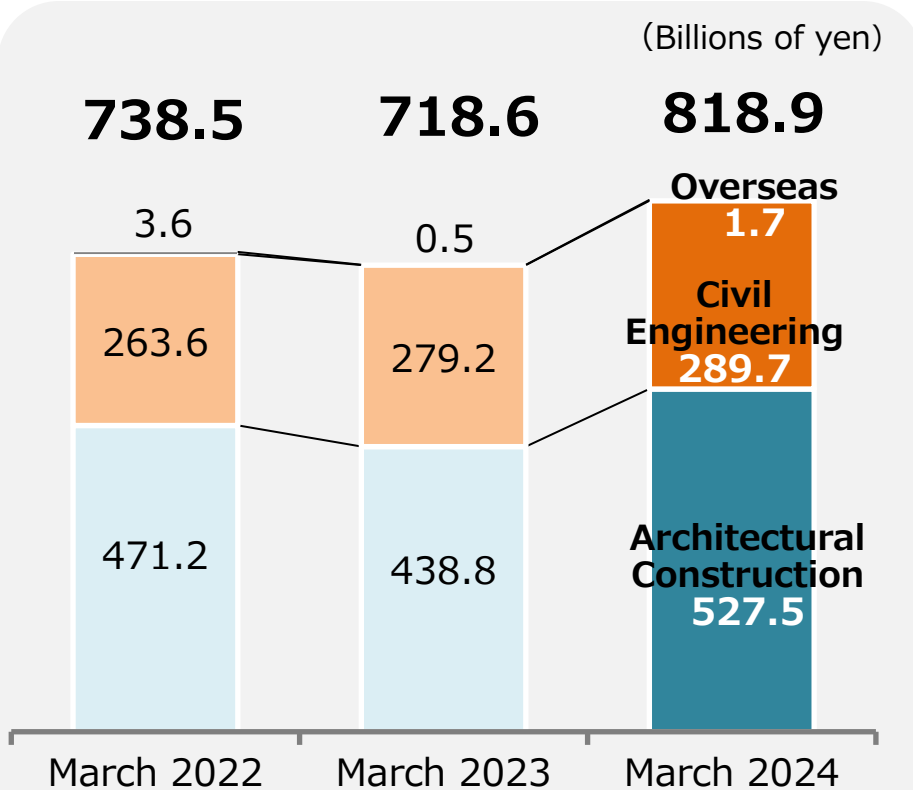
	Ordering Parties	Name of Works
<b>Architectural Construction</b>	Toranomon 1-chome East Area Urban Redevelopment Association	Construction of New Facility Building for Toranomon 1-chome East Area Urban Redevelopment Project
	MITSUBISHI ESTATE CO., LTD.	Dogenzaka 2-chome South Area Project New Construction and Others
	Izumo Murata Manufacturing Co., Ltd.	New Production Building Construction at Izumo Murata Manufacturing Co., Ltd.
	SENKO Group Holdings Co., Ltd.	(Tentative name) SENKO Group Holdings Co., Ltd. Urawa Daimon Distribution Center New Construction Work
	Kushiro City	Kushiro City General Hospital New Tower Construction
<b>Civil Engineering</b>	Ibaraki Hanawa Wind LLC	Ibaraki Hanawa East and West Wind Farm Construction
	Ministry of Land, Infrastructure, Transport and Tourism, Chubu Regional Development Bureau	Reiwa 5 Shitara Dam Construction 1st Phase Work
	Shunan City	Shunan City Tokuyama Central Purification Center Reconstruction Project
	Ministry of the Environment	Restoration of Temporary Storage Facilities under the Jurisdiction of Hamadori Kita Branch Office from Reiwa 5 - 6

# Construction Business: Major Carryover Works

	Ordering Parties	Name of Works
<b>Architectural Construction</b>	St. Marianna University School of Medicine	St. Marianna University School of Medicine Sugao Campus Renewal Plan
	Maishima Development SPC	(Tentative name) DPL Osaka Maishima New Construction Work
	JAPANET HOLDINGS Co., Ltd.	Nagasaki Stadium City Projects (II, III Sections)
	Lam SPC	ESR OS1 Data Center New Construction Work
	Ogawa Station West Exit Area Urban Redevelopment Association	Ogawa Station West Exit Area Type 1 Urban Redevelopment Project
<b>Civil Engineering</b>	Ministry of Land, Infrastructure, Transport and Tourism, Kanto Regional Development Bureau	Yokohama Shonan Road Tunnel Work
	West Nippon Expressway Company Limited	Shin-Meishin Expressway Ujitawara Tunnel East Work
	Central Nippon Expressway Company Limited	Tokyo Outer Ring Road Main Line Tunnel (North Bound) Tomei North Work
	Tokyo Metropolitan Government	Johoku Chuo Park Detention Pond (Phase 1) Work2



# [Non-consolidated] Carryover Works



- The amount carried over to the next fiscal year increased from the previous fiscal year.
- In the domestic construction business, both public and private sector construction increased, resulting in ¥88.6 bil increase from the previous fiscal year.
- In the domestic civil engineering business, public sector construction decreased, but private sector construction increased, resulting in increase of ¥10.4 bil from the previous fiscal year.

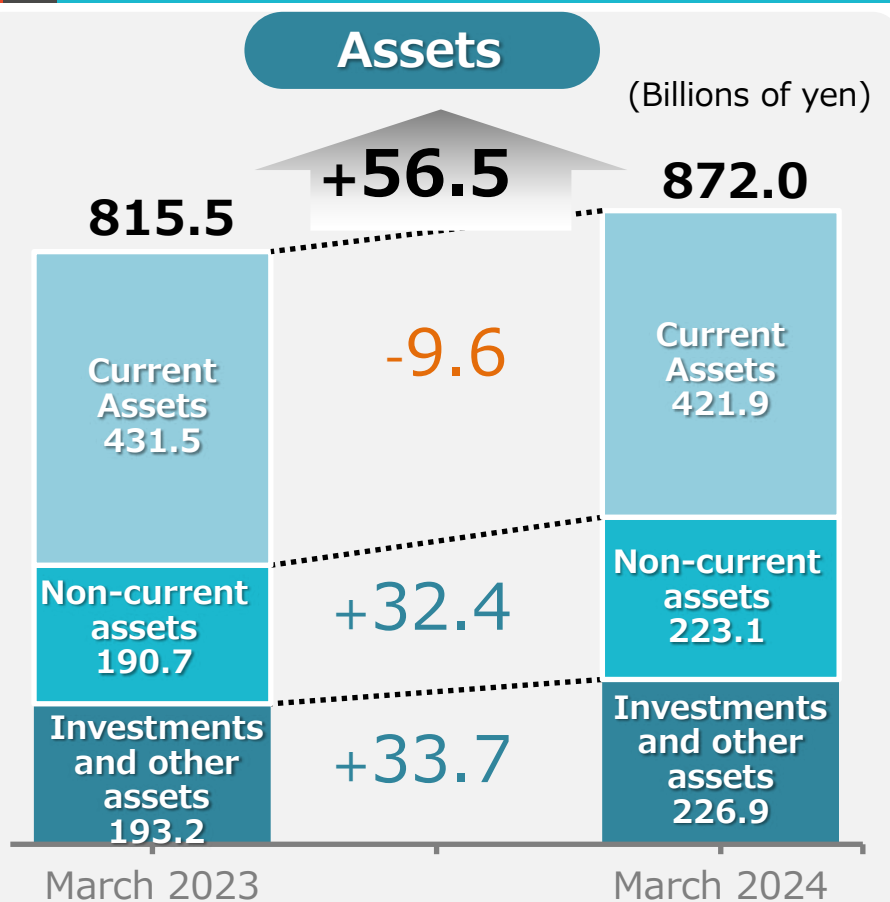
# 1 -1. Details of Financial Results

# [Consolidated] Overview of TODA Group

Domestic Subsidiaries  
Overseas Subsidiaries  
Environment & Energy

Business	Domestic Subsidiaries	Overseas Subsidiaries	43 companies
Construction	<p>APEC Engineering Co., Ltd. Chiyoda Kenkou Co., Ltd. Toda Road Co., Ltd. Sato Kogyo Co., Ltd. Showa Construction Co., Ltd. and 3 other companies</p>	<p>PT Tatamulia Nusantara Indah Thai Toda Corporation Ltd. Toda Vietnam Co., Ltd. and 11 other companies</p>	22 companies
Real estate	<p>Toda Bldg. Partners Co., Ltd.</p>	<p>Toda America, Inc. PT Toda Group Indonesia and 2 other companies</p>	5 companies
Others	<p>Toda Finance Co., Ltd. Toda Staff Service Co., Ltd. Towa Kanko Kaihatsu Co., Ltd. Goto Floating Wind Power LLC Offshore Windfarm Construction Co., Ltd. Toda Noubou Inc. and 4 other companies</p>	<p>TODA Investimento do Brasil Ltda. TODA Energia do Brasil Ltda. TODA Energia 2 Ltda. Toda Asia Pacific Pte. Ltd. and 2 other companies</p>	16 companies

# [Consolidated] Balance Sheets



## ■ Major variable factors

<b>Current Assets</b>	<b>-9.6</b>
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Cash and deposits	+16.9
Accounts receivable	-60.2
Real estate for sale	+20.2

<b>Non-current assets</b>	<b>+32.4</b>
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Buildings and structures	-7.1
Machinery, vehicles, tools, furniture and fixtures	-0.2
Land	-5.7
Construction in progress	+44.7

<b>Investments and other assets</b>	<b>+33.7</b>
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Investment securities	+23.1
Long-term loans	+5.7

## ■ Current ratio

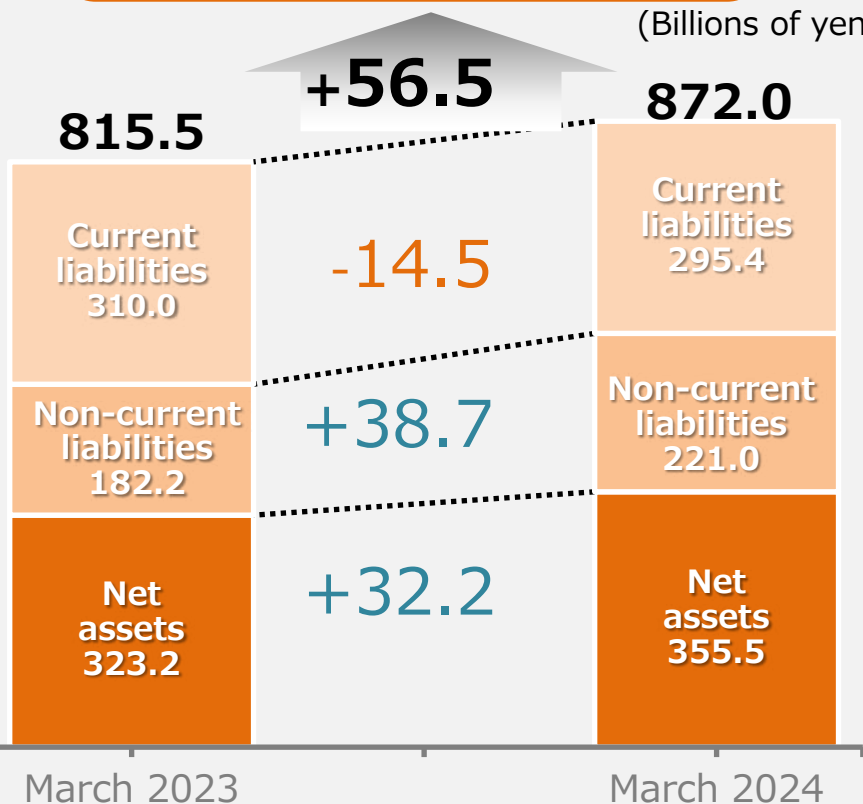
(March 2023 → March 2024)

**139.2% → 142.8%**

# [Consolidated] Balance Sheets

## Liabilities and Net Assets

(Billions of yen)



## Major variable factors

### Current liabilities -14.5

Notes and account payable-trade	-14.1
Short-term loans payable	-7.4
Corporate bonds redeemable within one year	-5.0
Advances received on uncompleted construction contracts	+4.7

### Non-current liabilities +38.7

Corporate bonds	+12.9
Long-term loans payable	+14.5

### Net assets +32.2

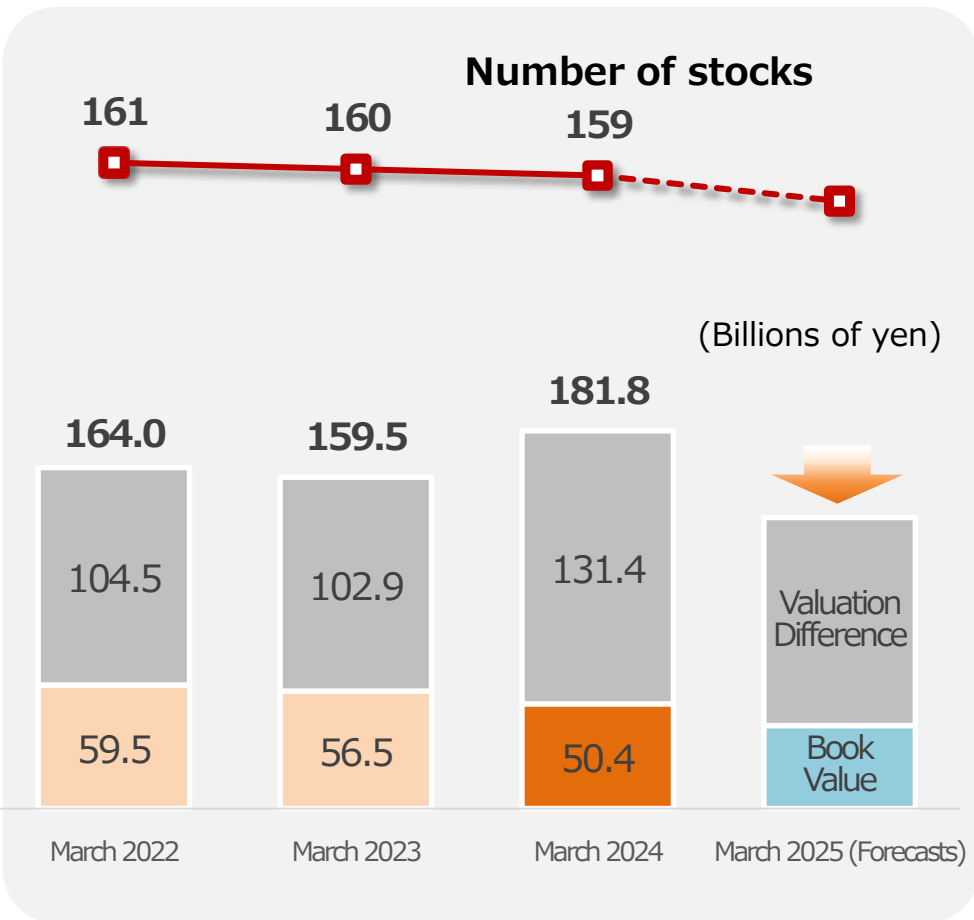
Valuation difference on available-for-sale securities	+20.0
Net income attributable to owners of the parent	+16.1

## Equity ratio

(March 2023 → March 2024)

**38.9% → 40.0%**

# [Non-consolidated] Cross-Shareholdings

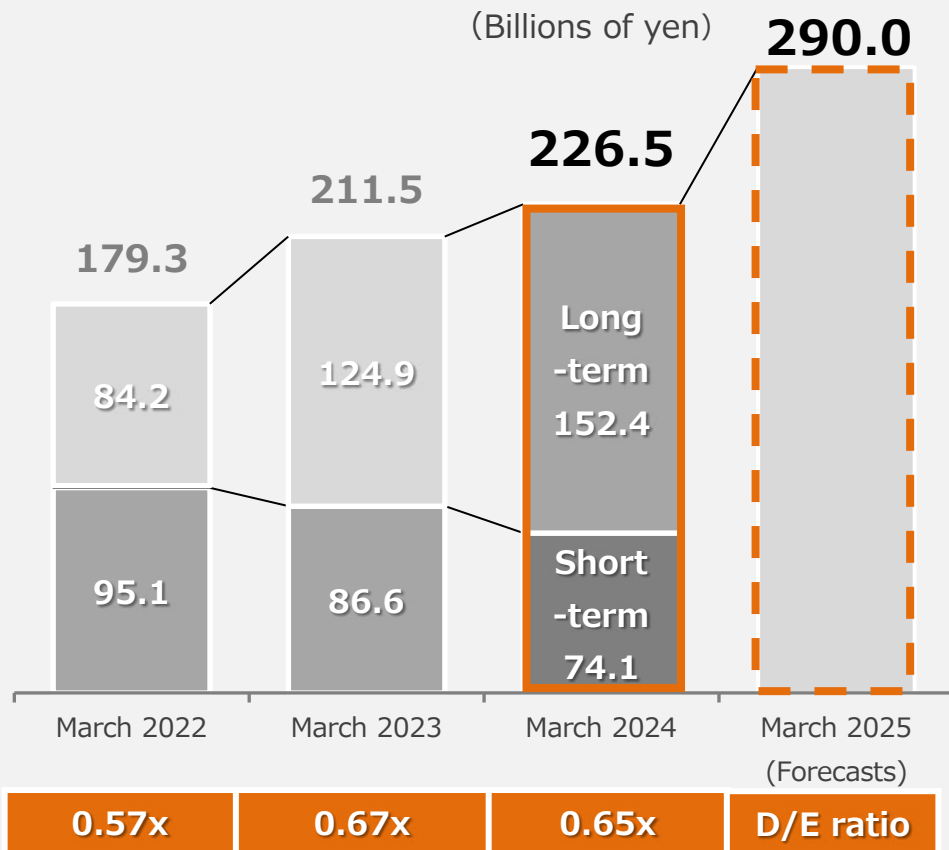


- The balance of cross-shareholdings is being reduced to secure financing for investments in growth.
- At least ¥30 bil worth of cross-shareholdings to be sold over three years (FY2022 – FY2024)  
\* Market value basis

## Sales of cross-shareholdings stocks

	Number of stocks sold	Sales value
FY2021	12 stocks	¥4.5 bil
FY2022	10 stocks	¥11.5 bil
<b>FY2023</b>	<b>14 stocks</b>	<b>¥16.6 bil</b>

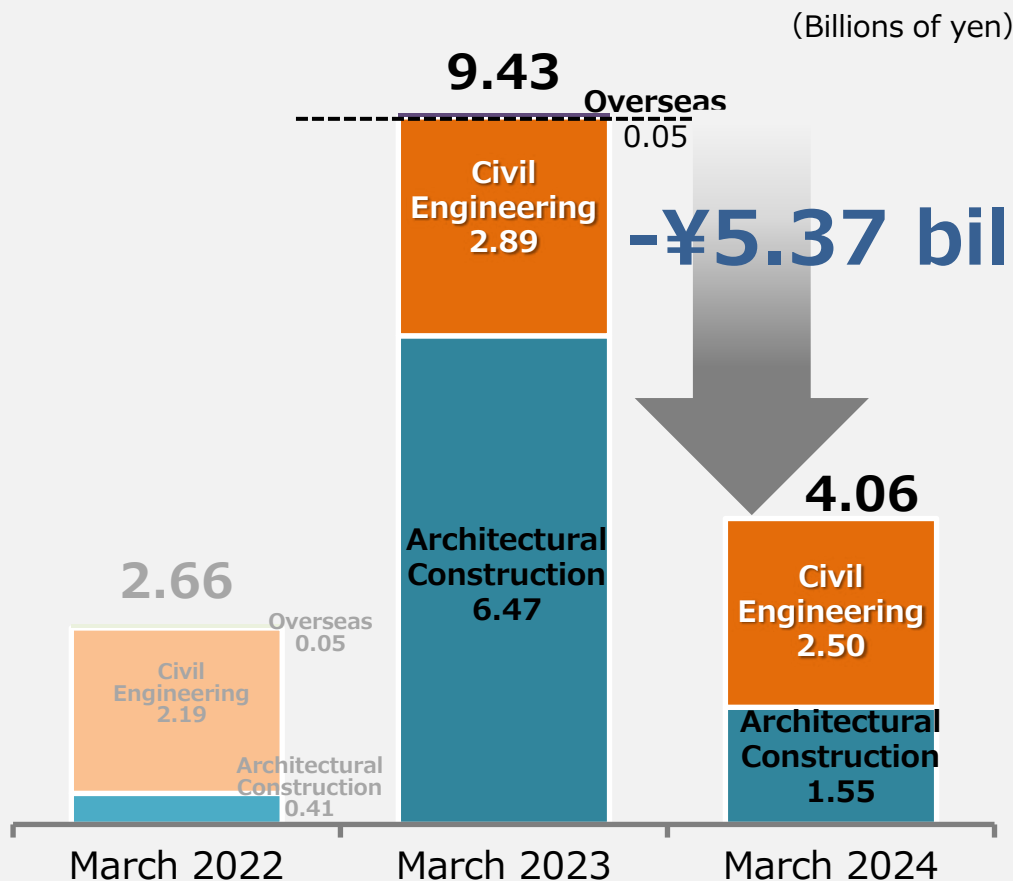
# [Consolidated] Interest-Bearing Liabilities



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

- During FY2023, interest-bearing liabilities increased by ¥15.0 bil due to ¥7.4 bil decrease in short-term loans payable, while corporate bonds and long-term loans increased by ¥7.9 bil and ¥14.5 bil respectively.
- In FY2024, interest-bearing liabilities are to be increased by ¥63.5 bil, while the D/E ratio is to be kept below 0.8x to maintain financial soundness.

# [Consolidated] Provision for Loss on Construction Contracts



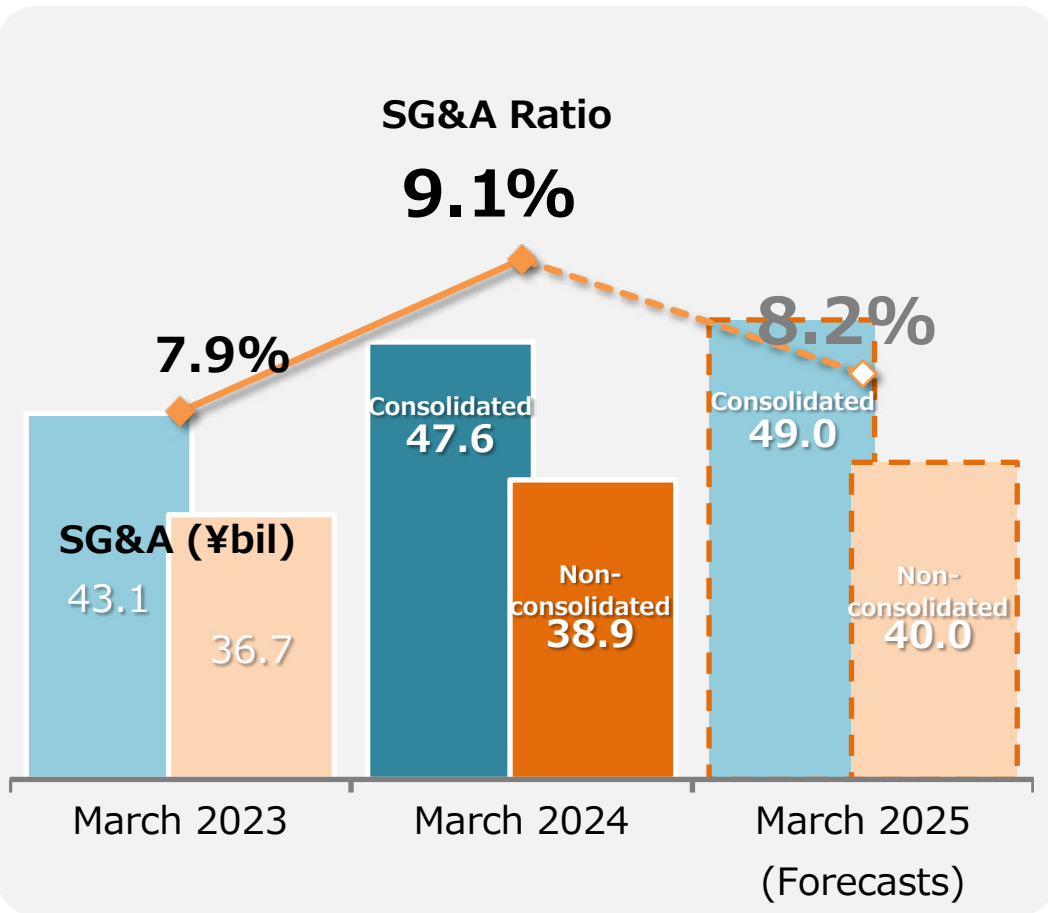
- Provision for loss on construction contracts

**-¥5.37 bil** (YoY)

- Major variable factor:  
In the domestic construction business, provision for loss on construction contracts decreased as a result of construction progress and improved profits.



# [Consolidated] Selling, General and Administrative Expenses



- **FY2023:**  
On non-consolidated basis, the expenses increased by ¥2.2 bil, mainly due to increase in technology R&D and digitalization costs.  
  
In addition to the above factors, on consolidated basis, the expenses increased by ¥4.4 bil due to consolidation of TATA as a consolidated subsidiary.
- **FY2024:**  
For both non-consolidated and consolidated, SG&A expected to increase due to continued investments in human capital, technology R&D, and digitalization.

# [Consolidated] Cashflow

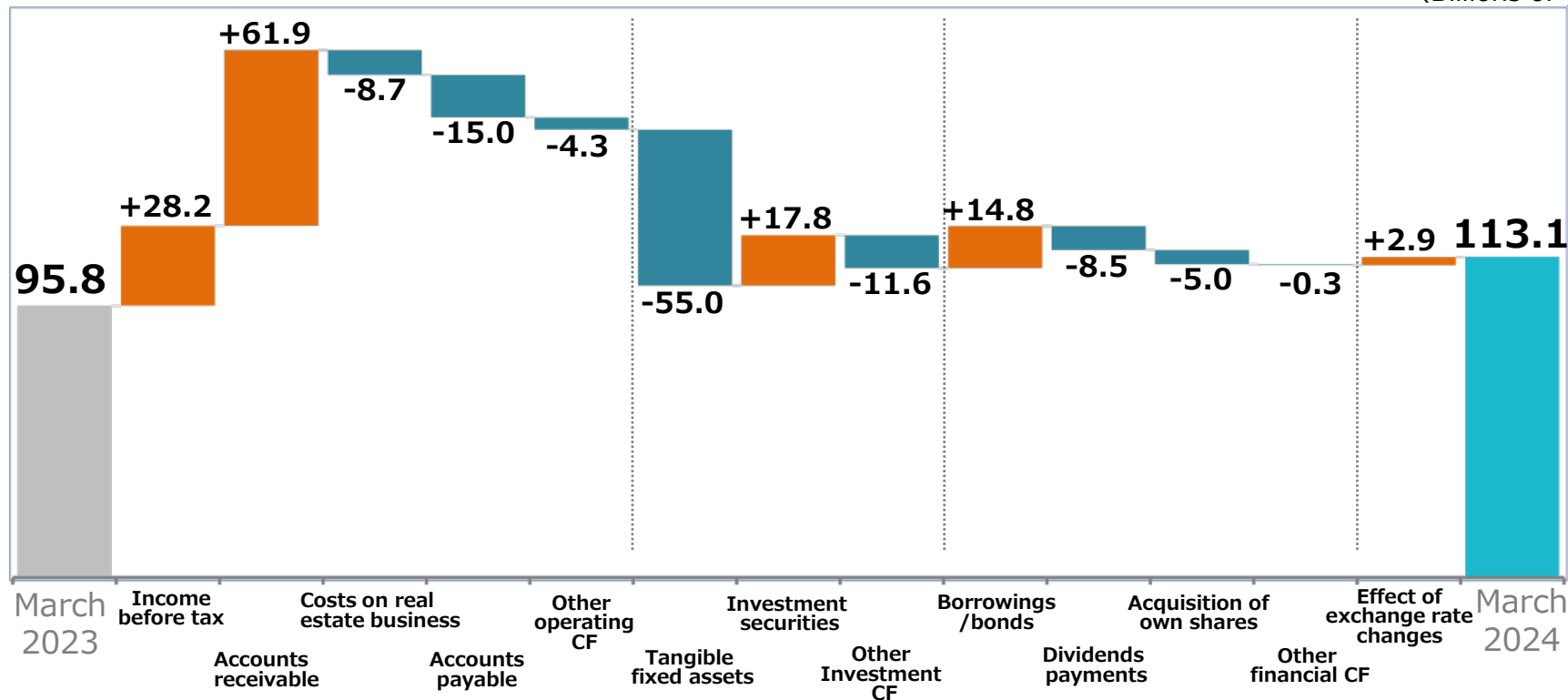
Net increase (decrease) in cash and cash equivalents (Mar 2023 to Mar 2024) +17.2

Operating CF +62.1

Inv CF -48.8

Financial CF +1.0

(Billions of yen)



# 1 - 2. Earnings Forecasts

# [Consolidated] FY2024 Earnings Forecasts

(Billions of yen)

	FY2023	FY2024		
		Forecasts	Change (YoY)	
Consolidated net sales	522.4	600.0	+14.8%	+77.5
Operating income	17.9	30.0	+67.5%	+12.0
Ordinary income	25.4	35.5	+39.3%	+10.0
Net income attributable to owners of parent	16.1	27.0	+67.7%	+10.8
Orders received (non-consolidated)	500.7	500.0	-0.2%	-0.7

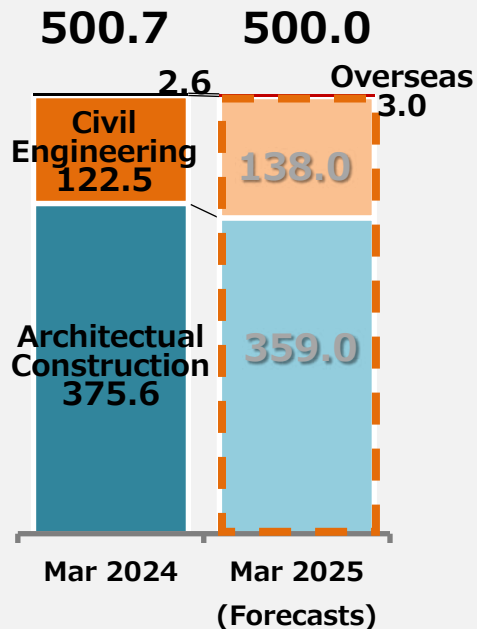
# [Non-consolidated] FY2024 Earnings Forecasts

	Amount (¥bil)	Profit margin (%)
<b>Net sales</b>	<b>475.0</b>	
<b>Gross profit</b>	<b>55.5</b>	<b>11.7</b>
<b>Profit from construction business</b>	<b>50.0</b>	<b>11.5</b>
[Domestic architectural construction]	29.8	9.8
[Domestic civil engineering]	19.9	15.4
[Overseas]	0.1	8.6
<b>Profit from investment and development business and others</b>	<b>5.5</b>	<b>13.8</b>
<b>Selling, general and administrative expenses</b>	<b>40.0</b>	
<b>Operating income</b>	<b>15.5</b>	<b>3.3</b>
<b>Ordinary income</b>	<b>18.6</b>	<b>3.9</b>
<b>Income taxes</b>	<b>7.5</b>	
<b>Net income</b>	<b>17.6</b>	<b>3.7</b>

# [Non-consolidated] Earnings Forecasts for Construction Business

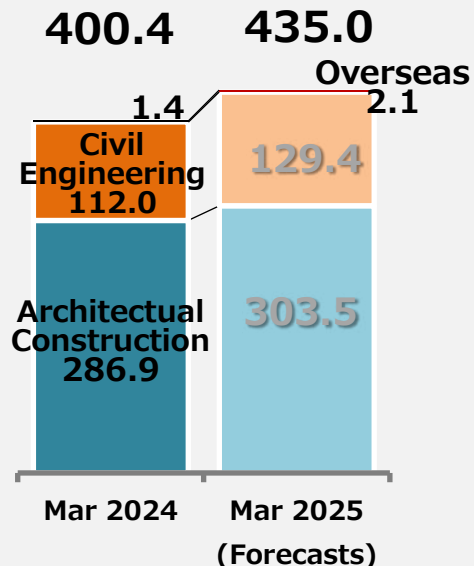
## Orders Received for Construction

(Billions of yen)



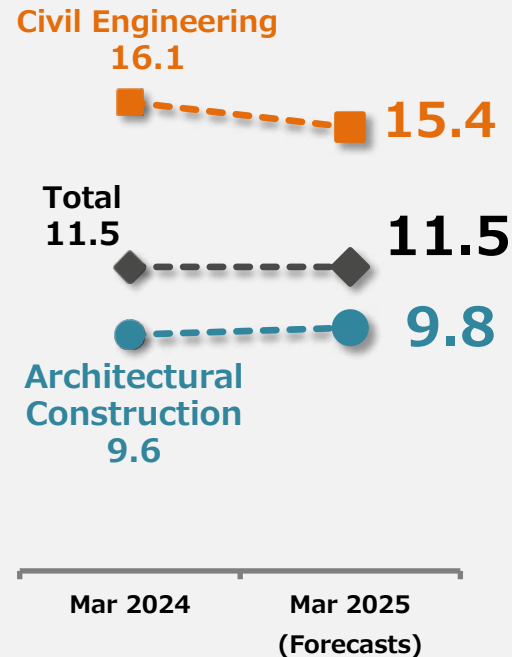
## Net Sales of Completed Construction Contracts

(Billions of yen)



## Gross Profit Margin on Completed Construction Contracts

(%)



## **2. Progress of the Management Plan**

**President and Representative Director  
Seisuke Otani**

# Basic Policy of the Medium-term Business Plan - Rolling Plan

## Realizing Future Vision CX150

Through the realization of Future Vision CX150, we aim to provide value that is truly recognized by all stakeholders.

## Strengthening the business portfolio

To strengthen the business portfolio, we are promoting growth investments such as the new TODA BUILDING and the floating offshore wind power generation business.



# Strategic Scenario

Continue to drive priority management businesses to contribute to earnings in fiscal 2025 and beyond

Fiscal year		Phase1			Phase2	Phase3	150th Anniversary	
		Access to sources of value			Value reconstruction	Realization of society of collaborative creation		
		2022	2023	2024	- 2027	- 2030	2031	
<b>Core business</b> (Architectural Construction, Civil Engineering and Strategic Business)		Promoting Smart Innovation Improving experience value (customer experience)					Realization of society of collaborative creation (CX150)	
Priority Management Businesses	<b>New TODA BUILDING</b>	New building construction			Completion	Monetization, technology and know-how deployment		
	<b>Overseas business</b>	Localizing operations and strengthening alliances				Stable growth, synergies		
	Renewable energy business	<b>Floating offshore wind power generation</b>	Wind Farm Construction 2.1MW x 8 units			Operations start from Jan 2026		
			Large-scale technology development, area expansion					
	<b>Floating Complex</b>	Initiatives to realize floating complex						

# Forecasts and Results

		FY2022	FY2023	FY2024	
		Actual	Actual	Forecasts	Medium-term Management Plan Target (May 17, 2022)
<b>Profitability</b>	Consolidated net sales	547.1	522.4	<b>600.0</b>	<b>600.0</b> ¥ bil
	Operating income	14.1	17.9	<b>30.0</b>	<b>33.0</b> ¥ bil
	Operating margin	2.6	3.4	<b>5.0</b>	<b>5.5</b> %
<b>Capital efficiency</b>	Net income attributable to owners of the parent	10.9	16.1	<b>27.0</b>	<b>26.0</b> ¥ bil
	ROE	3.5	4.8	<b>8.1</b>	<b>8.0</b> %
<b>Productivity</b>	Labor productivity (non-consolidated)	11.71	12.84	<b>13.1</b>	<b>15.0</b> ¥ mil
<b>Shareholder returns</b>	DOE	2.6	2.6	<b>2.7</b>	<b>2.5</b> %
	Total return ratio	76.5	84.9	<b>51.7</b>	<b>40.0</b> %

\* Labor productivity = Added value (operating income + total personnel expenses) / Number of employees (average during the period, including temporary workers, etc.)

\* DOE (dividend on equity ratio) = Total dividends / Shareholders' equity

\* Total return ratio = Total amount returned to shareholders (total dividends + total share buybacks) / Net income attributable to owners of the parent

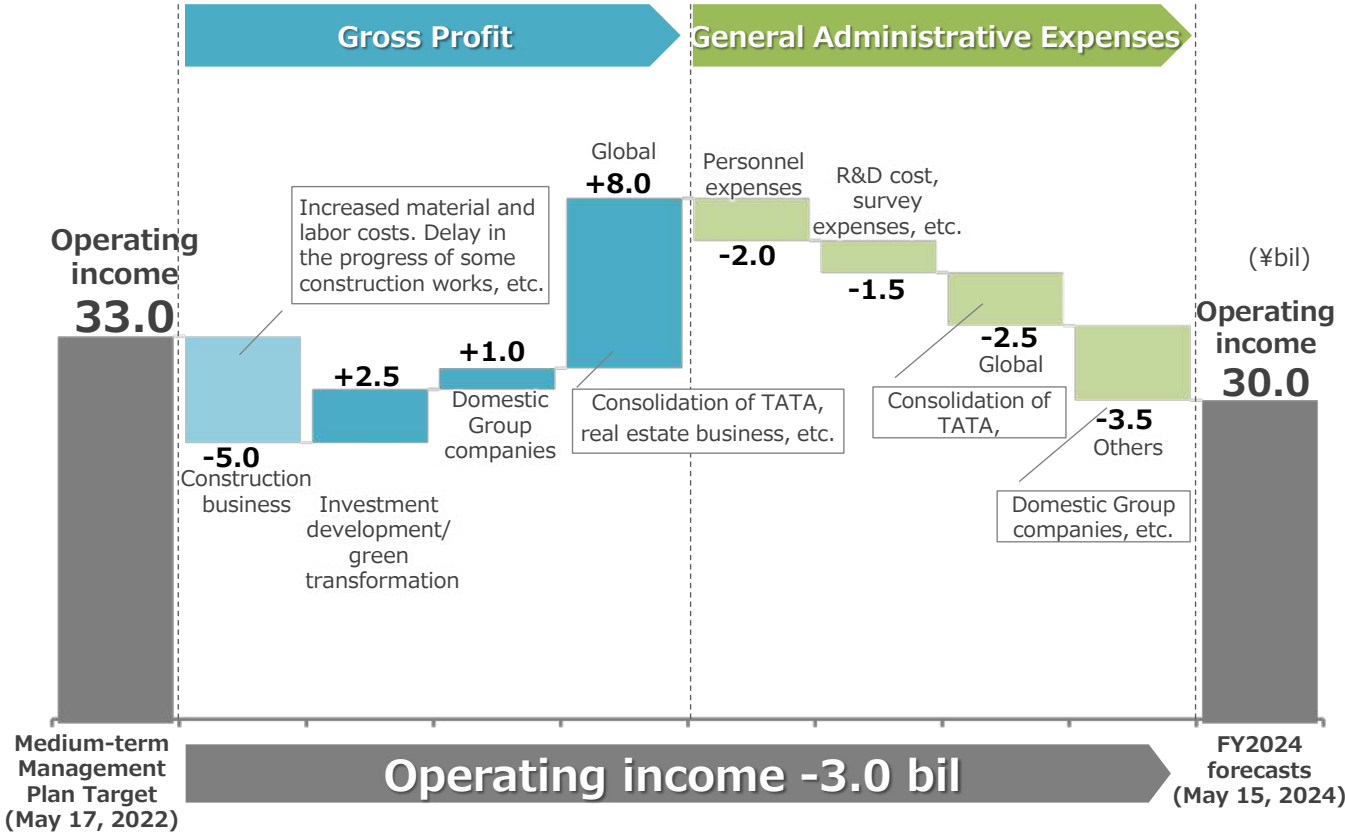
# Results by Segment

Consolidated net sales		FY2022	FY2023	FY2024	
		Actual	Actual	Forecasts	Medium-term Management Plan Target
	Architectural Construction	332.4	325.5	<b>350.0</b>	<b>350.0</b> ¥bil
	Civil Engineering	141.6	119.9	<b>135.0</b>	<b>145.0</b> ¥bil
Strategic	Investment and Development/ Green Transformation	21.0	24.6	<b>45.5</b>	<b>30.0</b> ¥bil
	Domestic Group Companies	52.3	53.7	<b>58.0</b>	<b>55.0</b> ¥bil
	Global	37.9	48.8	<b>68.0</b>	<b>28.0</b> ¥bil
<b>Total</b>		<b>547.1</b>	<b>522.4</b>	<b>600.0</b>	<b>600.0</b> ¥bil
Operating income		Actual	Actual	Forecasts (Profit Margin)	Medium-term Management Plan Target (Profit Margin)
	Architectural Construction	-1.4	6.5	<b>8.5</b> (2.4%)	<b>9.8</b> (2.8%)
	Civil Engineering	11.0	7.5	<b>9.0</b> (6.7%)	<b>14.2</b> (9.8%)
Strategic	Investment and Development/ Green Transformation	3.3	3.4	<b>1.0</b> (2.1%)	<b>0.0</b> (—)
	Domestic Group Companies	1.9	1.9	<b>2.5</b> (4.3%)	<b>3.5</b> (6.4%)
	Global	1.9	1.4	<b>11.0</b> (16.2%)	<b>5.5</b> (19.6%)
<b>Total</b>		<b>14.1</b>	<b>17.9</b>	<b>30.0</b> (5.0%)	<b>33.0</b> (5.5%)

\* Total consolidated net sales and operating income include inter-segment eliminations.

# Medium-term Management Plan Variance Analysis (Operating Income)

Global business drives overall revenue  
 Investments in human capital and technology development increased



- **Gross Profit**
  - The construction business has been affected by the increase in the cost of materials and labor, as well as by delays in the progress of some construction projects.
  - Domestic and international real estate development projects contribute to increased revenues.
  - Consolidation of TATA.
- **General Administrative Expenses**
  - Increased costs for personnel, R&D, surveys, etc.
  - Cost increase due to consolidation of TATA.

# Non-financial Business Objectives

Quantitative evaluation indicators			FY2022 Actual	FY2023 Actual/ Forecasts
<b>E</b>	<b>CO<sub>2</sub> emissions</b> Scope 1+2	Reduction rate (vs FY2020)	<b>-14.5</b>	<b>(-30.6)</b>
		Basic unit (per 100 million yen)	<b>13.6</b>	<b>(12.9)</b>
	<b>CO<sub>2</sub> emissions</b> Scope 3	Reduction rate (vs FY2020)	<b>-0.8</b>	<b>(+8.7)</b>
		Category 1 basic unit (per ¥100 mil)	<b>700.4</b>	<b>(660.1)</b>
		Category 11 basic unit (per sqm)	<b>2.9</b>	<b>(3.2)</b>
<b>S</b>	Total accident frequency rate		<b>4.22</b>	<b>3.88</b>
	Accident frequency date		<b>0.40</b>	<b>0.44</b>
<b>G</b>	Labor productivity per hour		<b>5,567</b>	<b>6,286</b>

Medium-term Management Plan Target (FY2024)
<b>-16.8 % or more</b>
<b>11.2 t-CO<sub>2</sub> or less</b>
<b>-10.0 % or more</b>
<b>540.7 t-CO<sub>2</sub> or less</b>
<b>3.5 t-CO<sub>2</sub> or less</b>
<b>1.00 or less</b>
<b>0.10 or less</b>
<b>7,500 yen or more</b>

\* FY23 Scope 1+2 is the full-year forecasts as of the end of December, and the basic unit is the actual December data. FY23 Scope 3 is the full-year forecasts as of the end of September.

\* Scope 1: Direct CO<sub>2</sub> emissions from the use of diesel, etc.

Scope 2: Indirect CO<sub>2</sub> emissions by power plants for use of purchased electricity/heat

Scope 3: Indirect emissions other than Scopes 1 and 2

Category 1: Emission at time of construction material manufacturing, Category 11: Emission during period of operation of constructed buildings

\* Basic unit: Scopes 1 + 2: Emission per ¥100 million net sales

Category 1: Emission per ¥100 million transaction amount, Category 11: Emission per 1 sqm completed gross floor area

\* Total accident frequency rate = Total occupational accidents/total working hours (million hours)

Accident frequency rate = Number of occupational accidents requiring 4 or more days of leave / total working hours (million hours)

\* Labor productivity per hour = Amount of added value (operating income + total personnel expenses) / Number of employees / Average total working hour

# Understanding the Challenges and Direction of the Strategy

## Core Businesses

- Ordering strategy that emphasizes **brand value** and profitability in the business
- Strengthening the ability to manage costs and securing the labor force for **facility construction** and other works
- Dealing with **the 2024 problem** (application of upper limits on overtime work)
- Restore confidence in **quality, safety and process management** in the construction industry

## Priority Management Businesses

- Create **differentiated value** by maximizing the value potential of the new headquarters building
- Expand business operations and strengthen **governance** in overseas businesses, with a focus on **Asia and Oceania**
- Promote **technology development for the scale-up** of floating offshore wind power generation

## Enhancement of Corporate Value

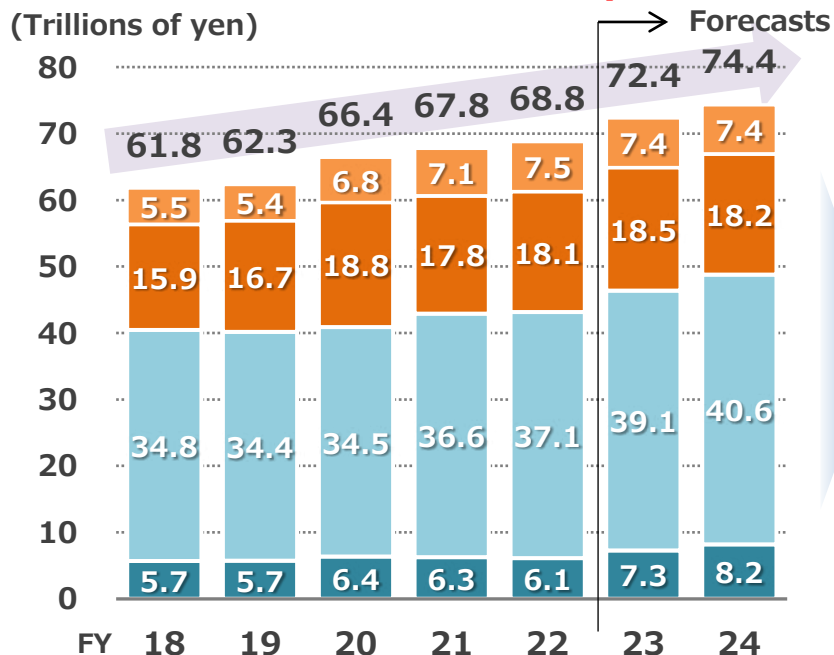
- Improve job satisfaction and engagement through employee **well-being**
- Strengthen the supply chain by improving the ability to **"bring together partner companies"**
- Implement management that is conscious of **cost of capital** and **shareholder returns**



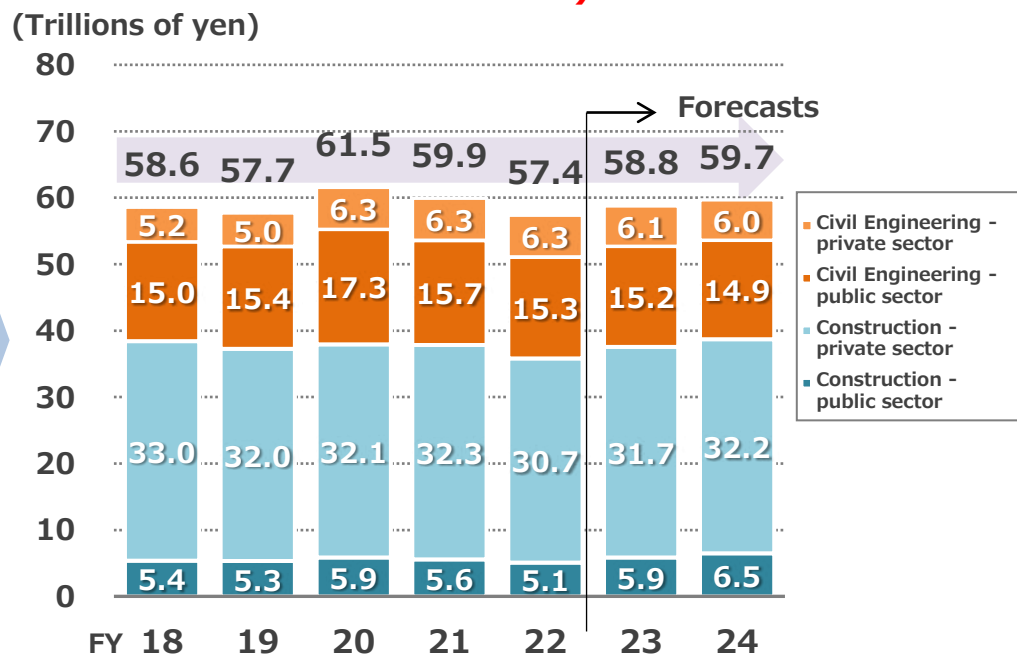
# Core Businesses

## Construction investment rises in nominal terms but remains flat in real terms

### Construction Investment (Nominal values)



### Construction Investment (Real terms)



Source: Research Institute of Construction and Economy, "Outlook on Construction Investment Based on Construction Economy Model" (April 2024)  
 \* Real values are based on the construction deflator on the basis of FY2015.

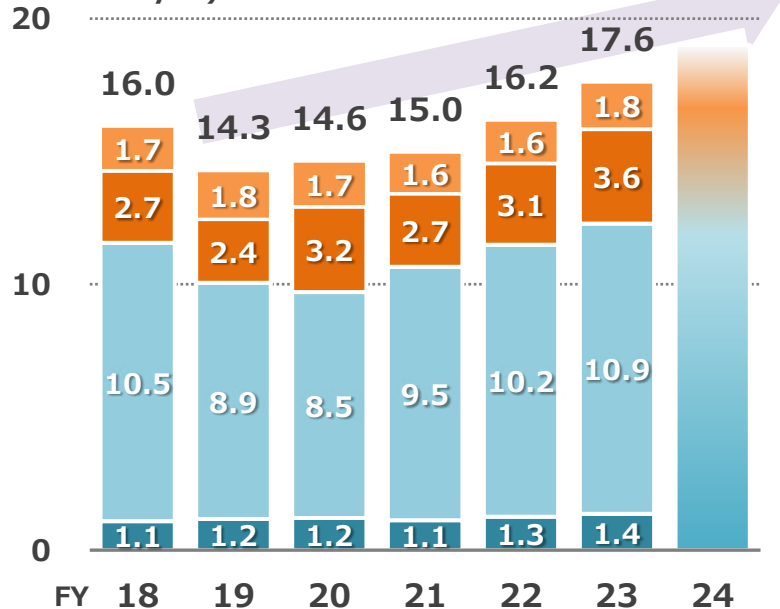


## Orders received by major construction companies are increasing in both nominal and real terms

### Trends in orders received by major construction companies (Nominal)

(Based on survey results from 92 of 140 corporate members of the Japan Federation of Construction Contractors)

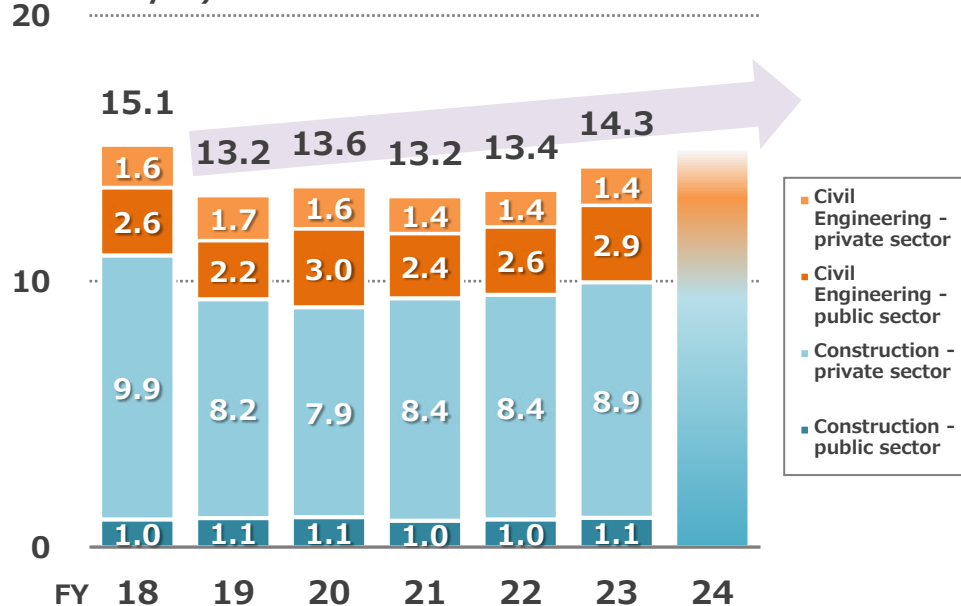
(Trillions of yen)



### Trends in orders received by major construction companies (Real value estimate)

(Estimate reflecting the Ministry of Land, Infrastructure, Transport and Tourism's construction cost deflator (on the basis of FY2015))

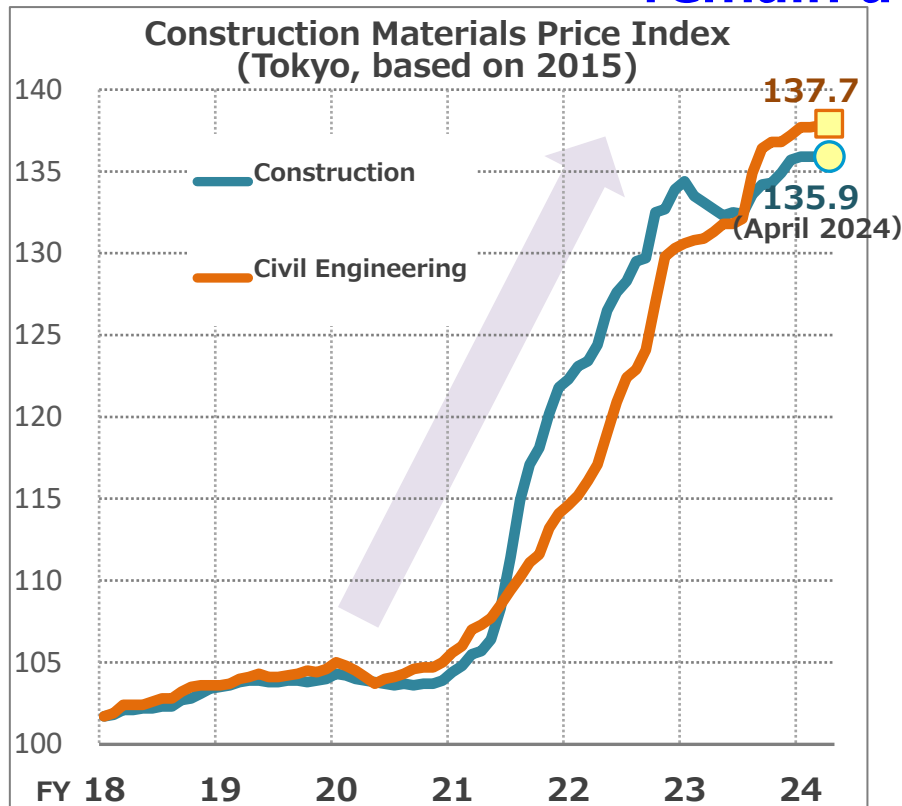
(Trillions of yen)



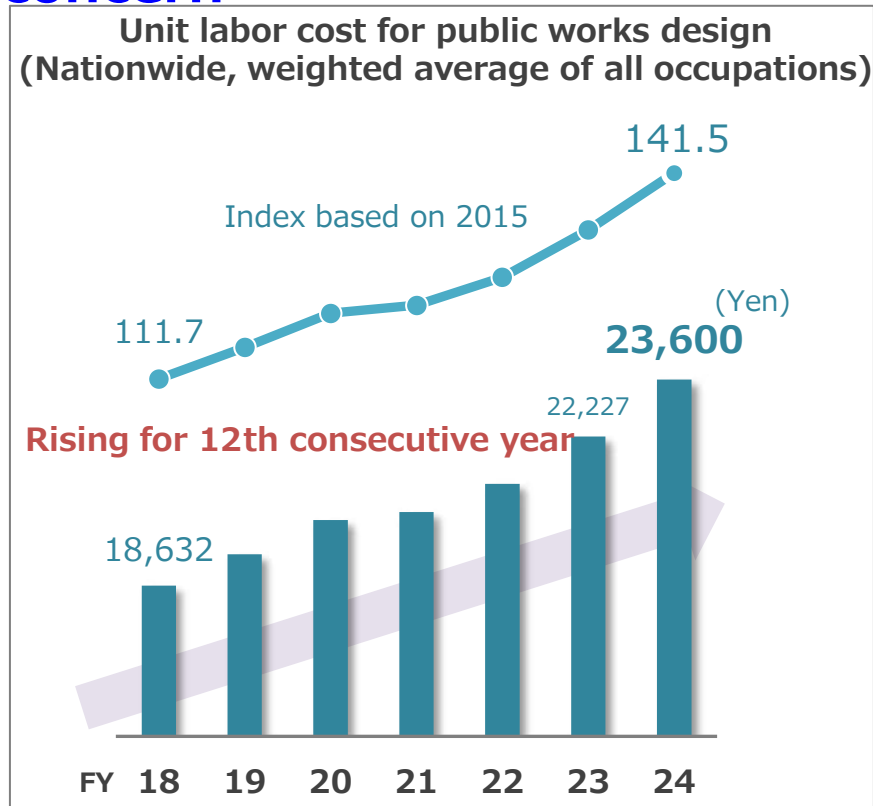
- Civil Engineering - private sector
- Civil Engineering - public sector
- Construction - private sector
- Construction - public sector

Source: Prepared by TODA CORPORATION based on the Japan Construction Association Order Survey Results (by client) (released on April 26, 2024). However, the figures do not include those for the "Others" and "Overseas" client categories. \* Real value estimate calculated by TODA CORPORATION based on the Ministry of Land, Infrastructure, Transport and Tourism's construction cost deflator (on the basis of FY2015). For FY2023, the average value from April 2023 to February 2024 was used based on the construction cost deflator (by month).

## Rising construction costs (materials, labor, equipment, etc.) remain a concern



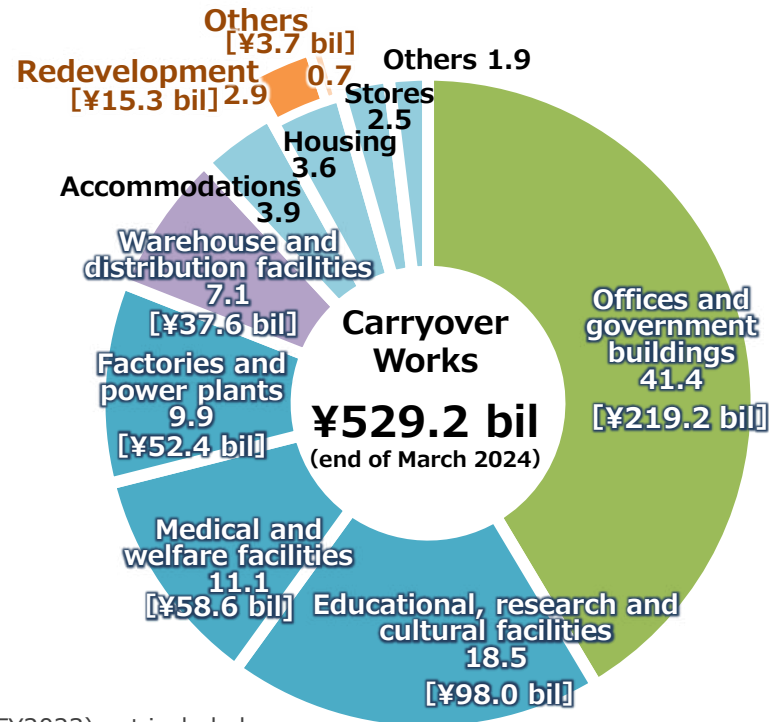
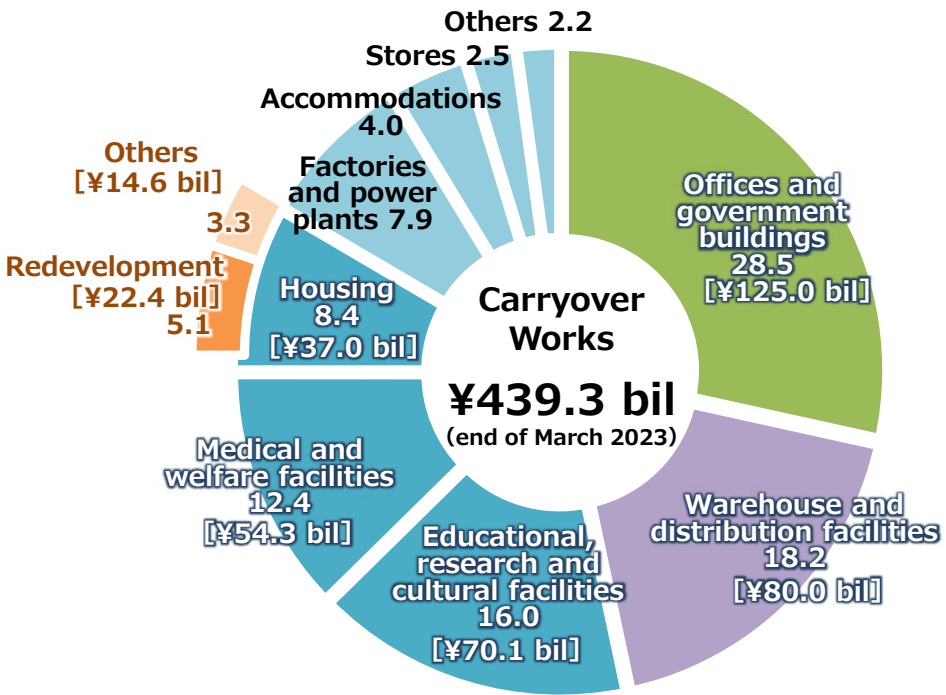
Source: Construction Research Institute



Source: Ministry of Land, Infrastructure, Transport and Tourism

## FY2022

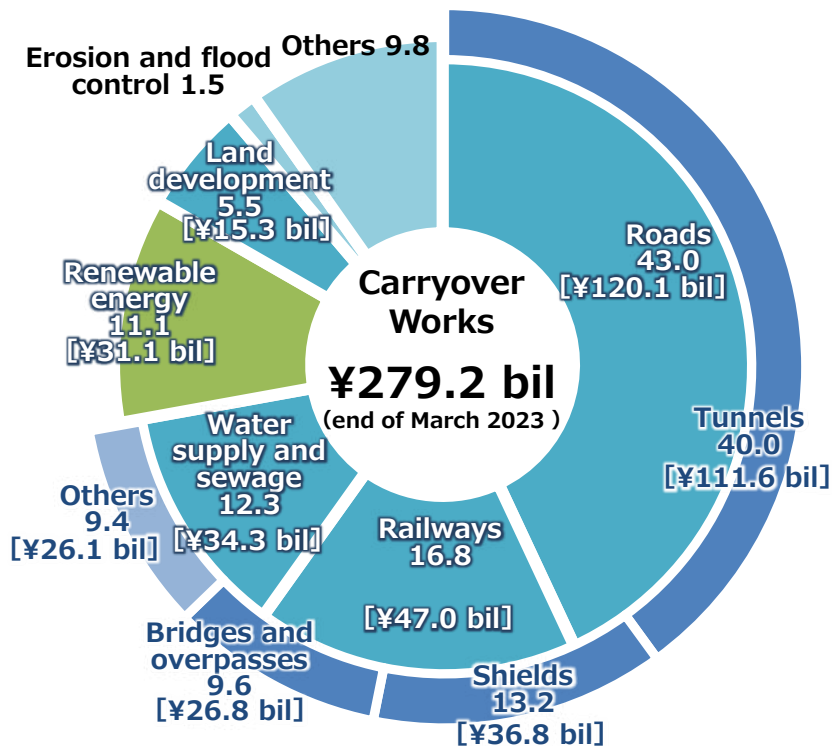
## FY2023



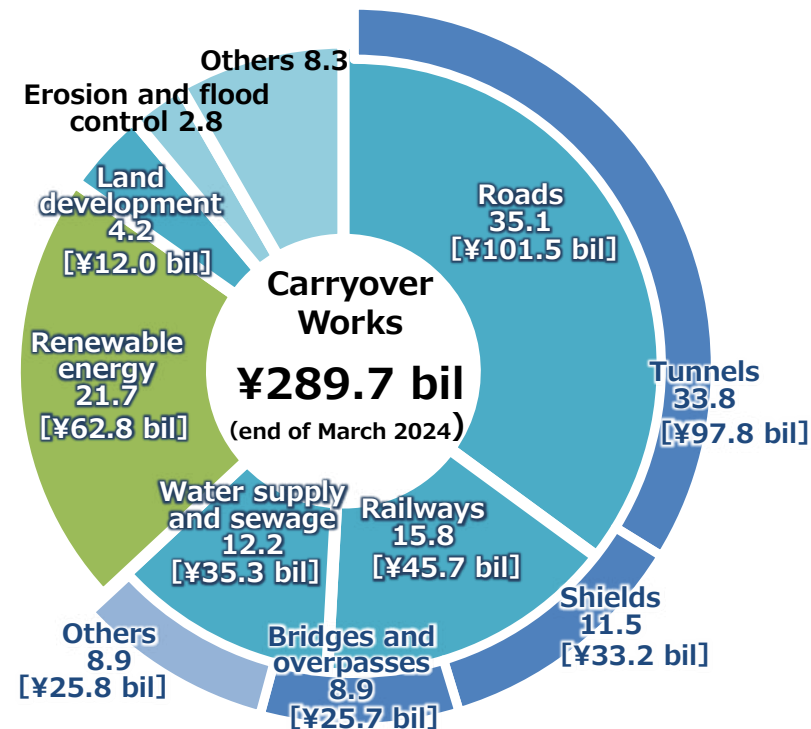
\* In-house construction works (approx. ¥76.4 bil in FY2022, approx. ¥44.2 bil in FY2023) not included.

\* Unit: %, [ ]: contract amount

## FY2022



## FY2023



\* In-house construction works (approx. ¥8.9 bil in FY2022, approx. ¥13.2 bil in FY2023) not included.

\* Unit: %, [ ]: contract amount

# Investment Plan

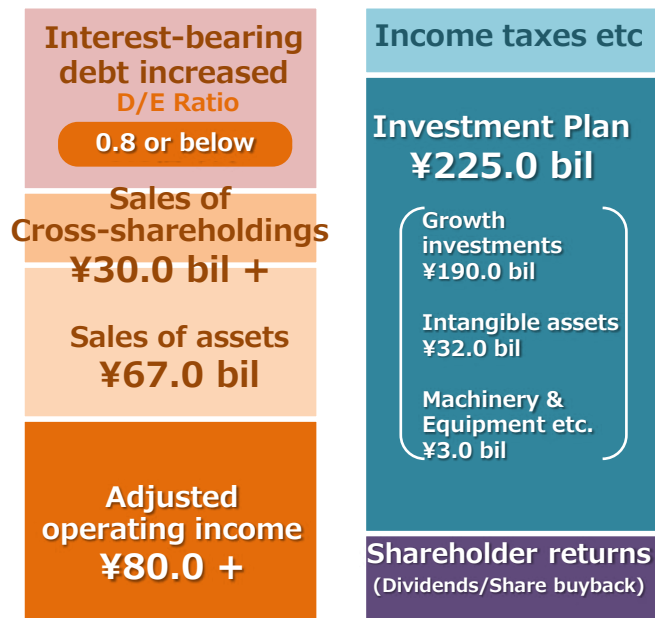
## Implementing growth investments to enhance corporate value over the medium to long term

		FY2002	FY2023	FY2024	3 Year Forecasts (FY2022 - 2024)	Medium-term Management Plan (FY2022 - 2024)
		Actual	Actual	Plan		
Investments for Growth	Real Estate Development	28.3	66.8	71.0	166.1 <small>(New TODA BLDG: 60.0)</small>	160.0 ¥bil
	Environment & Energy	6.3	24.0	20.5	50.8	30.0 ¥bil
	M&A	3.9	—	—	3.9	— ¥bil
Intangible Assets	Human Capital	0.9	1.0	1.0	2.9	3.0 ¥bil
	Technology Development	2.7	9.5	4.0	16.2	20.0 ¥bil
	Digitalization	2.3	2.5	3.0	7.8	9.0 ¥bil
Machinery, equipment, etc		0.5	0.7	5.0	6.2	3.0 ¥bil
Total		44.9	104.5	104.5	254.0	225.0 ¥bil

\* Figures are the sum of general and administrative expenses and capitalized assets.

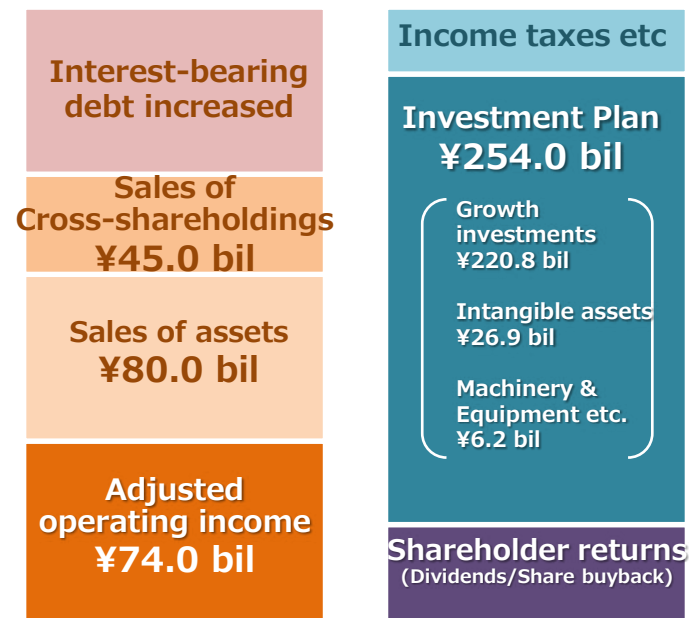
# Capital Allocation

## Medium-term Management Plan (FY2022 – FY2024 Cumulative)



Cash generation    Cash allocation

## Forecasts (FY2022 – FY2024 Cumulative)



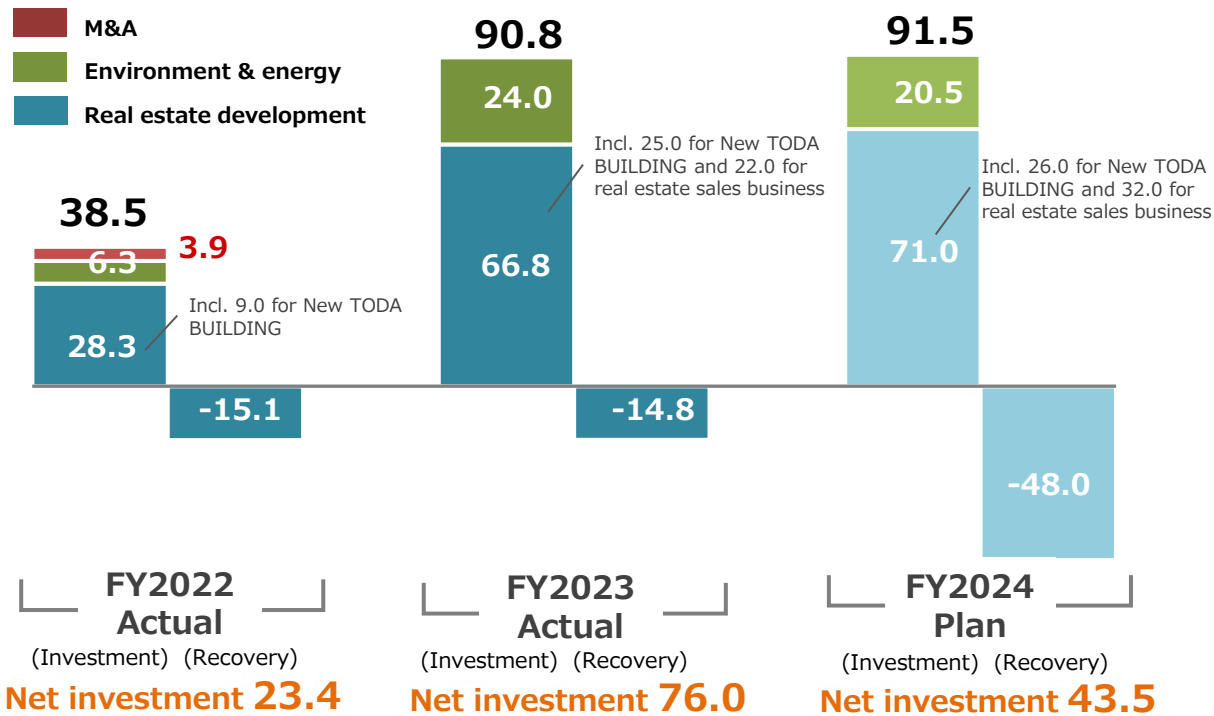
Cash generation    Cash allocation

\* Adjusted operating income takes into account income from real estate for sale, depreciation expense, etc.

# Investments for Growth

## Expansion of investment scale in real estate development business

Amount Invested and Recovered (by fiscal year) ¥bil



Major investment plans for FY2024

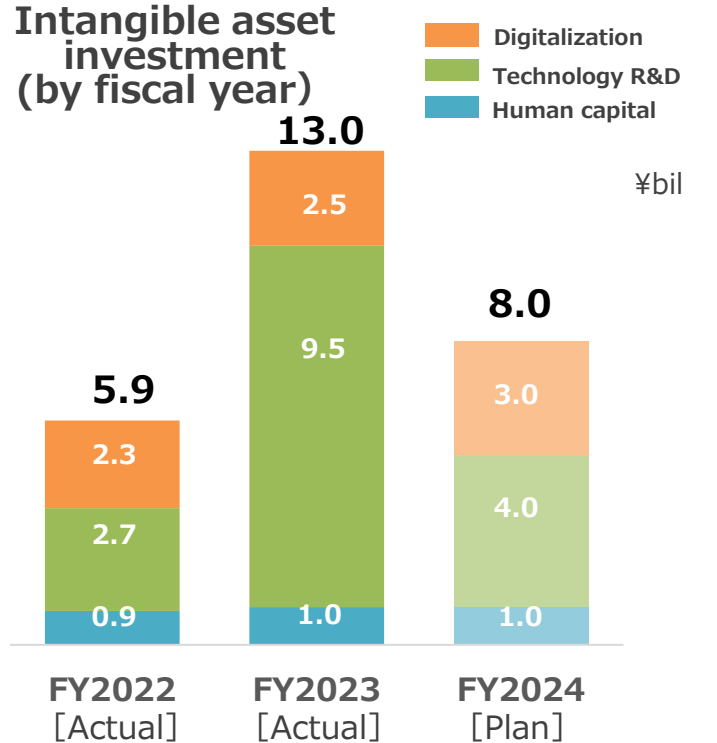


\* Net investment = Amount invested – Amount recovered  
 \* Planned investment amounts as of May 22, 2024



# Investment in Intangible Assets

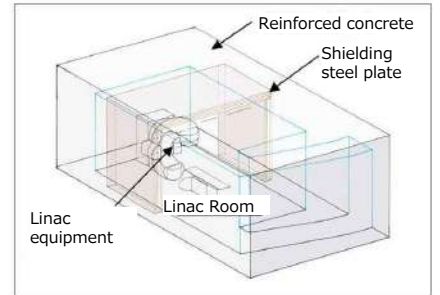
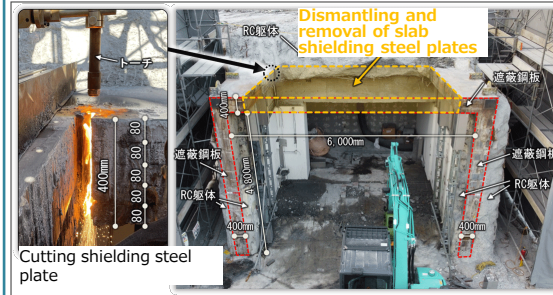
## Initiatives to improve productivity through technology R&D and digitalization



Figures are the sum of general and administrative expenses and capitalized expenses.

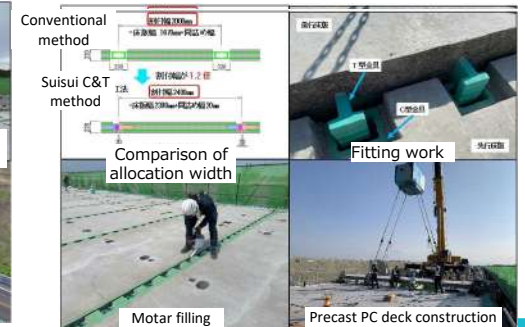
### Major Technology R&D Projects in FY2023 (press releases)

#### Expanded application of the "Muscat H Method®" to demolition work for radiation facilities



\* "Muscat H-Method®": A method developed to reduce the environmental impact of building demolition (using hydrogen and oxygen)

#### "Suisui C&T Method®" applied to highway deck replacement work











# Priority Management Businesses

- New TODA BUILDING
- Overseas Business
- Renewable Energy Business (Offshore Wind Power Generation)

# New TODA BUILDING

## Expanding the value potential of TODA BUILDING in various directions



Town planning	Area management	 京橋彩区 KYOBASHI SAIEKU
Art & Culture	Art business	 ART POWER KYOBASHI
Disaster Prevention and Mitigation	Core-wall seismic isolation structure (seismic resistant performance) BCP, DCP	
Environmental Energy	Environmental performance, ZEB	 
Smartification	Digitalization, smart buildings, suggestions for workstyle reforms	
Construction Technology	Automated construction, safe and labor-saving construction	

# New TODA BUILDING



Panoramic view of construction site  
(May 2, 2024)



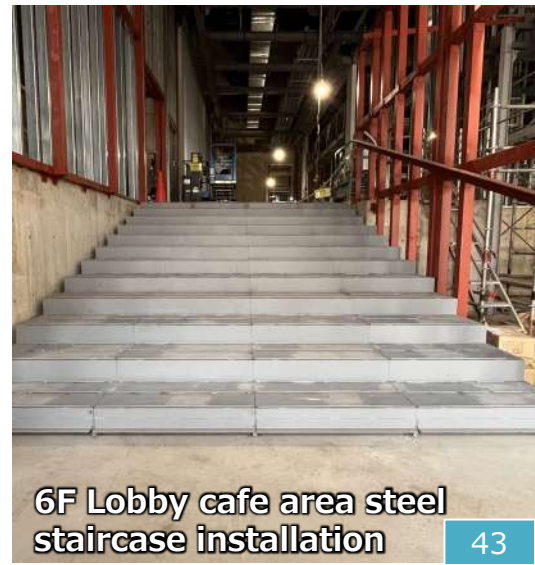
12F West side (office)  
molded ceiling installation



14F Southwest side  
priority construction area



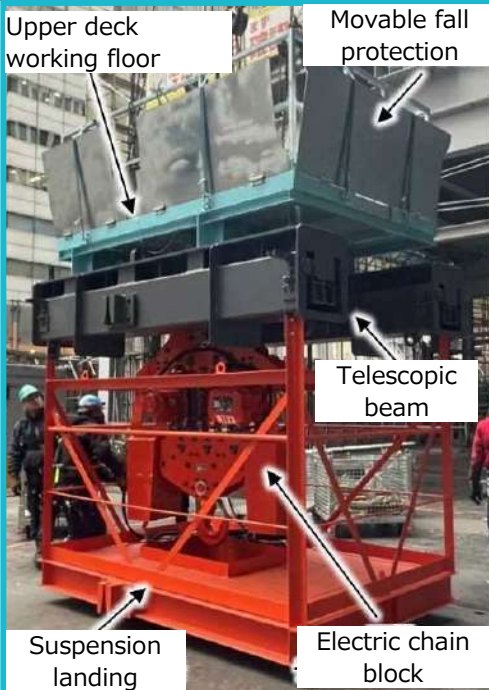
8F Conference rooms  
boarded up



6F Lobby cafe area steel  
staircase installation



# Deployment of construction technologies in new TODA BUILDING

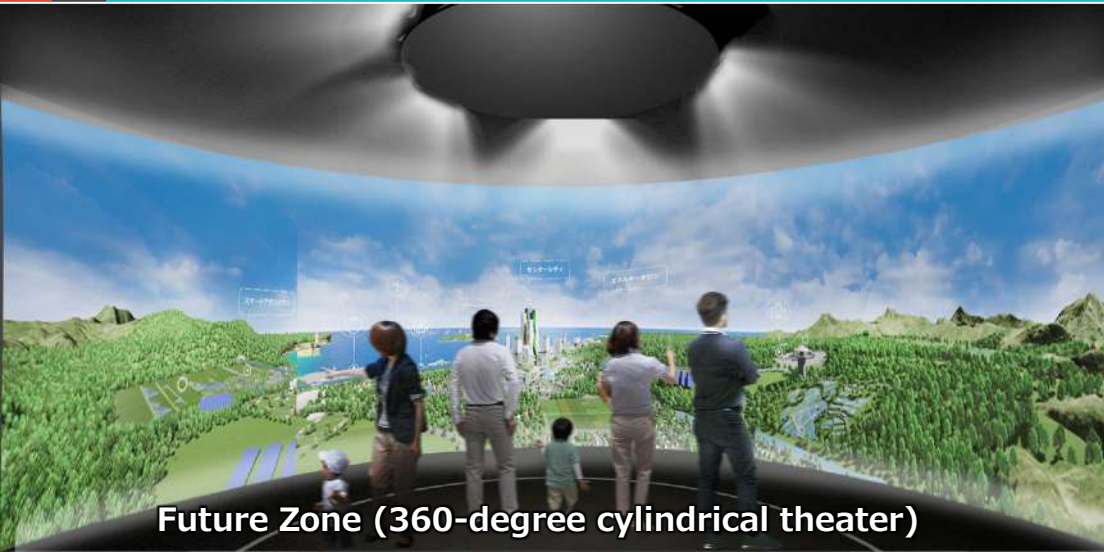


**Various technologies combined in the construction of the new TODA BUILDING**



# Conceptual Drawings of "TODA Museum" (tentative name)

\* These are finished images from the planning stage. They may differ from the actual completion.



Future Zone (360-degree cylindrical theater)



Co-creation Area



Solution Zone (15m wide Dynamic Vision))



Welcome Zone

# Overseas Business (expansion of the business portfolio with the entry into the Oceania region)

## Coherent Hotel Ltd., a hotel company in NZ, consolidated into the Group



- Singapore-based subsidiary (TAP) acquired a majority stake in Coherent by subscribing to a third-party allotment of capital (May 2024)
- Plans are in place for the construction of a new residence-type building within the hotel properties operated by Coherent

Company Overview	
Company Name:	Coherent Hotel Ltd.
Location:	New Zealand (Auckland)
Business:	Hotel business
Established:	2016



# Renewable Energy Business (offshore wind power generation)

## Continue to make steady progress as a front runner in the offshore wind power business

	Phase1			Phase2	Phase3	150 <sup>th</sup> anniversary
	2022	2023	2024	- 2027	- 2030	2031
<p>■ <b>Offshore Wind Power Generation Project (floating type) off the coast of Goto City</b></p> <p><small>* A consortium of six companies represented by the TODA CORPORATION (ENEOS Corporation, OSAKA GAS CO., LTD., INPEX CORPORATION, THE KANSAI ELECTRIC POWER CO., INC., CHUBU Electric Power Co., Inc. )</small></p>				January 2026 (scheduled)		
	<p>Wind Farm Construction 2.1MW x 8 units</p>			Start of operation		
<p>■ <b>Self-Elevating Platform(SEP) vessel</b></p> <p><small>* Jointly owned by 6 companies: TODA CORPORATION, Kumagai Gumi Co., Ltd., NISHIMATSU CONSTRUCTION CO.,LTD., WAKACHIKU CONSTRUCTION CO.,LTD., IWATA CHIZAKI INC., YOSHIDA-GUMI Inc.</small></p>				September 2025 (scheduled)		
		<p>Crane modification work Scheduled to be completed in March 2025</p>		Start of service		
		<p>✓ Modifying used SEP-equipped crane to handle 1,300 tons lifting capacity for the <b>assembly of large-scale wind turbines (over 15 MW)</b>. (For both fixed-type and floating type)</p>				





# Enhancing Corporate Value



# ROE Improvement

$$\text{PBR} = \text{ROE} \times \text{PER}$$

\* Total assets and equity forecasts for FY2024 are based on FY2023 actuals.

## Achieve ROE in excess of cost of equity to increase corporate value

(recognized at approximately 7-8%)

Improve ROE

### Pursuit of Growth and Earning Power

Growth strategies and strategic investments

Business portfolio

Net profit margin

FY23 actual 3.1% → FY24 forecasts 4.5%

Net income attributable to owners of the parent / Consolidated sales

### Improvement of Capital Efficiency

Utilizing real estate private placement funds

Sales of cross-shareholdings

ROIC by business

Total Assets Turnover

FY23 actual 0.62times → FY24 forecast 0.71times

Consolidated sales / Total assets (Average of the beginning and end of the fiscal year)

### Optimal Capital Structure

Utilization of interest-bearing debt

Retaining credit rating

Financial Leverage

FY23 actual 2.50times → FY24 forecast 2.53times

Total Assets (at end of the fiscal year) / Shareholders' equity (at end of the fiscal year)

Stable and sustainable returns to shareholders

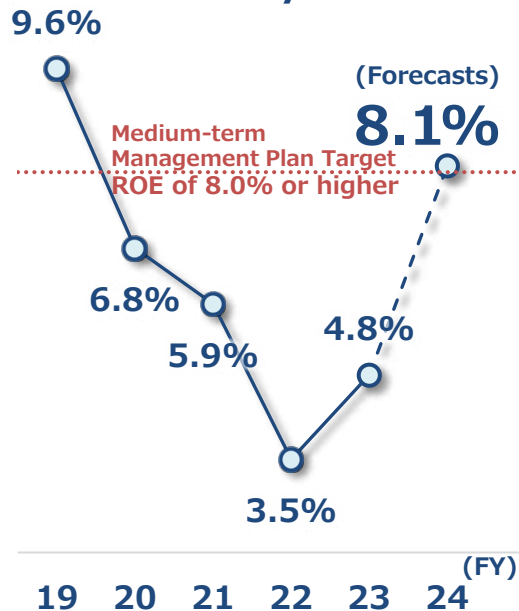
Dialogue with stakeholders (IR activities)



Higher PER

ROE Up

### Return on Equity Yearly Chart



PBR

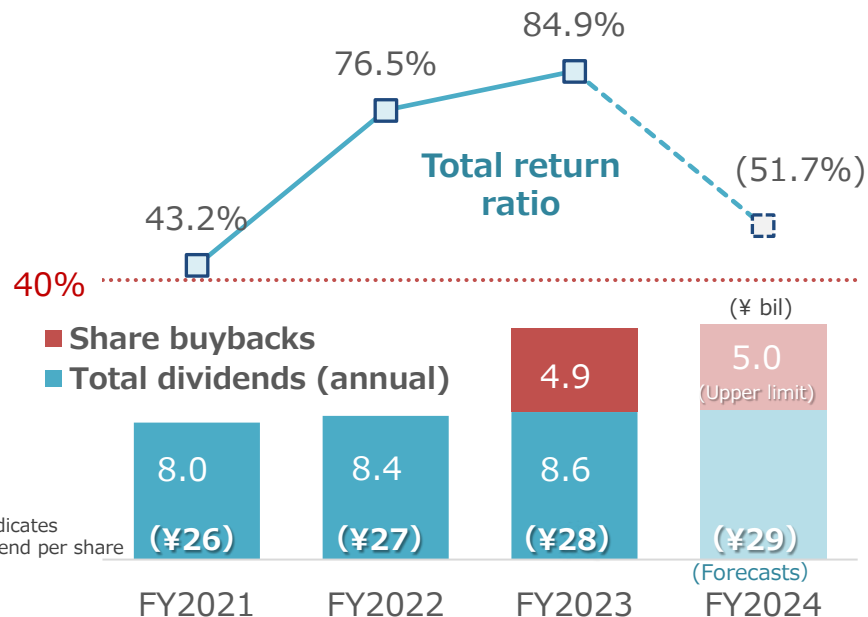
Price Book-value Ratio

Latest PBR 0.97

As of the announcement of financial results on May 15, 2024

# Shareholder Returns

## Shareholder return policy based on stable dividends and flexible share buybacks



### Medium-term Management Plan Target for FY2024

- DOE (Dividend on Equity): **2.5% or more**
- Total Return Ratio: **40% or more**

### (Reference) Recent share buybacks

Acquisition period: November 14, 2023 through March 26, 2024  
(delivery basis)

- Total number of shares acquired: 5,492,400 shares
- Total amount of acquisition: ¥4,999,930,060

DOE	FY2021	FY2022	FY2023	FY2024
	2.6%	2.7%	2.6%	(2.7%)

\* Shares acquired through purchase requests for shares less than one unit not included.  
Dividend forecasts for FY2024 is as of May 22, 2024.

**Share buyback program  
to continue in FY 2024**

# Launch of New Medium-term Management Plan

## New Medium-term Management Plan to be announced in May 2025

FY2022

**FY2025**

FY2027

150th anniversary of  
Company foundation  
(2031)

Medium-term  
Management Plan

Medium-term  
Management Plan  
2024 – Rolling Plan  
(2022-2024)

**Value**

**New Medium-term  
Management Plan  
to be announced in  
May 2025**

Maximizing the brand value of  
new TODA BUILDING

Technology development for large-scale floating offshore  
wind power generation

Further develop global business

Phase1  
Access to sources of value  
(- 2024)

Phase2  
Value reconstruction  
(2025 - 2027)

Phase3  
Towards a society of  
collaborative creation  
(2028 -2030)

Realization of a society of collaborative creation as a gatekeeper of value

Future  
Vision  
CX150



**TODA  
CORPORATION**