TOBISHIMA

CORPORATE REPORT

2020-2021

Rita-Riko: Compassion and Self-Interest

"If you would pursue your interests, weigh first the interests of others,
then put those before your own.
Draw on your own efforts and ideas to offset the sacrifices made for others.
Doing so creates prosperity on both sides and, ultimately, to the attainment of your own interests."

Drawing on the *Rita-Riko* spirit of our founder Bunkichi Tobishima,
we pursue customer satisfaction through sincere support and integrity.

Photo: Kazuya Ono

About this booklet

Tobishima Corporate Report 2020–2021 is a communication tool intended to introduce Tobishima to the world. Using easily understandable text, diagrams, and photographs, it's presented as a more approachable general report on Tobishima, with the goal of attracting a wider range of readers.

The cover design expresses the progress of co-creation for new value through new business creation and productivity improvements based on open innovations as part of the Medium-Term Five-Year Plan (2019–2023), the core of Tobishima's initiatives. The Report is divided into various sections: a Message from the President, Management Strategy, Supporting Businesses, SDG Initiatives, Activity Reports, and Corporate Data. A separate Questionnaire is also attached.

We will continue to improve and enhance this Report in the future. Please feel free to submit comments and opinions via the Questionnaire.

Covered in this booklet

■ Coverage The primary topic covered in this booklet is Tobishima Corporation, along with some other Group companies.

■ Period This booklet is a report on activities in Fiscal 2019 (April 1, 2019 to March 31, 2020), with some information on other periods.

Inquiries

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To Our Stakeholders

Becoming a company trusted and chosen by stakeholders

We're making progress in various ways on the Medium-Term Five-Year Plan launched in FY2019, including maintaining our presence in core businesses, undertaking business structural reforms, and promoting smart solutions businesses. With regard to digital transformation, a major pillar of the plan, we've received a wide range of proposals on business alliances from various startups in construction and other fields under the Tobishima Accelerator Program 2019, launched in November 2019 as the Buttobishima Project to achieve rapid progress. In partnership with companies in possession of knowledge and capabilities we lack, we plan to continue promoting co-creation to generate new value through open innovation.

In evaluating corporate value, we're shifting rapidly toward a biaxial approach, adding evaluations of contributions that bring a sustainable world closer to realization to more traditional evaluations of financial performance. As we enhance initiatives promoting the Sustainable Development Goals (SDGs), our goal is to become a company trusted by and confidently selected by our stakeholders.

We appreciate continuing stakeholder support for the continuing evolution and progress of the Tobishima Group.

Masahiro Norikyo
President

The Tobishima ideal

Over the many years since 1883, when we secured our first contract to demolish the earthen enclosure around Fukui Castle, we've worked on numerous social infrastructure projects both in Japan and around the world. Our greatest strengths lie in the technological capabilities developed over the course of our corporate history. Every technology must one day grow obsolete. This is especially true for advanced technologies and technologies that differentiate one firm from another. True technological capability refers to the capacity to configure and create technological solutions to meet the social needs and environmental changes of the times. Since our founding, by developing distinctive proprietary construction technologies, we've risen to meet the challenges posed by society in disaster prevention, environmental protection, and other areas. This innovative mindset is part of Tobishima Corporation's DNA and the source of the resiliency and strength demonstrated in various forms and scales to overcome environmental and other challenges over the long course of our corporate history. At the same time, one constant throughout this history of constant change has been our approach: to serve our clients in good faith based on a corporate philosophy of *Rita-Riko* (a balance between compassion and self-interest). We expect this to remain unchanged over the coming generations.

The management vision outlined in the Medium-Term Five-Year Plan calls for Tobishima Corporation, a construction solutions provider, to evolve into a new entity based on business creation. The goal of these reforms, which are based on the key precondition of long-term corporate continuity, is to maximize long-term gains through a multifaceted approach to business, rather than simply growing in scale with a focus on construction. By deploying our technologies and know-how across a wide range of industries, not just construction, we will shift from a typical general contractor's business model based primarily on in-house technologies and solutions to a model that promotes relationships with other companies. We will also draw on technologies and know-how from other industries. Based on these new foundations, Tobishima will develop new platform services to support open industrial creation.

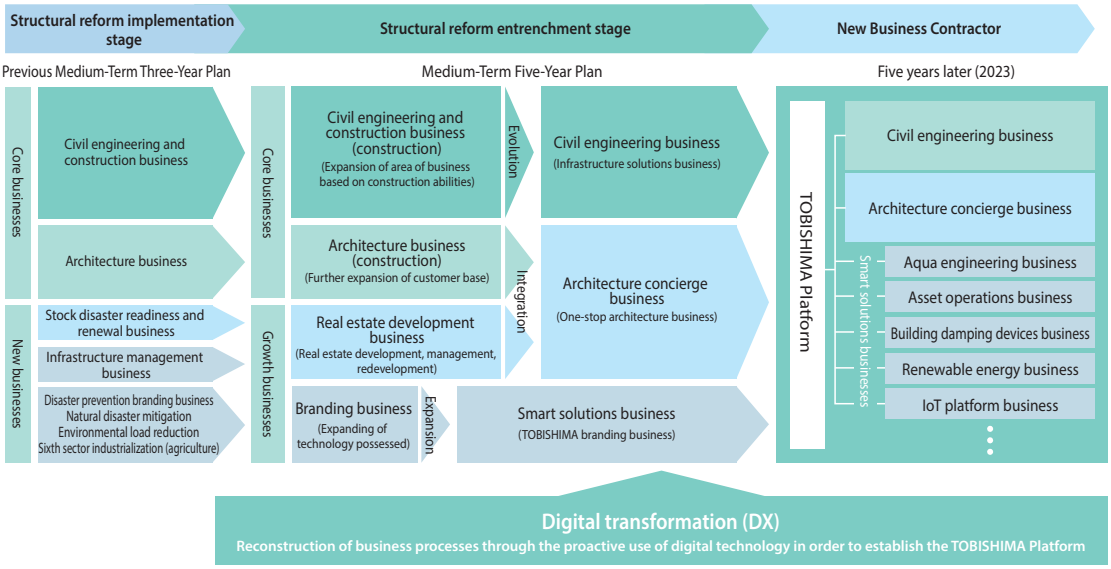
Overview of Medium-Term Five-Year Plan (2019–2023)

Medium-Term Five-Year Plan (2019–2023)

— To Become a Company that Supports Future Industrial Promotion and Development —

Promoting corporate transformation from Tobishima Corporation to TOBISHIMA to evolve into a New Business Contractor

Establishment of foundation for New Business Contractor basic policy

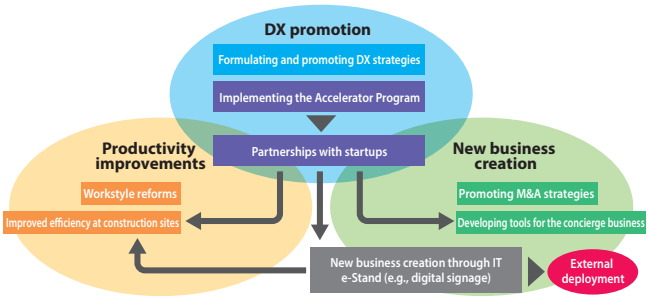


In our core business of civil engineering, we will evolve into an engineering business by expanding business domains based on our construction capabilities. The architecture business will offer one-stop building construction services as an architecture concierge by expanding its customer base and by integrating these activities with the real estate development business. We plan to expand the new business into a smart solutions business, delivering diverse solutions and services to realize Society 5.0, a people-centric super-smart society. With an eye on future social and environmental conditions and the changing construction market, we will build a sustainable group of companies characterized by adaptability and a flexible outlook.

Progress on the Medium-Term Five-Year Plan (2019–2023)

In the first year of the plan, we made progress on organizational improvements to advance plans and on building co-creator relationships with other companies, including companies in other industries. In the area of digital transformation (DX), an important pillar of the plan, we've made proactive use of open innovations to achieve productivity improvements and advance new business creation.

As we begin the second year of the plan, we will accelerate progress toward achieving the goals thus set.



Main progress in the first year

- New Digital Transformation Management Department established; DX strategies formulated and preparations made for deployment to advance digital transformation
- Alliances formed with startups through the Accelerator Program to accelerate strategy implementation
- Real estate development functions expanded through M&A activities (expanding functions for one-stop construction services)
- New IT-based business models created through joint efforts with companies in other industries (e.g., development of e-Series)

Digital transformation initiatives —Productivity improvement using digital technologies—

We're proactively developing and adopting advanced technologies as we improve management efficiency through construction robotics and robotic process automation (RPA). Through automation and reductions in the volume of simple tasks, we're pushing forward with a digital transformation to build a high-productivity enterprise in which engineers and skilled workers can focus on high quality work only human workers can do.

Developing a construction management support system (Field Success Center)

The goal for our core civil engineering and construction business is to automate and pare staffing and labor requirements through AI site supervision and a construction management support system. By gathering information and applying AI and other smart technologies to pass on know-how accumulated by workers and senior staff, we plan to move Tobishima DX steadily forward as part of our transformation into a high-productivity enterprise.

AI site supervision

Using posture (physical frame) estimation technology (see illustration above), we analyze the postures assumed by workers in day to day tasks for use in machine learning (AI). This approach identifies work specifics, manages safety by monitoring worker proximity and work boundaries, and controls quality.

Conceptual picture

Field Success Center

Deploying video imaging, our Field Success Center will share information on construction site status to quickly identify and resolve emerging problems and issues. We deploy remote support to provide technological assistance to younger workers.

Developing the e-Sense multifunctional hands-free system

At construction sites, the smart solutions business has begun deploying e-Sense, a multifunctional hands-free system intended to improve productivity. Our goal is to establish the TOBISHIMA platform as we play the role of the leader in hands-free systems in the construction industry.

This multifunctional hands-free system uses smart glasses to realize hands-free solutions at construction sites. System functions include information-sharing with remote sites and acquisition of voice, text, and image data at construction sites, as well as simultaneous interpretation of this data into different languages. Developed in partnership with the Rosetta Group, the simultaneous interpretation function translates even specialized construction industry terms to enable communication with foreign engineers. Currently, we're targeting the development of a standard translation engine for the construction industry.

Smart glasses

Conceptual picture

Kenko Keiei® and workstyle reforms

Health management initiatives

Health management refers to management that accounts for the health of employees and others from a management perspective and strategically implements corresponding measures. Investments in health strengthen the vitality and productivity of the overall Company, ultimately generating better business results and rising stock prices.
To date, our efforts include the following:

- Efforts to ensure all personnel undergo periodic health checkups
- Efforts to adopt a mental healthcare (stress check) program as part of joint efforts with an outside specialist agency
- Efforts to help with the cost of comprehensive health examinations for those 40 and older
- Using health programs, including specified health guidance and assistance with the cost of influenza vaccines, under the National National Civil Engineering and Construction National Health Insurance Association
- Encouraging those identified in periodic checkups to need follow-up exams or other care to get follow-up exams or receive specific health guidance

We will continue to promote health maintenance and improvement activities for our employees.

* Kenko Keiei® ("health management") is a registered trademark of the Nonprofit Organization Kenkokeiei.

Certification as outstanding health management firm

The certification program for outstanding health management firms recognizes outstanding corporate health management based on various aspects, including efforts to address community health issues and participation in health improvement activities promoted by Nippon Kenko Kaigi. The goal is to achieve due public recognition of corporations that effectively account for the health of their employees and others and to implement related measures, thereby raising the public profile of meritorious companies in the eyes of employees, job seekers, related companies, financial institutions, and society. In March 2020, we were certified as an outstanding health management firm.


認定証
（大規模法人部門）
法人名　飛島建設株式会社
貴法人は、従業員の健康管理を経営的な視点で考え、戦略的に実践する「健康経営」の取組が優良であると認められました
よって、ここに「健康経営優良法人2020（大規模法人部門）」として認定します
経済産業省及び厚生労働省と共に、今後一層取組を推進されることを期待いたします
2020年3月2日
日本健康会議

Our response to COVID-19

Our policy is to assign the highest priority to the safety of employees and others. Our response to COVID-19 is outlined below.

- Implementing comprehensive measures to prevent workplace transmission, based on infection prevention guidelines prepared by the Ministry of Land, Infrastructure, Transport and Tourism and the Japan Federation of Construction Contractors; establishing a structure that allows rapid checking, reporting, and general communication among the head office, branches, and clients
- Proactive deployment of the work from home system in office sections; having employees work from home as much as possible in accordance with the nature of their duties
- For employees working in offices, applying a flextime system to avoid congestion on public transportation (off-peak commuting)
- Deploying web conferencing for work that would otherwise involve business travel; deploying web conferencing inside the company as well to permit social distancing

Since we had already established a mobile work environment by distributing mobile PCs to all employees, introducing a cloud computing service, and adopting teleworking and flextime systems as well, we were able to adapt smoothly to teleworking and off-peak commuting. In addition, we've migrated hiring processes ranging from company briefings to screening job applicants to the Web.


This fiscal year, all job interviews have been handled via the Web.

Promoting workstyle reforms

Businesses will face severe workforce shortages as Japan's population continues to shrink and grow older. A critical solution to this shortfall will involve creating an environment in which anybody—including women, who tend to leave the workplace to give birth and raise children, seniors, and non-Japanese workers—can work in comfort. Workstyle reforms are ways to create just such environments.
In joint efforts with the industry, we've moved forward to implement a wide range of reforms.
We're committed to continuing to pursue workstyle reforms to create inviting work environments for all.

Supporting diverse workstyles

In July 2019, we adopted a system based on a retirement age of 65 years. This is part of an overall effort to realize workplaces in which employees can continue to work with peace of mind even after reaching the age of 60. We've also adopted telework (working from home or satellite offices), flextime, and return to work systems to promote diverse and flexible workstyles. We're encouraging employees to take advantage of childcare and family leave, and rates of use of these programs are rising. Increasing numbers of men are taking childcare leave and working from home to care for children.
The lessons learned in expanding and promoting the use of such systems in response to COVID-19 have taught us that teleworking and web conferencing are fully capable of handling certain business activities. As we seek to advance these diverse and flexible workstyles, we plan to address the issues that have surfaced and to identify and implement solutions through IT and other means by working to change preconceived notions and conventional perspectives, thereby reflecting the strengths and weaknesses of both offline and online approaches.

Reducing long working hours

Through Work Style Reform Executive Committee chaired by the general managers of branch offices nationwide under the leadership of the executive director responsible, we're working to minimize long working hours through a plan-do-check-act (PDCA) cycle that includes setting limits on overtime hours, systematically encouraging employees to take paid vacation, and implementing various programs to ensure employees can take two days off per week.
We're also implementing a workstyle reform contest intended to encourage employees to consider workstyles and to propose and implement reforms themselves, rather than relying solely on company leadership.

Business efficiency improvements

To improve business efficiency and pare labor requirements, we plan to improve labor efficiency through the proactive application of information technology. In the civil engineering and building construction businesses, we will deploy productivity measures via DX and promote business efficiency improvements and time-saving measures through the Dekispart system and other means to manage photographs and completed work, achieve labor savings in tasks such as preparation of safety documents using GREEN-site, and enable business process outsourcing (BPO) of noncore operations.

01 Corporate Planning Division

- Corporate Planning Department
- Digital Transformation Management Department
- New Business Management Office
- Affiliates Administration Department
- Finance Planning Department
- Public Relation Office
- Secretariat

Mitsuhiko Takahashi
Director and Senior Managing Executive Officer,
Chief of Corporate Planning Division

Amid dramatic changes in the business environment and proliferating business risks, our goal is to evolve into a group capable of sustained growth by identifying business opportunities while anticipating changes and responding swiftly to risks.

Focal points in the second year of the Medium-Term Five-Year Plan (2019–2023)

Promoting open innovation

Under the banner of the Buttobishima project intended to create a super-smart future, we are proactively adopting advanced technologies and implementing the Accelerator Program to allow co-creation with startups, thereby creating new value free of the constraints imposed by existing construction industry frameworks. Through this program, we're striving to create new businesses and services jointly by combining the management resources of the Tobishima Group with the revolutionary ideas and innovative know-how held by startups. We plan to continue seeking out opportunities for alliances with diverse partner firms through open innovation.

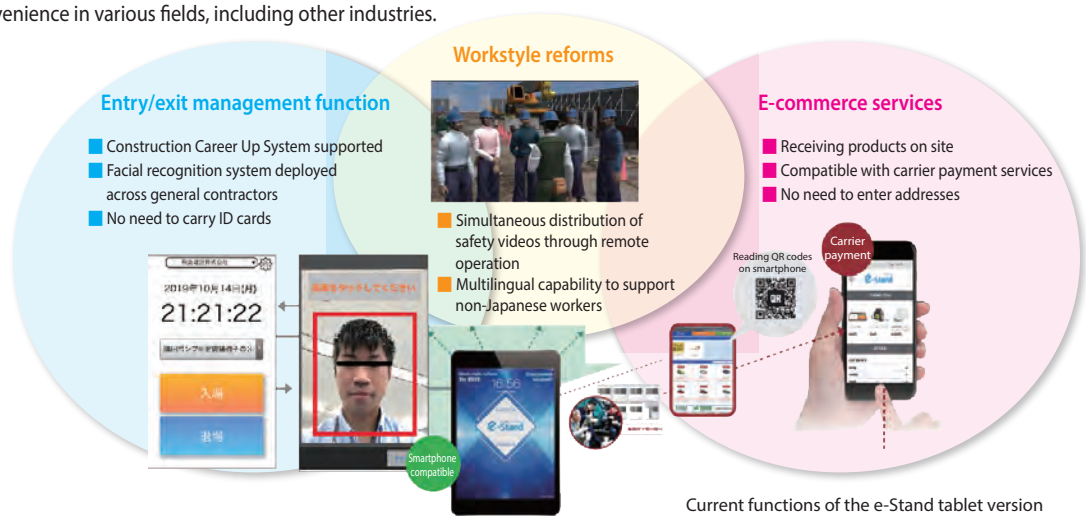
TOPICS

e-Stand

e-Stand will help advance workstyle reforms by reducing working hours and improving productivity in response to increasingly urgent social issues such as the need to secure workers amid a shrinking workforce.

Through joint development with WillSmart Co., Ltd., in addition to the signage Stand introduced last year, we've begun providing a tablet version of this service, which expands existing workstyle-reform systems and e-commerce business functions. In joint efforts with NEC, we've added a facial recognition entry/exit management capability.

Based on a link to Construction Career Up System, a career development system whose deployment was requested by the Ministry of Land, Infrastructure, Transport and Tourism to construction companies, this function can help reduce entry/exit management burdens, cut working hours, and improve productivity. Already adopted at all Tobishima Corporation construction sites, the system is also being rolled out at sites operated by other companies. To meet the needs of a diverse workforce, we plan to deploy this system to boost co-creation and convenience in various fields, including other industries.



Current functions of the e-Stand tablet version

02 Corporate Administration Division

- Business Administration Department
- Information Systems Department
- Accounting Department
- General Affairs Department
- Personnel Department
- Human Resources Promotion Office

Yasuo Terashima
Executive Vice President and Representative Director,
Chief of Corporate Administration Division

We plan to promote workstyle reforms and health management to allow each and every one of our employees to contribute to society through construction while working together with a sense of pride in their work.

Focal points in the second year of the Medium-Term Five-Year Plan (2019–2023)

Personnel sections: Developing and securing human resources through new training programs

◇ By creating new HR training programs that will train the human resources needed to lead Tobishima Corporation five and 10 years into the future, we plan to implement people-centric training to strengthen communication capabilities, independence, and leadership.

◇ We plan to promote use of web technologies that will allow students to take part in company briefings and site tours, no matter where they are.

Training new employees

Information systems section: Promoting workstyle reforms through use of information systems

◇ To improve business efficiency by sharing information across all Group member companies, improving efficacy, and enhancing efforts in cooperative work with partner companies and others, we will expand the methods associated with and the scope of the cloud computing service already adopted.

◇ We will advance flexible workstyles and improvements in business efficiency by improving environments for teleworking and other technologies, including use of email and device- and location-independent workflows.

Business administration sections: Business improvements through DX promotion

◇ Improving business efficacy by adopting an expense calculating system
By applying IT tools to calculate expenses, we plan to migrate to e-payment by using mobile devices for process ranging from application to approval and by promoting paperless solutions, including cashless technologies and digital receipts.

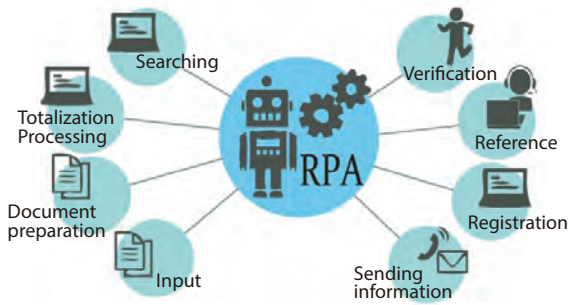
◇ Shifting to an e-signature system for employment contracts for temporary employees will make it possible to eliminate the need to send paper documents and the need for signing and affixing seals while helping to prevent unauthorized alteration.

TOPICS

Use of RPA

Robotic process automation (RPA) refers to the automation of processes based on software bots. RPA can improve efficiency by linking multiple software applications and automating processes that previously entailed tasks ranging from manual input to review. We are currently seeking to identify processes companywide suitable for RPA adoption. We will proceed to adopt RPA successively in these processes to achieve workstyle reforms and reduce working hours.

Recording operations using RPA



03 Civil Engineering Division

- Civil Engineering Management Department
- Technology Management Department
- Renewal Business Department
- Business Promotion Department
- Project Management Department
- Civil Engineering DX Promotion Department
- Procurement Department
- Quality Control Office

Shinichiro Sato
Director and Senior Managing Executive Officer,
Chief of Civil Engineering Division

Deploying CIM, AI, and other advanced digital technologies, we will build on technological capabilities accumulated over our 137-year history to proactively build, maintain, and improve an increasingly diverse, complex social infrastructure.

Focal points in the second year of the Medium-Term Five-Year Plan (2019–2023)

Order receipt: Enhancing order receipt strategies to maintain our presence in priority civil engineering fields

- We will rebuild our structure for initiatives companywide in each priority civil engineering field.

Construction: Accelerating DX, increasing productivity, and advancing workstyle reforms

- Using digital technologies (CIM, AI), we will make further progress on labor savings and automation.
- By developing a structure for remote centralized management of sites (FSC*1, RPA deployment), we will improve site management capabilities and reduce workloads.
- We will put business efficiency tools to effective use and ensure they are established firmly within the organization.

*1 FSC: Field Success Center (see below)

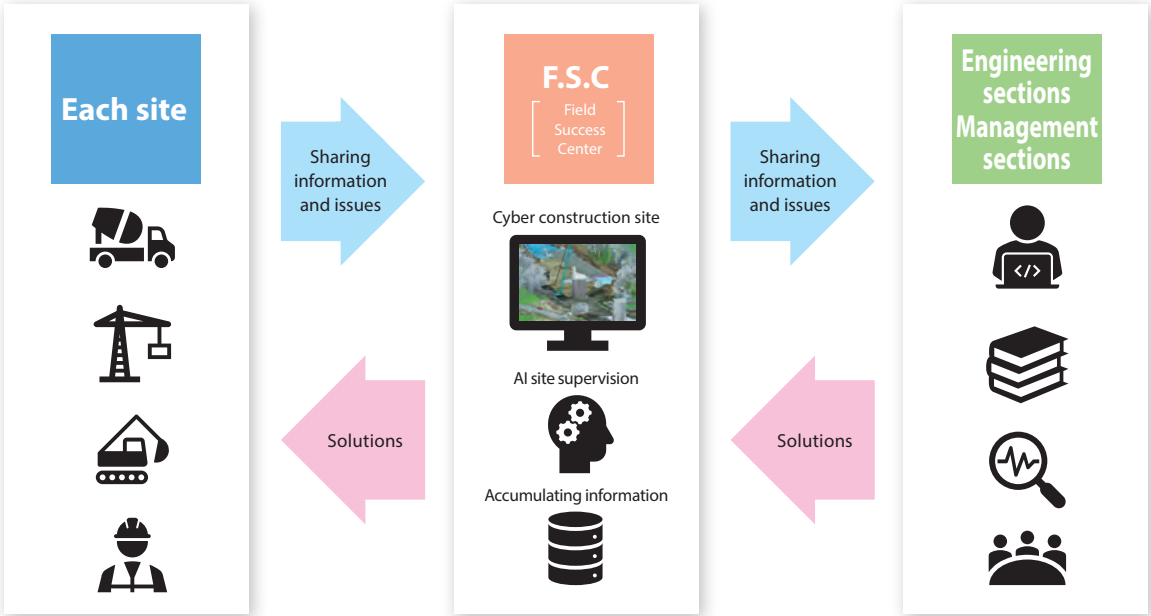
TOPICS

Supporting the sharing and accumulation of know-how using digital technologies

A cyber construction site uses CIM and sensor information to reproduce site conditions on a computer. This allows anyone, even from a remote location, to perform a wide range of tasks as if they were at the site.
The Field Success Center (FSC)*1 will quickly identify and resolve any issues that may arise on site. Reiterating a cycle in which the FSC and related sections (engineering and management sections) share information on problem points through cyber construction sites*2, accumulate information through links with AI site supervision*3, and generate solutions will strengthen contributions to site management.

*1 *2 *3 Trademarks pending

A cyber construction site



04 Architecture Division

- Construction Management Department
- Concierge General Office
- Business Promotion Department
- Architecture DX Promotion Department

Takuji Arao
Director and Senior Managing Executive Officer,
Chief of Architecture Division

Striving to improve productivity through the proactive development and adoption of smart technologies based on BIM and ICT, we will deliver one-stop services that increase client satisfaction based on our construction concierge function.

Focal points in the second year of the Medium-Term Five-Year Plan (2019–2023)

Proactive use of smart technologies

- We will strive to improve productivity at construction sites through the use of BIM, MR, and ICT.
- In building construction, we will promote the deployment of technologies like sensing and AI robotics.

Enhancing concierge functions

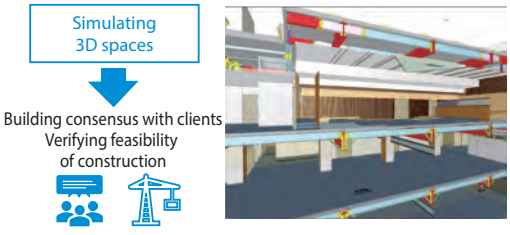
- We will propose a wide range of solutions—for example, solutions that put real estate to effective use—to solve the issues clients face.
- We will deliver one-stop services that support processes from planning to maintenance and management.
- We will enhance the functions of the Customer Support Center (CSC) to provide services based on even closer ties to our customers.

TOPICS

Smart technologies

We will improve business efficiency based on building information modeling (BIM) and ICT technologies. Using simulations of 3D spaces, we will build a consensus with clients and verify the feasibility of construction projects. To improve employee skills, we will prepare digital training videos suitable for use at construction sites.

BIM: 3D modeling including types of parts and materials and dimension information



Multifunctional hands-free system (e-Sense)

Simultaneous interpretation and drive recorder functions

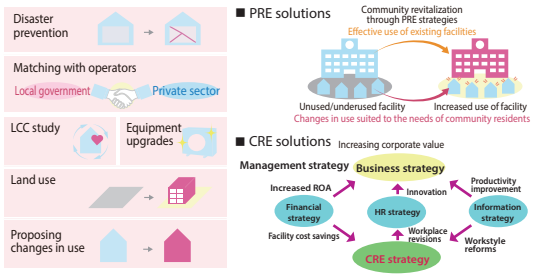
Multipurpose visualization devices (holographic lenses)

Virtually displaying completed spaces at construction sites

Proposing solutions to increase customers' asset value

As a technology leader, Tobishima can deliver solutions to customers' issues from multifaceted approaches. We will help customers increase the value of their assets in public real estate (PRE) and Corporate real estate (CRE).

Proposing diverse solutions



New customer support site

We will establish a new dedicated site for customers, to inform them of the state of progress on construction and centrally manage construction-related documents after completion. This will enhance CSC functions to deliver one-stop services from constitution of customers' valuable assets through post-construction follow-up.

Dedicated building diagnostics database for customers

05 Research Institute of Technology

Toshiyuki Matsubara
Managing Executive Officer,
Director of Research Institute of Technology

Making progress on solutions to realize a sustainable society, through means including development of technologies to improve productivity in response to the aging of society and decreasing numbers of younger workers and responding to frequent natural disasters.

Focal points in the second year of the Medium-Term Five-Year Plan (2019–2023)

Promoting decent work*: Aiming to ensure that the construction industry is a fulfilling place to work

1. Development of technologies to save labor and increase productivity
   Through technological development in areas such as labor-saving technologies to use AI to review movements of people and construction vehicles instead of safety supervisors and systems using IoT to collect data from remote sites in real time, we will improve productivity in ways suited to the needs on site.
2. Technologies to support urban resilience
   By developing new seismic solutions building on our proprietary seismic technologies, we will propose solutions to realize greater resilience and disaster prevention and -mitigation functions in buildings.
3. Efforts to realize a recycling-based society
   We will promote efforts in areas such as small- and medium-scale power generation using the abundant water resources of Japan's mountainous regions and effective use of forest resources through log carbon stock.

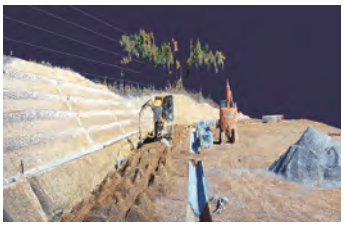
In April 2020, renovation of the Research Institute of Technology's management building was completed. In this new environment, we will continue to advance development for our proprietary technologies while responding swiftly to market needs.

* Humane, fulfilling work

TOPICS

Technology for measuring completed work using UAVs

This ICT technology uses unmanned aerial vehicles (UAVs, or drones) compatible with i-Construction to measure completed construction and civil engineering work. This facilitates on-site inspection of completed work.

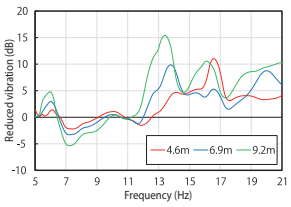


Results of 3D measurement (point group data)

On-site inspections

Anti-vibration technologies for use in conjunction work: Vibration dampers

This simple structure based on the installation of multiple large sandbags on top of steel plates or concrete slabs measuring about 20 cm in thickness laid on the ground on the construction site offers an easy, low-cost way to reduce vibration.

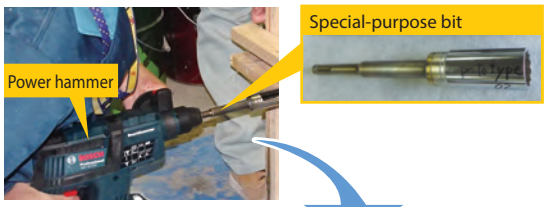


Vibration reduction effects of different lengths of vibration dampers installed

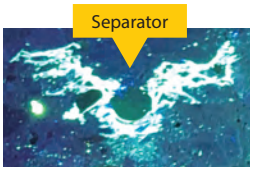
Example of vibration damper installation

Vibrocompaction using power hammers

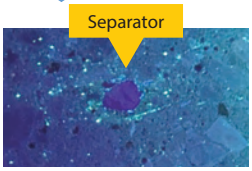
We've developed a method for compacting concrete using a standard power hammer and a special-purpose bit to vibrate separators. This is an efficient approach to reducing subsidence and cracking around separators that may lead to decreased water resistance.



Using vibration for compaction



Subsidence and cracking



Previous cracking resolved

Drawing on the experimental facilities of the Research Institute of Technology, we pursue research and development intended to meet today's needs.

i-Solutions Room


Structural Laboratory Building

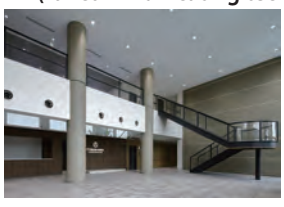
General Laboratory Building (Materials, Soil)

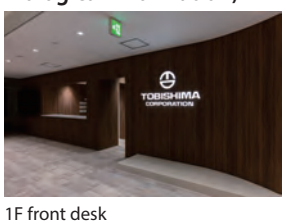

Wind Tunnel Laboratory Building

Audio Laboratory Building

Management Building

Customer reception space (for communicating technological information)


1F entrance

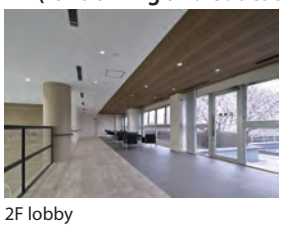


1F front desk


1F exhibition area

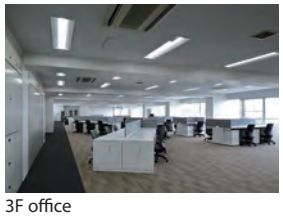

1F demonstration area

Meeting rooms, common spaces (for training and education)


2F lobby


2F presentation room

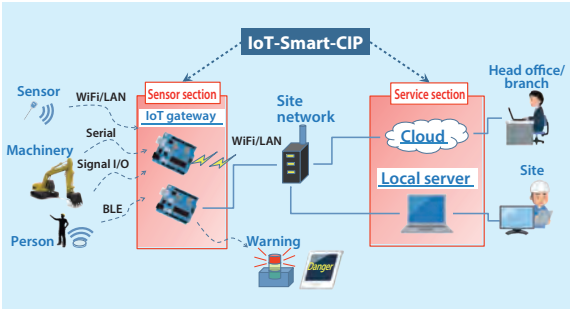

1F meeting room (seats 84)


3F office

06 Our technologies

IoT-Smart-CIP

An IoT platform for tunnel construction in mountainous terrain

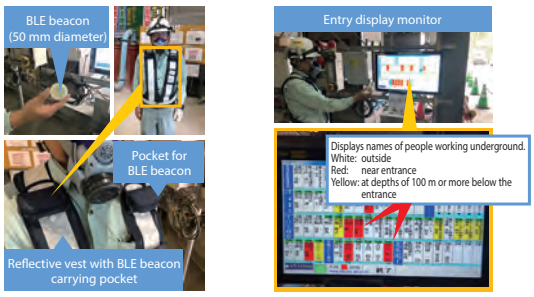


Improving safety and productivity remain pressing construction issues that demand development of corresponding systems for solutions. Tobishima's IoT-Smart-CIP IoT platform is an IoT development infrastructure for developing various automated control systems that improve safety and productivity.

This platform accelerates system development by simplifying information gathering on people, machinery, and the environment, as well as by linking information among development systems. As first steps in deploying this platform, we developed a BLE underground entry management system that automatically manages the names and locations of people working underground and a BLE construction machinery proximity warning system to monitor and warn of the presence of people near construction machinery.

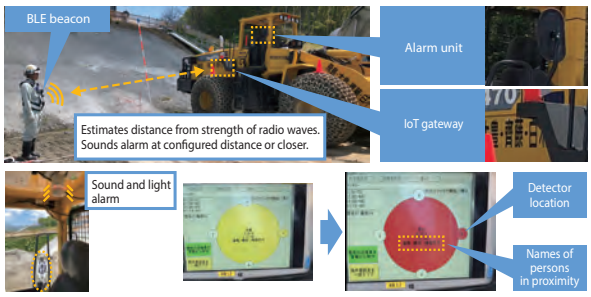
Systems using IoT-Smart-CIP

BLE underground entry management system



Using signals from BLE beacons to manage names and positions of workers underground in real time

BLE construction machinery proximity warning system



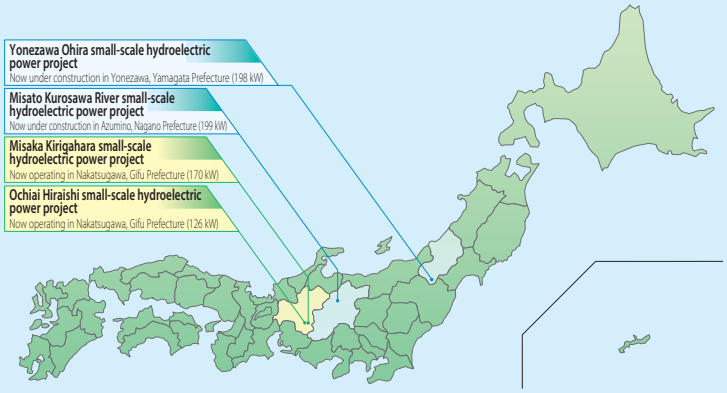
Using signals from BLE beacons to display information and sound alarms on people nearby and their names

Small and medium-scale hydroelectric power

Hydroelectric power, a source of renewable energy and an eco-friendly energy resource based on water resources, is plentiful in Japan. In addition to building power facilities themselves, we're advancing the small and medium-scale hydroelectric power business through processes ranging from research and design to operations management.

We're developing this business nationwide to meet the needs of local communities, alongside community support activities that seek to revitalize agricultural infrastructures and dialogue with local governments based on the conditions of each region.

Locations of hydroelectric power facilities

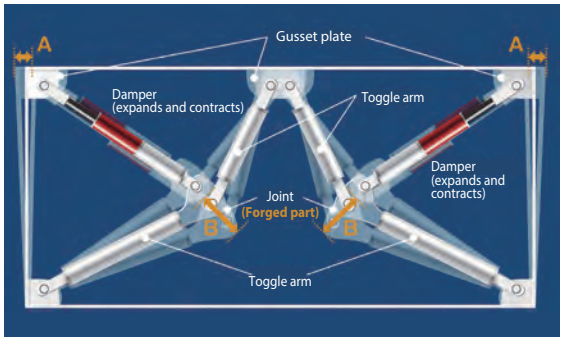


Development case 1: Ochiai Hiraishi small-scale hydroelectric power project

Development case 2: Misaka Kirigahara small-scale hydroelectric power project

Toggle seismic brace: A seismic damping device with high seismic performance

Designed to function based on the lever principle, toggle seismic braces consist of two toggle arms and one oil damper. The amount of expansion or contraction of the damper (B) is amplified, resulting in the displacement of 2-3 times that of the frame (A). This toggle structure is designed to efficiently absorb earthquake energy.



* Amplified damper deformation (B) is 2-3 times building deformation (A).

- The damper efficiently absorbs seismic energy to minimize shaking of buildings.
- Safeguards against small to large earthquakes.
- Advanced seismic performance increases a building's value by allowing uninterrupted use.
- Exhibits high performance even against long-cycle seismic motions, which may damage high-rise buildings.
- Functions even with repeated large earthquakes, allowing use on a semi-permanent basis.

Lens Damper®: A seismic damping system that doesn't block windows

The Lens Damper® seismic damping equipment can be installed without blocking windows, doors, or other openings, making it possible to reduce building shaking while maintaining natural lighting, ventilation, and entries and exits.

A Lens Damper installed in an office building

- Made using steel materials offering greater expansion performance than ordinary steel
- A concave lens shape in the center of the steel plate absorbs seismic energy more efficiently.
- Available in 10 standard specifications offering damping performance ranging from 240 to 1,190 kN.
- Provides stable performance even against large earthquakes and their aftershocks.
- Bolt installation of the damper allows easy replacement after a major earthquake, if necessary.

SDG initiatives
Opportunities and risks

Contributing to the SDGs means practicing *Rita-Riko*

The Sustainable Development Goals (SDGs) are international goals adopted by a United Nations summit in 2015 to establish a sustainable world by solving global societal issues. As intentional goals for the period 2016–2030, the SDGs consists of 17 goals and 169 targets for realizing a sustainable world, based on a commitment to leave no one behind.

As indicators of global needs calling for rapid resolution, the SDG goals highlight the world's massive underdeveloped markets. Our approach to SDGs initiatives is based on an understanding that they contribute not only to solutions to societal issues, but represent major business opportunities. In a fundamental sense, they involve putting into practice our founding spirit of *Rita-Riko*—striking a balance between compassion and self-interest.

Opportunities and risks

Important societal issues	National resilience	Realizing Society 5.0	Global environmental preservation	Strengthening governance
Social backdrop	✓ Aging social infrastructures ✓ Increasingly severe natural disasters	✓ Expanding inequalities in wealth and access to information ✓ Falling birth rates and aging populations	✓ High resource consumption models ✓ Worsening environmental degradation	✓ Emphasis on corporate governance codes ✓ Increasing awareness of social ethics
Opportunities	Strengthening customer satisfaction and expanding business opportunities by delivering high-quality infrastructure	Expanding business domains by providing comprehensive services needed to establish a smart society	Delivering advanced environmental solutions to create business opportunities and secure proactive support and selection as an eco-aware company	Securing proactive support and selection as a company characterized by outstanding governance
Risks	Lower customer satisfaction, loss of trust, and loss of business opportunities due to quality issues	Lost business opportunities due to failure to adapt to social reforms and changing market conditions	Loss of social trust due to failure to take the environment seriously	Loss of trust due to failure to comply with increasingly rigorous governance regulations and associated scandals
Our main initiatives	● Customer Support Center [p. 11] ● Strengthening through renovation ● Construction Concierge [p. 11]	● Promoting the Smart Solutions business [p. 4] ● Promoting Tobishima DX [pp. 5, 10, 11]	● Carbon Stock business [p. 19] ● Small-scale hydroelectric power business [p. 14] ● Dispatching Antarctic observation teams [pp. 24, 25]	● Enhancing corporate governance promotion [p. 32] ● Comprehensive compliance [p. 33] ● Comprehensive risk management
SDG goals				

SDG initiatives
Abundant water for Africa

Water resource development initiatives in Rwanda

Through a JICA official development assistance (ODA) program, we contribute to securing waterworks and irrigation water in Rwanda to support sustainable development in that nation.

The completed Cyimpima levee stores irrigation water.

Repairs to irrigation facilities in Rwamagana County

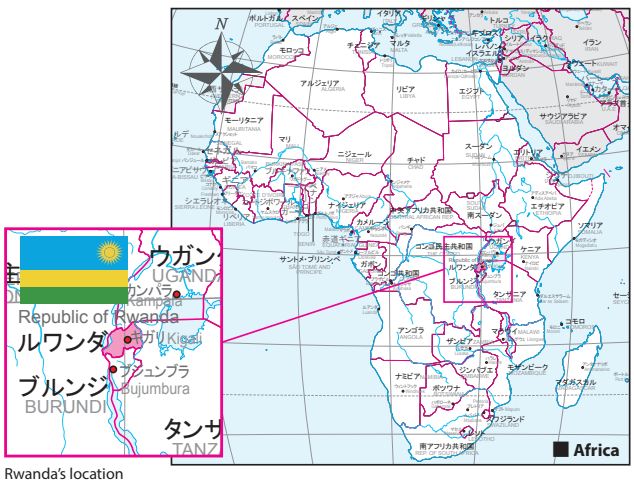
The agricultural sector in the central African Republic of Rwanda accounts for some 34% of the GDP and employs about 80% of the working population. While agriculture is an important industry, the nation's agricultural production depends significantly on the weather, since most agricultural land is irrigated by precipitation. To achieve stable growth in farmer income, there is a pressing need for infrastructure improvements that make agriculture less dependent on weather patterns.

Since FY2018, we've helped secure about 2 million cubic meters of irrigation water through a JICA official development assistance (ODA) project to repair related facilities in Rwamagana County, Rwanda.

Project-beneficiary farmland in Rwamagana County

Project to strengthen the principal water transmission pipeline between Nzove and Ntora in Kigali

With a population of about 1.13 million, Kigali, Rwanda's capital city, is the country's largest city. Its population is projected to grow to about 2.5 million by 2025. There is a pressing need to upgrade the city's water supply facilities to provide drinking water with growth in the city's population. Starting this fiscal year, we've helped secure tap water for city residents through a JICA official development assistance (ODA) project to improve the principal water transmission pipeline between Nzove and Ntora in Kigali.



Rwanda's location

SDG initiatives
Community engagement

Through site tours and various other opportunities, we're taking proactive action to communicate with local residents to deepen our community ties. We're also striving to deepen mutual understanding by participating in social contribution activities with deep roots in the community. As we seek to establish a more prosperous society, we're advancing these and other activities companywide.

Site tours

Construction site tour to learn about activities of female workers

Sponsored by the Japan Federation of Construction Contractors, this event is intended to give elementary and junior high school students and their parents and guardians an opportunity to learn about the attractions of and fulfillment offered by work in the construction industry.
We held a tour at the site of the Nerima Ward Kitamachi 3-chome Apartment Project (tentative name), a site managed by the Tokyo Metropolitan Area Construction Branch. This enjoyable event included hands-on activities such as a letter-finding game using surveying equipment, painting concrete using a trowel, and trying out various crafts involving plaster.

(August 23, 2019)

Children trying to find a letter through the lens of surveying equipment

Cleanup activities

Green laver cleanup activities in Wajiro tidal flats

Employees at the Kyushu Branch took part in annual green laver cleanup activities in the Wajiro tidal flats, which were organized by the construction and cement subcommittees of the Kyushu Electric partner companies association. A total of 392 participants from other companies in the industry and Kyushu Electric collected 475 bags of green laver.

(October 14, 2019)

The cleanup activities

Community dialogue

Activities to find uses for abandoned farmland

We participated in an event organized by the Tohoku Branch of the nonprofit Utsukushii Den-en 21 to revitalize agricultural communities and help local society develop in healthy ways.

(July 27, 2019)

Picking potatoes

Sponsoring and participating in athletic events

Minato City Half Marathon 2019

We sponsored the second Minato City Half Marathon. As a Platinum Sponsor, we strongly supported the event, while also taking part as runners and volunteers on the day of the event. This year's marathon proved highly successful.

(December 1, 2019)

Runners from Tobishima

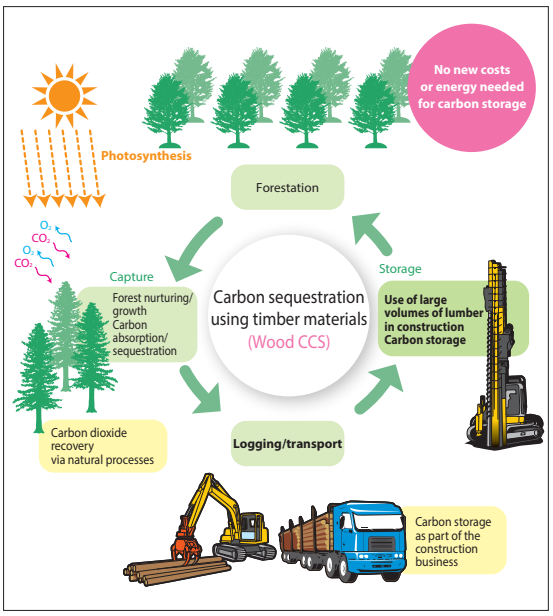
SDG initiatives
Building an underground forest

Developing construction methods for soft ground (LP-SoC method)

We've developed a carbon-stock method to strengthen soft ground by use of log piling (Log Piling Method for Soft Ground and Carbon Stock [LP-SoC]), as a way to address weak ground and mitigate climate change using logs.

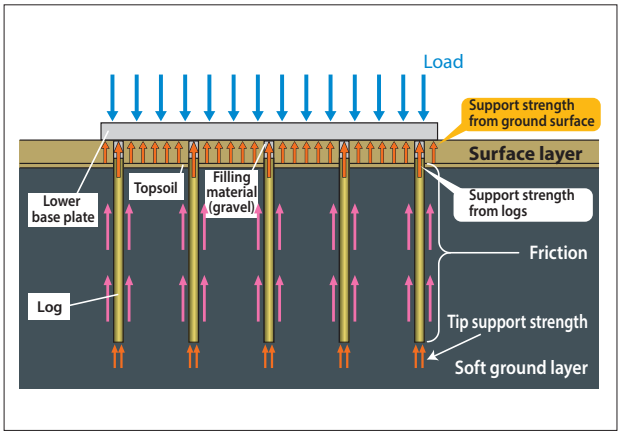
Logs sequester carbon by absorbing carbon dioxide from the atmosphere through photosynthesis. Use of logs as piles on soft earth at levels below groundwater free of oxygen helps prevent biodegradation of the logs through rotting and ant damage, resulting in semi-permanent carbon sequestration underground. Using timber from forest thinning and other logs to build an underground forest helps establish sustainable societies by reducing greenhouse gas emissions. In addition, since even soft ground offers significant support potential, this method offers complementary support provided by piled logs, thereby reinforcing ground foundations at low cost. It can also be used with existing countermeasures against ground liquefaction through the Log Piling Method for Liquefaction Mitigation and Carbon Stock (LP-LiC).

Future plans call for widely deploying this method in projects to build individual homes, residential and non-residential buildings, both to strengthen soft ground in a way that helps establish a bioeconomy for the SDGs era and to build a safe and productive society.



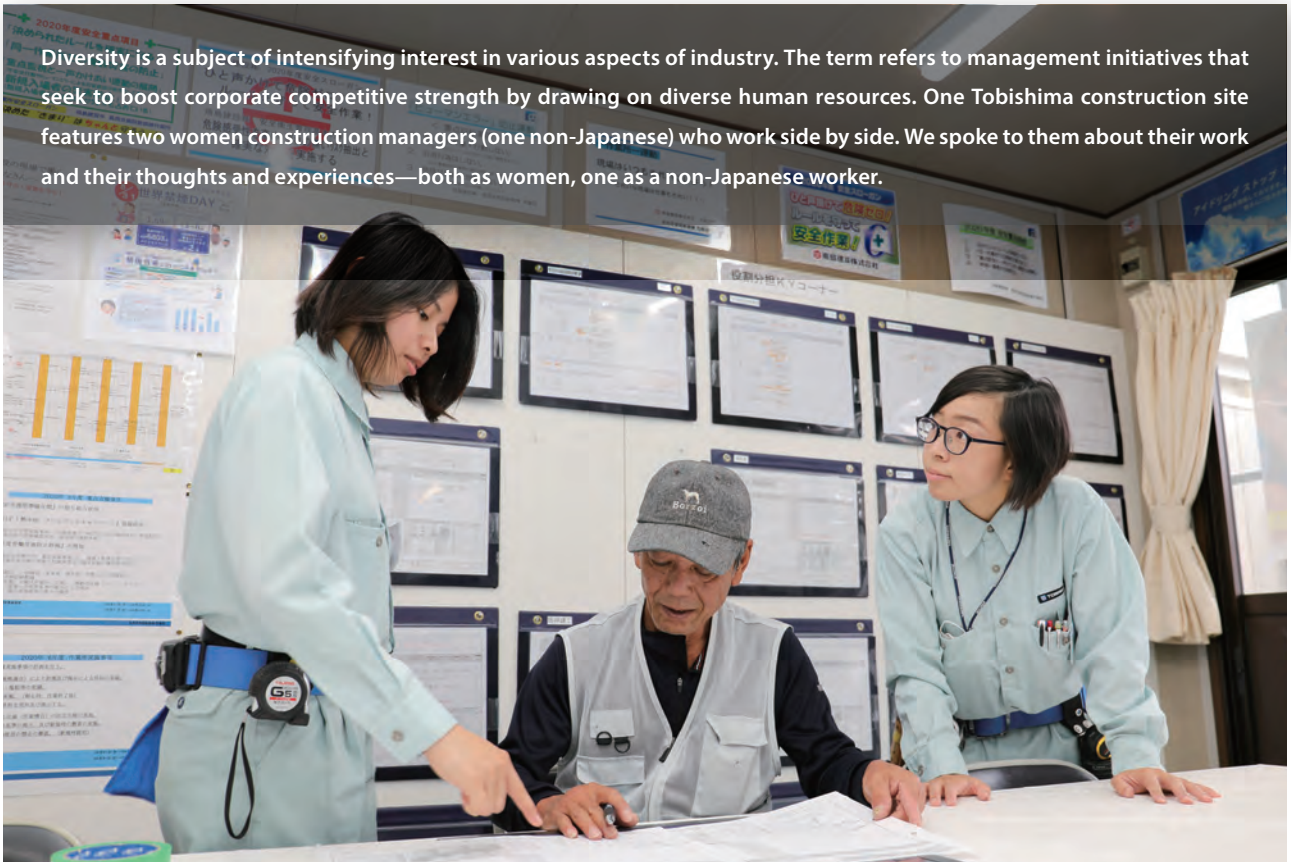
Conceptual diagram of reducing the impact of greenhouse gas through carbon sequestration by the LP-SoC method

Log piling work



Mechanism of strengthening soft ground

SDG initiatives
Diversity



Diversity is a subject of intensifying interest in various aspects of industry. The term refers to management initiatives that seek to boost corporate competitive strength by drawing on diverse human resources. One Tobishima construction site features two women construction managers (one non-Japanese) who work side by side. We spoke to them about their work and their thoughts and experiences—both as women, one as a non-Japanese worker.

Shigeko Matsunobu

Joined Tobishima in 2014. Joined her current section after work at various construction sites. Fascinated with construction since a child, thanks to the influence of a carpenter uncle. She was inspired to work in construction after noticing a woman construction supervisor in a rebuilding project at her junior high school. Her goal is to work in construction management for her entire career and to be a part of building things.

Have you noticed any recent changes since joining the Company in 2014?

When I joined the Company, there were very few women employees and craftspeople. But today you see women not just among the employees, but among the craftspeople. More women are working not just at Tobishima, but at other companies. Walking down the street, I've noticed women supervisors and flaggers at various construction sites. It gives me a vivid sense for how women are becoming more common in construction.

How has your work changed since the arrival of non-Japanese junior colleagues?

While my work hasn't changed, there's a slight language barrier. The nature of the work I teach them to do is exactly the same as for Japanese workers. The numbers of non-Japanese workers are increasing steadily among craftspeople too, with variations in language ability from person to person. Compared to when I joined the Company, the number of trainees has increased significantly. I'm grateful for their presence amid the current labor shortage. I believe their numbers will continue to rise.

Do you have any suggestions or comments regarding Company systems?

First, I want the workplace environment to accommodate the changing life stages women experience, like childbirth and child rearing. Company support and workplace understanding before and after childbirth will be essential to expanding the range of work available in the future. I'd like to see working environments in which women can work with peace of mind. This might mean putting flexible commuting systems to effective use and encouraging women engineers to continue to work on site and broaden their career choices.

Second, I'd like the Company to focus more on training new employees. New employees are vital assets not just at the sites where they're assigned, but to the entire Company. There's a limit to what we can teach them on site—I think the period of pre-assignment training needs to be lengthened a bit. We need to focus companywide on training new employees.

Htoohtoo Aung

Born in Myanmar. Arrived in Japan after graduating from high school. Studied architecture at a Japanese university before joining the Company in 2020. In high school, when she mentioned her dream of becoming an architect to her parents, they recommended that she study at a university in Japan, where architectural technology is known to be highly advanced. Hopes eventually to work in architecture around the world, including in her home country.

What do you like about working in construction management?

In college, I attended a joint company briefing where I learned about various companies. After that, I participated in an internship program at Tobishima's Osaka Branch. I chose to work at Tobishima owing to the open environment there, allowing discussion with senior colleagues. Before I started to work, when I said I was going to join on-site construction management, everybody said it sounded really hard. I was worried about language issues and that the people concerned might not listen to me because I'm a woman. But all the craftspeople and my senior colleagues turned out to be unusually kind and supportive. I'm delighted to be working here.

What special efforts do you make on the job?

At my current site we never work on Saturdays or Sundays. I switch to work mode on weekdays. As a new employee, I need to learn lots of things before I can start carrying my own weight on the job. So I try not to think about anything else. I concentrate on my work on weekdays, because I want to be doing work at the same level as my colleagues as soon as I can.

What do you like about this job?

When I was first assigned to the site, I worked in rebar, then slab and concrete work. Now I'm working on partition constitution. It's surprising how fast the construction moves, but I look forward with keen anticipation to seeing the finished project. Both Ms. Matsunobu and I love to build things. I think the appeal of this job is the chance to see how a building takes shape.

A chat with the general manager

Hideki Jizo (Project Manager)
Construction site for new wing for Nagaokakyo Hospital Osaka Branch

Do you make certain special efforts or note specific points when you work with women?

There's nothing specific having to do with their being women. I do want them to be professionals who appreciate the opportunity to get on-site experience as full-fledged site managers.

What expectations do you have for junior colleagues, including women and non-Japanese colleagues?

Every site we work on is different. Whether they're women or non-Japanese, I want them to make progress on their work with a positive attitude at all times. Despite failures, difficulties, or setbacks, ultimately, we seek to ensure that the completed results of our work satisfy and meet the needs of the client. That's our goal and also our reward.

SDG initiatives
Directors

Ⓐ President and Representative Director
Masahiro Norikyo

Ⓑ Executive Vice President and Representative Director, Chief of Corporate Administration Division
Yasuo Terashima

Ⓒ Director and Executive Vice President
Seiichi Okuyama

Ⓓ Director and Senior Managing Executive Officer, Chief of Architecture Division
Takuji Arao

Ⓔ Director and Senior Managing Executive Officer, Chief of Civil Engineering Division
Shinichiro Sato

Ⓕ Director and Senior Managing Executive Officer, Chief of Corporate Planning Division
Mitsuhiko Takahashi

Ⓖ Director
Takashi Aihara

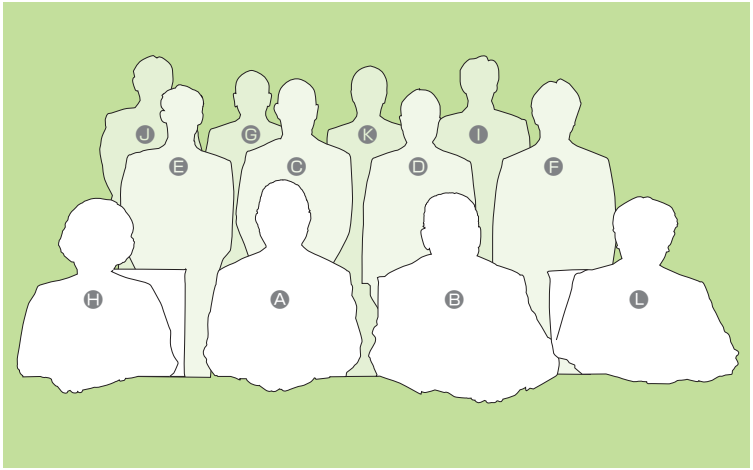
Ⓗ Director
Michiko Matsuda

Ⓘ Standing Auditor
Takashi Hagisako

Ⓙ Standing Auditor
Hiroshi Ito

Ⓚ Auditor
Toshiya Natori

Ⓛ Auditor
Aki Nakanishi



SDG initiatives
Auditor interviews

Takashi Hagisako Auditor

Career history

April 1979	Joined Tobishima Corporation
April 2003	General Manager, Business Administration Dept., Business Administration Division
July 2008	General Manager, Administration Dept., East Japan Civil Engineering Branch
May 2012	General Manager, Administration Dept., Tokyo Metropolitan Area Civil Engineering Branch
August 2013	Deputy General Manager, Tokyo Metropolitan Area Construction Branch
June 2015	Standing Auditor

Hobbies: reading, golf

Q1. The second year of Medium-Term Five-Year Plan has just started. What are your thoughts on the Medium-Term Five-Year Plan?

Some specific topics need to be addressed. But, overall, the plan is progressing smoothly. Further on, we need to focus more specifically on new businesses and to improve social and economic value. I think we'll also need to devise new business management initiatives in response to environmental changes after the COVID-19 pandemic.

Q2. What points do you focus on in your everyday activities?

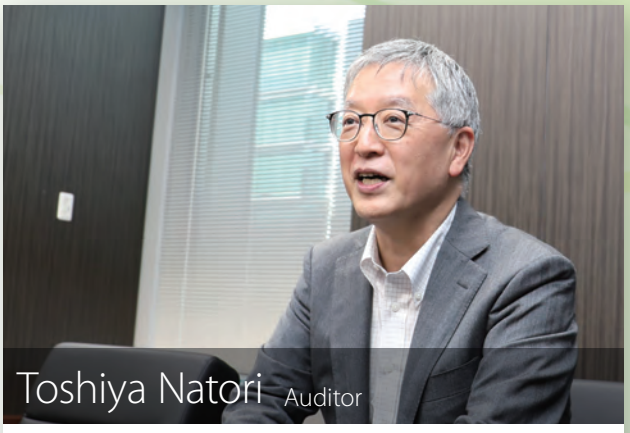
As an Auditor, I attend meetings of important bodies in the Company and check on the state of deliberations and management decision-making. I think an especially important role is to review things from the perspective of where management and business risks are recognized and how they're controlled. In addition to auditing how duties are carried out, to ensure better effort with respect to internal controls systems, I strive to ascertain and confirm the status of various company operations by gathering information in discussions and interviews with employees. These address topics like how clearly management policies and thinking are communicated.

Q3. What do you see as future issues for Tobishima Corporation? What do you hope for the Company?

It will be important to increase organizational and staffing efficiency. I hope to see the Company's DX promotion efforts find real-world applications as quickly as possible and for as many people as possible to get involved in boosting productivity.

Q4. What are your commitments to stakeholders?

To achieve our shared goals of Company continuity and growth, the Company must have a healthy organization. I'd like to play a role in protecting the Company by checking on its health in everyday activities.



Toshiya Natori Auditor

Career history

April 1988	Appointed public prosecutor (Yokohama Public Prosecutors Office)
Aril 2001	Secretary to the Minister of Justice
July 2010	Deputy General Manager, Criminal Division, Tokyo Public Prosecutors Office
January 2015	Public prosecutor, Supreme Public Prosecutors Office
August 2016	Registered as attorney at law (Dai-Ichi Tokyo Bar Association)
June 2020	Appointed Auditor, Tobishima Corporation

Hobby: golf

Q1. Tell us about your sense of responsibility on being appointed auditor.

In this position, I'd like to take advantage of my experience as a public prosecutor and my years of experience in public relations and risk management with the Ministry of Justice.

Q2. How do you plan to put your experience and knowledge to use?

Since becoming an attorney, I've studied company inspection committees and various incidents. I came to realize that at companies experiencing scandals, the auditors are merely a kind of window dressing. I have a strong sense of the gravity of the auditor's role. I want to demonstrate my own abilities in helping the company to move in the right direction. Achieving effective governance may be difficult even in a major company. I think there's a need to extract any possible issues at their roots.

Q3. What are your expectations for workstyle reforms and helping women succeed in the construction industry?

On the subject of success for women, many women today work with a keen sense of their duties. The Company needs to create ways to motivate women. Additionally, it's important that women change their outlook with regard to the process of working. In the near future, I think it will simply be assumed that women have opportunities to succeed in business, without the need to point this out. On the topic of workstyle reforms, COVID-19 has led to major changes in the ways we work. It's showed that many jobs can be done at home. Additionally, we'll probably make greater use of flextime and hold meetings remotely whenever it's possible.

Q4. What are your expectations for Tobishima Corporation?

The construction industry plays a key role in national infrastructure. This includes training engineers. I'd like the Company to take pride in its role as a bulwark against the numerous natural disasters to which Japan is exposed. For example, the typhoon damage last year reminded us of the importance of dams. The Company plays a major role in helping bring peace of mind to the public.

SDG initiatives

Toward a sustainable planet: Antarctic Research Expeditions

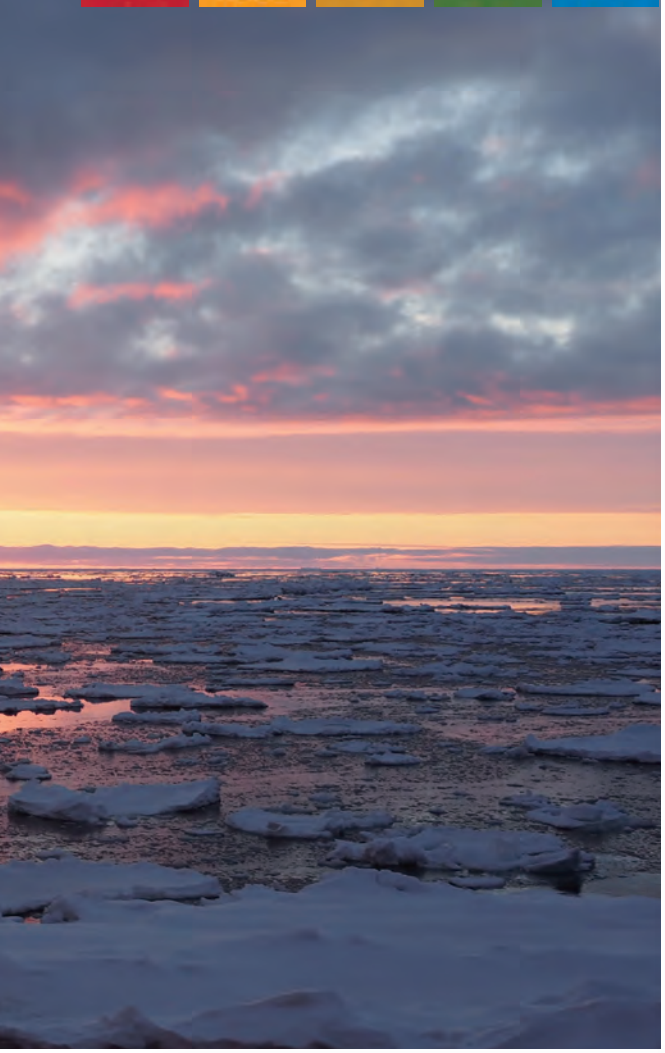
Over the quarter-century since the 36th Antarctic Research Expedition, we've played an important role in supporting, through construction and civil engineering, the foundations of Antarctic research with vital connections to preserving the earth's environment. We have constructed buildings and maintained facilities. Construction on site is carried out with the cooperation and guidance of a wide range of individuals including not just those directly involved in construction, but research staff, medical practitioners, cooks, and Self-Defense Force officials. A vital aspect of such construction involves managing safety and the construction timetable.
Mr. Suzuki from he Nagoya Branch Building Construction Department took part in the 61st Antarctic Research Expedition in the role of construction coordinator. Our main goals on this expedition were to dismantle the climate building and build a deck for launching weather balloons on the basic observation building. The construction team also contributed to snow removal, cleanup, trial excavations, and other work.

Overview of the mission of the 61st Antarctic Research Expedition

The core of the expedition's plans consists of research on ocean-ice boundary interactions and changes around Antarctica. This is Priority Research subtheme 2 of the six-year Phase IX Antarctic Research Plan. The expedition involves physical observations of the ocean and earth near the Totten Glacier in both directions of the route by making effective use of the *Shirase* Antarctic observation vessel.

Kazuya Suzuki, a member of the 61st Antarctic Research Expedition

In front of the Showa Base sign



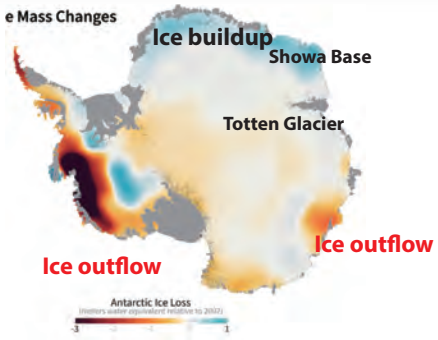
The completed deck for launching weather balloons

This mailbox stores mail that will be delivered with the crew on the leg home.

Team members cutting each other's hair

Results of oceanic observations

This year saw oceanic observations on the largest scale in the history of Antarctic research. Focusing on ocean-ice boundary interactions and changes around Antarctica, this research sought to improve understanding of the ecosystems in relation to melting shelf ice, sea ice, glaciers, and the movement of ice sheets. Observations of sea and earth at Totten Glacier in both directions along the route produced significant results, which are expected to lead to rapid progress in our understanding of the mechanisms of Antarctic ice sheet melting.



Lectures on *Shirase*

A wide range of lectures and presentations, both official and unofficial, are presented on board *Shirase* on the way to Showa Base. In addition to lectures by leading research staff, students accompanying the expedition present their own research results. Senior research staff listen closely to student views and carefully point out any inconsistencies in their arguments. The freewheeling and rigorous discussions of the matters pointed out in these critiques help students deepen understanding of their research in an atmosphere that meets high academic standards.

Rita-Riko in Antarctica

The relatively small group of expedition members work together on construction, transport, monitoring, and even satellite relays to high schools. Based on a system of autonomous mutual assistance, research staff help with construction and transport work, while construction team members help with observations. The work done as individuals and as a team in the Antarctic project helped build a sense of solidarity, something Mr. Suzuki noted gave him a clear sense of *Rita-Riko*. The Company will continue to work as a member of this Antarctic program.

01 Environmental Initiatives

(1) Environmental policy

[Basic principles]

Recognizing the pressing need to conserve the richness and blessings of the world environment, our company will act in all our activities with due consideration for the global environment.

[Guidelines for actions]

1. We will actively engage in environmental conservation in all corporate activities and ensure that these activities take firm root.
   - Maintain and improve the organization needed to promote environmental conservation and constantly update environmental management systems.
   - Implement internal environmental audits and make sustained efforts to improve the internal environment.
   - Document implementation items related to environmental conservation and review and confirm information shared among all employees.
   - Promote environmental conservation in design, construction, and research on technology for civil engineering structures and buildings as well as in management activities.
2. We will comply with all environmental laws and the provisions of agreements with customers, the construction industry, and neighborhood residents.
3. We will continue to work on the following environmental efforts:
   - Efforts to reduce pollutants
   - Efforts to conserve energy
   - Efforts to promote resource recycling and natural resource conservation
   - Efforts to reduce construction by-products
   - Efforts to reduce global greenhouse gas emissions
   - Efforts to promote green procurement
   - Efforts to conserve and restore the natural environment
4. We will play an active role in activities involving environmental conservation to fulfill our societal obligations.

(2) FY 2019 environmental objectives, actual achievement, and FY 2020 targets

In line with our environmental policy, we have set and worked to achieve our environmental objectives and targets. Listed below are the results to date of efforts to achieve the FY 2019 targets. As shown in the table, due to the inability to sort waste in interior dismantling, we fell short of targets set for the discharge of mixed waste from building renovations ("RN" hereafter). We will continue to pursue these activities after analyzing the results and correcting targets for FY 2020.

	Environmental objectives	FY 2019 environmental targets	FY 2019 actual achievement	Evaluation	FY 2020 environmental objectives and targets
1	Reduce greenhouse gas (CO_2) emissions at the construction stage to combat global warming.	CO_2 emissions per unit volume of completed work = Civil engineering: 54.8 t-CO_2/100 million yen or less Building construction: 9.1 t-CO_2/100 million yen or less	Civil engineering: 37.2 t-CO_2/100 million yen Building construction: 7.5 t-CO_2/100 million yen	○ ○	Civil engineering: 50.9 t-CO_2/100 million yen or less Building construction: 7.7 t-CO_2/100 million yen or less
2	Promote reductions in industrial waste.	Discharge of mixed waste per unit volume of completed work = Civil engineering: 1.03 t/100 million yen or less Construction of new buildings: 3.9 t/100 million yen or less Building RN: 4.8 t/100 million yen or less	Civil engineering: 0.89 t/100 million yen Construction of new buildings: 3.6 t/100 million yen Building RN: 7.3 t/100 million yen	○ ○ ×	Civil engineering: 0.94 t/100 million yen or less Construction of new buildings: 3.7 t/100 million yen or less Building RN: 7.4 t/100 million yen or less
3	Reduce greenhouse gas (CO_2) emissions in office activities at the headquarters and branches.	Electricity and fuel usage in crude oil equivalent = 245.7 Kl or less	234.0 Kl	○	234.0 Kl or less
4	Promote environmental and societal activities.	Number of environmental initiatives = 28.0 initiatives (civil engineering)/worksite or more 29.0 initiatives (building construction)/worksite or more	40.5 initiatives/worksite 36.8 initiatives/worksite	○ ○	32.0 initiatives/worksite or more 33.2 initiatives/worksite or more

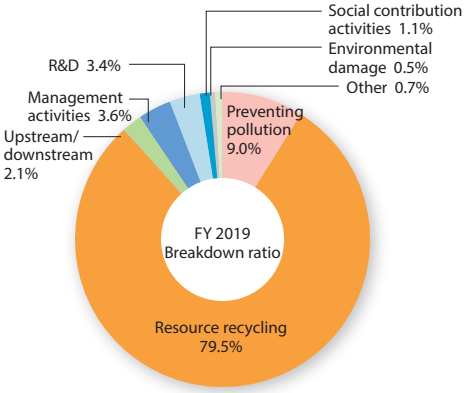
(3) FY 2019 environmental accounting

The environmental accounting for FY 2019 was lower than for the previous fiscal year due to significant reductions in resource recycling costs.

Construction waste disposal costs accounted for the majority of total costs, a trend that carried over from the preceding fiscal year.

Environmental conservation cost (Units: million yen)

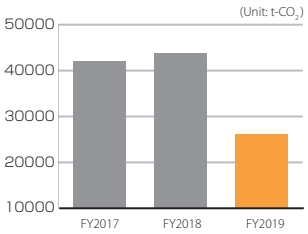
	Section	Item	FY2017	FY2018	FY2019
1	Within the business area Environmental conservation costs 1. Eliminating pollution costs	Eliminating water pollution, noise, vibration, and air pollution	205.7	310.2	217.9
	2. Global environmental conservation costs	Reducing CO_2 emissions	0.0	0.0	0.0
	3. Resource recycling costs	Sorting waste, reducing volume of construction by-products, reuse and disposal costs	2,973.7	1,091.2	1,920.2
2	Upstream and downstream costs	Green procurement and design for the environment	24.7	21.8	51.4
3	Management costs	Environmental education and associated management costs	81.7	86.6	87.6
4	Research and development costs	Research and development for environmental conservation	84.8	69.0	82.1
5	Social contribution activity costs	Nature conservation, community activities, and donations	23.6	14.2	26.1
6	Environmental damage costs	Restoration of and activities to offset damage to the natural environment	3.2	1.6	12.4
7	Other		13.3	17.2	17.2
	Total		3,410.6	1,611.8	2,414.9



(4) CO_2 emissions at the construction stage

Compared to the previous fiscal year, by cutting back on work involving heavy machinery, we've reduced CO_2 emissions dramatically from job sites.

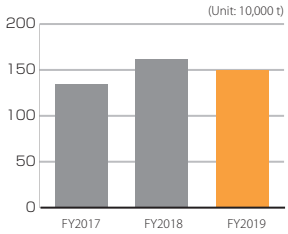
t-CO_2	FY2017	FY2018	FY2019
Electric power (MWh)	8,556	8,423	7,528
Light oil (kl)	32,012	33,580	17,487
Kerosene (kl)	532	778	551
Gasoline (kl)	934	640	450
Heavy oil (kl)	4	402	160
Total	42,038	43,823	26,175



(5) Construction waste treatment results

Total emissions were down 7.8% from the previous fiscal year.

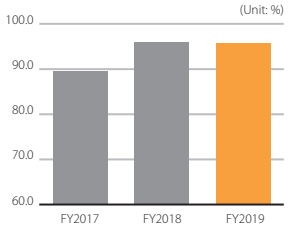
10,000 t	FY2017	FY2018	FY2019
Concrete	87.5	66.1	108.2
Asphalt	19.5	20.5	8.8
Wood waste	8.8	5.9	12.3
Mixed waste	4.3	3.3	3.5
Other	14.9	66.4	17.6
Total	134.9	162.2	150.4



(6) Introducing electronic manifests

To manage the outsourced processing of industrial waste, we use industrial waste management forms (manifests) to ensure waste is properly disposed of, from collection and transportation to intermediate treatment and final disposal. In FY 2007, we introduced electronic manifests to prevent manifest recording errors. In FY 2019, the introduction rate reached 95.8% for all civil engineering and building construction, with almost all worksites using electronic manifests.

Rate	FY2017	FY2018	FY2019
Civil engineering	83.7%	94.9%	95.5%
Building construction	96.5%	99.0%	97.8%
Total	89.5%	96.0%	95.8%



(7) Central environmental assessments

At Tobishima, members of the headquarters environmental committee carry out reviews using central environmental assessments to periodically evaluate whether the activities of the branch offices comply with legal and other requirements.

In FY 2019, all branches were assessed between September 2 and November 7. If any nonconformities are detected, corrective actions are implemented by the relevant branch. The operational status is checked once again by the central assessment in the following fiscal year.

Central environmental assessment

02 Quality Initiatives

(1) Quality policy

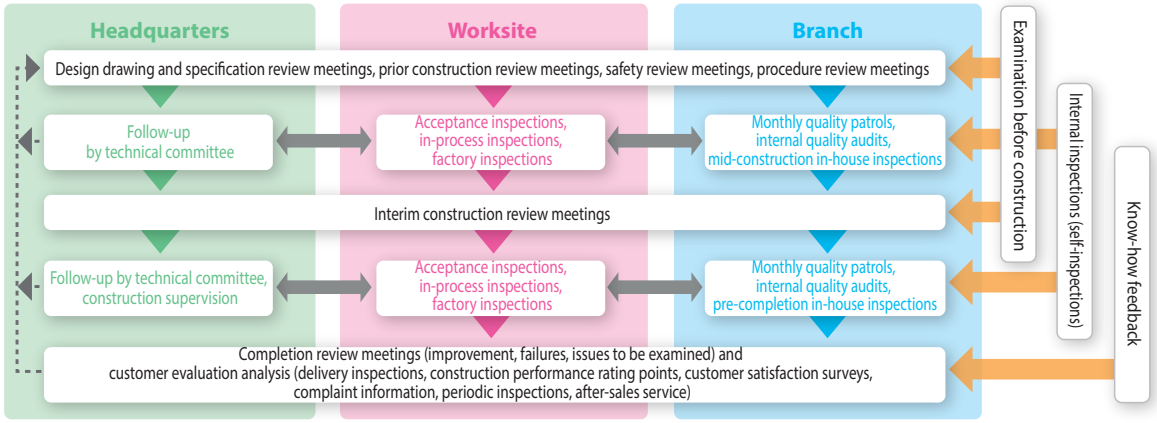
[Quality policy] In accordance with our management slogan, The Pursuit of Quality, we seek to proactively promote quality assurance activities and to contribute to society under the customer-first spirit—*Rita-Riko*.

1. Apply the quality management system based on ISO 9001 to the entire company and ensure effective implementation while continuingly improving effectiveness.
2. Clarify and secure customer requirements in addition to clarifying and complying with applicable laws, regulations, and other requirements.
3. Pursue high quality in all aspects of our corporate activities, not just in construction work, to enhance customer satisfaction and confidence, with a sense of gratitude and in the spirit of dedication to our customers always in mind.

(2) Managing construction processes

To ensure the quality required by customers, our company has established a construction process management flow that allows branches to collaborate with headquarters, with the worksite playing the pivotal role. We've made sustained efforts to improve this process, providing feedback on know-how through investigations before construction, inspections during construction (internal inspections), and evaluation meetings after completion.

We also share information reported from construction sites and branches on the intranet. Drawing on special strengths in risk management, we share information in a timely manner with the aim of eradicating the recurrence of quality defects and making companywide improvements.



Pre-construction review meetings
After extracting various local problems before construction, needed countermeasures are planned.

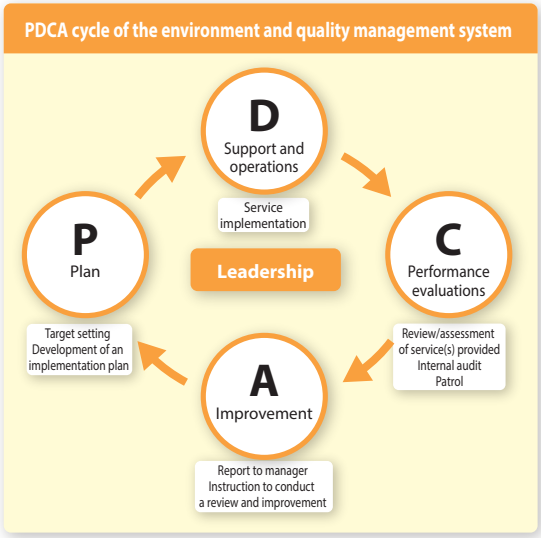
On-site training for new employees
Ensuring that newly arrived workers properly understand conditions and rules on site is vital not just for safety management but for higher quality. We've developed and use e-Stand to clearly communicate the President's vision, site rules, and other matters.

Mid-construction in-house inspections
This in-house inspector checks for problems with the dimensions and quality of a structure.

03 ISO 9001, 14001

(1) Certification

Previously, we sought certification on a branch-by-branch basis. In FY 2004, we shifted to a companywide integrated system. Later, we moved to the 2015 versions in FY 2017.



(2) Internal audit

Internal audits are carried out at headquarters and at each branch according to an annual schedule. Additionally, when creating an annual schedule, the aim of auditing is set so that audit will function effectively.

- Example of goals of environmental auditing
  To confirm whether the specified legal and other requirements actually apply to the section's conditions and measures are implemented as provided for therein
- Example of goals of quality auditing
  To confirm that appropriate performance evaluations are conducted regarding the state of achievement of quality targets

Internal environmental auditing
We perform internal environmental audits to determine whether environmental measures are implemented according to plan and generate the intended results. For this reason, they involve not just checking documents, but confirming the status of facility management and work management.

(3) Results of external assessments

1. Environment

   The seventh recertification review process by the screening and registration agency was carried out for the head office, the Tokyo Metropolitan Area Civil Engineering Branch, the Tokyo Metropolitan Area Construction Branch, the Nagoya Branch, and the Kyushu Branch. No nonconformities were found, and recertification of registration was granted.

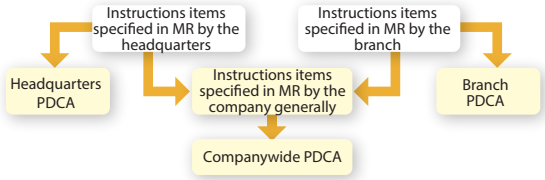
2. Quality

   Surveillance process 7-2 by the screening and registration agency was carried out for the head office, Tohoku Branch, and Osaka Branch. No nonconformities were found, and registration renewal was granted.

(4) Management review (MR)

Every year, after branch management reviews by general managers and headquarters management reviews by an environmental general management representative in March, a companywide management review is carried out in April by the president. Thereafter, the operational status of the system is evaluated and improvement instructions provided as necessary; thus, sustained efforts are made to make further improvement. Based on the results of the management review, we determined that the environmental policy and quality policy should remain unchanged.

	Environment	Quality
Improvement instructions issued in MR by headquarters	1	1
Improvement instructions issued in MR by the branch	16	11
Improvement instructions issued in companywide MR	1	1



(5) Education and training

We understand the importance of training and education and provide various training and education programs.
In the induction program, new employees gain an overview of ISO. A training program to develop new internal auditors is provided for employees who have worked for more than seven years or so. This allows our company to maintain a system in which some 40% of all employees can serve as internal auditors at all times. Additionally, before the internal audit, an educational program to improve the skills of internal auditors is provided to ensure effective audits.
Regarding environmental and quality management, a group education program is provided in a stratified employee education system based on length of service, with the goal of improving managerial competence. The recent emphasis has been on hands-on education.

Branch patrols
Younger employees are trained by accompanying core branch personnel on job site patrols.

04 Initiatives for safety management

Basic safety principles

Since humans constitute a driving production force, it is impossible to improve quality and productivity without maintaining harmony among products, equipment, and humans. For any company, ensuring safety is a social responsibility that cannot be considered apart from the company's primary production activities. Thus, we uphold respect for human lives as a basic safety tenet.

Basic policy for managing safety and health, and slogan

In addition to formulating the "basic policy for the management for safety and health" every fiscal year, we determine priority items to be addressed and promote activities to strengthen safety and health management.

Safety management activities

With the cooperation of workers, our company has established the Occupational Safety and Health Management System (T-OHSMS) designed to improve health and safety standards at branches, in addition to developing safety and health management activities based on risk assessments.

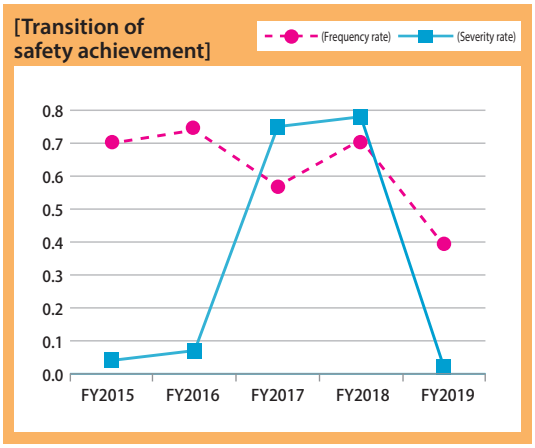
Safety achievement

Safety results in FY2019 are outlined below.

Accidents included in statistics: four accidents (down three from FY 2018)

Accidents excluded from statistics: 21 accidents (up seven from FY2018)

[Transition of safety achievement]



With regard to the annual target of zero fatal or serious accidents, no such accidents occurred during this year. We were able to eliminate fatal accident this year. For accident control targets of frequency rate of 0.70 or less and severity rate of 0.07 or less, we achieved a frequency rate of 0.39 and severity rate of 0.02. We achieved all safety targets (see lower left illustration).

Patrols by management members

During National Safety Week (July 1 to 7), advocated by the Ministry of Health, Labour and Welfare and held for the 92nd time since 1928, management member patrols were held at six branches and ten worksites.

Patrols to eliminate accidents

Patrols to eliminate accidents were carried out at at six branches and 12 worksites in December to prevent the recurrence of serious accidents and other incidents and to improve safety and health management at the branches in question. In addition, patrols focusing on tunnel construction sites were established at three branches and four worksites in June and at two branches and two worksites in November.

Year-end intensive patrols

To prevent industrial accidents apt to occur at the end of the fiscal year, in accordance with the campaign for the year-end special month for industrial accident prevention, we conducted year-end intensive patrols at at five branches and 10 worksites in February. While these patrols were planned at one branch and two worksites in March, they were canceled due to COVID-19.

Central safety and health diagnosis

To grasp and evaluate the actual state of the basic policy on managing safety and health required by the company and to improve safety and health management, the central safety and health committee of the headquarters carried out safety and health assessments at all branches (excluding the International Branch).

Setting internal emphasis month

By setting aside a special month to prevent the falling accidents and construction machinery accidents often encountered in Japan's construction industry and that lead to serious accidents, we work on various activities to prevent such accidents.

Special month designated for avoiding falling accidents	May
Special period designated for avoiding falling accidents	December and January
Special month designated for avoiding construction machinery accidents	August

Commendation system for safety and health promoters

We've established a commendation system to award worksites, employees, and subcontracting companies that achieve excellent safety and health results. This award recognizes efforts and contributions in preventing industrial accidents, with the goal of contributing to improvements in safety and health management.

This includes awards such as the Workplace Safety Excellence Award, the Workplace Safety Superior Award, and the Subcontracting Company Safety Excellence Award, which are presented by the president or executive officers and general managers in attendance at the annual safety conference.

Hiyuukyoryokukai Collaboration with partners

Tobishima organizes the Hiyuukyoryokukai with the aim of coexistence and mutual prosperity by deepening joint efforts with partner companies and providing mutual assistance through labor management, safety and health management, and environmental management.

We work to improve, foster, and support the management capabilities of partner companies through the implementation of various educational sessions, workshops, and patrols throughout the country in joint efforts with Hiyuukyoryokukai. The members are typically partner companies that implement work ordered by Tobishima.

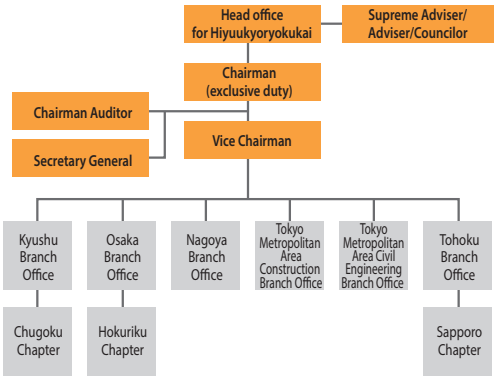
In safety and health manager training, information and issues related to the construction industry, such as legal revisions, as well as Tobishima's occupational accident prevention plans, are communicated through workshops. In addition, safety and health patrols are carried out at each branch in joint efforts with branch executives and Hiyuukyoryokukai headquarters/branch officers at various events such as the National Safety Week.

[FY 2019 results]

Main training/education names	Sessions	Number of participants
Newly assigned Foreman/Health and Safety Officer training	2	39
Foreman/Health and Safety Officer capacity building	11	114
Partner company leaders and safety and health manager training	8	877
Special education (statutory), individual safety education for partner companies	43	783

Foreman/Health and Safety Officer capacity building

[Organizational chart for Hiyuukyoryokukai]



05 Corporate Governance

The basic idea of corporate governance

We established the Corporate Governance Guidelines to promptly and accurately respond to changes in the business and social environment. We seek to improve the efficiency, soundness, and transparency of management with the aim of further enhancing corporate governance.

1. Ensuring the rights and equality of shareholders

To safeguard the rights of shareholders, in addition to taking appropriate measures, we will create an environment that ensures the proper exercise of their rights.

Additionally, to ensure the equality of our shareholders, we will strive to improve our systems.

2. Appropriate collaboration with stakeholders other than shareholders

We will strive to work with various stakeholders including employees, customers, business partners, creditors, and local communities in an appropriate manner.

3. Appropriate disclosure of information and steps to ensure transparency

We will disclose financial information and non-financial information based on laws and regulations and provide information other than the information disclosed based on laws and regulations.

4. Responsibilities of the board of directors, etc.

As a company with a board of company auditors, we will seek to establish an institutional design capable of maintaining a balance between business executive functions and supervisory functions. We will see to ensure speedy and agile decision-making, in addition to enhancing management transparency and soundness.

5. Dialog with shareholders

To realize constructive dialog with shareholders, we will strive to improve the related systems.

Business execution system

In principle, the board of directors meets monthly and holds other meetings as necessary to conduct deliberations and make decisions regarding basic management policies and other important matters; supervise business execution; and confirm progress with management plans. The decisions are shared at executive board meetings and general manager meetings, and instructions based on such decisions are provided at these meetings. Additionally, with the aim of increasing the effectiveness of supervisory functions and the efficiency of business execution by separating the decision-making function and the supervisory function from the executive function, we've introduced an executive officer system.

To enhance the efficiency of business execution, a management conference consisting of major executive officers holds a meeting once a week and whenever necessary. This organization is responsible for making decisions related to strategic matters and daily tasks, as well as for compiling reports from each department.

Audit system

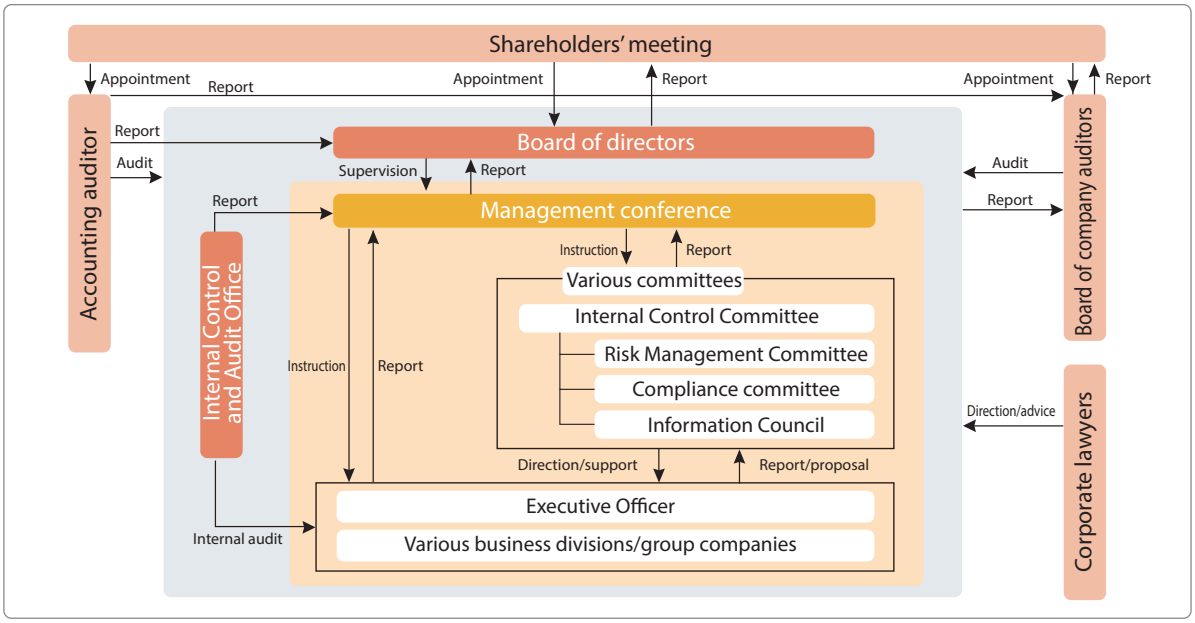
Auditors attend the board of directors' meetings, executive board meetings, general managers' meeting and management conference, where they audit the status of business execution by Directors.

Additionally, auditors, the Internal Control and Audit Office, and accounting auditors work closely through liaison meetings and information exchange, striving to improve the effectiveness and efficacy of audits.

As accounting auditor, we've appointed Deloitte Touche Tohmatsu LLC, who handles our audits in a fair manner based on the Companies Act and the Financial Instruments and Exchange Act.

For matters related to legal affairs, we've concluded advisory contracts with multiple legal firms and receive guidance and advice from professional corporate lawyers as necessary.

System of corporate governance



06 Compliance

Our company recognizes compliance as one of the highest priority issues in corporate management. Both officers and employees have made concerted efforts to implement various initiatives.

Promoting compliance management

1. Establishing the Code of Conduct

In 1994, we established the TOBISHIMA CORPORATION Code of Conduct, consisting of the corporate code of conduct and the employee code of conduct, to promote compliance management and to guide business activities.

2. Compliance Committee

In FY 2019, the Compliance Committee held four meetings in which the committee formulated annual plans and reported on activities.

3. Compliance Manual

We've revised the Compliance Manual (established July 2002) and communicate the revisions to all the officers and employees via the intranet.

4. Efforts regarding whistleblowing

In 2006, in accordance with the enforcement of the 2006 Whistleblower Protection Act, a reporting contact office was set up and an internal reporting regulation established. In April 2008, we renamed the contact office the TOBISHIMA CORPORATION Group Corporate Ethics Contact Office and began making sustained efforts to implement activities to raise awareness of the whistleblower system.

5. Efforts for the compliance to the Anti-Monopoly Act

We've established a system to comply with the Anti-Monopoly Act. In this system, to prevent bid-rigging, we've developed an Anti-Monopoly Act Compliance Code and a Bid-Rigging Prevention Manual and taken steps to ensure all executives and employees are aware of these materials.

In FY 2019, we also provided compliance training for the Anti-Monopoly Act for directors, executive officers, and sales representatives at headquarters.

6. Compliance Activity Promotion Month

Our company designates every October Compliance Activity Promotion Month, in which we deliver A Message from the President and all officers and employees read out THE TOBISHIMA CORPORATION Code of Conduct. This serves as an excellent opportunity for further raising awareness of compliance issues.

Compliance training for all employees

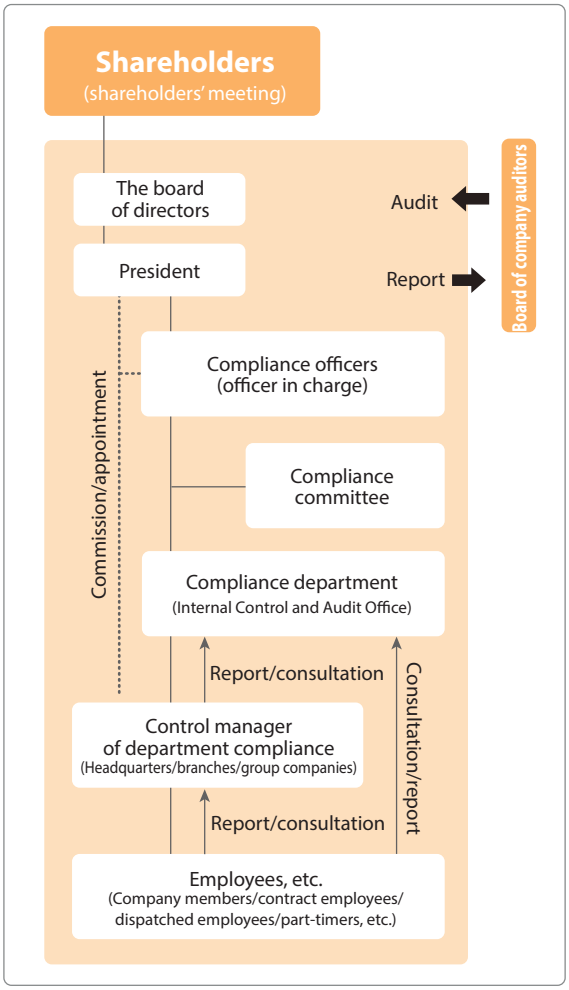
1. e-learning

We implement compliance e-learning via the intranet for all officers and employees. In FY 2019, we implemented e-learning on the themes of fraud prevention, antitrust law, and the whistleblower system.

2. Group training

Every year, we implement compliance education in various ways, including new employee orientation and group training provided according to status and business division.

Compliance system of our company



3. Compliance Communication

Since January 2007, we've published the monthly Compliance Communication as a compliance promoting document. In April of this year, we reached a total of 160 issues.

Follow-up training for new employees (September 26, 2019)

07 Together with Employees

Enhancing the training and education system

(1) Group training

We've been updating our training for new employees. Since FY 2018, training for civil engineering and electrical engineering departments has shifted to more practical content. The Research Institute of Technology is now providing practical training on topics such as surveying, which is required for work at worksites. Long-term training with accommodation helps strengthen connections among new employees. (This was implemented on a significantly smaller scale in FY2020.)

Practical training (2019)

(2) Support for the qualification acquisition (e-learning)

As part of the new support measures for qualification acquisition, we're introducing e-learning that allows students to participate in courses to acquire qualification for First-Class Works Execution Managing Engineer in civil engineering, construction, plumbing, and electrical work via personal computers as well as smartphones.

This targets all young employees eligible for examinations. In this way, we fully support young employees in their efforts to fulfill the requirements needed to become managing engineers.

Promoting a work-life balance

(1) Consideration for employees with children

To support employees who wish to have and raise children while working, we provide a full salary during maternity leave and provide support grants from the benefit association (60,000 yen per one month's leave) during childcare leave, with leave for nursing care of children defined as paid leave. Additionally, when a spouse of an employee gives birth, in addition to special leave (paid), the employee is entitled to take childcare leave as many times as he wants within eight weeks after childbirth.

(2) Half-day paid leave system

Of the annual paid leave, in principle, it is possible to take half-day paid leave up to 10 times (equivalent to five days). This leave can be used not just for refreshment and rest but for other purposes, contributing to the promotion of a work-life balance and reducing working hours.

(3) Refreshment leave and review leave

A five-day refreshment leave is granted to staff who have worked for 15 years (valid period: two years). The purpose of this leave is to provide opportunities to literally refresh themselves for staff who have served in the company for 15 years as company mainstays, in hopes of contributing to their next leap in professional achievements.

A 10-day long review leave is granted to staff members reaching their 50th birthdays (valid period: three years). The purpose of this leave is to provide staff members who have reached the milestone of 50 with opportunities to review their work and family lives and to reconsider their future.

Leave periods are used for various activities, such as self-development.

Toward a work environment in which employees can work without undue anxiety

(1) Health management and mental health care

For employees over the age of 40, in addition to the annual health checkup, the company provides aid of up to 30,000 yen for complete medical checkups to facilitate early detection and prevention of serious illness. Additionally, given the close relationship between length of working hours and health, we check monthly working hours. If employees are found to have worked for long hours, we direct them, through their supervisors, to take appropriate measures, such as consulting an industrial doctor. Additionally, to further mental health, in addition to working with an external specialized agency to organize systems allowing consultations with specialists as necessary, we implement e-learning for all employees once a year. In these ways, we seek to take steps with a central emphasis on prevention.

Through these activities, we earned certification in 2020 as an outstanding health management corporation.

(2) Consideration for staff taking extended leave from work due to non-occupational illness or injury

We've established a system to restore lost annual paid leave for staff who are forced to take extended leave from work due to non-occupational illness or injury. In cases of non-occupational illness or injury, the system allows employees to regain unused annual paid leave lost at the end of previous fiscal year and the year before, allowing them to reuse up to 40 days of restored paid leave. As of the time restored annual paid leave ends, they are viewed as absent from work; however, salaries and bonuses are paid as usual until a leave of absence is issued (from 3 months to 12 months, depending on service period). As a rule, the period of absence is nine months. But by gradually reducing the salary, we take care to ensure that a certain income is assured for as long as possible, together with the illness allowance from the health insurance system.

Efforts to improve working environments

(1) Leave for worksite workers who transfer

Taking leave occasionally leads to reductions in work hours, which can help revitalize employees for the next day. We've systematized grants of consecutive special leave (three days) for worksite workers who tend to be busy when they transfer (including when assigned to desk duty) in addition to the normal annual paid leave. In principle, workers are required to take this leave.

(2) Introduction of flexible work styles

We've introduced a Telecommuting System and a Flex-time System as flexible work styles. Systems for working from home expanded dramatically in response to COVID-19. We used PCs and smartphones to create working environments that do not differ dramatically from working within the office, thereby generating various benefits. The Flex-time System is applied differently from department to department. However, as a rule, it covers office workers across all departments. The system allows flexible use of time and has become popular among users. It is our hope that it will also raise awareness and promote close communication within the organization and help inspire new working styles.

Creating an environment to take advantage of diverse human resources

(1) Efforts by the Diversity Promotion Committee

Our company has established a Diversity Promotion Committee to promote environments that will make the most of diverse human resources. The committee seeks to develop environments wherein all employees can work with vigor and enthusiasm, with respect for the diversity of others, in line with a theme established annually by the committee.

(2) Extending retirement age

We introduced an age 65 retirement system in place of the retirement reemployment system, which renewed fixed-term contracts annually until the age of 65. Various other systems, such as evaluations, now apply to employees over the age of 60 in a manner similar to employees under the age of 60. By bringing forward this procedure, we're creating environments in which older employees can work with peace of mind, make active use of their advanced expertise and skills, and systematically pass on these skills to younger workers.

(3) Creating workplaces where women can thrive

While construction sites retain a male-centered image, the proactive hiring of female workers at technical departments based on actual qualities and abilities has led to growing numbers of female staff in charge of on-site management. We're also working to improve working environments to expand the roles women can play. These efforts include establishing a women's subcommittee as a subordinate organization under the Diversity Promotion Committee.

(As of June 2020, 16 female technical staff members were assigned to construction sites.)

Efforts to further human rights and prevent harassment

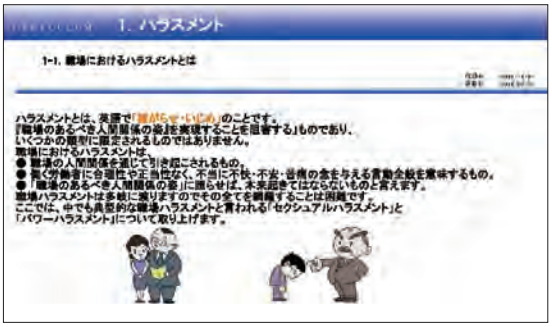
(1) Efforts to further human rights

To demonstrate our position on human rights, we've published documents on our Human Rights Policy and Approach to Human Rights on our website with the approval of the Board of Directors. Based on respect for all personalities and individualities, we're working to create fair and rewarding workplaces. We've also established the Human Rights Awareness Promotion Committee and joined the Industrial Federation for Human Rights, Tokyo, with which HR Department personnel play active roles in human rights awareness activities outside the company.

In addition to training for new employees, we've incorporated human rights training into the staff education system for employees. These training sessions are held throughout the year. We also post requests for and raise the profile of human rights awareness statements and documents on human rights awareness on the company intranet. In this way, we're working to improve human rights awareness among our employees.

(2) Efforts to prevent workplace harassment

In response to the requirement for provisions to prevent power harassment imposed on June 1, 2020, we communicated a message from the President to all employees and clearly reaffirmed our zero tolerance stance toward workplace power harassment. We also carried out broad-ranging revisions to the Manual on Workplace Harassment. Specific measures being implemented include continually ascertaining the state of related matters through a joint labor-management survey, as well as e-learning and group learning activities intended to prevent harassment.



e-learning: "Stretch your mind"

01 Financial Data

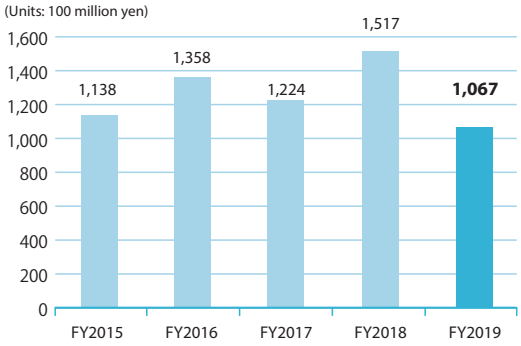
Highlights of financial performance during these five years (consolidated)

(Units: 100 million yen/with figures less than the unit rounded off)

	FY2015	FY2016	FY2017	FY2018	FY2019
Non-consolidated amount of orders received	1,138	1,358	1,224	1,517	1,067
Net sales	1,207	1,178	1,311	1,289	1,348
Operating profit	67	55	83	72	78
Ordinary income	61	50	78	70	74
Current net income attributable to shareholders of a parent company	61	44	60	51	51
Current net income per share (yen)	36.6	22.8	31.3	263.5	266.4
Operating profit on sales (%)	5.5%	4.6%	6.3%	5.6%	5.8%
Current assets	710	780	803	866	974
Fixed assets	204	202	218	230	244
Current liabilities	562	597	582	618	783
Fixed liabilities	133	126	120	113	40
Net assets	220	259	318	364	395
Capital adequacy ratio (%)	24.0%	26.4%	31.1%	33.2%	32.4%
Return on equity (%)	31.8%	18.3%	20.9%	14.9%	12.9%
Interest-bearing liabilities	100	100	102	104	199
Debt to equity ratio	0.46	0.39	0.32	0.29	0.50
Dividend per share (yen)	2	3	4	50(*)	50(*)
Dividend payout ratio (%)	0	13.2%	12.8%	19.0%	18.8%
Operating cash flow	43	113	10	42	-27
Investing cash flow	-8	-8	-45	-12	-16
Financial cash flow	-36	-5	-3	-7	44
The ending balances of cash and cash equivalents	145	246	208	230	231
Number of employees	1,099	1,133	1,322	1,351	1,394

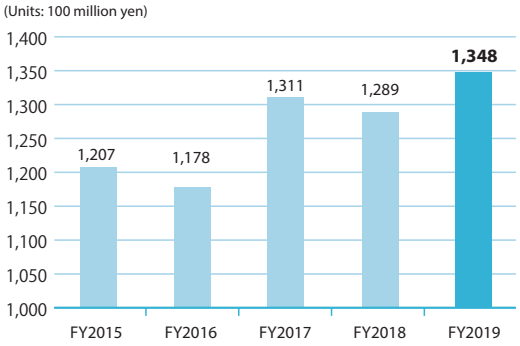
* As of October 1, 2018, we undertook a reverse stock split for one share for every ten common shares.
"Current net income per share" and "dividend per share" for fiscal years from FY 2018 reflect the impact of this reverse stock split.

Amount of orders received (not consolidated)



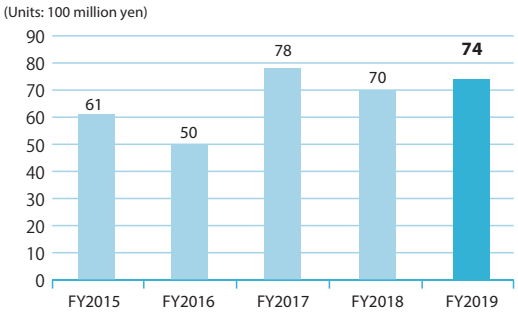
In light of the large volume of orders currently in process, we implemented selective acceptance of orders, considering in particular the state of the construction execution structure, resulting in a decline of 29.6% from the previous year in orders received to 106.7 billion yen.
Breakdown: 58 billion yen for the civil engineering business (54%);
47.7 billion yen for the construction business (45%); and
1.0 billion yen (1%) for growth businesses

Net sales



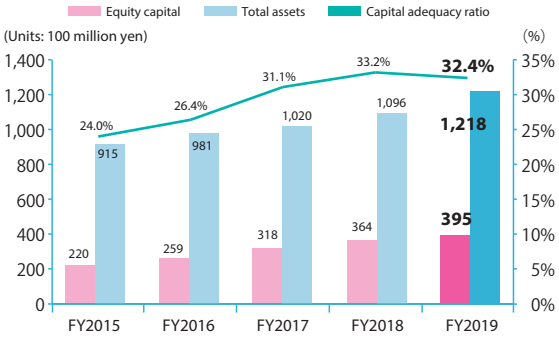
Sales were 134.8 billion yen, up 4.7% from the previous fiscal year due to an increase in sales in growth businesses.
Breakdown: 74.6 billion yen for the civil engineering business (55%),
47.8 billion yen for the construction business (35%), and
12.4 billion yen (10%) for growth businesses

Ordinary income



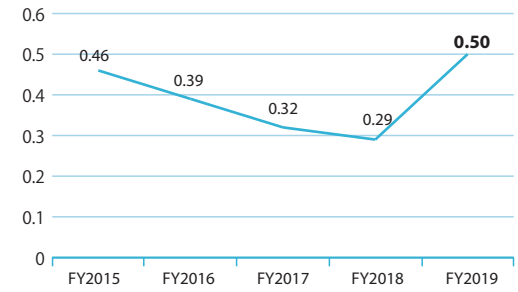
Ordinary income was 7.4 billion yen, a 5.2% increase from the previous fiscal year.

Total assets/Net assets/Capital adequacy ratio



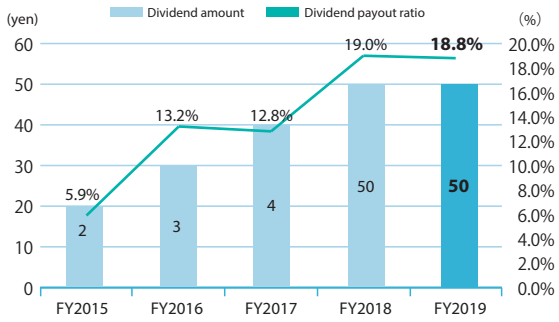
Total assets reached 121.8 billion yen, with net assets at 39.5 billion yen.
The resulting capital adequacy ratio was 32.4%.

Debt/equity ratio



The D/E ratio was 0.5 due to an increase of 9.5 billion yen from the previous fiscal year to 19.9 billion yen in interest-bearing debt accompanying an increase in working capital arising from factors such as shorter terms of payment to suppliers. Going forward, we will continue to seek to achieve efficient funding at a D/E ratio of 1 or less.

Shareholder returns/dividend payout ratio



Based on our basic policy of enhancing internal reserves to ensure the stable return of profits to shareholders and strengthen the corporate structure, the year-end dividend was set to an ordinary dividend of 50 yen per share.

02 Construction Achievements: Civil Engineering

National Highway 106 Oyamada segment road construction

This project consisted mainly of the construction of a tunnel 1,554 meters in length with an internal cross section of 87.7 m² on the approximately 100 km Miyako-Morioka route (a high-standard regional roadway) connecting Sokei in the city of Miyako and Oyamada in the city of Morioka. We built 709 m of the tunnel on the Morioka (Oyamada) side.

Construction site: Oyamada-Matsuyama area of the city of Miyako, Iwate Prefecture
Client: Tohoku Regional Development Bureau, Ministry of Land, Infrastructure, Transport and Tourism
Completed: January 2020

Extension of Mulberry Bridge toward the western radial passage at the north exit from Hachioji Station

This project involved extending the Mulberry Bridge pedestrian deck and connecting the open passageway of JR Hachioji Station to the station's north exit toward the western radial passage (You Road).

Construction site: Asahicho, Hachioji, Tokyo
Client: City of Hachioji
Completed: March 2020

Bridge B upper-level construction on the new Furano Ohashi Bridge in Furano on the Asahikawa-Tokachi route

The new Furano Ohashi Bridge spans 619 m on the Asahikawa-Tokachi route across the Sorachigawa River, which flows through the city of Furano. For this box girder cantilever bridge, we built 3.5 spans of bridge B in a total length of 279 m.

Construction site: Furano, Hokkaido
Client: Asahikawa Development and Construction Division, Hokkaido Regional Development Bureau
Completed: February 2020

Yahagigawa River watershed sewer project water treatment facility construction (Phase Two) (Construction intended to create comfortable site working environment)

This project enhances the treatment capacity of the Yahagigawa Sewage-Treatment Center by adding water treatment facility no. 8 adjacent to no. 7, thereby increasing sewage treatment capacity to meet rising demand in the Yahagigawa River watershed.

Construction site: Inside the Minatomachi area of Nishio, Aichi Prefecture
Client: Aichi Prefecture
Completed: March 2020

Construction work of the dam body of Kanaji Dam

This is a dam constructed on the Kuraigawa River in Kanaji, Kamigori Town, Ako County for flood prevention (water control), stable agricultural water supplies (water utilization), and the preservation of river environment (environment).

Construction site: Kamigori Town, Ako County, Hyogo Prefecture
Client: Nishiharima Branch Office, Hyogo Prefecture
Completed: May 2016

Installation work of the storage facility for the improvement of the confluence in the Zenpukuji River basin

This storage facility improves conditions at the confluence to improve water quality in Zenpukuji River by temporarily storing extremely dirty initial rainwater near Zenpukuji 2-chome and Kamiogi 4-chome in Suginami Ward in the Zenpukuji River watershed.

Construction site: Suginami Ward, Tokyo
Client: Bureau of Waterworks, Tokyo Metropolitan Government
Completed: July 2017

Please read the QR code for more information.

03 Construction Achievements: Architecture

New government office building in the city of Miyawaka

Located between the cities of Fukuoka and Kitakyushu, Miyawaka is home to numerous automotive firms, including Toyota Motor Kyushu. Serving as a symbol of the city, this new government office building features a simple structure of unfaced concrete and tile, with an interior that makes effective use of hinoki cypress lumber from Miyawaka.

Location: Miyawaka, Fukuoka Prefecture
Client: City of Miyawaka
Designer: So Kikaku Sekkei Ltd.
Completed: December 2019

Matsui Konpou new head-office warehouse

This three-story steel-framed building is intended primarily for use as a warehouse for Matsui Konpou Co., Ltd. The two-level warehouse area features approximately 9,900 square meters of floor space. The three-story office area offers about 990 square meters of office space. With curtain walls in the entrance area and wooden doors, this building adds human-friendly elements to a warehouse emphasizing functionality.

Location: Mori, Shuchi-gun, Shizuoka Prefecture
Client: Matsui Konpou Co., Ltd.
Designer: Nagoya Branch, Tobishima Corporation
Completed: February 2020

Takatsuki City Hall

This project involved seismic retrofitting of the main building and council meeting room at Takatsuki City Hall, an older facility completed a half-century ago in 1970. Through an outer frame of steel bars and toggle seismic damping equipment with a natural color scheme matching existing exterior walls, the project gives the building greater and visibly apparent resilience and converts it into a structure suitable for use as a disaster prevention facility.

Location: Takatsuki, Osaka Prefecture
Client: City of Takatsuki
Designer: Yamashita Sekkei Inc.
Completed: February 2020

Karachi Meteorological Observation Radar

By updating aging radar systems to improve the meteorological monitoring abilities of the Pakistan Meteorological Department, this project will mitigate damage from cyclones, flooding, and other natural disasters in southern Pakistan; improve Pakistan's social infrastructures; and ensure safety and security.

Location: Pakistan
Client: Pakistan Meteorological Department
Designers: A consortium consisting of International Meteorological Consultant Inc. and the Japan Weather Association
Completed: October 2019

New Konan City Hall building

The design of the new city hall building is based on the concept of a safe and reliable government office building that both feels familiar to local residents and reflects consideration for all users. Its thorough use of easily understandable spaces and universal design principles makes it especially user-friendly. As part of the project's efforts to realize a highly safe, functional, and convenient government office building, underground seismic damping equipment enhances functions as a disaster prevention facility, while various spaces support civic activities.

Location: Konan, Kochi Prefecture
Client: City of Konan
Designers: Jointly designed by Yamashita Sekkei Inc. and Miyabi Architects Co., Ltd.
Completed: February 2020

Kuritec Service Co., Ltd. East Japan Office

This newly constructed plant is used to wash industrial machinery. Due to its location in Gotono Industrial Park at the foot of the Ou Mountains in the city of Kitakami, it is susceptible to heavy snowfall. The project's quality was secured through anti-snow measures (foundational and steel-frame construction with winter conditions in mind) as well as thorough weather resistant coating.

Location: Kitakami, Iwate Prefecture
Client: Kurita Water Industries Ltd.
Designer: Tohoku Branch, Tobishima Corporation
Completed: August 2019

Please read the QR code for more information.

04 Company History

TOBISHIMA HISTORY

1883

Demolition of Fukui Castle (Fukui Prefecture)

1913

Shin-Fukui Station, Echizen Electric Railway (Fukui Prefecture)

1931

Haneda Airfield (Tokyo)

Bunkichi Tobishima

1938

Former Korakuen Baseball Stadium (Tokyo)

1968

Tomei Expressway, Atsugi Interchange (Kanagawa Prefecture)

1981

O-Naruto Bridge between the islands of Honshu and Shikoku (Tokushima Prefecture)

1982

Seikan Tunnel, Sanyoushi section (Aomori Prefecture)

1985

Tohoku Shinkansen, north underground section of Ueno Station (Tokyo)

1989

Kanagawa Science Park (Kanagawa Prefecture)

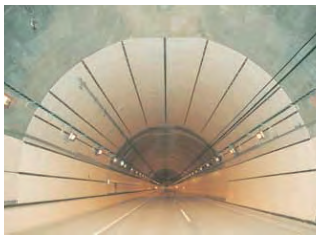
1 1883–1926

- ●1883
  Bunjiro Tobishima founded Tobishima-gumi.
  Contracted to demolish Fukui Castle
- ●1901
  Adopted tramroad for the site preparation work for Fukui Prefectural Agricultural School, achieving great success
- ●1905
  Contracted to construct Kyoto Electric's Nakao power plant (Fukui Prefecture) as its first hydroelectric power plant
- ●1913
  Contracted to build electric railway between Fukui and Ohno, expanding into railway construction
- ●1916
  Tobishima-gumi Corporation (representative director Bunkichi Tobishima) founded with 100,000 yen in capital, with headquarters located in Toyoshimanaka-cho, Fukui City (current Toyoshima 1 chome)
- ●1917
  Contracted to construct Kyoto Electric's Kizu River waterway (current Ogawara power plant) as our first large-scale construction project
  After that, continued to join several power plant constructions mainly in the Chubu and Kanto regions
- ●1920
  Tobishima-gumi Corporation transformed to limited partnership company with 1 million yen in capital
- ●1922
  Tokyo office opened at 2 chome, Iidamachi, Kojimachi Ward, Tokyo, from which efforts were directed to expand to cover the whole country
- ●1926
  Transformed to a joint stock corporation with 1 million yen in capital
  Joined various construction projects in addition to power plant constructions such as Haneda reclamation work throughout the country

2 1927–1946

- ●1929
  Tobishima-gumi's capitalization increased to 3 million yen.
- ●1937
  Annual contracted amount surpasses 30 million yen, an industry record.
  Korakuen Baseball Stadium completed
- ●1940
  Headquarters moved from Fukui City to Kudan, Kojimachi Ward, Tokyo
- ●1946
  Tobishima-gumi applied for rehabilitation under the Corporate Reorganization Law and was dissolved.

1997



Tokyo Bay Aqualine, Kawasaki Artificial island (South Section) (Kanagawa Prefecture)

1999

Wacoal Headquarters Building (Kyoto Prefecture)

2006

Surikamigawa Dam (Fukushima Prefecture)

2006

Yusuhara Town Hall/2014 Public Buildings Association Award (Kochi Prefecture, 2006)

2010

Rumoi Dam (Hokkaido)

2014

Yamaha Stadium (Shizuoka Prefecture)

2015

Kihoku Nishi Road, Iwade Interchange (Wakayama Prefecture)

2019

Hamacho Hotel and Apartments (Tokyo)

2019

Emergency relocation project for Port of Dili ferry terminal (East Timor)

3 1947–1999

●1947
On March 3, Tobishima Civil Engineering (representative director Hitoshi Tobishima) was founded with 3 million yen in capital.

●1960
Shares first traded over-the-counter on the Tokyo Stock Exchange, listed on the first section the following year
Company's mission statement established

●1965
Company name changed to Tobishima Corporation to cast off the image of an exclusive focus on civil engineering

●1967
New headquarters building constructed in Kudan, Tokyo
Research Institute of Technology completed in Atsugi City, Kanagawa Prefecture

●1975
Established representative offices in Hong Kong and numerous other locations in Southeast Asia

●1983
Celebrated 100-year anniversary of founding, with capital reaching 7,871,090,000 yen.
Headquarters moved to a new headquarters building (Sanban-cho, Tokyo)

●1987
Completed new Research Institute of Technology build in Noda City, Chiba Prefecture

●1989
Kanagawa Science Park (KSP) completed in Kawasaki City, Kanagawa Prefecture

●1994
Began dispatching engineers to the Japanese Antarctic Research Expedition.

●1999
Whole company achieves ISO 9000 series (international quality standard) certification.

4 2000–

●2002
Whole company achieves ISO 14001 certification.

●2004
"Tobishima for Disaster Prevention" slogan adopted

●2011
Headquarters moved to Kanagawa Science Park (KSP) in Kawasaki City

●2013
130th anniversary of Company's founding celebrated

●2017
Headquarters moved to Shinagawa (Konan), Minato Ward, Tokyo
"Driving corporate reform to evolve into a New Business Contractor" proposed as management vision

●2019
New Medium-Term Five-Year Plan assumes the basic policy of establishing foundations as a New Business Contractor.

ENGINEERING & CONSTRUCTION
TOBISHIMA CORPORATION
www.tobishima.co.jp/english/

Headquarters	W Bldg. 5F, 1-8-15, Konan, Minato-ku, Tokyo, 108-0075, Japan	03-6455-8300
Research Institute of Technology	5472, Kimagase, Noda City, Chiba Prefecture, 270-0222, Japan	04-7198-1101
Overseas business office	Brunei, Pakistan, Myanmar	
Sapporo Branch	Sapporo East Square 2F, Kita 1-jo Higashi 1-6-5, Chuo-ku, Sapporo City, Hokkaido, 060-0031, Japan	011-806-3002
Tohoku Branch	1-1-53, Kashiwagi, Aoba-ku, Sendai City, Miyagi Prefecture, 981-8540, Japan	022-275-9951
Tokyo Metropolitan Area Civil Engineering Branch	W Bldg. 3F, 1-8-15, Konan, Minato-ku, Tokyo, 108-0075, Japan	03-6455-8360
Tokyo Metropolitan Area Construction Branch	W Bldg. 3F, 1-8-15, Konan, Minato-ku, Tokyo, 108-0075, Japan	03-6455-8370
Nagoya Branch	Nagoya Itochu Bldg. 9F, 1-5-11, Nishiki, Naka-ku, Nagoya City, Aichi Prefecture, 460-0003, Japan	052-218-5760
Hokuriku Branch	4-9-13, Hoei, Fukui City, Fukui Prefecture, 910-8576, Japan	0776-22-0723
Osaka Branch	Sompo Japan Nippon Koa Doshomachi Bldg., 3-4-10, Doshomachi, Chuo-ku, Osaka City, Osaka Prefecture, 541-0045, Japan	06-6227-6200
Chugoku Branch	1-7-10, Matobacho, Minami-ku, Hiroshima City, Hiroshima Prefecture, 732-0824, Japan	082-262-3155
Shikoku Branch	Central Tamachi Bldg. 9F, 11-5, Tamachi, Takamatsu City, Kagawa Prefecture, 760-0053, Japan	087-835-2251
Kyushu Branch	Minamitenjin Bldg. 9F, 5-14-12, Watanabedori, Chuo-ku, Fukuoka City, Fukuoka Prefecture, 810-0004, Japan	092-771-3563
International Branch	W Bldg. 3F, 1-8-15, Konan, Minato-ku, Tokyo, 108-0075, Japan	03-6455-8390

"Morino Chonai-Kai" Forest neighborhood association
Forest Thinning Support Company
"Morino Chonai-Kai"
Forest neighborhood association
TOBISHIMA CORPORATION

"Morino Chonai-Kai"
Forest neighborhood association
Forest Thinning Support Paper
www.mori-cho.org

We use "Morino Chonai-Kai" (Forest Thinning Support Paper) that was realized through the collaboration of Office Chonai-Kai promoting the recycling of used paper and Iwaizumi Town, Iwate Prefecture, promoting reforestation.