

Innovate the Future Plan

Roadmap to Corporate Transformation

About the “Innovate the Future Plan”

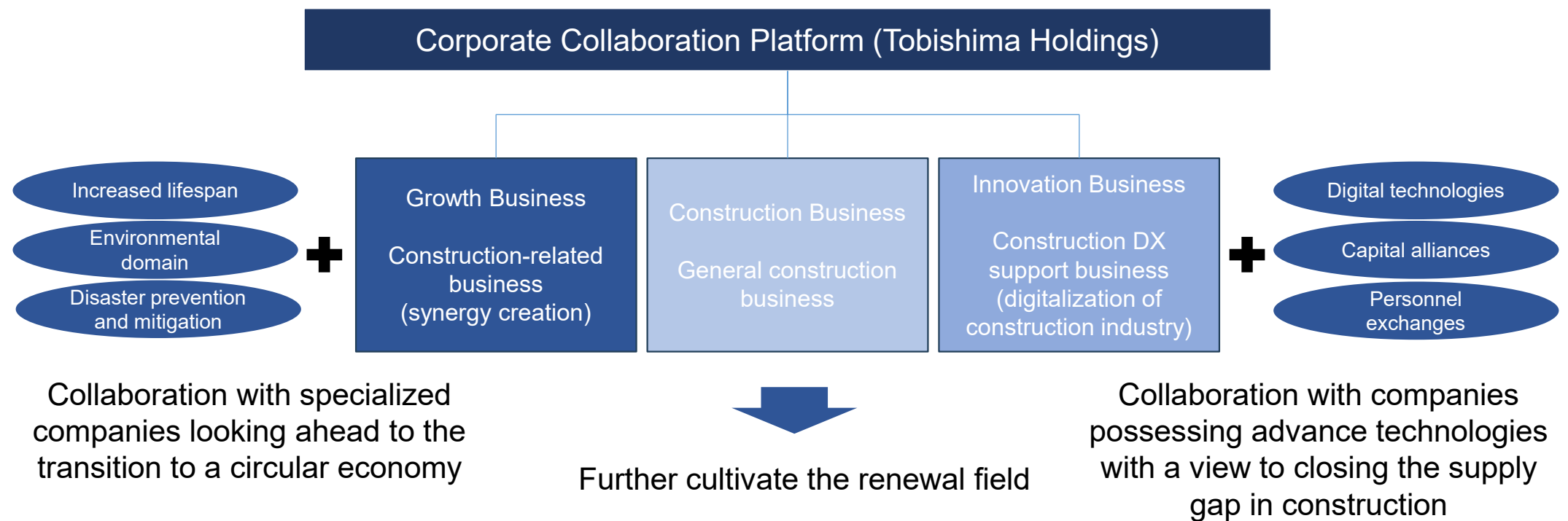
The “Innovate the future plan” outlines the Tobishima Group’s transformational approach, as well as the management strategy (roadmap) for its realization.

Aware of the need for future-oriented innovation, the plan articulates our intention to create new value and possibilities that go beyond conventional frameworks and methods.

Under the theme of resolving social issues and based on the dual objectives of social and corporate sustainability, we have redefined our approach to the future of the construction industry so that it can support infrastructure longevity, and we have also set about promoting reskilling in the construction business. In this process we will apply three approaches: the short-term perspective, the long-term perspective and “passing the baton” to connect the short and long terms.

Management Strategy for Realizing Transformation (Roadmap)

- ◆ Short-term perspective: Pursuing better production processes through the promotion of construction digital transformation (DX) in order to resolve immediate issues
- ◆ Passing the baton: Measures to “pass the baton” by promoting the expansion of business domains and business scale, enabling the transition to a next-generation business portfolio

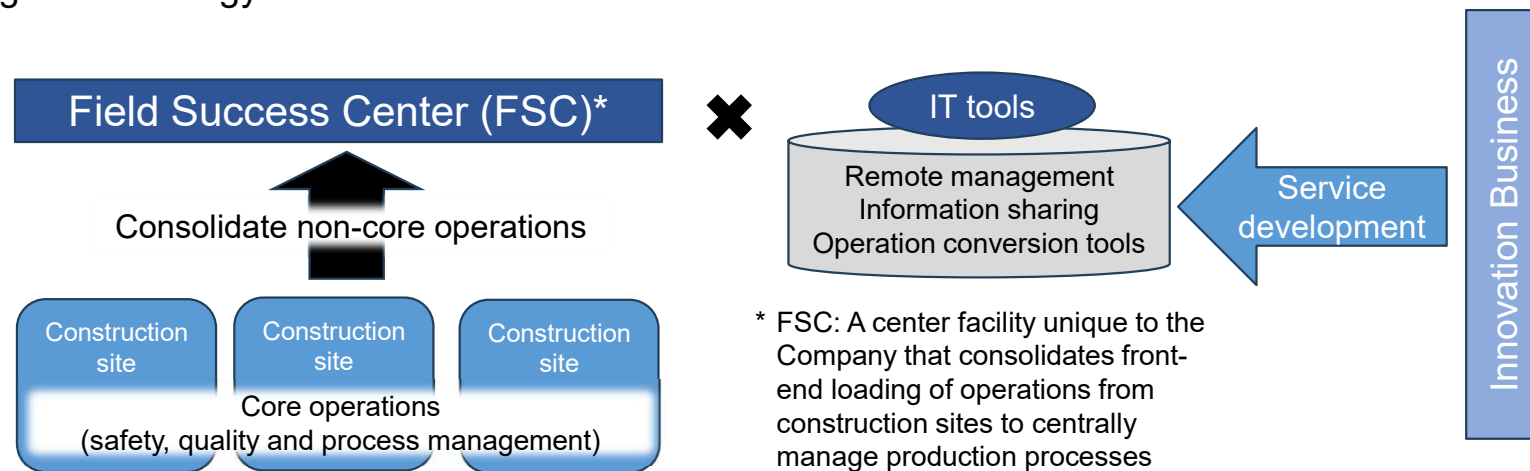


Construction Business

◆ Short-term perspective

Further cultivate the construction business (promote labor saving using DX)

Promote labor saving in construction processes by reviewing operations using digital technology



◆ Passing the baton

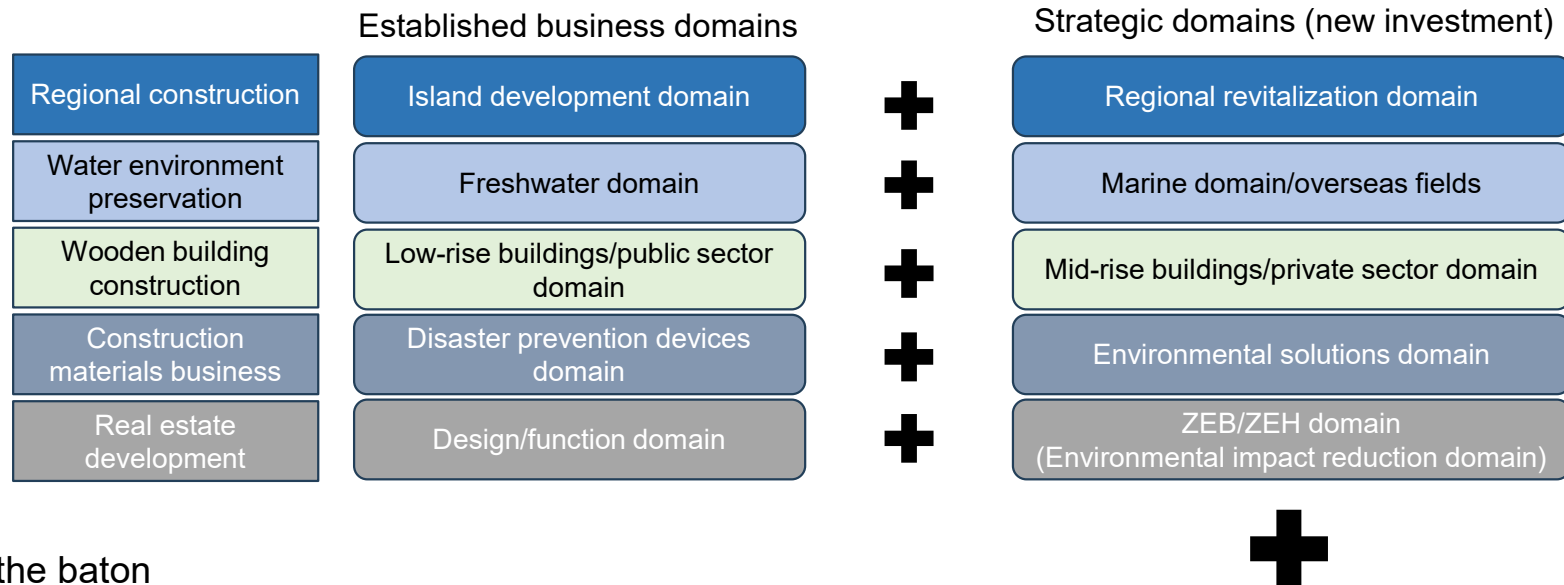
Strengthen response to the renewal market, looking ahead to the transition to a circular economy

- Promote differentiation from competition through technological advancement
- Increase competitiveness in renewal work

Growth Business

◆ Short-term perspective

Expand Growth Business domains



◆ Passing the baton

Promote partnerships with companies that possess infrastructure longevity technologies

(Technology development/human resource development/public-private partnerships)

Expansion of new domains and technology development

Lifespan extension/disaster prevention and mitigation/environmental domain

Innovation Business

◆ Short-term perspective

Expansion of the construction DX services business

Established domains

Support for labor saving in construction and production processes
Provision of construction DX support services
(Business process outsourcing functions and front-end loading functions)



Strategic domains (new investment)

Support for advancement of construction and production processes
Expanding functions in construction DX support services
(Enhancement of support services through utilization of AI)

◆ Passing the baton

Expand management value enhancement support services that leverage construction DX support services for local construction companies



Management value enhancement support services

Contribute to regional revitalization by providing support including DX services, construction technology, human resources, and funding to companies facing issues such as lack of successors or human resources, with the goal of helping to maintain the regional construction industry by providing essential functions for preserving the safety and security of local communities, including not only construction but also emergency response during disasters

Expansion of management value enhancement support services

- Support for regional construction industry
- Implementation of DX support system
- Construction technology support including personnel exchange
- Capital alliances, provision of funding and other assistance

Long-Term Perspective / Transformational Approach

- ◆ Realizing transformation with the establishment of a next-generation business portfolio
 - Looking ahead to the circular economy
Transformation of the (1) Construction Business and (2) Growth Business into an “infrastructure longevity business”
 - As a business contributing to the construction industry as a whole
Transformation of the (3) Innovation Business into a “construction reskilling business”

