

**Financial Results of FY3/19 & Forecasts for FY3/20
Progress of Medium-term Management Plan
from FY3/18 to FY3/20**

May 2019



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【Disclaimer】

This documents contains forward-looking statements .These statements are not guaranteed of future performance and involve risks and uncertainties and actual results may materially differ from those contains in the forward-looking statements as a result of various factors.

Orders Received of FY3/19 & Forecasts for FY3/20



(JPY bn)

Orders Received of FY3/19

Domestic Civil Engineering Business Unit: JPY162.4 bn (down JPY4.4 bn YoY)

- Marine: JPY84.7 bn (down JPY6.0 bn YoY)
 - Held back by the decrease in private orders received despite the robust demands in public tors
- Land: JPY77.6 bn (up JPY1.5 bn YoY)
 - Favorable results due to multiple orders received for large-scale public projects despite the decrease in private sectors

Domestic Building Construction Business Unit: JPY173.9 bn (down JPY26.7 bn YoY)

- Residence: JPY19.3bn (down JPY4.0 bn YoY)
 - Received multiple orders for large-scale projects
- Non-Residence: JPY154.6 bn (down JPY22.6 bn YoY)
 - Robust demands despite a reactionary drop reflecting the amount for the largest-ever project in the previous fiscal year

Overseas Business Unit: JPY164.1 bn (down JPY136.5 bn YoY)

- Civil Engineering: JPY86.3 bn (down JPY212.1 bn YoY)
 - Declined significantly in reaction to the order received for the largest-ever project in the previous fiscal year, despite orders received for two large-scale projects in Singapore and Indonesia
- Building Construction: JPY77.9 bn (up JPY75.7 bn YoY)
 - Received multiple orders for large-scale projects in Hong Kong

Orders Received Forecasts for FY3/20

Robust demands under the favorable business environment in Japan and overseas

- Domestic Civil Engineering Business Unit: JPY180 bn (Increase)
Meeting increasing demand in public sectors by achieving further inter-departmental collaboration (Sales, Construction and Technology)
- Domestic Building Construction Business Unit: JPY170 bn (Flat)
Marketing enhancement in the company's strong fields (Logistics, foods etc.) as well as taking initiatives on the inbound tourism consumption
- Overseas Business Unit: JPY150 bn (Flat)
Continuously taking initiatives on the large-scale projects, by utilizing the company's strengths

	FY3/18	FY3/19			FY3/20			
		Result	Result	Changes from FY3/18	YoY	Forecast	Changes from FY3/19	YoY
Domestic Civil Engineering	Public Sector	120.5	134.0	13.5	11.2%	140.0	6.0	4.5%
	Private Sector	46.3	28.4	-17.9	-38.7%	40.0	11.6	40.8%
	Total	166.8	162.4	-4.4	-2.7%	180.0	17.6	10.9%
	Marine Civil Engineering	90.7	84.7	-6.0	-6.6%	110.0	25.3	29.8%
Domestic Building Construction	Land Civil Engineering	76.1	77.6	1.5	2.0%	70.0	-7.6	-9.8%
	Share of Marine Civil	54.4%	52.2%	-	-	61.1%	-	-
	Total	200.5	173.9	-26.7	-13.3%	170.0	-3.9	-2.2%
Domestic Construction Total	Residential	23.3	19.3	-4.0	-17.3%	10.0	-9.3	-48.2%
	Non-Residential	177.2	154.6	-22.6	-12.8%	160.0	5.4	3.5%
	Share of Residential	11.6%	11.1%	-	-	5.9%	-	-
Domestic Construction Total	Public Sector	136.1	148.8	12.7	9.3%	150.0	1.2	0.8%
	Private Sector	231.2	187.5	-43.8	-18.9%	200.0	12.5	6.7%
Domestic Construction Total	367.3	336.2	-31.1	-8.5%	350.0	13.8	4.1%	
Overseas Business Unit	Civil Engineering	298.4	86.3	-212.1	-71.1%	80.0	-6.3	-7.3%
	Building Const.	2.2	77.9	75.7	3464.5%	70.0	-7.9	-10.1%
	Overseas Total	300.6	164.1	-136.5	-45.4%	150.0	-14.1	-8.6%
Construction Total	Civil Engineering	465.2	248.6	-216.6	-46.6%	260.0	11.4	4.6%
	Building Const.	202.7	251.7	49.0	24.2%	240.0	-11.7	-4.7%
Construction Total	667.9	500.4	-167.6	-25.1%	500.0	-0.4	-0.1%	
Others	0.7	1.0	0.3	52.4%	0.5	-0.5	-49.9%	
Total	668.6	501.4	-167.2	-25.0%	500.5	-0.9	-0.2%	

Business Results of FY3/19



(JPY bn)

Achieved record-high profit for the 5th consecutive fiscal year on a both consolidated and non-consolidated basis

(However, net sales of construction and gross profit of construction were both lower the original FY 3/19 forecasts published in May 2018.)

■ Non-consolidated

● Net Sales: JPY512.2 bn (up JPY13.0 bn YoY)

- Domestic civil engineering Business Unit: Increased due to steady progress of marine civil projects
- Domestic building construction Business Unit: Increased due to steady progress of a large number of projects at hand
- Overseas Business Unit: Decreased due to a drop in construction works carried over

● Gross Profit: JPY42.0 bn (up JPY1.3 bn YoY)

- Domestic civil engineering Business Unit: Maintained the same level of profit as the previous fiscal year
- Domestic building construction Business Unit: Secured certain level of profit despite a decrease in profit margin
- Overseas Business Unit: Increased due to improved profit margin

● Operating Income: JPY25.9 bn (up JPY1.1 bn YoY)

● Ordinary Income: JPY23.4 bn (up JPY0.5 bn YoY)

- Non-operating income or expenses worsened by JPY0.6 bn due to posting of JPY2.0 bn allowance for doubtful accounts for a bankrupt subcontractor in Singapore

● Net Income: JPY16.7 bn (up JPY0.9 bn YoY)

■ Consolidated

● Net Sales: JPY541.9 bn (up JPY15.0 bn YoY)

● Gross Profit: JPY46.7 bn (up JPY 1.8 bn YoY)

● Operating Income: JPY29.2 bn (up JPY1.6 bn YoY)

● Ordinary Income: JPY26.6 bn (up JPY0.9 bn YoY)

● Net Income: JPY18.9 bn (up JPY1.1 bn YoY)

	Non-Consolidated						Consolidated					
	FY3/19		YoY		FY3/19 Forecast at May 2018		FY3/19		YoY		FY3/19 Forecast at May 2018	
Domestic Civil	172.4		0.4	0.3%	185.0		184.9		2.4	1.3%	195.0	
Domestic Building	178.2		41.8	30.6%	190.0		182.9		42.8	30.6%	195.0	
Overseas	160.6		-29.5	-15.5%	165.0		164.1		-30.9	-15.9%	170.0	
Construction Total	511.2		12.8	2.6%	540.0		531.9		14.3	2.8%	560.0	
Others	1.0		0.3	38.1%	1.0		10.1		0.7	7.7%	10.0	
Net Sales	512.2		13.0	2.6%	541.0		541.9		15.0	2.9%	570.0	
Domestic Civil	21.3	12.4%	-0.2	-0.2p	21.0	11.4%	22.6	12.2%	-0.1	-0.2p	22.3	11.4%
Domestic Building	12.9	7.3%	-0.4	-2.5p	16.0	8.4%	13.6	7.4%	-0.3	-2.5p	16.5	8.5%
Overseas	7.7	4.8%	2.0	1.8p	5.9	3.6%	7.9	4.8%	2.0	1.8p	6.0	3.5%
Gross Profit on Construction	42.0	8.2%	1.3	0.1p	42.9	7.9%	44.2	8.3%	1.5	0.1p	44.8	8.0%
Others	0.0	1.3%	-0.0	-3.9p	0.1	10.0%	2.6	25.5%	0.3	1.3p	2.2	22.0%
Total Gross Profit	42.0	8.2%	1.3	0.0p	43.0	7.9%	46.7	8.6%	1.8	0.1p	47.0	8.2%
SG & A	16.2	3.2%	0.2	-0.0p	17.0	3.1%	17.5	3.2%	0.2	-0.1p	18.5	3.2%
Domestic Civil	12.7	7.4%	-0.3	-0.2p	12.0	6.5%	13.5	7.3%	-0.2	-0.2p	12.6	6.5%
Domestic Building	7.2	4.0%	-0.6	-1.7p	10.0	5.3%	7.7	4.2%	-0.4	-1.6p	10.3	5.3%
Overseas	6.0	3.7%	2.0	1.6p	4.0	2.4%	6.0	3.7%	1.9	1.6p	4.1	2.4%
Others	-0.0	-3.0%	-0.0	-1.7p	0.0	0.0%	2.0	19.7%	0.3	1.8p	1.5	15.0%
Operating Income	25.9	5.1%	1.1	0.1p	26.0	4.8%	29.2	5.4%	1.6	0.2p	28.5	5.0%
Non-Operating Income or Expenses	-2.4		-0.6		-1.0		-2.7		-0.7		-1.0	
Ordinary Income	23.4	4.6%	0.5	-0.0p	25.0	4.6%	26.6	4.9%	0.9	0.0p	27.5	4.8%
Extraordinary Income or Expenses	-0.0		0.4		-1.0		-0.0		0.4		-1.0	
Income before Taxes	23.4	4.6%	0.9	0.1p	24.0	4.4%	26.6	4.9%	1.3	0.1p	26.5	4.6%
Net Income	16.7	3.3%	0.9	0.1p	16.0	3.0%	18.9	3.5%	1.1	0.1p	18.0	3.2%
	FY3/19		YoY		FY3/19 Forecast at May 2018		FY3/19		YoY		FY3/19 Forecast at May 2018	
Total Assets	369.6		-36.9		390.0		383.8		-34.6		405.0	
Net Assets	113.1	30.6%	12.8	5.9p	112.3	28.8%	126.6	33.0%	14.5	6.2p	126.0	31.1%
Interest-bearing Debt	57.8	15.6%	-8.0	-0.5p	58.0	14.9%	59.5	15.5%	-8.0	-0.6p	60.0	14.8%
Cash and Deposits	31.2		-28.9		27.0		36.2		-29.5		32.5	
Net Debt	26.6	7.2%	20.9	5.8p	31.0	7.9%	23.3	6.1%	21.5	5.6p	27.5	6.8%
Net D/E Ratio (Point)	0.2				0.3		0.2				0.2	
Return on Equity (ROE)	15.6%		-1.2p		15.0%		15.8%		-1.3p		15.1%	

Business Forecasts for FY3/20 (Entire term · 2Q term)



(JPY bn)

	Entire term											
	Non-Consolidated					Consolidated						
	FY3/19		FY3/20		YoY	FY3/19		FY3/20		YOY		
Domestic Civil	172.4		190.0		17.6	184.9		200.0		15.1		
Domestic Building	178.2		200.0		21.8	182.9		205.0		22.1		
Overseas	160.6		160.0		-0.6	164.1		165.0		0.9		
Construction Total	511.2		550.0		38.8	531.9		570.0		38.1		
Others	1.0		0.5		-0.5	10.1		10.0		-0.1		
Net Sales	512.2		550.5		38.3	541.9		580.0		38.1		
Domestic Civil	21.3	12.4%	23.0	12.1%	1.7	-0.3p	22.6	12.2%	24.3	12.2%	1.7	-0.1p
Domestic Building	12.9	7.3%	14.5	7.3%	1.6	-0.0p	13.6	7.4%	15.0	7.3%	1.4	-0.1p
Overseas	7.7	4.8%	6.8	4.3%	-0.9	-0.6p	7.9	4.8%	7.0	4.2%	-0.9	-0.6p
Gross Profit on Construction	42.0	8.2%	44.3	8.1%	2.3	-0.2p	44.2	8.3%	46.3	8.1%	2.1	-0.2p
Others	0.0	1.3%	0.1	20.0%	0.1	18.7p	2.6	25.5%	2.6	26.0%	0.0	0.5p
Total Gross Profit	42.0	8.2%	44.4	8.1%	2.4	-0.1p	46.7	8.6%	48.9	8.4%	2.2	-0.2p
SG & A	16.2	3.2%	16.9	3.1%	0.7	-0.1p	17.5	3.2%	18.4	3.2%	0.9	-0.1p
Operating Income	25.9	5.1%	27.5	5.0%	1.6	-0.1p	29.2	5.4%	30.5	5.3%	1.3	-0.1p
Non-Operating Income or Expenses	-2.4		-1.0		1.4		-2.7		-1.0		1.7	
Ordinary Income	23.4	4.6%	26.5	4.8%	3.1	0.2p	26.6	4.9%	29.5	5.1%	2.9	0.2p
Extraordinary Income or Expenses	-0.0		-1.0		-1.0		-0.0		-1.0		-1.0	
Income before Taxes	23.4	4.6%	25.5	4.6%	2.1	0.1p	26.6	4.9%	28.5	4.9%	1.9	0.0p
Net Income	16.7	3.3%	17.5	3.2%	0.8	-0.1p	18.9	3.5%	19.5	3.4%	0.6	-0.1p

Earning Per Share (JPY)	58.5		61.3		2.8	66.2		68.3		2.1
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	FY3/19		FY3/20		YoY		FY3/19		FY3/20		YOY	
Total Assets	369.6		395.0		25.4		383.8		410.0		26.2	
Net Assets	113.1	30.6%	125.6	31.8%	12.5	1.2p	126.6	33.0%	140.6	34.3%	14.1	1.3p
Interest-bearing Debt	57.8	15.6%	58.0	14.7%	0.2	-1.0p	59.5	15.5%	60.0	14.6%	0.5	-0.9p
Cash and Deposits	31.2		34.7		3.5		36.2		41.7		5.5	
Net Debt	26.6	7.2%	23.3	5.9%	-3.3	-1.3p	23.3	6.1%	18.3	4.5%	-5.0	-1.6p

	2Q											
	Non-Consolidated					Consolidated						
	FY3/19		FY3/20		YoY	FY3/19		FY3/20		YOY		
Domestic Civil	84.8		95.0		10.2	90.5		100.0		9.5		
Domestic Building	76.2		100.0		23.8	77.5		102.5		25.0		
Overseas	71.2		60.0		-11.2	72.1		62.5		-9.6		
Construction Total	232.2		255.0		22.8	240.1		265.0		24.9		
Others	0.1		0.2		0.1	4.4		5.2		0.8		
Net Sales	232.4		255.2		22.8	244.5		270.2		25.7		
Domestic Civil	10.9	12.9%	11.5	12.1%	0.6	-0.8p	11.4	12.6%	12.2	12.2%	0.8	-0.4p
Domestic Building	6.7	8.8%	7.5	7.5%	0.8	-1.3p	6.9	8.9%	7.8	7.6%	0.9	-1.3p
Overseas	4.3	6.0%	2.6	4.3%	-1.7	-1.7p	4.4	6.1%	2.7	4.3%	-1.7	-1.8p
Gross Profit on Construction	21.9	9.4%	21.6	8.5%	-0.3	-1.0p	22.7	9.5%	22.7	8.6%	-0.0	-0.9p
Others	-0.2	-160.9%	0.0	0.0%	0.2	160.9p	0.9	20.6%	1.2	23.1%	0.3	2.5p
Total Gross Profit	21.7	9.3%	21.6	8.5%	-0.1	-0.9p	23.6	9.7%	23.9	8.8%	0.3	-0.8p
SG & A	7.8	3.4%	8.3	3.3%	0.5	-0.1p	8.5	3.5%	9.1	3.4%	0.6	-0.1p
Operating Income	13.8	6.0%	13.3	5.2%	-0.5	-0.7p	15.1	6.2%	14.8	5.5%	-0.3	-0.7p
Non-Operating Income or Expenses	0.0		-0.5		-0.5		-0.0		-0.5		-0.5	
Ordinary Income	13.9	6.0%	12.8	5.0%	-1.1	-1.0p	15.1	6.2%	14.3	5.3%	-0.8	-0.9p
Extraordinary Income or Expenses	0.0		-0.1		-0.1		0.0		-0.1		-0.1	
Income before Taxes	13.9	6.0%	12.7	5.0%	-1.2	-1.0p	15.1	6.2%	14.2	5.3%	-0.9	-0.9p
Net Income	10.0	4.3%	8.5	3.3%	-1.5	-1.0p	10.9	4.4%	9.5	3.5%	-1.4	-0.9p

Business forecasts for FY3/20 on a consolidated basis

- Net Sales: Expected to increase by accomplishing a large number of projects at hand (up 7% YoY)
- Gross Profit: Expected to result in the same level of profit margin. Profit is expected to improve in light of sales increase (up 5% YoY)
- Net Income: Expected to achieve record-high profit for the 6th consecutive fiscal year (up 3% YoY)

Progress of Medium Term Management Plan (FY3/18-FY3/20)



Management targets

Numeric Targets for Consolidated Performance of FY3/20

	Original	First Revision	Second Revision
Net Sales:	JPY580 bn	JPY590 bn	JPY580 bn
Net Income:	JPY17.0 bn	JPY19.0 bn	JPY19.5 bn
Equity Ratio:	30% or higher	30% or higher	30% or higher
Dividends Pay out Ratio:	20 to 25%	25 to 30%	25 to 30%

(JPY bn)

	Mid-term Management Plan (FY3/18 - FY3/20) Targets for FY3/20					
	Original (May 2017)		First Revision (May 2018)		Second Revision (May 2019)	
	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated	Non-Consolidated	Consolidated

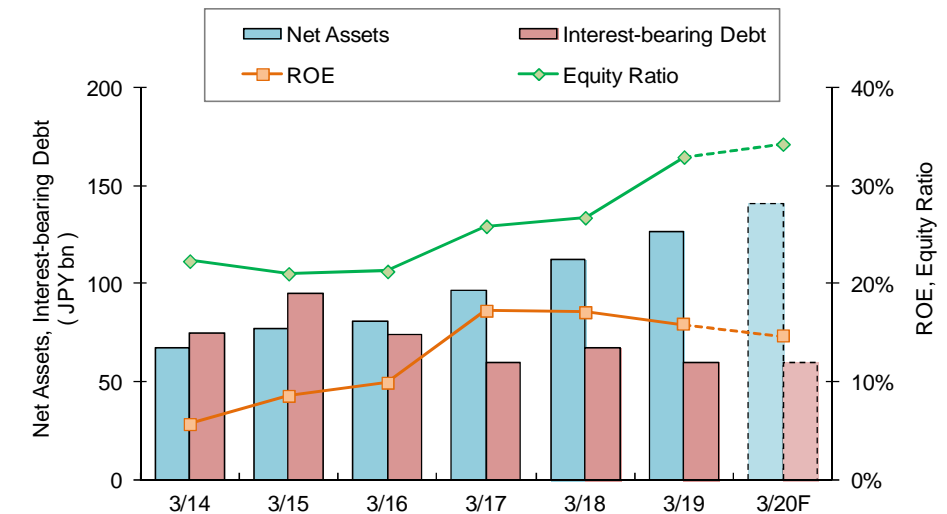
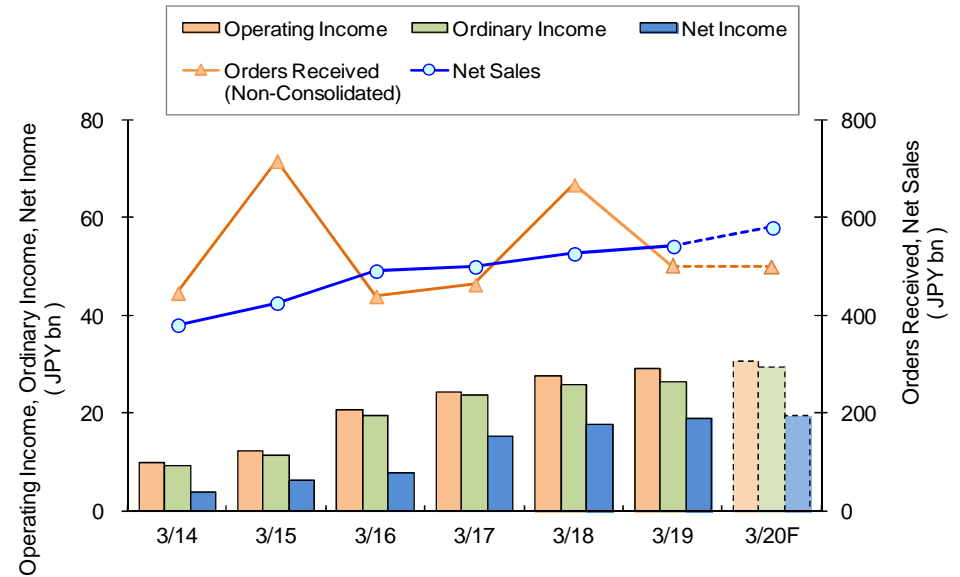
Financial Targets

Orders Received	500.0		500.0		500.0	
Net Sales	551.0	580.0	561.0	590.0	550.5	580.0
Operating Income	25.0	27.5	28.0	30.5	27.5	30.5
Ordinary Income	24.5	27.0	27.0	29.5	26.5	29.5
Net Income	15.0	17.0	17.0	19.0	17.5	19.5
Earning Per Share (Yen)	52.5	59.5	59.6	66.6	61.3	68.3

Consolidated targets of financial status

Net Assests/Total Assets	30% or higher	30% or higher	30% or higher
Interest-bearing Debt	60.0 or less	60.0 or less	60.0 or less
Net D/E Ratio (times)	about 0.2	about 0.1	about 0.1
ROE	8% or higher	8% or higher	8% or higher

Changes in principle figures on a consolidated basis



Progress of Medium Term Management Plan (FY3/18-FY3/20)



(JPY bn)

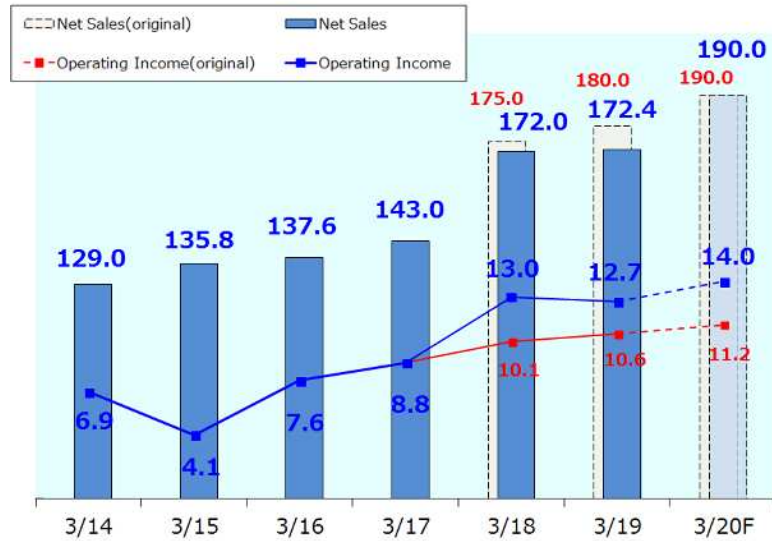
	Non-Consolidated											
	Mid-term Management Plan (May 2017)						Mid-term Management Plan (May 2019)					
	FY3/18F		FY3/19F		FY3/20F		FY3/18		FY3/19		FY3/20F	
Domestic Civil Engineering	160.0		170.0		170.0		166.8		162.4		180.0	
Domestic Building Construction	200.0		170.0		180.0		200.5		173.9		170.0	
Overseas	150.0		150.0		150.0		300.6		164.1		150.0	
Construction Total Orders Received	510.0		490.0		500.0		667.9		500.4		500.0	
Domestic Civil Engineering	175.0		180.0		190.0		172.0		172.4		190.0	
Domestic Building Construction	150.0		190.0		200.0		136.4		178.2		200.0	
Overseas	190.0		160.0		160.0		190.1		160.6		160.0	
Construction Total	515.0		530.0		550.0		498.4		511.2		550.0	
Others	1.0		1.0		1.0		0.7		1.0		0.5	
Net Sales	516.0		531.0		551.0		499.2		512.2		550.5	
Domestic Civil Engineering	19.0	10.9%	20.0	11.1%	21.0	11.1%	21.5	12.5%	21.3	12.4%	23.0	12.1%
Domestic Building Construction	13.9	9.3%	16.3	8.6%	17.0	8.5%	13.4	9.8%	12.9	7.3%	14.5	7.3%
Overseas	5.5	2.9%	4.8	3.0%	4.9	3.1%	5.8	3.0%	7.7	4.8%	6.8	4.3%
Gross Profit on Construction	38.4	7.5%	41.1	7.8%	42.9	7.8%	40.7	8.2%	42.0	8.2%	44.3	8.1%
Others	0.1	10.0%	0.1	10.0%	0.1	10.0%	0.0	5.2%	0.0	1.3%	0.1	20.0%
Total Gross Profit	38.5	7.5%	41.2	7.8%	43.0	7.8%	40.7	8.2%	42.0	8.2%	44.4	8.1%
SG & A	16.5	3.2%	17.2	3.2%	18.0	3.3%	15.9	3.2%	16.2	3.2%	16.9	3.1%
Domestic Civil Engineering	10.1	5.8%	10.6	5.9%	11.2	5.9%	13.0	7.5%	12.7	7.4%	14.0	7.4%
Domestic Building Construction	8.1	5.4%	10.3	5.4%	10.7	5.4%	7.8	5.7%	7.2	4.0%	8.5	4.3%
Overseas	3.8	2.0%	3.1	1.9%	3.1	1.9%	4.0	2.1%	6.0	3.7%	5.0	3.1%
Others	0.0	0.0%	0.0	0.0%	0.0	0.0%	-0.0	-1.3%	-0.0	▲3.0%	0.0	0.0%
Operating Income	22.0	4.3%	24.0	4.5%	25.0	4.5%	24.8	5.0%	25.9	5.1%	27.5	5.0%
Non-Operating Income or Expenses	-0.5		-0.5		-0.5		-1.9		-2.4		-1.0	
Ordinary Income	21.5	4.2%	23.5	4.4%	24.5	4.4%	22.9	4.6%	23.4	4.6%	26.5	4.8%
Extraordinary Income or Expenses	-1.0		-1.0		-1.0		-0.4		-0.0		-1.0	
Income before Taxes	20.5	4.0%	22.5	4.2%	23.5	4.3%	22.5	4.5%	23.4	4.6%	25.5	4.6%
Net Income	13.5	2.6%	14.5	2.7%	15.0	2.7%	15.8	3.2%	16.7	3.3%	17.5	3.2%
Earning per share (yen)	47.2		50.7		52.5		55.3		58.5		61.3	
Total Assets	370.0						406.5		369.6		395.0	
Net Assets	97.2	26.3%					100.3	24.7%	113.1	30.6%	125.6	31.8%
Interest-bearing Debt	58.0	15.7%	58.0		58.0		65.8	16.2%	57.8	15.6%	58.0	14.7%
Cash and Deposits	46.0		27.0		29.0		60.2		31.2		34.7	
Net Interest-bearing Debt	12.0	3.2%	31.0		29.0		5.7	1.4%	26.6	7.2%	23.3	5.9%
Net D/E Ratio (Point)	0.1						0.1		0.2		0.2	
Return On Equity (ROE)	14.6%						16.8%		15.6%		14.7%	

	Consolidated											
	Mid-term Management Plan (May 2017)						Mid-term Management Plan (May 2019)					
	FY3/18F		FY3/19F		FY3/20F		FY3/18		FY3/19		FY3/20F	
	185.0		190.0		200.0		182.5		184.9		200.0	
	155.0		195.0		205.0		140.0		182.9		205.0	
	195.0		165.0		165.0		195.0		164.1		165.0	
	535.0		550.0		570.0		517.5		531.9		570.0	
	10.0		10.0		10.0		9.4		10.1		10.0	
	545.0		560.0		580.0		526.9		541.9		580.0	
	20.3	11.0%	21.3	11.2%	22.3	11.2%	22.8	12.5%	22.6	12.2%	24.3	12.2%
	14.4	9.3%	16.8	8.6%	17.5	8.5%	13.9	9.9%	13.6	7.4%	15.0	7.3%
	5.6	2.9%	4.9	3.0%	5.0	3.0%	6.0	3.1%	7.9	4.8%	7.0	4.2%
	40.3	7.5%	43.0	7.8%	44.8	7.9%	42.7	8.2%	44.2	8.3%	46.3	8.1%
	2.2	22.0%	2.2	22.0%	2.2	22.0%	2.3	24.2%	2.6	25.5%	2.6	26.0%
	42.5	7.8%	45.2	8.1%	47.0	8.1%	44.9	8.5%	46.7	8.6%	48.9	8.4%
	18.0	3.3%	18.7	3.3%	19.5	3.4%	17.3	3.3%	17.5	3.2%	18.4	3.2%
	10.7	5.8%	11.2	5.9%	11.8	5.9%	13.7	7.5%	13.5	7.3%	14.7	7.4%
	8.4	5.4%	10.6	5.4%	11.0	5.4%	8.1	5.8%	7.7	4.2%	8.8	4.3%
	3.9	2.0%	3.2	1.9%	3.2	1.9%	4.1	2.1%	6.0	3.7%	5.0	3.0%
	1.5	15.0%	1.5	15.0%	1.5	15.0%	1.7	17.9%	2.0	19.7%	2.0	20.0%
	24.5	4.5%	26.5	4.7%	27.5	4.7%	27.6	5.2%	29.2	5.4%	30.5	5.3%
	-0.5		-0.5		-0.5		-1.9		-2.7		-1.0	
	24.0	4.4%	26.0	4.6%	27.0	4.7%	25.7	4.9%	26.6	4.9%	29.5	5.1%
	-1.0		-1.0		-1.0		-0.4		-0.0		-1.0	
	23.0	4.2%	25.0	4.5%	26.0	4.5%	25.3	4.8%	26.6	4.9%	28.5	4.9%
	15.5	2.8%	16.5	2.9%	17.0	2.9%	17.8	3.4%	18.9	3.5%	19.5	3.4%
	54.2		57.7		59.5		62.4		66.2		68.3	
	390.0						418.4		383.8		410.0	
	108.5	27.8%				30% or higher	112.0	26.8%	126.6	33.0%	140.6	34.3%
	60.0	15.4%	60.0		60.0	or less	67.5	16.1%	59.5	15.5%	60.0	14.6%
	51.0		32.0		34.0		65.7		36.2		41.7	
	9.0	2.3%	28.0		26.0		1.8	0.4%	23.3	6.1%	18.3	4.5%
	0.1					about 0.2	0.0		0.2		0.1	
	15.1%					8% or higher	17.1%		15.8%		14.6%	

Progress of Medium Term Management Plan (FY3/18-FY3/20)



Domestic Civil Engineering



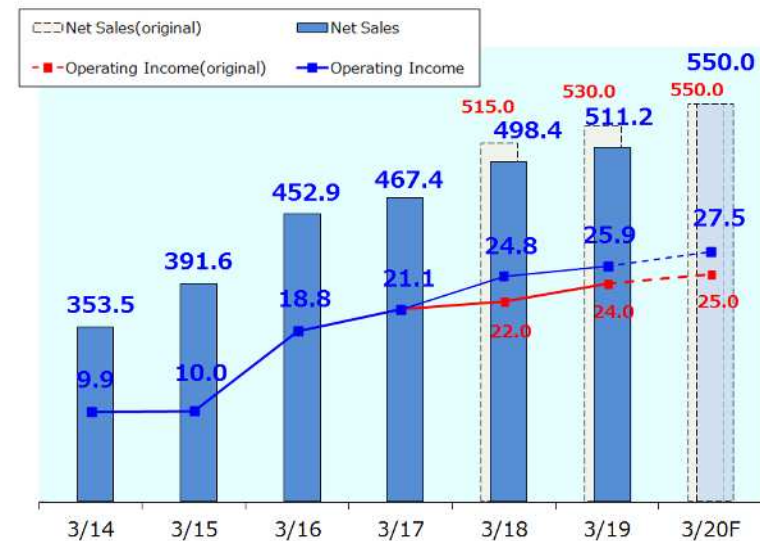
Domestic Building Construction



Overseas



Total



Financial Planning and Capital Policies

Efficient fund procurement

- More comprehensive cash flow management on construction projects in Japan and overseas
- Diversifying fund procurement measures

Foreign exchange risk management

- Boosting the number of overseas projects at hand, and expanding target areas
- Alleviating foreign exchange risks by undertaking hedging activities in an appropriate and timely manner

Payment condition improvement for subcontractors

- Has stipulated cash payment to the subcontractors, instead of bill payment (started in FY3/18 and completed in FY 3/19)
 - affected the cash flow from operations by JPY52.1 bn in 2 years
- Strengthening the partnerships with the subcontractors by improving the payment condition
- Enhancement of financial soundness by abolishing bill payment (Debt reduction)

Capital policies

- Improvement of the Equity ratio
 - Building the periodic profits steadily + Enhancement of financial soundness (Debt reduction by abolishing bill payment)
 - Target of Equity Ratio for FY3/20 (Consolidated): 30% or higher
 - Expected to accomplish the Equity Ratio of 30% in FY3/19
- Dividends payout ratio
 - Aiming at capital adequacy and capital investment, and profit return in an appropriate and secure manner
 - Target payout ratio (Consolidated): 20 to 25% → **25 to 30% from FY3/19**
 - Term end dividend of FY3/19: JPY19 (up JPY1 compared to the forecast at the beginning of the fiscal year)
 - Term end dividends for FY3/20: JPY20 (Dividend payout ratio forecast: 29.3%)

Balance of interest-bearing debt

(JPYbn)

	Mid-term Management Plan Original (May 2017)			Mid-term Management Plan Revised (May 2019)		
	3/18F	3/19F	3/20F	3/18	3/19	3/20F
Consolidated						
Cash flow from operations	-9.0	-6.0	14.0	3.4	-6.6	17.0
Cash flow from investment	-9.0	-9.0	-8.0	-13.1	-11.2	-6.0
Cash flow from financing	-3.5	-4.0	-4.0	4.1	-12.5	-5.5
Balance of cash and deposit	51.0	32.0	34.0	65.7	36.2	41.7
Balance of debt with interest	60.0	60.0	60.0	67.5	59.5	60.0
(Change from the previous year)	0.3	0.0	0.0	7.8	-8.0	0.5
Non-Consolidated						
Balance of cash and deposit	46.0	27.0	29.0	60.2	31.2	34.7
Balance of debt with interest	58.0	58.0	58.0	65.8	57.8	58.0
(Change from the previous year)	0.0	0.0	0.0	7.8	-8.0	0.2

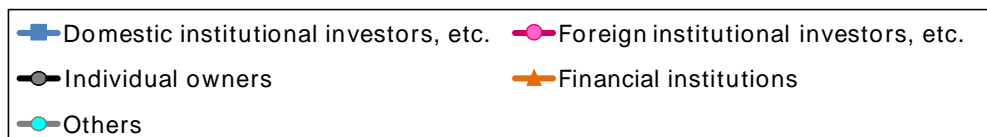
Dividend per share, Dividends payout ratio, and Equity ratio on a consolidated basis

	3/14	3/15	3/16	3/17	3/18	3/19	3/20F
Dividend per share (Yen)	2.0	4.0	6.0	12.0	14.0	19.0	20.0
Dividend payout ratio (%)	15.2	18.5	22.0	22.5	22.5	28.7	29.3
Equity ratio (%)	22.3	21.0	21.3	25.9	26.7	33.0	34.3

Shareholder Composition

- Issued common stock: 286,013,910, including 209,720 of the treasury stocks
- Number of shareholders: 36,483 (up 5,293 over the previous term)
- Shareholder composition: Domestic Institutional investors, etc 37.5% (up 3.3p), Foreign institutional investors, etc 25.3% (down 8.1p), Individual owners 22.4% (up 3.8p), Financial institutions 12.2% (up 0.4p), Other domestic corporations 2.7% (up 0.7p) → Institutional investors in and out of Japan 62.7% (down 4.9p)

Top 10 shareholders



As of 31 Mar. 2019

Name of shareholders	Shares held (in thousands)	Voting right ratio(%)
Japan Trustee Service Bank, Ltd. (Trust account)	39,824	13.9
The Master Trust Bank of Japan, Ltd. (Trust account)	21,628	7.6
Mizuho Bank, Ltd.	7,059	2.5
Meiji Yasuda Life Insurance Company	6,656	2.3
Trust & Custody Services Bank, Ltd. (Securities Investment Trust Account)	6,471	2.3
Japan Trustee Service Bank, Ltd. (Trust account 5)	5,224	1.8
JUNIPER	5,216	1.8
JP Morgan Chase Bank 385151	4,398	1.5
Sompo Japan Nipponkoa Insurance Inc.	4,280	1.5
Tokio Marine & Nichido Fire Insurance Co., Ltd.	3,934	1.4
Total held by top 10 shareholders	104,694	36.6