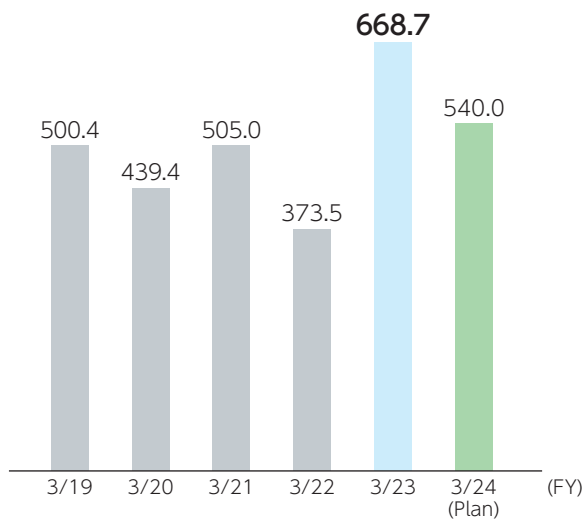


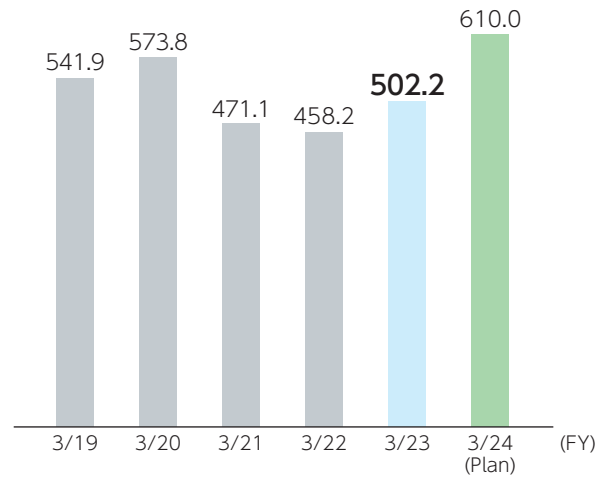
Financial/Non-financial Highlights

*In principle, consolidated. A note is provided whenever the scope of coverage deviates from this description.

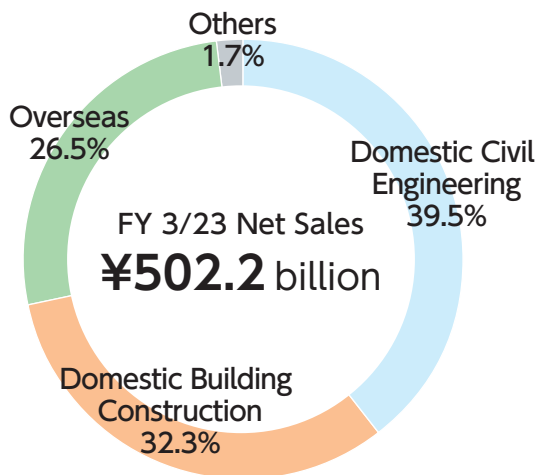
Construction Orders Received (Non-consolidated) (¥ billion)



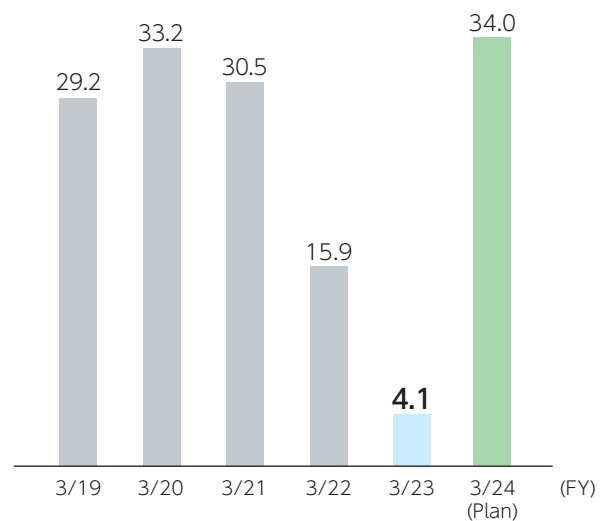
Net Sales (¥ billion)



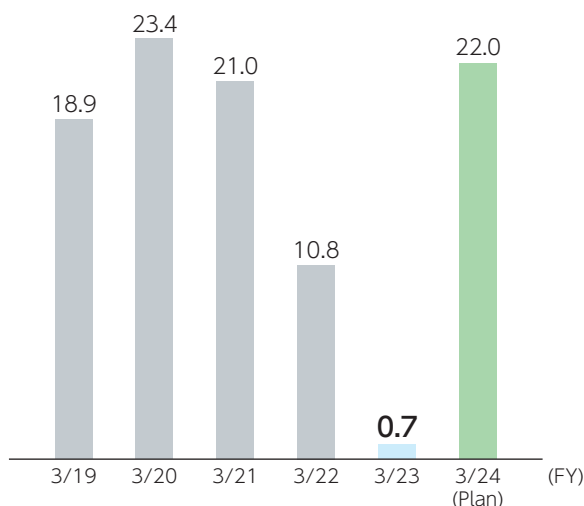
Sales Contribution by Business Unit



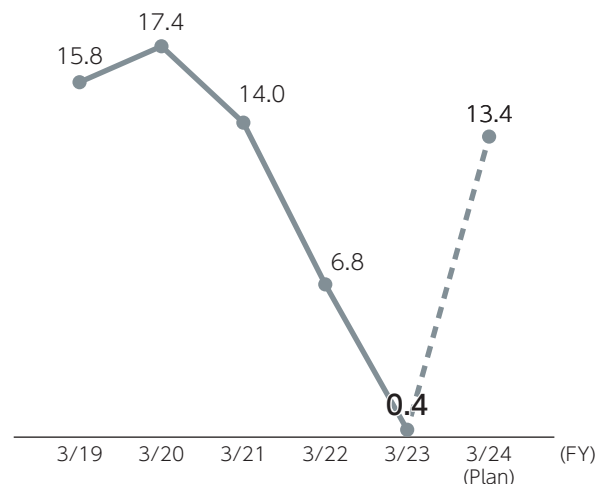
Operating Profit (¥ billion)



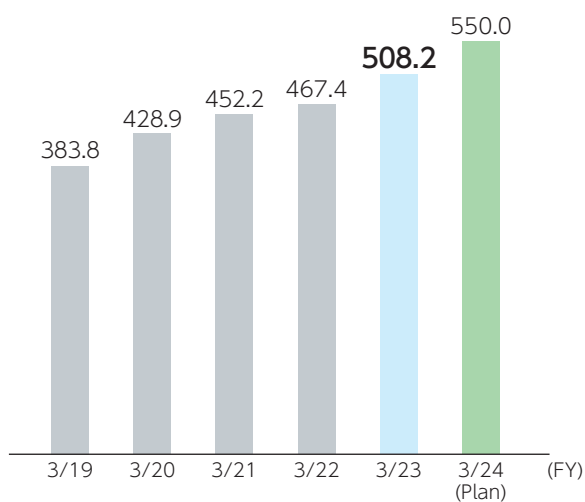
Net Income (¥ billion)



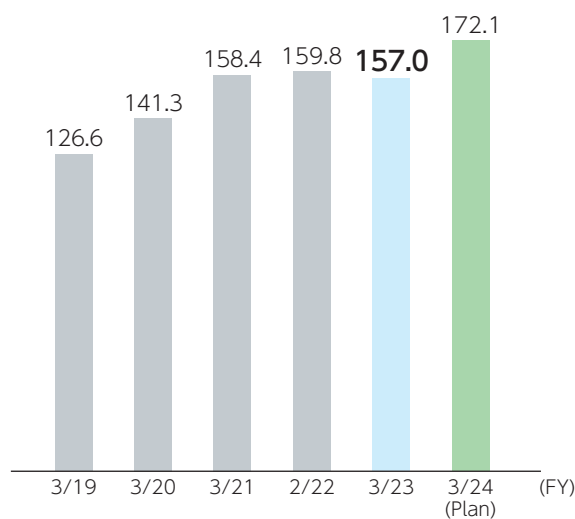
ROE (%)



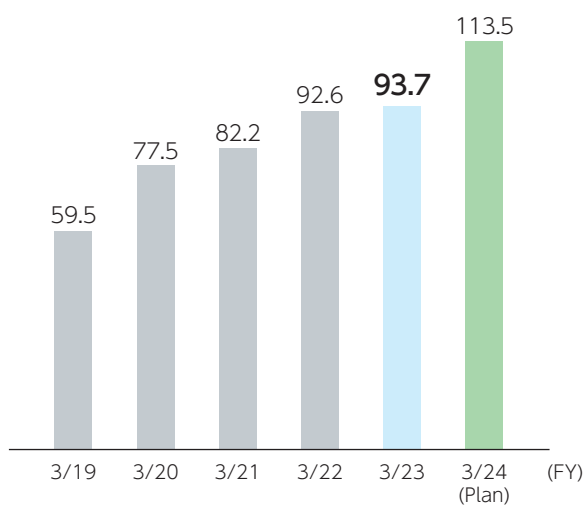
Total Assets (¥ billion)



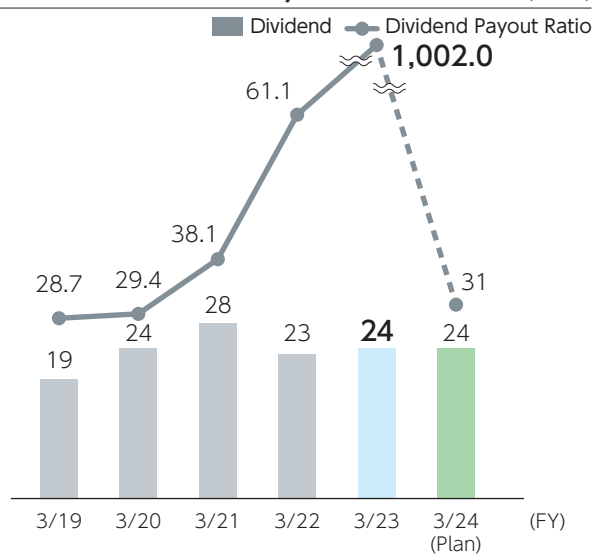
Net Assets (¥ billion)



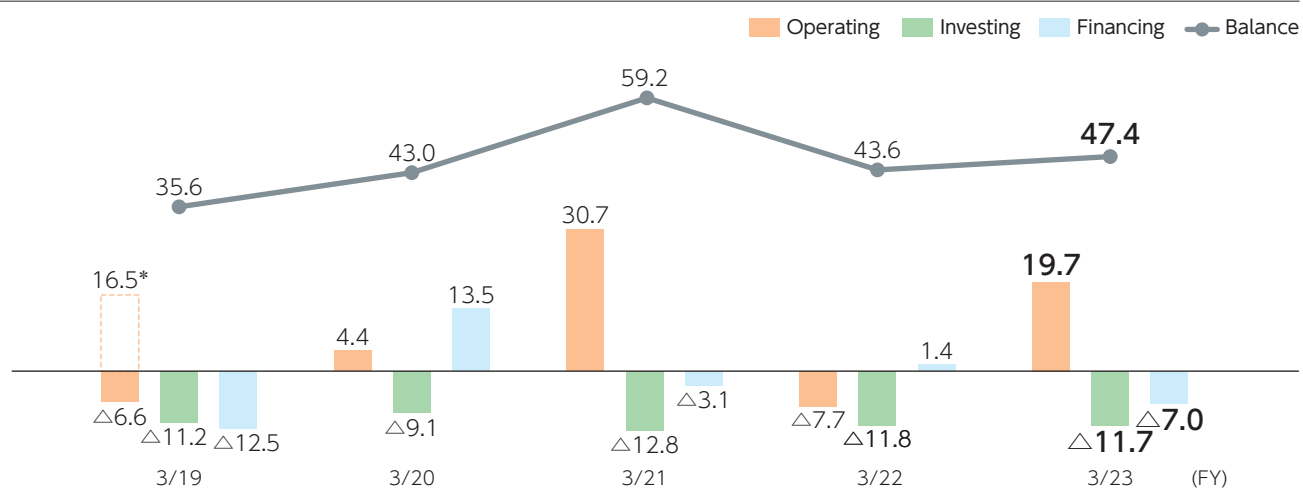
Balance of Interest-bearing Debt (¥ billion)



Dividend and Dividend Payout Ratio (Yen/%)



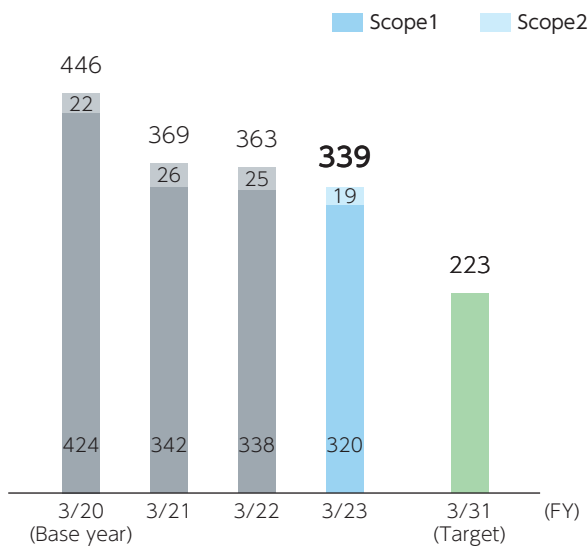
Operating, Investing and Financing Cash Flows and Term-end Balance of Cash and Cash Equivalents (¥ billion)



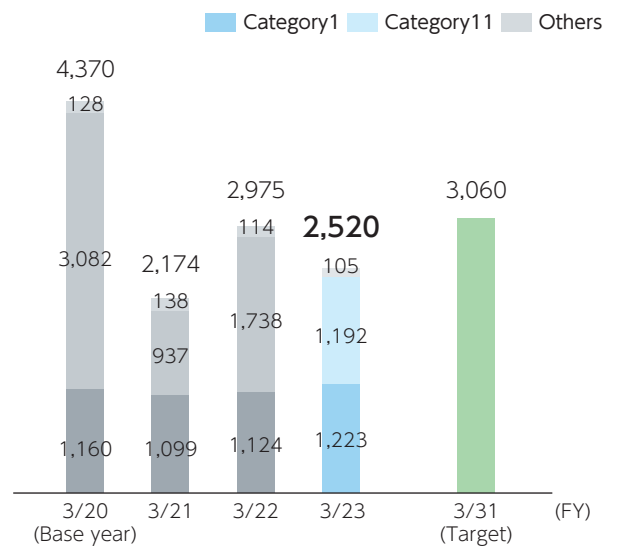
*Effect of the shift to payment to subcontracting companies 100% in cash on cash flows 23.1 billion yen in FY 3/19

Financial/Non-financial Highlights

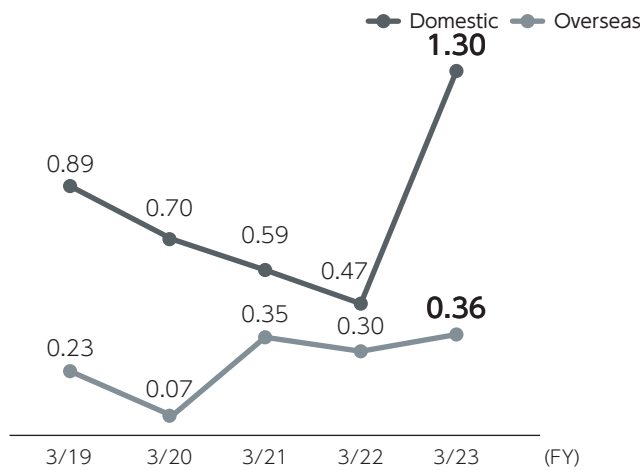
CO₂ Emissions (Scope 1+2) (kt-CO₂)



CO₂ Emissions (Scope 3) (kt-CO₂)

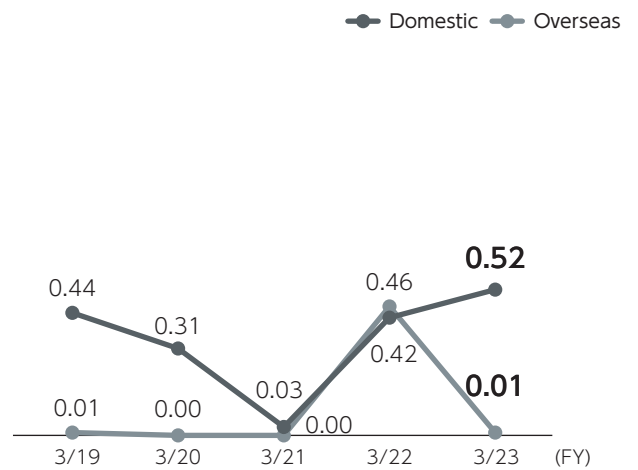


Accident Frequency Rate* (Domestic/Overseas) (Non-consolidated)



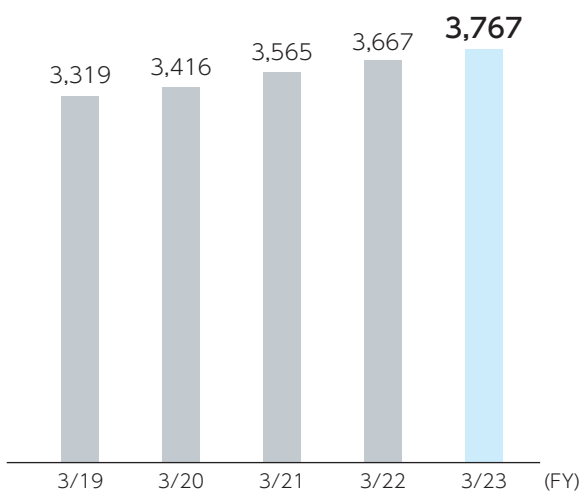
*Accident Frequency Rate: It represents the frequency of industrial accidents, and is calculated by the equation: (Number of casualties in industrial accidents) / (Total number of actual working hours) × 1,000,000

Accident Severity Rate* (Domestic/Overseas) (Non-consolidated)

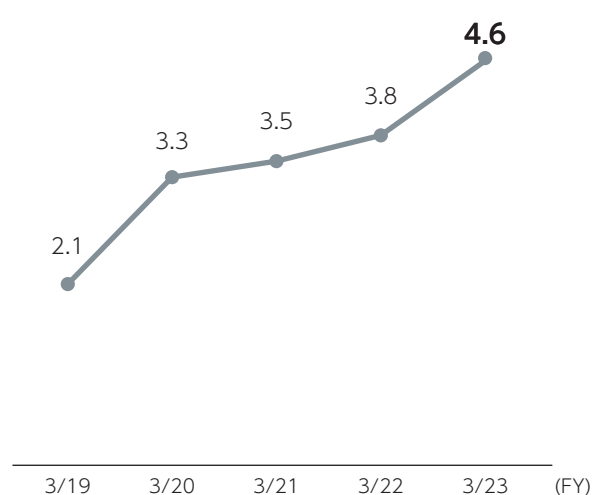


*Accident Severity Rate: It represents the severity of industrial accidents, and is calculated by the equation: (Total number of workdays lost) / (Total number of actual working hours) × 1,000

Number of Employees



Ratio of Female Management-level Employees (Non-consolidated) (%)



ESG Data

*In principle, non-consolidated

ESG	Indicators	KPI	FY 3/20	FY 3/21	FY 3/22	FY 3/23	Unit			
E	CO ₂ emissions	CO ₂ emissions (Scope1) (Consolidated)	✓	424	342	338	320	☑	kt-CO ₂	
		CO ₂ emissions (Scope2) (Consolidated)	✓	22	26	25	19	☑		
		CO ₂ emissions (Scope3) (Consolidated)	✓	4,370	2,174	2,975	2,520	☑		
		Percentage of vehicles using additive to improve fuel economy (Consolidated)	✓	-	-	-	2%	-		
		Percentage of eco-friendly construction machinery (Consolidated)	✓	-	-	-	2%	-		
		Number of orders for ZEB buildings (Consolidated)	✓	1	2	3	4	nos.		
	Environment	Output from constructed offshore wind farms (Consolidated)	✓	0	0	0	0	MW		
		Construction waste recycling rate (domestic)	✓	97.3%	98.1%	98.5%	96.0%	-		
		Construction waste emissions (domestic)	-	442	414	510	571	☑	kt	
		Electricity consumption	-	44,068	48,068	48,114	37,615	☑	MWh	
		Green Products Purchasing (domestic)	✓	5,673	6,958	7,055	7,968	million yen		
		Development of blue-carbon related technologies application to actual projects	✓	1	2	1	4	nos.		
		Number of violation of environmental laws and regulations (domestic)	✓	(0)	(0)	(0)	(0)			
	S	Diversity & Inclusion	Number of employees (as of March 31) (Consolidated)	-	3,416	3,565	3,667	3,767	nos.	
Number of employees (as of March 31) (domestic + Overseas)			-	4,493	4,650	4,642	4,763			
Of which, number of female employees			-	667	719	698	741			
Number of female management-level employees (domestic + Overseas)			-	47	49	53	65			
Ratio of female management-level employees (domestic + Overseas)			✓	3.3%	3.5%	3.8%	4.6%	-		
Number of new employees			-	192	197	197	202	nos.		
(Number of female career-track employees/Number of new employees)			✓	(9.4%)	(15.2%)	(13.7%)	(14.4%)	-		
Turnover rate within 3 years of joining			✓	15.9%	16.8%	14.1%	16.2%	-		
Work life balance		Ratio of employees with disabilities	✓	2.29%	2.69%	2.79%	2.76%	-		
		Implementation of 8 site-closures per 4 weeks (Calculated based on the number of site closures)	✓	38.7%	42.9%	50.0%	56.0%	-		
		Implementation of 4 days off per 8 weeks	✓	74.5%	78.4%	86.6%	92.1%	-		
Safety		Domestic	Childcare leave acquisition rate (male)	✓	48.8%	33.0%	39.8%	114.3%	-	
			Number of accidents (four or more lost days)	Number of accidents (four or more lost days)	-	19	11	9	23	nos.
				Number of fatal accidents (overall)	✓	1	0	1	1	
	Number of deaths (employee)			-	0	0	0	0		
	Number of deaths (subcontractors)			-	1	0	1	1		
	Frequency rate			✓	0.70	0.59	0.47	1.30		
	Severity rate	✓	0.31	0.03	0.42	0.52	-			
	Overseas	Number of accidents (four or more lost days)	-	3	11	9	12	nos.		
		Number of fatal accidents (overall)	✓	0	0	2	0			
		Number of deaths (employee)	-	0	0	0	0			
		Number of deaths (subcontractors)	-	0	0	2	0			
		Frequency rate	✓	0.07	0.35	0.30	0.36			
		Severity rate	✓	0.00	0.00	0.46	0.01		-	
Overall		✓	0.00	0.00	0.46	0.01	-			
Quality	R&D expenses	Overall	✓	2,435	2,348	2,405	2,786	million yen		
		DX related	✓	1,555	968	1,021	1,129			
		GX related	✓	411	910	1,000	1,261			
		Resilience related	✓	469	470	383	396			
	number of external publications	Overall	✓	128	131	135	144	nos.		
		DX related	✓	24	29	27	36			
		GX related	✓	29	26	34	28			
		Resilience related	✓	75	82	69	93			
	Number of patents, utility models, etc. held	✓	591	666	676	687	-			
	Number of commendations (Commendations from the Minister, the director of regional development bureaus, Nikkenren and JSCE awards)	✓	34	31	23	25	-			
	Score of projects awarded by the government	✓	79.7	81.0	81.1	80.1	nos.			
	Numbers of cases of non-conforming product handing (domestic)	✓	22	25	18	30	nos.			
	Numbers of cases of non-conforming product handing (overseas)	✓	4	7	0	0				
Private clients satisfaction survey "Satisfied" or better (civil engineering)	✓	97.7%	100.0%	98.5%	96.7%	-				
Private clients satisfaction survey "Satisfied" or better (building construction)	✓	91.8%	94.1%	96.0%	93.8%	-				
securing future construction workers	Number of people received training for foremen	✓	426	401	402	431	persons/year			
	Construction Career Up System registration rate	Subcontractors primary subcontractors	✓	-	93.9%	95.5%	97.3%	-		
		Subcontractors second-tier subcontractors	✓	-	52.8%	59.2%	68.7%	-		
		Skilled workers primary subcontractors	✓	-	71.6%	79.4%	86.4%	-		
Skilled workers second-tier subcontractors		✓	-	52.8%	62.2%	72.3%	-			
G	Compliance	Compliance training participation rate	✓	98.4%	100%	100%	100%	-		
		Number of consultation received by the Compliance helpline	✓	11	10	3	17	nos.		
		Number of consultation received by the Harassment Helpline	✓	11	10	11	17			
	Risk Management	Percentage of executives and employees participating in BCP training	✓	100%	100%	100%	100%	-		
		Sustainability training participation rate	✓	100%	100%	100%	-	-		
		Information security training participation rate	✓	98%	-	98%	99%	-		
		Number of serious violations of laws and regulations	✓	0	0	0	1	nos.		
	Number of serious information-related incidents	✓	0	0	0	0				
	IR activities	Financial results briefing (with President)	✓	2	2	3	3	nos.		
		Financial results briefing (Telephone meeting)	✓	2	2	1	1			
One-on-one meetings		✓	191	187	167	161	nos.			
Number of participants in site tours for individual shareholders		✓	79	Canceled due to COVID-19	10	nos.				

*Values checked☑obtained third-party assurance by Ernst & Young ShinNihon LLC.
Please refer to our website for the calculation method of values as well as the independent assurance report.
URL: <https://www.penta-ocean.co.jp/english/sustainability/esg/index.html>

Management
Philosophy and Vision

Value Creation Strategy

Creating a Nature-Rich
Environment

Affiliating with Society

Promoting Effective
Governance

Data Section

Changes in Consolidated Financial Indicators

Business Results

	FY 3/13	FY 3/14	FY 3/15	FY 3/16
Domestic Civil Engineering	114.0	146.7	189.1	153.2
Domestic Building Construction	108.9	145.1	171.4	145.1
Overseas	57.3	154.9	355.9	141.8
Construction Total Orders Received	280.3	446.7	716.5	440.1
Domestic Civil Engineering	124.0	140.1	145.8	149.4
Domestic Building Construction	111.5	127.7	130.7	165.3
Overseas	105.6	104.6	138.5	162.6
Construction Total	341.1	372.4	414.9	477.3
Others	8.8	8.8	11.3	14.3
Net Sales	349.8	381.2	426.2	491.6
Domestic Civil Engineering	6.4	7.2	4.8	9.0
Domestic Building Construction	△1.9	0.5	2.0	10.5
Overseas	2.8	2.6	4.8	1.7
Others	△0.9	△0.5	0.7	△0.6
Gross Profit	6.5	9.9	12.3	20.6
Operating Profit	6.6	9.2	11.4	19.4
Net Income	2.0	3.8	6.2	7.8

*Business activities of the consolidated subsidiaries are allocated to the above four segments (In the financial results and securities reports, the

Financial Status and Management Indicators

	FY 3/13	FY 3/14	FY 3/15	FY 3/16
Total Assets	296.7	301.6	366.2	378.8
Net Assets	65.1	67.5	77.1	80.7
Equity ratio	21.9%	22.3%	21.0%	21.3%
Interest-bearing Debt	70.9	74.9	94.9	74.2
Interest-bearing debt ratio	23.9%	24.8%	25.9%	19.6%
Net Interest-bearing Debt	20.3	42.3	56.4	7.8
Net D/E Ratio (Point)	0.3	0.6	0.7	0.1
Cash flow from operations	8.3	△14.3	△4.6	55.2
Cash flow from investment	△10.5	△ 7.3	△9.1	△4.7
Cash flow from financing	△11.1	3.2	19.1	△20.7
Term-end Balance of Cash and Cash Equivalents	49.9	31.9	37.9	65.4
ROE	3.2%	5.7%	8.6%	9.9%
Dividend per share (Yen)	2	2	4	6
Dividend payout ratio (%)	28.2%	15.2%	18.5%	22.0%
R&D Expense (Non-consolidated)	1.5	1.6	1.6	1.7
Capital Expenditure	9.9	8.5	10.2	7.0
Depreciation and Amortization	4.3	4.7	5.3	5.5

(¥ billion)

FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 3/21	FY 3/22	FY 3/23
187.4	166.8	162.4	192.8	185.7	165.5	310.6
176.2	200.5	173.9	165.1	178.2	160.1	221.7
100.2	300.6	164.1	81.5	141.1	48.0	136.4
463.8	667.9	500.4	439.4	505.0	373.5	668.7
154.5	182.5	184.9	209.5	197.9	174.2	196.6
149.8	140.0	182.9	197.0	144.4	153.4	162.4
183.1	195.1	164.1	157.6	121.9	120.4	133.2
487.4	517.7	531.9	564.1	464.2	448.0	492.2
13.0	9.2	10.1	9.7	6.8	10.2	10.0
500.3	526.9	541.9	573.8	471.1	458.2	502.2
9.6	13.7	13.5	20.2	22.5	16.6	17.1
11.2	8.1	7.7	6.3	4.0	3.6	2.1
2.2	4.9	6.7	6.3	2.9	△5.9	△16.0
1.3	0.9	1.3	0.4	1.1	1.5	1.0
24.3	27.6	29.2	33.2	30.5	15.9	4.1
23.7	25.7	26.6	32.5	30.5	15.7	1.4
15.3	17.8	18.9	23.4	21.0	10.8	0.7

allocation method differs from the above method, as the allocation is made by the unit of subsidiary).

(¥ billion)

FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 3/21	FY 3/22	FY 3/23
372.3	418.8	383.8	428.9	452.2	467.4	508.2
96.4	112.0	126.6	141.3	158.4	159.8	157.0
25.9%	26.7%	33.0%	32.9%	35.0%	34.1%	30.9%
59.7	67.5	59.5	77.5	82.2	92.6	93.7
16.0%	16.1%	15.5%	18.1%	18.2%	19.8%	18.4%
△12.7	1.8	23.3	33.9	22.4	47.7	43.2
△0.1	0.0	0.2	0.2	0.1	0.3	0.3
31.3	3.4	△6.6	4.4	30.7	△7.7	19.7
△9.1	△13.1	△11.2	△9.1	△12.8	△11.8	△11.7
△15.5	4.1	△12.5	13.5	△3.1	1.4	△7.0
71.8	65.1	35.6	43.0	59.2	43.6	47.4
17.3%	17.1%	15.8%	17.4%	14.0%	6.8%	0.4%
12	14	19	24	28	23	24
22.5%	22.5%	28.7%	29.4%	38.1%	61.1%	1,002.0%
2.0	2.1	2.3	2.4	2.3	2.4	2.8
9.5	13.4	10.3	10.3	11.6	9.0	10.4
5.6	6.8	7.7	9.1	7.4	6.5	7.2

Company Information

▶ Company Profile

Company Name	PENTA-OCEAN CONSTRUCTION CO., LTD.
Founded	April 1896
CEO	Takuzo Shimizu
Paid-in Capital	¥30,449 million
Net sales	Consolidated: ¥502,206 million (for FY 3/23)
Employees	Consolidated: 3,767 (as of March 31, 2023)
Main Business	Design and contracting of construction work, and all other construction related businesses

URL	https://www.penta-ocean.co.jp/english/
Headquarters	2-2-8 Koraku, Bunkyo-ku, Tokyo 112-8576



Corporate Identity

Penta-Ocean's pentagon logo represents the five oceans of the world.

Penta-Ocean believes there are no borders for the creative mind and with this philosophy has played an active role in human development in every corner of the world over the past century.

▶ Penta-Ocean Construction Group

Consolidated Affiliates

Penta-Ocean Dredging Co., Ltd.	Tokyo, Japan
Yoshin Construction Co., Ltd.	Hiroshima, Japan
Penta Builders Corporation	Tokyo, Japan
Kegoya Dock Co., Ltd.	Hiroshima, Japan
Penta Techno Service Co., Ltd.	Tochigi, Japan
Penta Insurance Services Co., Ltd.	Tokyo, Japan
Jaiwat Co., Ltd.	Miyagi, Japan
Sand Techno Co., Ltd.	Chiba, Japan
Domi Environmental Solutions Co., Ltd.	Tokyo, Japan
Miki biotech Co., Ltd.	Hyogo, Japan
PKY Marine Co., Ltd.	Tokyo, Japan
Japan Offshore Marine Co., Ltd.	Tokyo, Japan
Penta-Ocean Marine Holdings Pte. Ltd.	Singapore
Andromeda Five Pte. Ltd.	Singapore
Cassiopeia Five Pte. Ltd.	Singapore
Mercury Five Pte. Ltd.	Singapore
Mars Five Pte. Ltd.	Singapore
Cherry Five Pte. Ltd.	Singapore
UG M&E Pte. Ltd.	Singapore
Penta-Ocean (Malaysia) SDN. BHD.	Malaysia
Angkutlaut Ltd.	Malaysia
PT. Penta Ocean Construction	Indonesia
Siam Goyo Co., Ltd.	Thailand
Thai Penta-Ocean Co., Ltd.	Thailand
Penta-Ocean Construction (Hong Kong) Ltd.	Hong Kong
Penta-Ocean Construction (India) Pvt. Ltd.	India
Penta-Ocean Construction (Lao) Sole Company Limited	Lao
PENTA-OCEAN CONSTRUCTION VIETNAM COMPANY LIMITED	Vietnam
Brichwood Co., Ltd.	Hong Kong
Penta-Ocean Technology Information Advisory (Shenzhen) Ltd.	China

Equity Affiliate

Koh Brothers Eco Engineering Ltd.	Singapore
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Non-Equity Affiliates

Tempozan Terminal Services Co., Ltd.	Osaka, Japan
Haneda International Airport Apron PFI Co., Ltd.	Tokyo, Japan
Miyajima Aqua Partners Co., Ltd.	Hiroshima, Japan
Matsuyama Environment Technology Co., Ltd.	Ehime, Japan
Wakkanai Environment Technology Co., Ltd.	Hokkaido, Japan
Zentsuji, Kotohira, and Tadotsu School meal Supplier Co., Ltd.	Kagawa, Japan

▶ Offices



Domestic Offices

- ① Headquarters
- Institute of Technology
- Sapporo Branch
- Tohoku Branch
- Hokuriku Branch
- Tokyo Civil Engineering Branch
- Tokyo Building Construction Branch
- Nagoya Branch
- Osaka Branch
- Chugoku Branch
- Shikoku Branch
- Kyushu Branch

Overseas Offices

- ② International Business Unit Headquarters in Singapore
- ③ Hong Kong Branch Office
- ④ Vietnam Branch Office
- ⑤ Indonesia Branch Office
- ⑥ Malaysia Branch Office
- ⑦ Egypt Branch Office
- ⑧ Thailand Branch Office
- ⑨ Middle East Regional Office
- ⑩ Myanmar Branch Office
- ⑪ Africa Regional Office
- ⑫ Delhi Office

▶ Participation in Major Initiatives

