

THE CORPORATE PROFILE 2026

Building a **Prosperous Society**
and **Connecting People**
Over the World for a **Better Future**

TOA CORPORATION INTERNATIONAL GENERAL HEADQUARTERS **ABOUT US**

TOA's International General Headquarters (IGHQ) serves as the strategic core of our global operations, driving sustainable growth and innovation across borders. With a growing global presence since our overseas expansion began in 1963, IGHQ leads the charge in expanding TOA's civil engineering and building construction businesses worldwide.

Our mission is to shape the future of communities around the globe by delivering high-quality infrastructure solutions while steadily increasing our international footprint. IGHQ is committed to building a sustainable and resilient organization that reflects TOA CORPORATION's values, technical excellence, and global vision.



WHY CHOOSE US?

Global Track Record

Over six decades of international project experience across more than 54 countries, supported by a continuously expanding global network of branch offices.

Technical Expertise

Proven design and construction capabilities, especially in complex projects across Southeast Asia, notably Singapore.

Specialized Equipment

Ownership of large-scale dredgers, pile-driving vessels, and ground improvement ships that enable advanced marine and civil works.

Diverse Talent

A multicultural workforce, with foreign nationals making up about 15% of the international division, and a growing number of skilled local staff in each country.

OUR COMPANY ROADMAP

1908

Founded

Our history began in 1908 when Soichiro ASANO launched a major land reclamation project to build a port and industrial zone. The work began in 1913, spanned 5 million m², and was completed in 1927, forming the foundation of the Keihin Industrial Zone and fulfilling Asano's vision.



TOA's founder,
Soichiro Asano

1920

Established "Tokyo Bay Marine Works Co., Ltd."

1963

Established International General HQ & Singapore Office

From 1962 to 1963, we conducted market survey to some countries in Asia, including Singapore, to assess local conditions. The positive findings from these inspections, particularly the promising opportunities in Singapore, led us to establish our Singapore office, as first overseas office, in November 1963.



One of our pioneer overseas works is a Dredging operations at Jurong, Singapore

1967

Opened Indonesia Office

1987

Changed English name from "TOA Harbor Works Co., Ltd." to "TOA CORPORATION"

1995

Opened Philippine Office

1996

Opened Vietnam Office

1999

IGHQ achieved its first ISO 9001 certification

2002

IGHQ achieved its first ISO 14001 certification

2003

IGHQ achieved its first OHSAS 18001 certification (now ISO 45001)

2006

Opened United Arab Emirates (UAE) Office

2008

Celebrated 100 years of Founding

2013

Celebrated 50 years of International Division

In the same year, Kuwait Office was opened.

2020

Opened Bangladesh office

2023

Established local subsidiary, PT TOA TUNAS JAYA INDONESIA

2025

Established local subsidiary, R2TOA CORPORATION

PRESENT~

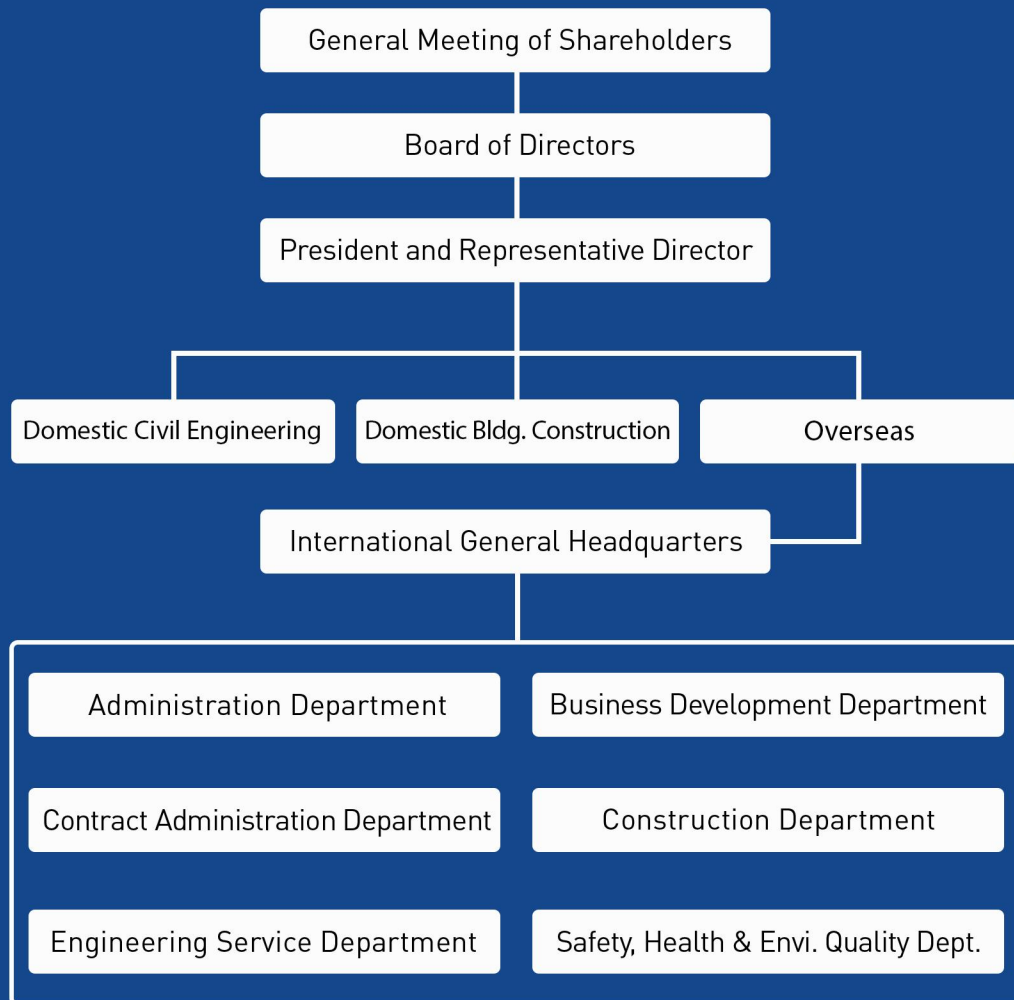
We are committed to sustainable development as we work toward our long-term vision, TOA2035, under the theme: **Building a prosperous society and connecting people with the world for a better future.** Guided by our corporate message, **Create Value, Build the Future,** and inspired by Soichiro Asano's founding spirit of benefiting society, we strive to create new value and contribute to a more sustainable future.

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We always strive to leave a lasting legacy through construction - serving a society that will outlast for generations.

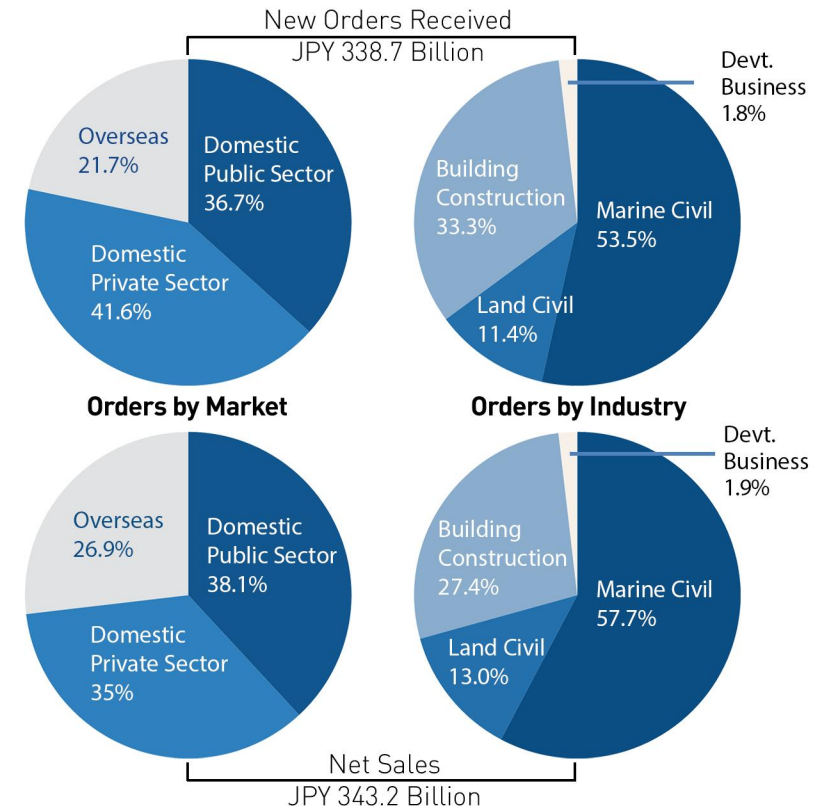
OUR ORGANIZATION

Working together to **Grow Our Global Presence**

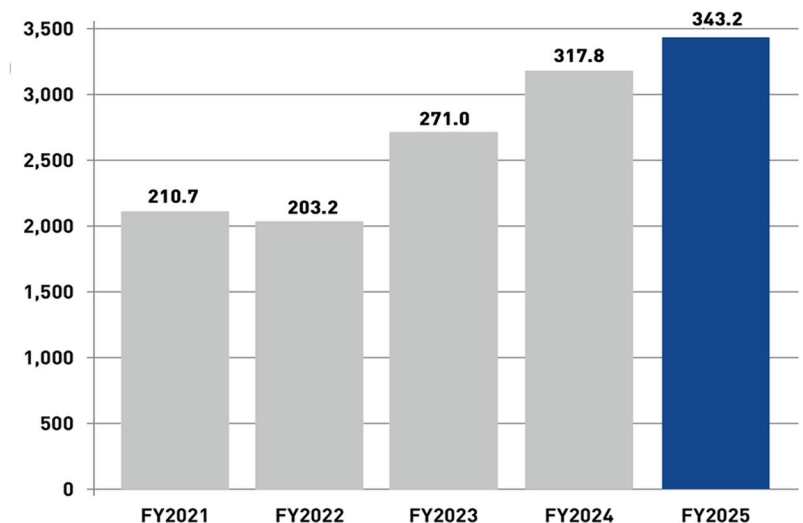


»»» OUR GROWING BUSINESS

NEW ORDERS RECEIVED AND NET SALES FOR 2025



TREND OF NET SALES OVER THE YEARS (Domestic and Overseas combined; Unit: JPY Billion)



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Our ambition is clear: to drive sustainable growth and create lasting value in the global market. By strengthening the foundations of our local subsidiaries and forging deeper partnerships with regional stakeholders, we are expanding our presence and taking on increasingly complex and transformative projects across both civil engineering and building sectors.



We are accelerating innovation through the integration of digital transformation (DX) and AI, fundamentally enhancing the way we deliver projects faster, smarter, and more efficiently. At the same time, we recognize that our greatest asset is our people. By investing in the development of global talent and fostering a truly inclusive environment, we are building a team where diverse perspectives drive innovation and excellence.

In a rapidly changing world, adaptability is essential. We will continue to respond with speed, resilience, and foresight, pushing beyond boundaries, strengthening our global footprint, and elevating our corporate value for the future

Katsuhisa KIMURA

Director
Senior Executive Officer
Chief of International General Headquarters
TOA CORPORATION

Advancing Sustainable Development Through ESG Management

We are committed to advancing ESG (Environmental, Social, and Governance) Management as a core part of our corporate strategy. Guided by our founding philosophy and long-term vision TOA2035, we strive to create both economic and social value through responsible and sustainable business practices.

By integrating ESG principles into our business activities, we aim not only to generate economic value through orders and profits but also to create social value by responding to evolving societal needs and contributing to the Sustainable Development Goals (SDGs). Through these efforts, we aim to build a resilient corporate foundation and contribute to the sustainable development of society.



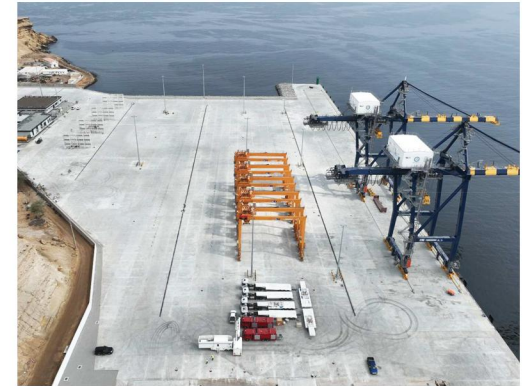
Deployment of Electric Boats

TOA's deployment of electric boats in the Woodlands area as part of its Proposed Coastal Development project, marks the first ever use of electric vessels on a construction site in Singapore.



Minimizing Marine Impact

In collaboration with Vanuatu Fisheries and local divers, TOA has successfully transplanted 402 corals during the project for Construction of Port Vila Lapetasi minimizing construction impact to the sea.



Advanced Reinforcement Solution

TOA's use of BarChip at the Namibe Port in Angola, applied over 45,000m² pavement works, showed a sustainable steel-mesh-free reinforcement solution, achieving about 28% carbon dioxide reduction.



Wood-Based Building Design

TOA's woodification of its Research and Development Center's Building No. 2 highlights a shift to sustainable construction, creating environmental friendly spaces that enhance comfort and user satisfaction.



Vehicle-to-Grid Energy Solution

TOA's installation of a vehicle-to-grid (V2G) electric vehicle charging system at its R&D Center enables vehicles to supply power to facilities, supporting energy resilience and advancing for energy generating facilities.



Community Support Activity

TOA through its subsidiary company PT TOA Tunas Jaya Indonesia, conducted a community outreach activity on May 2025, by donating school supplies to Patimban Elementary School in Subang Regency.

Latest News & CORPORATE HIGHLIGHTS

Here are snapshots of our **latest activities, recent milestones, and business updates**



Awarded the International Airport Project in Timor Leste

A new contract has been awarded to TOA CORPORATION for the "Project for the Improvement of Presidente Nicolau Lobato International Airport" by the Ministry of Transport and Communications of the Democratic Republic of Timor-Leste, valued at approximately JPY 6.4 billion (construction period: 28 months).

The project, implemented under Japan's ODA grant aid program, aims to upgrade the country's primary international gateway to global standards and support future air traffic growth, contributing to economic development and regional connectivity.



Establishment of Philippine Subsidiary R2TOA CORPORATION

The establishment of R2TOA CORPORATION marks a strategic step in expanding TOA's business in the Philippines, where we have operated since 1995 mainly through ODA projects. Through this new local subsidiary, we will strengthen our presence by targeting private and public construction projects with Japanese and local partners.

Aligned with our Medium-term Management Plan (2026–2035), R2TOA will serve as a key platform to deepen local partnerships and drive overseas business growth, and contributing to infrastructure development in the Philippines.



A List Company, in the Field of Climate Change of CDP 2025

TOA CORPORATION was recognized for the second consecutive year as a CDP 2025 "A List" company for climate change, reflecting its strong initiatives and disclosures.

CDP is a global non-profit platform for environmental disclosure, with over 22,000 companies reporting in 2025.

TOA is advancing its "Carbon Neutral Roadmap" and "Transition Plan" to promote decarbonization through low-carbon energy, emission reduction, and collaboration across its supply chain to support a low-carbon society.

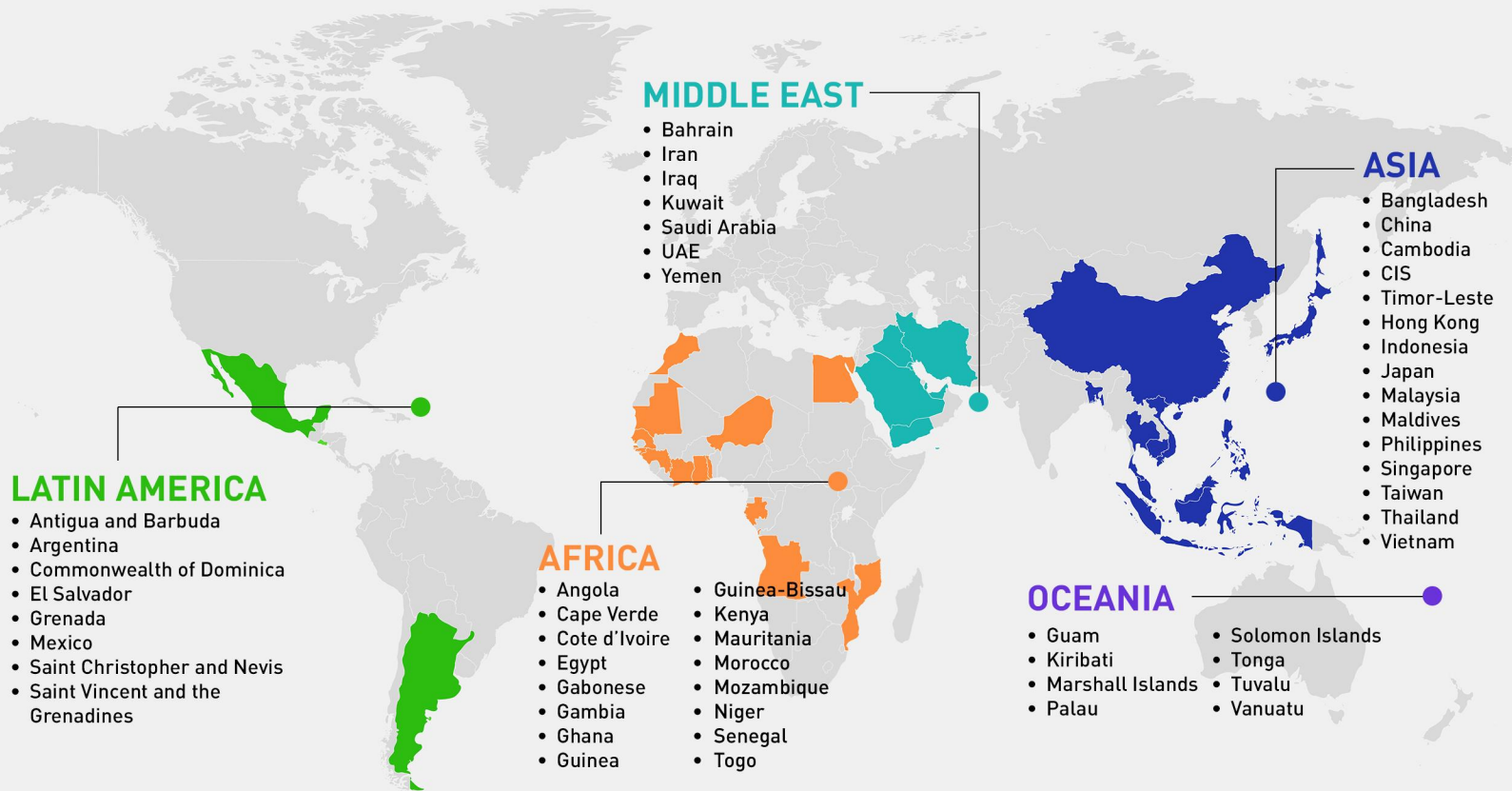


Sponsorship Agreement with Professional Golfer Wu Chiayen

A sponsorship agreement has been established with Taiwanese professional golfer Chia-Yen Wu, effective March 2026. Competing on the JLPGA Tour as part of the rising "Diamond Generation," Ms. Wu will display TOA's logo on her competition cap from April 2026.

This partnership reflects TOA's long-standing ties with Taiwan, rooted in founder Soichiro ASANO's contributions to the development of Kaohsiung City, as well as ongoing exchanges with Taiwan's academic and research institutions through the Soichiro ASANO Memorial Association.

GLOBAL PRESENCE with INTERNATIONAL BRANCH OFFICES



OUR GROWING TRACK RECORD (As of June 2026)

54 COUNTRIES **589** PROJECTS

OUR OVERSEAS NETWORK (Current branch and site offices)

Singapore
Indonesia
Philippines
Vietnam (Hanoi)
Vietnam (Ho Chi Minh)
Bangladesh

Cambodia
Angola
U.A.E.
Kenya
Ivory Coast

OUR SUBSIDIARIES and AFFILIATES

- PT TOA Tunas Jaya Indonesia
- R2TOA CORPORATION
- TOA (Phils.), Inc.
- TOA (Lux) S.A.

ASIA

Since 1963	Projects 372	Countries 15
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Pulau Semakau Offshore Landfill
Singapore (1998)



Gresik Power Plant (Civil Works)
Indonesia (1994)



Nghi Son 1 Power Plant (Jetty Works)
Vietnam (2013)

AFRICA

Since 1977	Projects 47	Countries 16
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Sekondi Fisheries
Ghana (2018)



Third Wharf in Dakar Port
Senegal (2022)



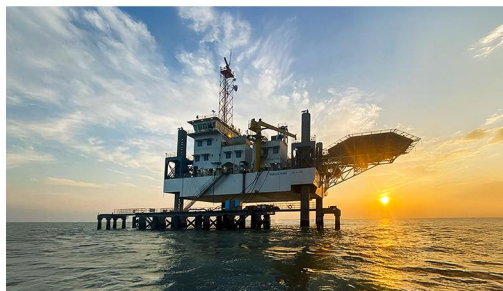
Mombasa SEZ Port
Kenya (Ongoing)

MIDDLE EAST

Since 1973	Projects 126	Countries 7
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T3-Q10 Container Terminal
United Arab Emirates (2015)



Maritime Traffic Coordination Center
Kuwait (2020)



Naval Base Port
Kuwait (2020)

OCEANIA

Since 1989	Projects 15	Countries 8
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Betio Port
Kiribati (2014)



Port Vila Lapetasi International Wharf
Vanuatu (2019)



Waste Disposal Site
Palau (2020)

LATIN AMERICA

Since 1988	Projects 29	Countries 8
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Coastal Fisheries Expansion
DOMINICA (2002)



La Union Port
El Salvador (2008)



Coastal Fisheries Facilities
Grenada (2011)

Current Projects in Motion



Patimban Port Development Package 5: Car Terminal Construction

Country:
INDONESIA (Ongoing)

Client:
Ministry of Transportation, Directorate General of Sea

Building on TOA's successful delivery of Phase 1 in 2021, Package 5 expanded Patimban Port through the **construction of a 381m car berth, 113m Ro-Ro berth, 374m service boat berth, and 518m South Sea Wall-3.** The project also **improved and reclaimed approximately 1,000,000m³ of soft ground using the advanced Cement Pipe Mixing (CPM) technology,** supporting further development of Indonesia's largest new seaport.



Port of Sihanoukville New Container Terminal Development

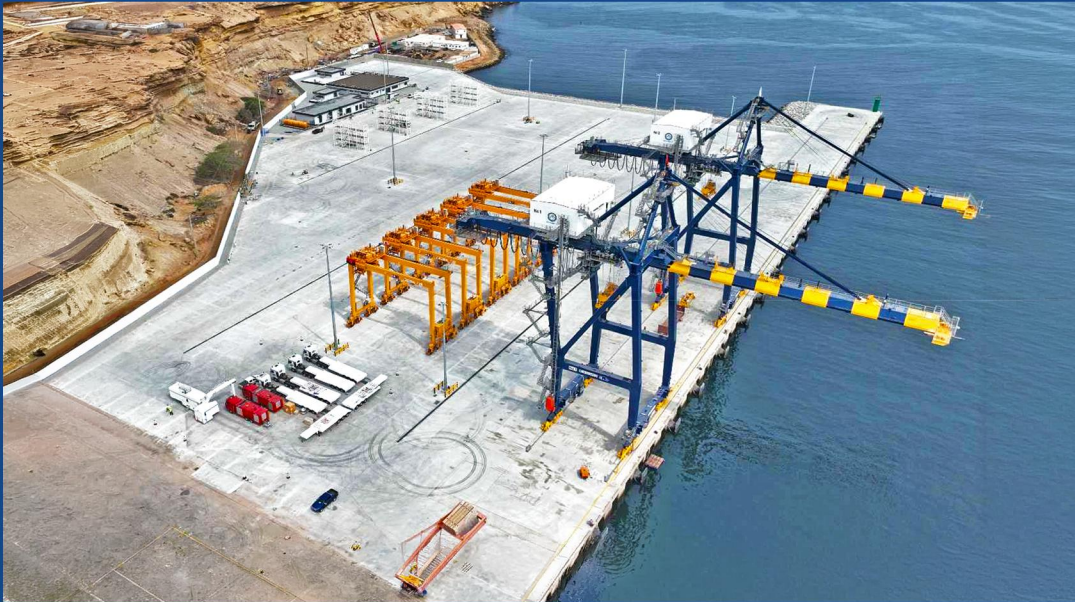
Country:
CAMBODIA (Ongoing)

Client:
Port Authority of Sihanoukville

The Sihanoukville New Container Terminal Project is expanding Cambodia's principal international port through the construction of a **new 350m container berth, which includes 1.27M m³ of reclamation, and 380,000m of Prefabricated Vertical Drains (PVD) for ground improvement.** The project also includes **terminal facilities, and new access infrastructure,** enhancing the port's capacity to support future trade growth.

OUR MARINE ENGINEERING EXPERTISE PROVEN THROUGH SUCCESSFUL DELIVERY

Recently Completed Projects



Namibe Bay Development: Namibe Port Container Terminal

Country:
ANGOLA (October 2025)

Client:
The Ministry of Transport of the Republic of Angola

This project involved the expansion of Namibe Port through the **construction of a modern container terminal, dredging works, and the installation of cargo handling equipment, including container cranes, vessel traffic services (VTS), and workboats.** The upgraded facility can accommodate larger vessels of up to 50,000 DWT (3,000 TEU), significantly enhancing the port's cargo handling capacity and operational efficiency.



Tuas Port Construction: Completion of Terminal Finger 2

Country:
SINGAPORE (June 2026)

Client:
PSA Corporation Ltd. - Singapore

For over seven years, TOA CORPORATION have played a continuous role in the development of PSA Tuas Port through successive contract awards, reflecting our engineering excellence, proven expertise and strong client trust. Our latest contribution, **Terminal Finger 2**, which was successfully completed on June 2026, **included 18 container berths, yards, and related port infrastructures.**

MARINE CIVIL ENGINEERING

Nacala Port

Country: MOZAMBIQUE (2023)
Client: Ministry of Transport
and Communication



Punggol Coast Reclamation

Country: SINGAPORE (2001)
Client: Housing and Development
Board (HDB)



Cai Mep International Port

Country: VIETNAM (2013)
Client: Project Mgt. Unit 85, Ministry of
Transport



Honiara Port

Country: SOLOMON (2016)
Client: Ministry of Infrastructure
Development



Lach Huyen Port

Country: VIETNAM (2020)
Client: VINAMARINE, Ministry of
Transport



Abidjan Port Cereal Berth

Country: COTE D'IVOIRE (2024)
Client: Port Autonome D'Abidjan Ministere Des Transports



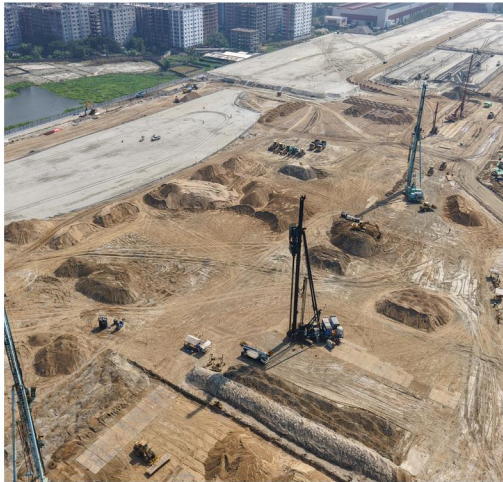
Coastal Road in Southern Cebu

Country: PHILIPPINES (2002)
Client: Department of Public Works and Highways (DPWH)



Jamuna Rail Bridge

Country: BANGLADESH (2025)
Client: Bangladesh Railway, Ministry of Railways



Soil Improvement and Land Dev't. at Depot for MRT Line-5N

Country: BANGLADESH (Ongoing)
Client: Dhaka Mass Transit Company Ltd. (DMCTL)



Construction of Three-Intersection at Abidjan Road

Country: COTE D'IVOIRE (Ongoing)
Client: Agence de Gestion des Routes

ROAD & TRANSPORT ENGINEERING



Second Magsaysay Bridge and Butuan City Bypass Road

Country: PHILIPPINES (2007)
Client: Department of Public Works and Highways (DPWH)



Agno River Flood Control

Country: PHILIPPINES (2008)
Client: Department of Public Works
and Highways (DPWH)



Maliana I Irrigation System

Country: TIMOR-LESTE (2009)
Client: Ministry of Agriculture and
Fisheries (MAF)



Denpasar Sewerage Development

Country: INDONESIA (2013)
Client: Ministry of Public Works
Spatial Planning Section



Cavite Flood Risk Management

Country: PHILIPPINES (Ongoing)
Client: Department of Public Works
and Highways (DPWH)



Ferry Terminal at Marina South Pier
(2-storey; est. 5,700sqm.)

Country: SINGAPORE (2005)
Client: Housing and Development Board (HDB)



KN Lotus Cam Ranh Resort
(41 buildings in total adjacent to hotel's golf course)

Country: VIETNAM (2017)
Client: KN Cam Ranh Company Ltd.



Bali Theater Hall

Country: INDONESIA (2019)
Client: Ministry of Public Works,
Spatial Planning Section



Passenger Terminal at Fuaa Wharf
(3-storey; est. 2,900sqm.)

Country: TONGA (2018)
Client: Ministry of Infrastructure
and Tourism



Tuas Port Transport Hub
(Sheltered boarding and alighting areas for public buses)

Country: SINGAPORE (2025)
Client: PSA Corporation Ltd.



**Port Management Board Building
at Cai Mep International Port**

Country: VIETNAM (2013)
Client: Project Mgt. Unit 85,
Ministry of Transport

LOGISTICS & WAREHOUSE FACILITIES



SINGER Home Appliance Factory
(Steel & RC Structure; est. 80,000sqm.)
Country: BANGLADESH (2025)
Client: SINGER Bangladesh



Thai Yokorei Wangnoi Distribution Center
(RC Structure; est. 22,000sqm.)
Country: THAILAND (2013)
Client: Thai Yokorei Wangnoi Co. Ltd.



Fujitrans Logistics Packing Warehouse
(Steel Structure; est. 40,000sqm.)
Country: INDONESIA (2016)
Client: P.T. Fujitrans Logistics Indonesia



NRS-Raiza Hazardous Goods Warehouse
(RC Structure; est. 2,000sqm.)
Country: VIETNAM (2021)
Client: NRS-Raiza Logistics Vietnam



EREX Sakura Pellet Factory
(Steel Structure; est. 21,000sqm.)
Country: VIETNAM (2025)
Client: EREX Sakura Biomass Tuyen Quang Co., Ltd.



CLK Vietnam Cold Storage Warehouse
(Steel Structure; est. 11,800sqm.)
Country: VIETNAM (2022)
Client: CLK Cold Storage Co. Ltd.



Northern LNG Receiving Terminal
[Dolphin-type berth construction
& dredging works]

Country: TAIWAN (2007)
Client: CPC Corporation



Paiton Private Power Plant III (815 MW)
[Building Works, pump pit,
& jetty works]

Country: INDONESIA (2012)
Client: PT Paiton Energy



Thai Binh Thermal Power Plant
(2x300MW)

[Soil improvement by PVD,
turbine building & jetty works]

Country: VIETNAM (2018)
Client: Vietnam Electricity-
Marubeni Corporation



Manzanillo LNG Terminal
[LNG jetty and berth structure incl.
foundation and supporting structures]

Country: MEXICO (2011)
Client: Terminal KMS de GNL



Sakhalin II LNG Terminal
[Approach trestle & dolphin-type
berth construction]

Country: CIS (2007)
Client: Sakhalin Energy Investment
Co., Ltd. (SEIC)



**Central Java Coal Fired
Power Plant (2x1000 MW)**
[Turbine building construction]

Country: INDONESIA (2019)
Client: PT Bhimasena Power
Indonesia

TOA Research and Development Center

TRDC Main Building

An advanced research facility for developing and testing innovative, resilient construction technologies.



Building No. 2

Engineered as a green building, combining wood innovation and solar energy to realize net-zero performance.

Building No. 3

Built as an experimental building to accommodate biological and architectural laboratories with in-house offices.

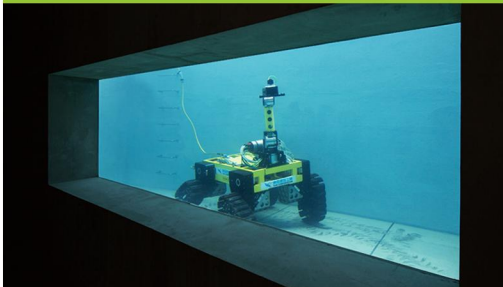


ZEB Certification Net Zero Energy Bldg.

Recognition of TRDC's achievement in high energy efficiency and reduced environmental impact as a Net Zero Energy Building.

Deep Water Basin

A facility for simulating offshore conditions to evaluate the performance of marine and coastal structures.

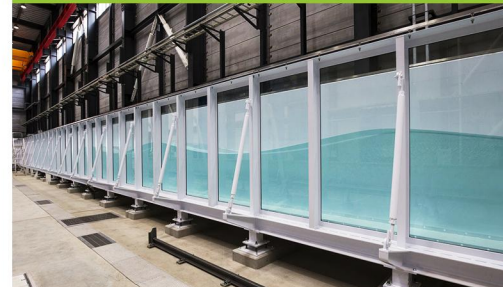


Large Scale Loading Test Equipment

A testing system for verifying the strength and durability of structures under realistic full-scale loading conditions.

Large Scale Wave Flume

An extended flume for precise analysis of wave behavior and wave-structure interactions.



Severe Environment Reproducing Chamber

A controlled chamber for testing material and equipment performance under extreme environmental conditions.

OUR MAJOR OFFSHORE VESSELS



KAKURYU

Piling Barge and Floating Crane

[Length of Leader] 80 m

[Lifting Capacity] 600 ton

[Max. Angle of Raker Leader] ± 25 -deg

[Drivable Diam. of Pile] 600-2500 mm

ASIA MARU NO. 3

Cutter Suction Dredger



[Total Installed Power] 11,560 kW

[Dredge Pump] 6,600 kW

[Max. Dredging depth] 25 m

[Dredging Capacity] Up to 2,200 m³/h

KOUKAKU

Cement Deep Mixing Vessel



[Whole Engine Output] 4,408 kW

[Processing Power] > 90 m³/hr

[Unit Improve Area] 5.47 m²

[Impvt. Depth] 52 m below water

KAISHUU

Trailer Suction Hopper Dredger



[Full Speed] 15.6 kt

[Mud Hold Capacity] 16,500 m³

[Max. Dredging depth] 48 m

[Dredging Capacity] Up to 6,200 m³/h

HAKKAKU

Self-Elevating Platform



[Max. Lifting Capacity] 1,250 tons

[Max. Variable Load] 4,800 ton

[Jacking Load] 3,500 tons/leg

[Pre-load Capacity] 5,000 tons/leg

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Our Official Website:



CREATE VALUE, BUILD THE FUTURE



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