

## Message from the President

To affirmatively respond to the customer's trust with reliable safety and product quality, contributing to society through advanced technology



Takuzo Shimizu  
President, Chief Executive Officer and Representative Director



Penta-Ocean Construction Co., Ltd. is now celebrating its 123rd anniversary since its founding as Mizuno-gumi in Kure City, Hiroshima Prefecture in 1896. Our business began with marine civil engineering works and has expanded to land civil engineering works and building construction works. We have had historical involvement in numerous and notable major overseas projects, particularly the Suez Canal Widening and Deepening project in Egypt, etc. This year is the 55th anniversary of the establishment of our base in Singapore.

We are now aiming to become a globally No.1 contractor in port, coastal and waterfront areas. Towards the year 2021 which is the 125th anniversary of the foundation of our company, we will strengthen the foothold as a distinctive general contractor with strengths in marine civil engineering and overseas businesses.

The world's economic situation remains uncertain due to concerns over the future of the economy and unstable political situations in the United States and Europe.

The business environment surrounding the construction industry, however, continues to be firm both in Japan and overseas. Our business is expected to expand further, owing to the steady progress of large-scale projects in Japan and overseas, as well as the substantial increase in Japanese public investment due to "the three-year emergency response plan for disaster prevention, disaster mitigation, and building national resilience".

The Medium-term Management Plan has entered the final fiscal year. Its results have exceeded the original plan and it is expected to achieve the record-high net income for the sixth consecutive years. We will further develop "Interdepartmental collaboration" between Civil Engineering and Building Construction businesses and also between Domestic and Overseas businesses, which is a unique corporate culture of Penta-Ocean Construction. We aim to be a company that can provide the high-quality social infrastructures and buildings for our customers as well as for the society, while improving productivity backed by advanced technology, and demonstrating the company's comprehensive strength beyond departmental borders.

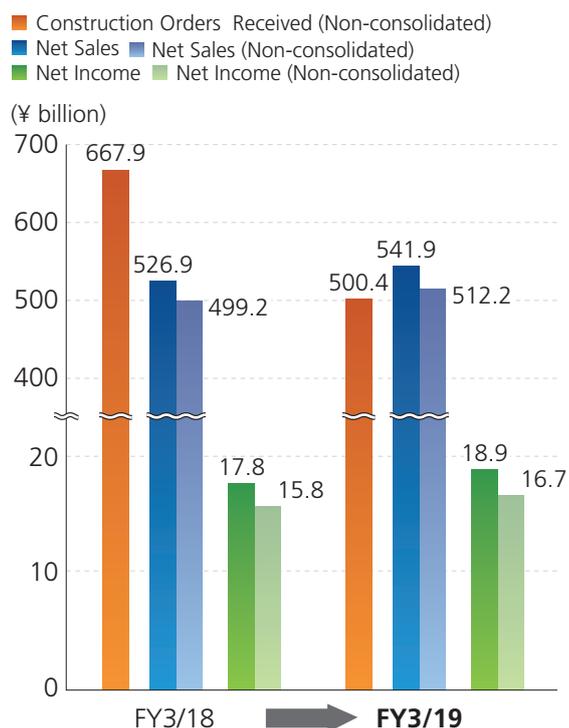
Under current good business climate, we will accelerate “Work style reform” and “Productivity improvement” aiming for “Two days off per week” which is one of the most impending management tasks for us. In order to realize this while the volume of business is expanding, securing and nurturing diverse human resources is first and foremost important. We have been actively engaged in recruiting and nurturing diverse human resources, such as not only new graduates but also mid-career candidates and foreign students.

In Japan, all the site staff have been provided with tablet terminals and promoting on-site productivity improvements such as utilizing ICT, promoting BIM/CIM and streamlining construction management operations. In overseas as well, Japanese and non-Japanese are working together to introduce a new global personnel appraisal system and to try to realize “Two days off per week”.

Both in Japan and overseas, we will promote “Diversity & Inclusion” with the aim of creating a company in which diverse human resources can work with mutual recognition and make the most of each other, regardless of gender or nationality.

Penta-Ocean Construction Group will continuously practice business management based on its Corporate Social Responsibility (CSR) Policy, with an emphasis on ESG. As for environment (E), we work on various environmental considerations in construction and contribute to creation of a better global environment through construction. As for society (S), we aim to contribute to society through construction of high quality infrastructures. As for governance (G), we practice highly transparent corporate management in accordance with the Japanese version of the Corporate Governance Code. We always maintain high ethical standards, cherish a culture of openness and trust where our technological strength is highly valued.

### Construction Orders Received/Net Sales/Net Income



### Revised Medium-Term Management Plan

