

# **Financial Results of FY3/25 & Forecasts for FY3/26**

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**May 2025**



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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 FY3/25 & Forecasts for FY3/26 (Non-Consolidated)

(JPY bn)

## ■ Orders Received for FY3/25

### ● Domestic Civil Engineering Business Unit:

JPY233.0 bn (down JPY 40.7 bn YoY)

-Orders for ordinary-scale projects except Mageshima SDF, USMC Camp Schwab and Hibikinada Wind Farm remained unchanged

#### ➤ Marine: JPY 121.7 bn (down JPY 38.2 bn YoY)

Orders for ordinary-scale projects remained unchanged, increase in projects directly-managed by the Ministry of Land, Infrastructure, Transport and Tourism (down JPY 38.2 bn YoY)

#### ➤ Land: JPY 111.2 bn (down JPY 2.5 bn YoY)

Unchanged year on year, increase in projects directly managed by MLIT and Mageshima SDF related projects

### ● Domestic Building Construction Business Unit:

JPY 315.9 bn (up JPY 65.3 bn YoY)

-Significantly increased YoY thanks to multiple large-scale orders received for a data center, self-defense facilities, etc.

#### ➤ Residential: JPY 40.5 bn (up JPY 20.8 bn YoY)

Increased year on year thanks to several orders received in the private sector

#### ➤ Non-Residential: JPY 275.4 bn (up JPY 44.5 bn YoY)

Increased significantly thanks to orders for large-scale projects including a data center and self-defense facilities

### ● Overseas Business Unit:

JPY 118.1 bn (up JPY 50.1 bn YoY)

-Significantly increased YoY thanks to several large-scale orders both in civil engineering and building construction

#### ➤ Civil Engineering: JPY 77.6 bn (up JPY 63.2 bn YoY)

Orders received for the Matarbari Commercial Port Project (ODA) and a marine civil engineering project in Singapore

#### ➤ Building Construction: JPY 40.5 bn (down JPY 13.1 bn YoY)

Received order for Addition and Alteration Works to Air Traffic Control Centre in Singapore

## ■ Order Forecasts for FY3/26

- Robust demands expected in both domestic and overseas markets

#### ➤ Domestic Civil Engineering Business Unit: JPY 220.0 bn (down JPY 13.0 bn YoY)

To focus on national resilience enhancement and national self-defense force related projects as well as reconstruction from the Noto Peninsula Earthquake

#### ➤ Domestic Building Construction Business Unit: JPY 300.0 bn (down JPY 15.9 bn YoY)

Continuous implementation of front-loading approaches to meet strong demand for logistics facilities, data centers, redevelopment and self-defense related projects

#### ➤ Overseas Business Unit: JPY150.0 bn (up JPY 31.9 bn YoY)

To ensure profit-driven approaches (thorough investigation of risks prior to bidding, implementation of technology-driven marketing strategies and streamlining strategies to improve the utilization rate of proprietary fleet

		FY3/24	FY3/25			FY3/26		
		Result	Result	Changes from FY3/24	YoY	Forecast	Changes from FY3/25	YoY
Domestic Civil Engineering	Public Sector	193.4	171.9	-21.6	-11.1%	180.0	8.1	4.7%
	Private Sector	80.2	61.1	-19.1	-23.8%	40.0	-21.1	-34.5%
	Total	273.6	233.0	-40.7	-14.9%	220.0	-13.0	-5.6%
	Marine Civil Engineering	159.9	121.7	-38.2	-23.9%	160.0	38.3	31.4%
	Land Civil Engineering	113.7	111.2	-2.5	-2.2%	60.0	-51.2	-46.1%
	Share of Marine Civil	58.4%	52.2%	—	—	72.7%	—	—
Domestic Building Construction	Public Sector	80.0	75.5	-4.5	-5.7%	15.0	-60.5	-80.1%
	Private Sector	170.5	240.4	69.8	41.0%	285.0	44.6	18.6%
	Total	250.6	315.9	65.3	26.1%	300.0	-15.9	-5.0%
	Residential	19.7	40.5	20.8	105.8%	40.0	-0.5	-1.3%
	Non-Residential	230.9	275.4	44.5	19.3%	260.0	-15.4	-5.6%
	Share of Residential	7.9%	12.8%	—	—	13.3%	—	—
Domestic Construction Total	Public Sector	273.5	247.4	-26.1	-9.5%	195.0	-52.4	-21.2%
	Private Sector	250.7	301.5	50.8	20.2%	325.0	23.5	7.8%
		524.2	548.8	24.7	4.7%	520.0	-28.8	-5.3%
	Civil Engineering	14.4	77.6	63.2	438.3%	100.0	22.4	28.9%
	Building Const.	53.6	40.5	-13.1	-24.4%	50.0	9.5	23.3%
	Overseas Total	68.0	118.1	50.1	73.7%	150.0	31.9	27.0%
	Civil Engineering	288.0	310.6	22.5	7.8%	320.0	9.4	3.0%
	Building Const.	304.2	356.4	52.3	17.2%	350.0	-6.4	-1.8%
	Construction Total	592.2	667.0	74.8	12.6%	670.0	3.0	0.5%
	Others	0.5	0.3	-0.2	-37.4%	0.5	0.2	66.9%
	Total	592.7	667.3	74.6	12.6%	670.5	3.2	0.5%

# ■ Orders Received of FY3/25 (excluding domestic large-scale projects) (Non-Consolidated)

(JPY bn)

		Entire term							
		FY3/24 Ordinary-scale	FY3/24 Total	FY3/25 Ordinary-scale	FY3/25 Total	Change from FY3/24 Ordinary-scale		Change from FY3/24 Total	
		①	②	③	④	③-①		④-②	
Domestic Civil Engineering	Public Sector	101.8	193.4	117.5	171.9	15.7	15.5%	-21.6	-11.1%
	Private Sector	71.0	80.2	61.1	61.1	-9.9	-13.9%	-19.1	-23.8%
	Total	172.8	273.6	178.6	233.0	5.9	3.4%	-40.7	-14.9%
Domestic Building Construction	Public Sector	80.0	80.0	75.5	75.5	-4.5	-5.7%	-4.5	-5.7%
	Private Sector	167.1	170.5	239.2	240.4	72.1	43.1%	69.8	41.0%
	Total	247.2	250.6	314.7	315.9	67.6	27.3%	65.3	26.1%
Overseas	Civil Engineering	14.4	14.4	77.6	77.6	63.2	438.3%	63.2	438.3%
	Building Construction	53.6	53.6	40.5	40.5	-13.1	-24.4%	-13.1	-24.4%
	Total	68.0	68.0	118.1	118.1	50.1	73.7%	50.1	73.7%
	Civil Engineering	187.2	288.0	256.2	310.6	69.0	36.9%	22.5	7.8%
	Building Construction	300.8	304.2	355.3	356.4	54.5	18.1%	52.3	17.2%
	Construction Total	488.0	592.2	611.5	667.0	123.5	25.3%	74.8	12.6%
Others		0.5	0.5	0.3	0.3	-0.2	-37.4%	-0.2	-37.4%
Total		488.4	592.7	611.8	667.3	123.4	25.3%	74.6	12.6%

Domestic large-scale projects: (Civil Engineering ) Mageshima SDF Base Project , USMC Camp Schwab, Kitakyushu Hibikinada Offshore Wind Farm Project  
(Building Construction) Tsukishima 3-chome Redevelopment Project

# ■ Business Results of FY3/25

**Consolidated Net Sales surpassed the JPY 700 bn mark for the first time**  
**Increases in sales and profits in domestic markets were offset by additional construction losses recorded overseas, resulting in a decrease in profits**  
**Results almost in line with the revised forecasts announced in February 2025**

## ■ Non-Consolidated \*Achievement rate (compared to forecast issued in Feb. 2025)

● **Net Sales: JPY 669.1 bn** (up JPY 103.2 bn / up 18.2% YoY, achievement rate 104.5%)

● **Gross Profit: JPY 42.4 bn** (down JPY 5.8 bn / down 12.0% YoY, achievement rate 100.9%)

➢ Domestic Civil Engineering Business Unit: JPY 38.0 bn (up JPY 1.2 bn YoY), 13.5 % (down 1.6 p YoY)

-Substantial increase in sales was partially offset by completion of loss-making projects  
 -Although profits increased year on year, profit margins were lower

➢ Domestic Building Construction Business Unit: JPY 16.5 bn (up JPY 4.1 bn YoY), 6.6% (remained flat YoY)

Recorded significant increase in profits thanks to strong growth in sales and better profit margins

➢ Overseas Business Unit: JPY -12.2 bn (down JPY 11.1 bn YoY), -8.9 % (down 8.1 p YoY)

Despite of improvement in profitability, (approx. JPY 6.0 bn), additional construction losses were recorded (approx. JPY 16.0 bn)

1. Tekong Polder Project (Singapore, marine civil engineering) (substantial completion):  
 Approx. JPY 12.0 bn (a total of approx. JPY 24.0 bn construction loss, with JPY 6.0 bn for 2021, JPY 5.0 bn for 2022 and JPY 1.0 bn for 2023)

\*Cost increase due to works on a remote island, increase in reclamation sand because of non-conformity in ground conditions, additional works to make up for construction delay

2. Kai Tak Development Project (Hong Kong, land civil engineering)(completion):

Approx. JPY 4.0 bn (a total of approx. JPY 8.0 bn construction loss, with JPY 3.0 bn for 2022 and JPY 1.0 bn for 2023)

\*A design-build project with higher-spec features than original design, cost increase for expediting project

● **Operating Profit: JPY 18.8 bn** (down JPY 7.5 bn, achievement ratio 101.6%)

\*Increase in interest costs: JPY 0.4 bn, FX loss: JPY 0.6 bn (down JPY 1.0 bn)

● **Ordinary Income: JPY 17.4 bn** (down JPY 10.5 bn, achievement ratio 99.4%)

Sales of strategically held shares: JPY 1.3 bn (3 issues, of which 1 issue was sold partially)  
 Impairment losses on UG M&E (in M&E, a 100% affiliate): JPY 2.0 bn (elimination of intra-company transactions)

● **Net Income: JPY 10.8 bn** (down JPY 5.9 bn, achievement ratio 98.4%)

## ■ Consolidated

● **Net Sales: JPY 727.5 bn** (up JPY 109.8 bn / up 17.8% YoY, achievement ratio 104.8%)

● **Gross Profit: JPY 47.6 bn** (down JPY 5.7 bn / down 10.8% YoY, achievement ratio 101.2%)

● **Operating Profit: JPY 21.7bn** (down JPY 7.5 bn / down 25.6% YoY, achievement ratio 103.3%)

● **Ordinary Income: JPY 18.8bn** (down JPY 8.4 bn / down 30.8% YoY, achievement ratio 104.7%)

● **Net Income: JPY 12.5 bn** (down JPY 5.4 bn / down 30.3% YoY, achievement ratio 103.8%)

\*Elimination of overseas construction losses and losses incurred by overseas subsidiaries  
 UG M&E : Total gross loss: JPY 1.1 bn, Impairment loss on goodwill: JPY 0.5 bn  
 KBE (civil engineering, an equity method affiliate, POC holds 28.74% of KBE shares, listed on SGX Catalyst)

Despite a JPY 0.6 bn loss on investment to companies under the application of equity method, new orders for two large-scale projects amounted up to JPY 40.0 bn

(JPY bn)

	Non-Consolidated						Consolidated					
	FY3/25		YoY		FY3/25F (Feb.2025)		FY3/25		YoY		FY3/25F (Feb.2025)	
Domestic Civil	282.1		38.1	15.6%	265.0		307.3		40.8	15.3%	285.0	
Domestic Building	250.0		63.9	34.4%	245.0		254.5		65.3	34.5%	250.0	
Overseas	136.7		1.4	1.0%	130.0		151.8		1.2	0.8%	145.0	
Others	0.3		-0.2	-37.4%	0.5		13.9		2.5	22.1%	14.0	
Net Sales	669.1		103.2	18.2%	640.5		727.5		109.8	17.8%	694.0	
Domestic Civil	38.0	13.5%	1.2	-1.6p	37.0	14.0%	41.8	13.6%	1.1	-1.7p	40.5	14.2%
Domestic Building	16.5	6.6%	4.1	-0.0p	16.5	6.7%	17.3	6.8%	4.5	0.0p	17.5	7.0%
Overseas	-12.2	-8.9%	-11.1	-8.1p	-11.5	-8.8%	-12.6	-8.3%	-11.3	-7.4p	-12.0	-8.3%
Others	0.1	50.1%	-0.1	4.1p	0.0	0.0%	1.2	8.8%	-0.1	-2.6p	1.0	7.1%
Total Gross Profit	42.4	6.3%	-5.8	-2.2p	42.0	6.6%	47.6	6.5%	-5.7	-2.1p	47.0	6.8%
SG & A	23.6	3.5%	1.7	-0.3p	23.5	3.7%	25.9	3.6%	1.7	-0.4p	26.0	3.7%
Domestic Civil	24.7	8.8%	0.1	-1.3p	24.0	9.1%	27.8	9.0%	-0.1	-1.4p	27.0	9.5%
Domestic Building	8.4	3.4%	3.8	0.9p	8.5	3.5%	9.0	3.5%	4.1	1.0p	9.0	3.6%
Overseas	-14.4	-10.6%	-11.4	-8.3p	-14.0	-10.8%	-15.6	-10.3%	-11.4	-7.5p	-15.5	-10.7%
Others	0.1	42.8%	-0.1	1.5p	0.0	0.0%	0.5	3.8%	-0.1	-1.8p	0.5	3.6%
Operating Profit	18.8	2.8%	-7.5	-1.8p	18.5	2.9%	21.7	3.0%	-7.5	-1.7p	21.0	3.0%
Non-Operating Income or Expenses	-1.4		-3.0		-1.0		-2.9		-0.9		-3.0	
Ordinary Income	17.4	2.6%	-10.5	-2.3p	17.5	2.7%	18.8	2.6%	-8.4	-1.8p	18.0	2.6%
Extraordinary Income or Expenses	-1.2		1.7		-1.0		0.4		0.2		0.5	
Income before Taxes	16.2	2.4%	-8.8	-2.0p	16.5	2.6%	19.3	2.6%	-8.1	-1.8p	18.5	2.7%
Net Income	10.8	1.6%	-5.9	-1.3p	11.0	1.7%	12.5	1.7%	-5.4	-1.2p	12.0	1.7%

	FY3/25		YoY		FY3/25F (Feb.2025)		FY3/25		YoY		FY3/25F (Feb.2025)	
Total Assets	609.9		82.1		620.0		660.1		94.1		660.0	
Net Assets	143.6	23.5%	-2.8	-4.2p	143.6	23.2%	172.1	26.1%	-0.9	-4.5p	172.3	26.1%
Interest-bearing Debt	155.4	25.5%	56.1	6.7p	137.5	22.2%	166.5	25.2%	56.2	5.7p	155.0	23.5%
Cash and Deposits	51.2		-3.5		51.0		57.3		-2.9		53.0	
Net Debt	104.2	17.1%	59.6	8.6p	86.5	14.0%	109.2	16.5%	59.0	7.7p	102.0	15.5%
Net D/E Ratio (Point)	0.7		0.4		0.6		0.6		0.3		0.6	
Return on Equity(ROE)	7.5%		-4.5p		7.6%		7.2%		-3.6p		7.0%	



# ■ Business Forecasts for FY3/26

(JPY bn)

**Expected to renew record-high profits thanks to progress of abundant projects on hand and return of IBU's businesses to profitability**

## ■ Consolidated

\*C/T MTP(compared to Mid-term Management Plan issued in May 2023)

- **Sales: JPY 727.0 bn** (down JPY 0.5 bn / down 0.1% YoY, 1.10x C/T MTP)
- **Total Gross Profit: JPY 66.5 bn** (up JPY 18.9 bn / up 39.8% YoY, 1.05x C/T MTP)
- **Operating Profit: JPY 39.5 bn** (up JPY 17.8 bn / up 82.0% YoY, 1.03x C/T MTP)
- **Domestic Civil Engineering Business Unit:** Expected to post high-level operating profit thanks to better profit margins, although decrease in sales is foreseen due to reduced progress payments in large-scale port projects and offshore wind projects  
Net sales: JPY 285.0 bn (down JPY 22.3 bn / down 7.3% YoY, 1.08x C/T MTP)  
Total Gross Profit: JPY 41.5 bn (down JPY 0.3 bn / down 0.6 % YoY, 0.94x C/T MTP)
- **Domestic Building Construction Business Unit:** Significant increase in sales and profits expected thanks to progress of abundant projects at hand, with operating profit of JPY 10.0 bn  
Net sales: JPY 260.0 bn (up JPY 5.5 bn / up 2.1% YoY, 1.21x C/T MTP)  
Total gross profit: JPY 19.0 bn (up JPY 1.7 bn/ up 10.1% YoY, 1.46x C/T MTP)
- **Overseas Business Unit:** Operating profit expected to return to profitability with completion of loss-making projects and new orders received in FY 3/25  
Better operation rates of dredging vessels for overseas projects are expected  
Net sales: JPY 167.0 bn (up JPY 15.2 bn/ up 10.0% YoY, 0.98x C/T MTP)  
Total gross profit: JPY 4.5 bn (up JPY 17.1 bn, return to profitability, 0.90x C/T MTP)
- **Other:** Recovery of ship building business, steady growth of environment-related business, etc.  
**Net sales: JPY 15.0 bn** (up JPY 1.1 bn/ up 8.2% YoY, 1.50x C/T MTP)  
Total gross profit: JPY 1.5 bn (up JPY 0.3 bn/ up 23.6% YoY, 1.00x C/T MTP)
- **Ordinary Income: JPY 36.0 bn** (up JPY 17.2 bn / up 91.1% YoY, 0.99x C/T MTP)  
\* Increase in interest expenses expected in association with a rise in interest bearing debt (increasing in working capital to cover a rising business volume and for building work vessels) (compared to initial forecasts announced in May 2023)
- **Net Income: JPY 25.0 bn** (up JPY 12.5 bn / up 100.6% YoY, 1.00x C/T MTP)

## 【Reference】 Outlook for FY 3/27

Despite a slight decrease in business volume in domestic civil engineering, thanks to further increase in sales and profits in domestic building construction and profitability improvement in overseas projects, the results for FY 3/27 are expected be at the same level as the FY 3/26

**Net sales : JPY 742.0 bn, Operating profit JPY 40.0 bn, Net income : JPY 25.0 bn**

\* To be announced officially in May 2026 upon formulation of a new Medium-term Management Plan (2026-2028)

	Non-Consolidated						Consolidated					
	FY3/26F (May.2025)		YoY		FY3/27F (Reference)		FY3/26F (May.2025)		YoY		FY3/27F (Reference)	
Domestic Civil	265.0		-17.1	-6.1%	250.0		285.0		-22.3	-7.3%	270.0	
Domestic Building	255.0		5.0	2.0%	270.0		260.0		5.5	2.1%	275.0	
Overseas	160.0		23.3	17.1%	175.0		167.0		15.2	10.0%	182.0	
Others	0.5		0.2	66.9%	0.5		15.0		1.1	8.2%	15.0	
Net Sales	680.5		11.4	1.7%	695.5		727.0		-0.5	-0.1%	742.0	
Domestic Civil	39.5	14.9%	1.5	1.4p	37.5	15.0%	41.5	14.6%	-0.3	1.0p	39.5	14.6%
Domestic Building	18.5	7.3%	2.0	0.7p	21.0	7.8%	19.0	7.3%	1.7	0.5p	21.5	7.8%
Overseas	3.5	2.2%	15.7	11.1p	4.5	2.6%	4.5	2.7%	17.1	11.0p	5.5	3.0%
Others	0.0	0.0%	-0.1	-50.1p	0.0	0.0%	1.5	10.0%	0.3	1.2p	1.5	10.0%
Total Gross Profit	61.5	9.0%	19.1	2.7p	63.0	9.1%	66.5	9.1%	18.9	2.6p	68.0	9.2%
SG & A	25.0	3.7%	1.4	0.2p	26.0	3.7%	27.0	3.7%	1.1	0.2p	28.0	3.8%
Domestic Civil	25.0	9.4%	0.3	0.7p	22.5	9.0%	26.5	9.3%	-1.3	0.3p	24.0	8.9%
Domestic Building	10.0	3.9%	1.6	0.6p	12.0	4.4%	10.0	3.8%	1.0	0.3p	12.0	4.4%
Overseas	1.5	0.9%	15.9	11.5p	2.5	1.4%	2.0	1.2%	17.6	11.5p	3.0	1.6%
Others	0.0	0.0%	-0.1	-42.8p	0.0	0.0%	1.0	6.7%	0.5	2.9p	1.0	6.7%
Operating Profit	36.5	5.4%	17.7	2.6p	37.0	5.3%	39.5	5.4%	17.8	2.5p	40.0	5.4%
Non-Operating Income or Expenses	-3.5		-2.1		-3.5		-3.5		-0.6		-3.5	
Ordinary Income	33.0	4.8%	15.6	2.2p	33.5	4.8%	36.0	5.0%	17.2	2.4p	36.5	4.9%
Extraordinary Income or Expenses	0.0		1.2		-0.5		0.0		-0.4		-0.5	
Income before Taxes	33.0	4.8%	16.8	2.4p	33.0	4.7%	36.0	5.0%	16.7	2.3p	36.0	4.9%
Net Income	23.0	3.4%	12.2	1.8p	23.0	3.3%	25.0	3.4%	12.5	1.7p	25.0	3.4%

	FY3/26F (May.2025)		YoY		FY3/27F (Reference)		FY3/26F (May.2025)		YoY		FY3/27F (Reference)	
Total Assets	680.0		70.1		690.0		740.0		79.9		750.0	
Net Assets	158.2	23.3%	14.6	-0.3p	161.8	23.4%	188.7	25.5%	16.6	-0.6p	194.3	25.9%
Interest-bearing Debt	173.0	25.4%	17.6	-0.0p	160.0	23.2%	196.5	26.6%	30.0	1.3p	185.0	24.7%
Cash and Deposits	50.0		-1.2		50.0		56.0		-1.3		56.0	
Net Debt	123.0	18.1%	18.8	1.0p	110.0	15.9%	140.5	19.0%	31.3	2.4p	129.0	17.2%
Net D/E Ratio (Point)	0.8		0.1		0.7		0.7		0.1		0.7	
Return on Equity (ROE)	15.2%		7.8p		14.4%		13.9%		6.6p		13.1%	

# ■ Progress of Medium-Term Management Plan (FY3/24-FY3/26)

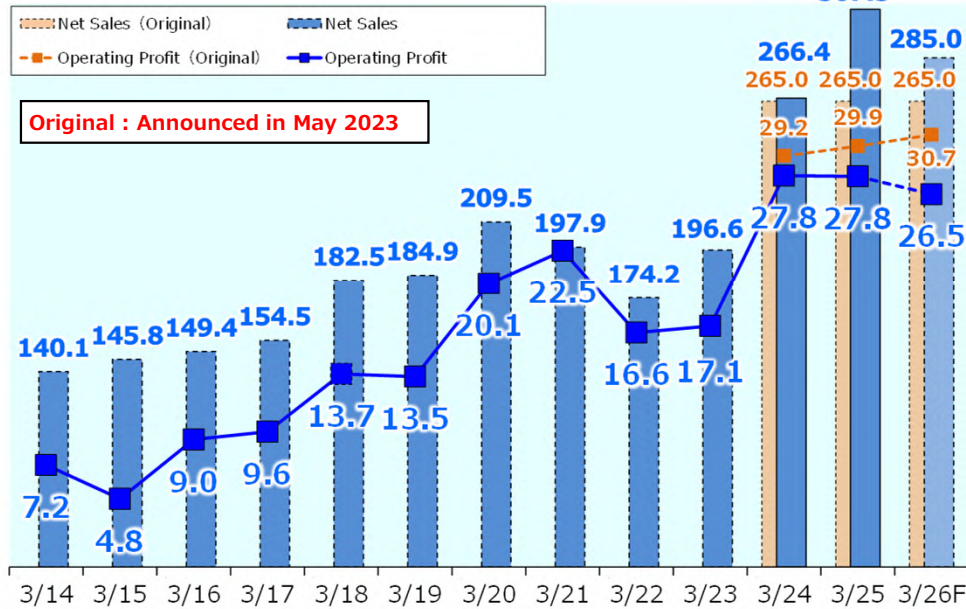
(JPY bn)

	Non-Consolidated								Consolidated							
	FY3/24		FY3/25		FY3/26				FY3/24		FY3/25		FY3/26			
	Result		Result		Forecast (May.2025)		Forecast (May.2023)		Result		Result		Forecast (May.2025)		Forecast (May.2023)	
Domestic Civil Engineering	273.6		233.0		220.0		220.0		266.4		307.3		285.0		265.0	
Domestic Building Construction	250.6		315.9		300.0		200.0		189.3		254.5		260.0		215.0	
Overseas	68.0		118.1		150.0		120.0		150.6		151.8		167.0		170.0	
Construction Total Orders Received	592.2		667.0		670.0		540.0		617.7		727.5		727.0		660.0	
Domestic Civil Engineering	244.0		282.1		265.0		250.0		40.6	15.2%	41.8	13.6%	41.5	14.6%	44.0	16.6%
Domestic Building Construction	186.1		250.0		255.0		210.0		12.8	6.7%	17.3	6.8%	19.0	7.3%	13.0	6.0%
Overseas	135.3		136.7		160.0		160.0		-1.3	-0.9%	-12.6	-8.3%	4.5	2.7%	5.0	2.9%
Others	0.5		0.3		0.5		0.5		1.3	11.4%	1.2	8.8%	1.5	10.0%	1.5	15.0%
Net Sales	565.9		669.1		680.5		620.5		53.3	8.6%	47.6	6.5%	66.5	9.1%	63.5	9.6%
Domestic Civil Engineering	36.8	15.1%	38.0	13.5%	39.5	14.9%	42.0	16.8%	24.2	3.9%	25.9	3.6%	27.0	3.7%	25.0	3.8%
Domestic Building Construction	12.3	6.6%	16.5	6.6%	18.5	7.3%	12.5	6.0%	27.8	10.4%	27.8	9.0%	26.5	9.3%	30.7	11.6%
Overseas	-1.1	-0.8%	-12.2	-8.9%	3.5	2.2%	4.0	2.5%	4.9	2.6%	9.0	3.5%	10.0	3.8%	4.8	2.2%
Others	0.2	45.9%	0.1	50.1%	0.0	0.0%	0.0	0.0%	-4.2	-2.8%	-15.6	-10.3%	2.0	1.2%	2.2	1.3%
Total Gross Profit	48.2	8.5%	42.4	6.3%	61.5	9.0%	58.5	9.4%	0.6	5.6%	0.5	3.8%	1.0	6.7%	0.8	8.0%
SG & A	21.8	3.9%	23.6	3.5%	25.0	3.7%	22.5	3.6%	29.2	4.7%	21.7	3.0%	39.5	5.4%	38.5	5.8%
Domestic Civil Engineering	24.6	10.1%	24.7	8.8%	25.0	9.4%	29.5	11.8%	-1.9		-2.9		-3.5		-2.0	
Domestic Building Construction	4.6	2.5%	8.4	3.4%	10.0	3.9%	4.5	2.1%	27.2	4.4%	18.8	2.6%	36.0	5.0%	36.5	5.5%
Overseas	-3.1	-2.3%	-14.4	-10.6%	1.5	0.9%	2.0	1.3%	0.2		0.4		0.0		-0.5	
Others	0.2	41.3%	0.1	42.8%	0.0	0.0%	0.0	0.0%	27.4	4.4%	19.3	2.6%	36.0	5.0%	36.0	5.5%
Operating Profit	26.3	4.7%	18.8	2.8%	36.5	5.4%	36.0	5.8%	17.9	2.9%	12.5	1.7%	25.0	3.4%	25.0	3.8%
Non-Operating Income or Expenses	1.6		-1.4		-3.5		-2.0		62.7		44.1		89.7		88.9	
Ordinary Income	27.9	4.9%	17.4	2.6%	33.0	4.8%	34.0	5.5%	566.0		660.1		740.0		640.0	
Extraordinary Income or Losses	-2.9		-1.2		0.0		-0.5		173.1	30.6%	172.1	26.1%	188.7	25.5%	202.6	31.6%
Income before Taxes	25.0	4.4%	16.2	2.4%	33.0	4.8%	33.5	5.4%	110.3	19.5%	166.5	25.2%	196.5	26.6%	114.0	17.8%
Net Income	16.8	3.0%	10.8	1.6%	23.0	3.4%	23.0	3.7%	60.1		57.3		56.0		64.5	
Earning per share (yen)	58.8		38.3		82.5		81.8		50.2	8.9%	109.2	16.5%	140.5	19.0%	49.5	7.7%
Total Assets	527.8		609.9		680.0		600.0		0.3		0.7		0.8		0.2	
Net Assets	146.4	27.7%	143.6	23.5%	158.2	23.3%	174.7	29.1%	10.8%		7.2%		13.9%		12.8%	
Interest-bearing Debt	99.2	18.8%	155.4	25.5%	173.0	25.4%	96.0	16.0%								
Cash and Deposits	54.7		51.2		50.0		60.5									
Net Interest-bearing Debt	44.6	8.4%	104.2	17.1%	123.0	18.1%	35.5	5.9%								
Net D/E Ratio (Point)	0.3		0.7		0.8		0.2									
Return On Equity (ROE)	11.9%		7.5%		15.2%		13.7%									

# Trends of Sales & Operating Profit by Business Unit (Consolidated)

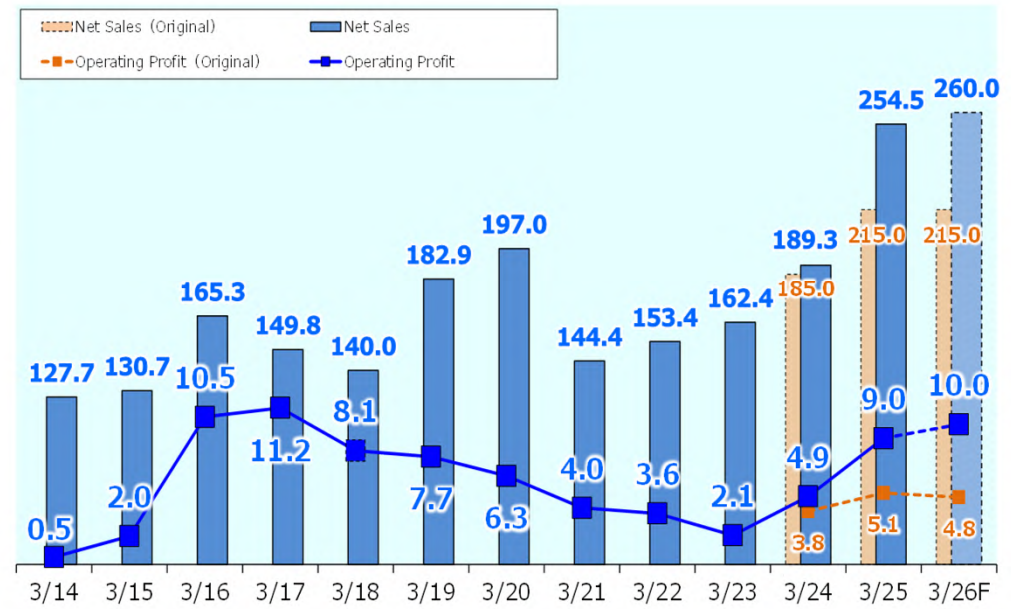
## Domestic Civil Engineering

(JPY bn)



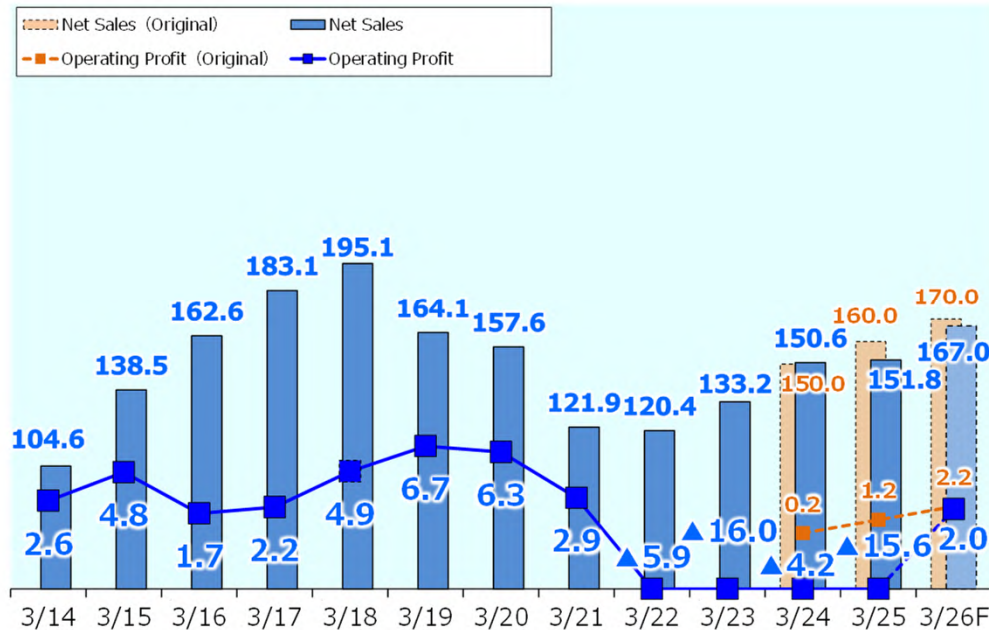
## Domestic Building Construction

(JPY bn)



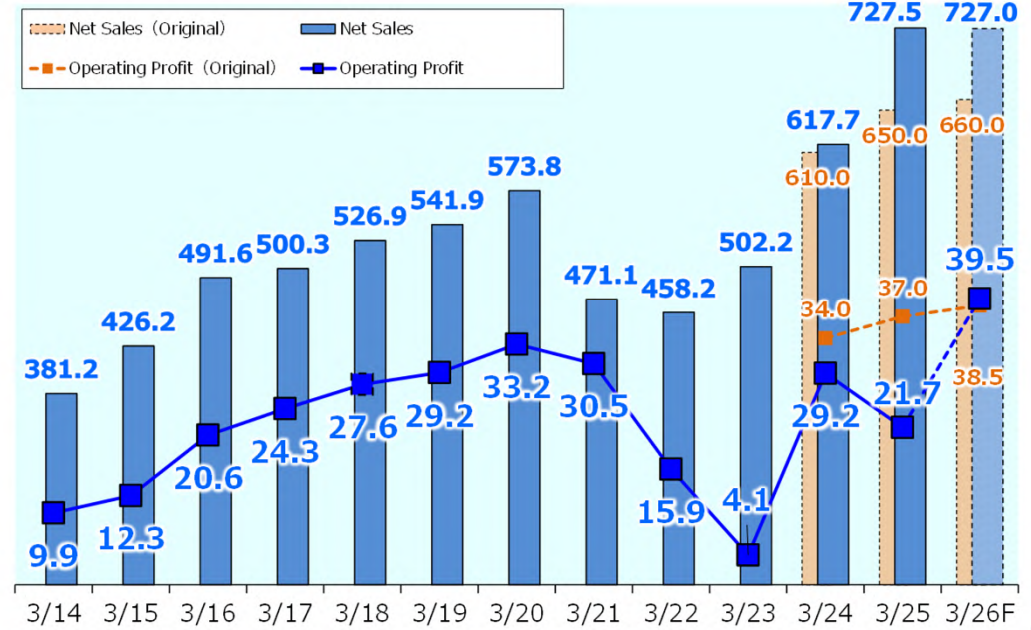
## Overseas

(JPY bn)



## Total

(JPY bn)





# Financial Planning & Capital Expenditures

## Financial planning - securing operating cash flow and responding to strategic investments

### ➤ High-level business volume – net sales remains flat YoY ⇒ time for profit realization

- Reflecting the rapid increase in net sales, the operating cash flow for the previous term was JPY -23.3 bn.
- FY 3/26 will be a period for profit realization, with operating cash flow at JPY 53.0 bn ⇒ cash flow will be allocated to capital expenditures, etc.

### ➤ Financing – Interest bearing debt remains at a high level

- Strong demand for funding to keep up with demands for construction funds and construction of offshore wind related work vessels  
⇒ outstanding balance of interest-bearing debt will be at its peak in FY 3/26 and is expected to decline from FY 3/27 onwards
- Two offshore wind work vessels, Heavy Lift Vessel (HLV) and Cable Laying Vessel (CLV) will be jointly owned with Fuyo General Lease to reduce investment amount (POC's portion: 50%)
- HLV construction was certified as an applicable project under the government's Comprehensive Logistics Efficiency Act and obtained a loan under the Fiscal Investment and Loan Program (JPY 28.0 bn)

## Capital expenditures

### ➤ Start of full-scale capital investment in work vessels for offshore wind projects

- Upgrading of the third offshore installation vessel "Sea Challenger"<sup>\*1</sup> will be completed in FY 3/26, with operation start scheduled for FY 3/27
- HLV and CLV will be completed in 2028, operation start scheduled for FY3/29
- CLV's trencher and ROV will be jointly owned with Kojimagumi (completion scheduled for 2027, POC's portion 65%) \*1: To be owned by Japan Offshore Marine (JOM), a JV with DEME Offshore (Belgium)

## Changes of CF and Interest Bearing Debt

(JPY bn)

	3/24 Result	3/25 Result	3/26 Forecast
<b>Consolidated</b>			
Cash flow from operations	9.1	▲ 23.3	53.0
Cash flow from investment	▲ 6.4	▲ 23.2	▲ 66.0
Cash flow from financing	6.7	43.9	12.0
Balance of cash and deposit	59.5	57.3	56.0
Balance of debt with interest (of which, related to vessels)	110.3 (9.4)	166.5 (37.4)	196.5 (50.1)
(Change from the previous year)	16.6	56.2	30.0
Interest-bearing Debt	50.8	109.2	140.5
<b>Non-Consolidated</b>			
Balance of cash and deposit	54.7	51.2	50.0
Balance of debt with interest (of which, related to vessels)	99.2	155.4 (28.0)	173.0 (35.5)
(Change from the previous year)	12.9	56.2	17.6

※ CF: Consolidated cash flow statement

※ term-end fund balance: cash and deposits on B/S

※ Borrowings related to work vessels

– Non-consolidated : JRTT (the Fiscal Investment and Loan Program)

– Consolidated: in addition to Non-consolidated ,Kajima Corporation, Yorigami Maritime Construction, DEME Offshore

(JPY bn)

## Future Investment Plans for Offshore Wind Work Vessels

	Completion Date	Investment Amount	Payment Schedule					Remarks
			3/25	3/26	3/27	3/28	3/29	
Sea Challenger Wind Turbin Installation Vessel	Dec.2025	16.3	2.8	13.5				Total 32.0 JPY bn (49% held by DEME Offshore)
Heavy Lift Vessel	May.2028	60.0	11.0	25.0	6.0	10.0	8.0	Total 120.0 JPY bn (50% held by Fuyo General Lease)
Cable Laying Vessel	Feb.2028	15.5	3.0	4.5	3.0	5.0		Total 31.0 JPY bn (50% held by Fuyo General Lease)
Total		91.8	16.8	43.0	9.0	15.0	8.0	

# ■ Shareholder Returns & Strategically Held Shares

## ■ Shareholder returns

### ● Basic profit distribution policy

Making strategic investments for future growth including capital enhancement and capital expenditures while providing steady and continuous dividends to shareholders, and improving shareholder returns and capital efficiency by carrying out share buybacks

### ● Targets of shareholder returns

In order to practice corporate management with due consideration to capital costs and stock price, the three-year period from FY 3/26 through FY 3/28 will be used for further enhancing POC's corporate value, mainly by generating more aggressive shareholder returns

① **Target consolidated dividend payout ratio: 35% or higher** (higher than the previous target of "30% or higher")

② **Share buybacks JPY 30.0 bn (over a three-year period from FY 3/26)**

• Every fiscal year during the above period, share repurchases worth approximately JPY 5.0 bn will be implemented on two separate occasions, in the interim period (the second half) and in the full-year period (the first half of the following fiscal year) (annual total payout ratio: 40%)

• After FY 3/29, share repurchases will be continuously implemented, while eyeing other factors including the needs for construction funds, growth investments in offshore wind, etc.

### ● Plans for shareholder returns

	Annual dividends	Share buybacks	Total payout ratio
FY 3/24:	JPY 24.00 (38.4%)	JPY 2.0 bn (in the first half of FY 3/25)	49.6%
FY 3/25	JPY 24.00 (54.5%)	JPY 5.0 bn (in the first half of FY 3/26)	94.6%
FY 3/26	JPY 34.00 (38.5%)	JPY 10.0 bn (in the second half of FY 3/26 and first half of FY3/27)	78.5%

## ■ Changes of strategically held shares

• Sold three issues in FY 3/25 (of which, one issue was partially sold)  
⇒ ratio of strategically held shares is expected to be **9.8% to total net assets** for FY 3/26 (achieving the target of "less than 10%" \*1)

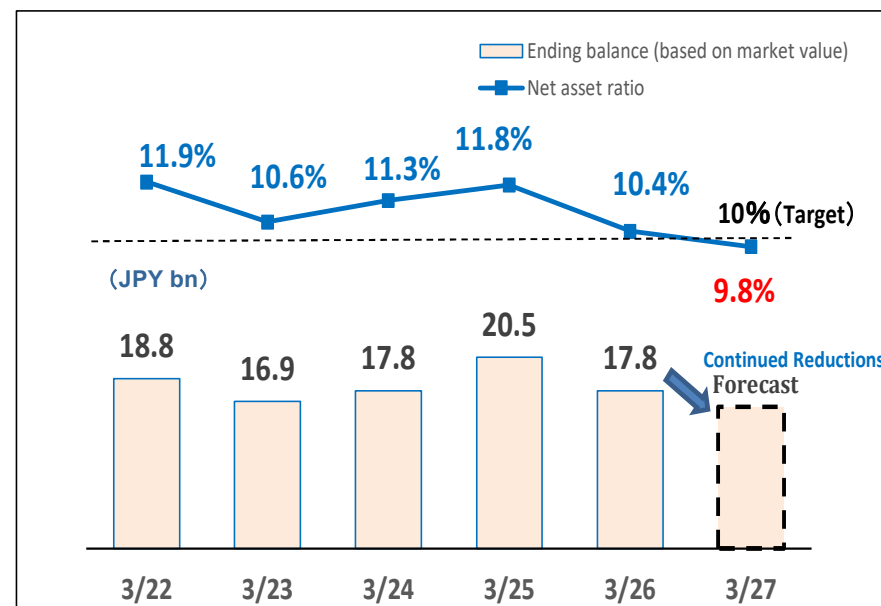
• Further reductions will continue while considering business relationships with the issuers

\*1: The ratio recommended by Glass Lewis for cross-shareholding (less than 10% of the value of consolidated net assets)

### Changes of annual dividends, dividend payout ratio and total payout ratio (consolidated)

	3/24 Result	3/25 Forecast	3/25 Result			3/26 Forecast		
			2Q	4Q	Total	2Q	4Q	Total
Dividend per share (Yen)	24	24	12	12	24	17	17	34
Dividend payout ratio (%)	38.4%	34.3%	54.5%			38.5%		
Share buyback (Billion Yen)	2.0	2.0	—	5.0	5.0	5.0	5.0	10.0
Payout ratio (%)	11.2%	about 10%	40.1%			40.0%		
Total payout ratio (%)	49.6%	40% or higher	94.6%			78.5%		

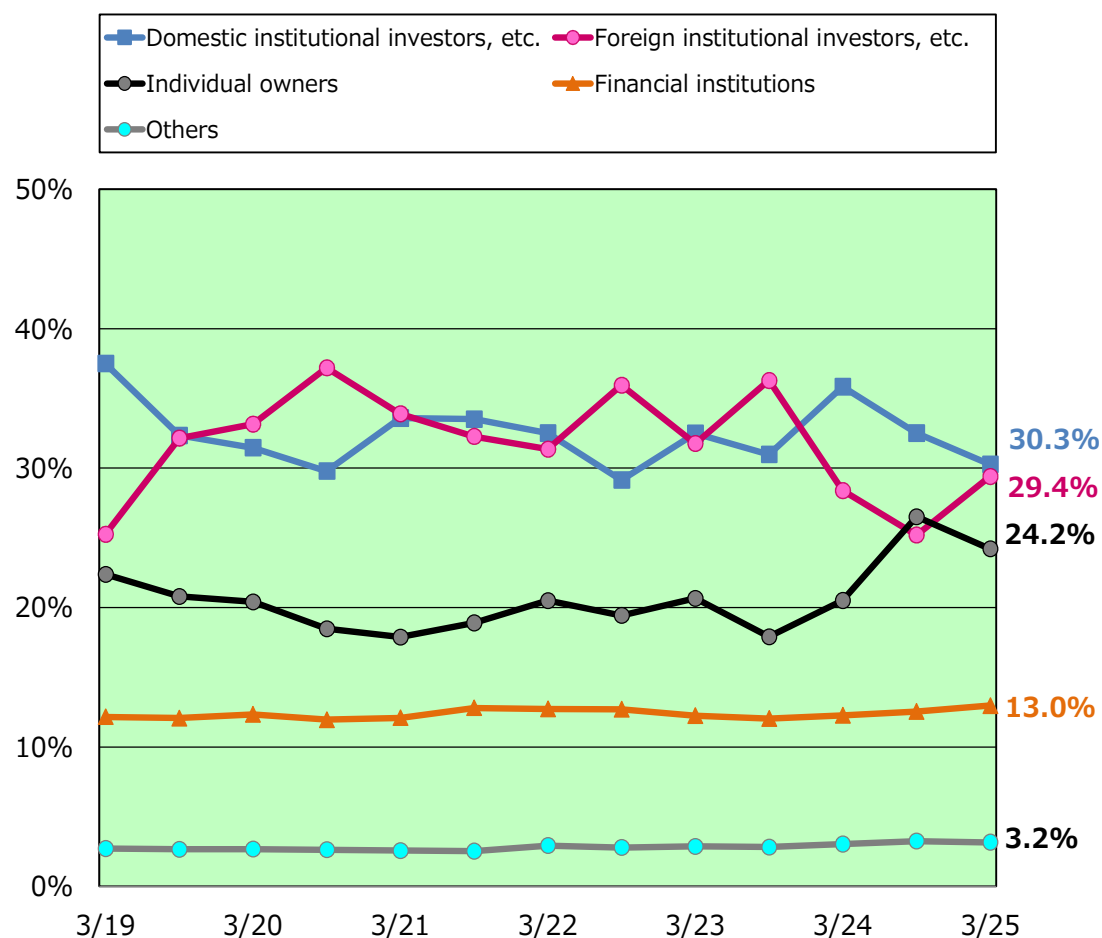
### Changes of outstanding balance of strategically held shares and the ratio to total net assets



# ■ Shareholder Composition

- Issued common stock: 286,013,910, including 3,277,861 of the treasury stocks
- Number of shareholders: 57,397 (up 9,838 over the previous term)
- Shareholder composition: Domestic institutional investors, etc. 30.3% (down 5.6p), Foreign institutional investors, etc. 29.4% (up 1.0p), Individual owners 24.2% (up 3.7p), Financial institutions 13.0% (up 0.7p), Other domestic corporations 3.2% (up 0.1p) → Institutional investors in and out of Japan 59.7% (down 4.5p)

## Top 10 shareholders



Name of shareholders	Shares held (in thousands)	Voting right ratio(%)
The Master Trust Bank of Japan, Ltd. (Trust account)	41,420	14.6
Custody Bank of Japan, Ltd. (Trust account)	22,847	8.1
STATE STREET BANK AND TRUST COMPANY 505001	8,850	3.1
Mizuho Bank, Ltd.	7,059	2.5
Meiji Yasuda Life Insurance Company	5,990	2.1
JUNIPER	5,494	1.9
STATE STREET BANK AND TRUST COMPANY 505301	5,195	1.8
STATE STREET BANK AND TRUST COMPANY 505223	4,771	1.7
Tokio Marine & Nichido Fire Insurance Co., Ltd.	4,763	1.7
Goldman Sachs Securities Co., Ltd.	4,280	1.5
Total held by top 10 shareholders	110,672	39.1

# ■ Major Projects Awarded during FY3/25

(Non-Consolidated)

Client	Project name	Project site	Contract amount (JPY bn)	Order received in	Construction period
<b>Domestic Civil Engineering</b>					
J Wind Kaminokuni	Kaminokuni No.3 Wind Farm New Construction Project, Wind Turbin Installation Works, etc.	Hokkaido	6.1	4Q	Mar-25 – Dec-28
Hulic Co., Ltd.	(tentative name) Narita Logistics Development Project, Civil Engineering and Land Development Works	Chiba	Undisclosed	3Q	Jan-25 – Dec-26
Tohoku Defense Bureau	JMSDF Ominato District (Reiwa 6 Budget) Dredging Works (part 1)	Aomori	4.8 (JV6.9)	4Q	Feb-25 – Mar-28
Kinki Regional Development Bureau	Ground improvement work of the cargo sorting area (PC15 to PC17) in the Port Island (the second) district(construction area 2), Port of Kobe	Hyogo	3.8 (JV5.4)	2Q	Sep-24 – Mar-26
West Nippon Expressway Co., Ltd.	the Maizuruwakasa Expressway Nojiri Tunne	Fukui	2.6 (JV3.7)	1Q	Aug-24 – Aug-27
<b>Domestic Building Construction</b>					
South Kanto Defense Bureau	Takeyama (Reiwa 6 Supplementary Budget) Development of New Training Facility, etc. (part 1, 2 and 3)	Kanagawa	26.3 (JV50.5)	4Q	Jan-25 – Mar-28
Hokkaido Defense Bureau	Chitose Test Center (Reiwa 6 Budget) New Construction of Test Facility, etc., and Other Works	Hokkaido	19.1	4Q	Mar-25 – Dec-28
Asaka Wako Resource Recycling Cooperative	New Construction for Development and Operation of Asaka Wako Resource Recycling Cooperative Cross-Regional Waste Treatment Facility	Saitama	18.5	4Q	Jan-25 – Mar-30
GoldCrest Co., Ltd.	(tentative name) Crest Form Yakou III New Construction of Buildings F and G	Kanagawa	16.5	1Q	May-24 – Mar-29
Tokiwa Special Purpose Company	(tentative name) Goodman Business Park Stage 7 Building 2 New Construction	Chiba	Undisclosed	1Q	May-24 – Dec-25
<b>Overseas</b>					
Chittagong Port Authority	Matarbari Port Development Project Phase-1Procurement of Civil Works for Port Construction (Package-1)	Bangladesh	47.7 (JV73.4)	4Q	42 months
Civil Aviation Authority of Singapore	Addition and Alteration Works To Air Traffic Control Centre	Singapore	32.0	3Q	Undisclosed
Maritime and Port Authority of Singapore	Construction and Management of Containment Bunds at Tuas Port Phase 3	Singapore	8.0	4Q	May-25 – Jan-27
The Chinese University of Hong Kong	Main Contract Works for Proposed 394 - Place Student Hostel in Area 39	Hong Kong	7.6	3Q	Dec-24 – Aug-27



# ■ Major Projects with substantial construction revenues for FY3/25 (Non-Consolidated)

Client	Project name	Project site	Completed construction (JPY bn)	Contract amount (JPY bn)	Progress rate	Construction period
<b>Domestic Civil Engineering</b>						
Kyushu Regional Development Bureau	Reiwa 4 Mageshima Mooring Facility etc. Construction Project	Kagoshima	51.2	148.1 (JV236.9)	71.6%	Oct-22 – Mar-27
Kyushu Regional Development Bureau	Reiwa 4 Mageshima Temporary Pier Construction Project (part 1)	Kagoshima	9.0	18.7 (JV37.5)	100.0%	Oct-22 – Dec-24
Japan Railway Construction, Transport and Technology Agency	Construction work of the Oshin Viaduct	Hokkaido	3.8	10.5 (JV20.9)	41.0%	Jan-23 – Aug-26
West Nippon Expressway Co., Ltd.	Construction work of the Hiroshima-Kure Expressway Saka	Hiroshima	3.0	8.8	53.7%	Mar-22 – Jul-26
Kumamoto Defense Bureau	Setouchi (Reiwa 5 Budget) Magazine A New Construction, Civil Engineering Works Setouchi (Reiwa 5 Budget) Magazine B New Construction, Civil Engineering Works	Kagoshima	2.8	4.5 (JV6.4)	62.9%	Aug-23 – Feb-26
<b>Domestic Building Construction</b>						
Tsukishima 3-chome North District Urban Redevelopment Cooperative	Tsukishima 3-chome North District Type 1 Urban Redevelopment Project New Construction	Tokyo	25.3	63.8	60.6%	Mar-22 – Jun-26
Sakuradai Danchi Public Housing Reconstruction Project Cooperative	Sakuradai Danchi Public Housing Reconstruction Project	Kanagawa	9.5	22.3	77.4%	Oct-22 – Aug-26
Sumitomo Realty & Development Co., Ltd.	(tentative name) Kita-Shinagawa 4 cho-me Development New Construction Project	Tokyo	5.8	8.8	100.0%	Sep-22 – Jan-25
CP Chemical Inc.	(tentative name) CP Chemical Inc. Metropolitan Area Plant Construction Project	Gunma	3.7	Undisclosed	100.0%	Apr-22 – Nov-24
Kuki City	(tentative name) Construction and Operation of Kuki City New Waste Treatment Facility	Saitama	3.7	17.9	28.7%	Oct-22 – Mar-29
<b>Overseas</b>						
Land Transport Authority of Singapore	Contract T232 - Construction of Station, Tunnels and CIQ Building for Rapid Transit System (RTS) Link	Singapore	24.1	98.7	73.7%	Undisclosed
Ministry of Health, Singapore	Elective Care Centre and National Dental Centre	Singapore	16.2	107.7	23.3%	Undisclosed
The University of Hong Kong	Redevelopment of No.2 University Drive and IT Building	Hong Kong	16.1	41.4	68.7%	Undisclosed
Land Transport Authority of Singapore	Contract CR117 - Design and Construction of Bright Hill Interchange Station and Tunnels	Singapore	10.4	54.2	35.8%	Undisclosed
Maritime and Port Authority of Singapore	Tuas Terminal Reclamation, Wharf Construction and Dredging Phase 2	Singapore	8.6	55.6 (JV158.8)	77.4%	Mar-18 – Mar-27

**TOPIX**

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# ■ Practicing Sustainability Management

## ● Creating platforms to deepen sustainability management

### - Sustainability initiatives start on sites-

#### Weekly sustainability morning meetings on all domestic sites

- In sustainability morning meetings, specific actions and measures to practice sustainability management are presented
- Sustainability morning meetings are conducted weekly on all domestic POC sites from September 2024, and group-wide implementation started in January 2025

#### Start of the “Sustainability Award” in Singapore

- Commemorating POC's entry into the Singapore market, we hosted the “Sustainability Award” which recognizes outstanding sustainability initiatives on sites in Singapore. The Award will be introduced in domestic sites starting from FY 3/26



Sustainability morning meetings



Sustainability Award, Singapore

#### Themes of Sustainability morning meetings

- |  |   |
|--|---|
| ① Responding to climate change issue                               | ⑤ Promotion of DE&I   |
| ② Creation of a rich environment                                   | ⑥ Respecting human rights and building sustainable supply chain |
| ③ Construction of high-quality social infrastructure and buildings | ⑦ Ensuring occupational health and safety                       |
| ④ Enhancing technology development and technical capabilities      | ⑧ Promotion of effective governance                             |

## ● Tackling material issues

### Respect for humanity

- Implementation of Human Rights DD (started within POC Group and gradually extended to business partners, etc., start of distribution of Self-Assessment Questionnaire in July 2024)
- Multi-stakeholder Dialogue (United Nations Development Program, June 2024)

### Sustainable Supply Chain

- Holding explanatory sessions on Sustainable Supply Chain aimed outside POC in domestic and major overseas offices in Singapore and Hong Kong
- Distribution of SSC Self Assessment Questionnaire (SAQ) to major business partners and target companies will be significantly increased in FY 3/26

### Promotion of Diversity, Equity and Inclusion (DE&I)

- Formulation of “POC Group Declaration of Health and Productivity Management” (November 2024)

### Initiatives to tackle climate change issues (details shown on a separate page )

- Promoting initiatives to reduce CO<sub>2</sub> emissions in construction activities both in Japan and overseas to achieve the “1.5°C trajectory” target
- POC was named on the highest “A List” of “CDP's 2024 Climate Change Category” (February 2025)

## ● Evaluations from external entities

- Selected as a constituent of the **FTSE<sup>\*1</sup> Blossom Japan Sector Relative Index (as of March 2025)**, which is made up of Japanese companies that demonstrate strong ESG practices  
\*1: Financial Times Stock Exchange

- **MSCI<sup>\*2</sup> ESG Rating “A”** (as of March 2025)  
A global assessment index for ESG investment provided by MSCI USA  
\*2: Morgan Stanley Capital International



**FTSE Blossom  
Japan Sector  
Relative Index**

**MSCI**  
ESG RATINGS



CCC B BB BBB A AA AAA

# ■ Initiatives for DE&I Promotion

To provide diverse human resources with fair opportunities to thrive and grow and to create a work environment where each employee feels comfortable and motivated

## ○ Details of initiatives

### 1. Securing and nurturing diverse human resources

- Promotion of employment/empowerment of female employees, mid-career employees, employees in global career track position, senior employees and employees with physical and mental disabilities
- Promotion of use of a support grant system for self professional development

\*provision of support for self-development up to JPY 20,000 yen monthly and up to JPY 240,000 yen annually

- Salary increase above the national inflation rate  
(FY 3/24: 4.4%, FY 3/25: 7.0%, FY 3/26: 4.5%)

- Keeping the turnover ratio of young employees low :
- providing communication training (for young employees and their supervisors)
- conducting opinion exchange meetings among young employees

### 2. Development of an open and comfortable work environment

- Fostering employee awareness through training on unconscious bias and harassment
- Use of results of the engagement survey and stress check tests

### 3. Helping employees achieve a good work-life balance and promoting flexible work style

<Promotion of work style reform>

- Keeping statutory overtime work within 45 hours per month bimonthly

- Establishment of 8 site closures/8 days off per 4 weeks  
/two days off per week (on Saturdays and Sundays)

<Promotion of diverse and flexible work style >

- Promotion of rotational participation in morning meetings/setting flexible working hours
  - Promotion of paternity leave, 100% acquisition of special leave at childbirth
- <Promotion of labor-saving and productivity-improvement initiatives >
- DX use in construction management

### 4. Support for DE&I promotion and work style reform for skilled workers

- Providing incentives with excellent foremen
- Ensuring workers' enrollment in the CCUS platform
- Payment of incentives to those who achieve 2 holidays-per-week acquisition target

- Ensuring proper shifting of costs and appropriate contract pricing towards subcontractors

## ○ Step-by-step promotion of work style reform

### ▽ Adherence to compulsory cap on overtime hours

Adherence significantly improved by keeping overtime work within 45 hours per month bimonthly

Items of Overtime Cap	FY 3/23			FY 3/24			FY 3/25		
	Outdoor Duty Employees	Office Duty Employees	Total	Outdoor Duty Employees	Office Duty Employees	Total	Outdoor Duty Employees	Office Duty Employees	Total
Keeping overtime 45 hours per month bimonthly	61.9%	96.0%	75.0%	82.8%	99.4%	90.6%	100%	100%	100%
720 hours per year or less	88.0%	99.8%	92.6%	95.2%	100%	97.5%	100%	100%	100%
Monthly average overtime for 2-6 months: 80 hours or less	97.4%	99.3%	98.1%	99.4%	100%	99.7%	99.9%	100%	99.9%
100 hours per month or less	99.0%	99.6%	99.3%	97.0%	99.7%	98.3%	100%	100%	100%
Total	61.3%	95.4%	74.5%	81.3%	99.1%	89.7%	99.9%	100%	99.9%

### ▽ Achievement ratio of 8 site closures per 4 weeks and holiday acquisition of 8 days off per 4 weeks

		FY2022	FY2023	FY2024
Individuals taking 8 days off per 4 weeks or more	Employees on outdoor duties	92.1%	92.6%	95.5%
Sites with 8 closures per 4 weeks or more	Sites	56.0%	57.0%	66.2%

## ○ Price negotiation with subcontractors and pass-through of labor costs on price

Continuous monitoring of the member companies of the Penta-Ocean Construction Labor Safety Council through proprietary surveys

⇒improvement in evaluation of the "follow-up survey on the Price Negotiation Promotion Month" organized by The Small and Medium Enterprise Agency

Changes of the evaluations of the "Follow-up Survey on the Price Negotiation Promotion Month" organized by The Small and Medium Enterprise Agency

	Sep. 2022	Mar. 2023	Sep. 2023	Mar. 2024	Sep. 2024
Price negotiation	C	A	B	A	A
Cost pass-through on prices	C	B	B	B	B

Price negotiations - A and B: Negotiations were sufficient C: Negotiations were not sufficient

Cost pass-through on prices - A: More than 70% of cost pass through on price B: More than 40% C: Less than 40%



# Disaster Recovery

## Recovery Construction from the Noto Peninsula Earthquake

- Immediately after the earthquake, POC was engaged in reopening of disrupted ports and roads (from January through August 2024)
- Full-scale post-disaster reconstruction is underway (POC was awarded four projects in FY 3/25, construction currently underway)

### ○ Emergency restoration work (January – August 2024)

- Immediately after the earthquake, POC was engaged in damage assessment and emergency restoration work
- Established the Noto construction office in March 2024 (in Nanao City, Ishikawa Pref.)
- ▷ Wajima Port Emergency Restoration Work
  - To reopen waterways blocked by stranded fishing boats



Dredging work

### ▷ Wajima City Road Touge-Fukami Line Emergency Restoration Work



Before construction start



At completion

### ▷ Suzu City Horyu-Shoin Coast Emergency Restoration Work



Before construction start



At completion

### ○ Permanent restoration work (from October 2024 –)

- Received orders for five permanent reconstruction projects of harbor facilities and fishing ports
- FY 3/25: Nanao Port: JV, JPY 1.6 bn, Wajima Port: JV, JPY 1.7 bn, Fushiki Toyama Port: approx. JPY 0.4 bn, Ogi Port: approx. JPY 0.6 bn
- FY 3/26 Noroshi Fishing Port: approx. JPY 0.7bn (awarded on May 1, 2025)
- ⇒ Contributing to early restoration and recovery (including sharing expertise on effective construction methods etc.)



● Locations of POC sites (for FY 3/25 and FY 3/26)

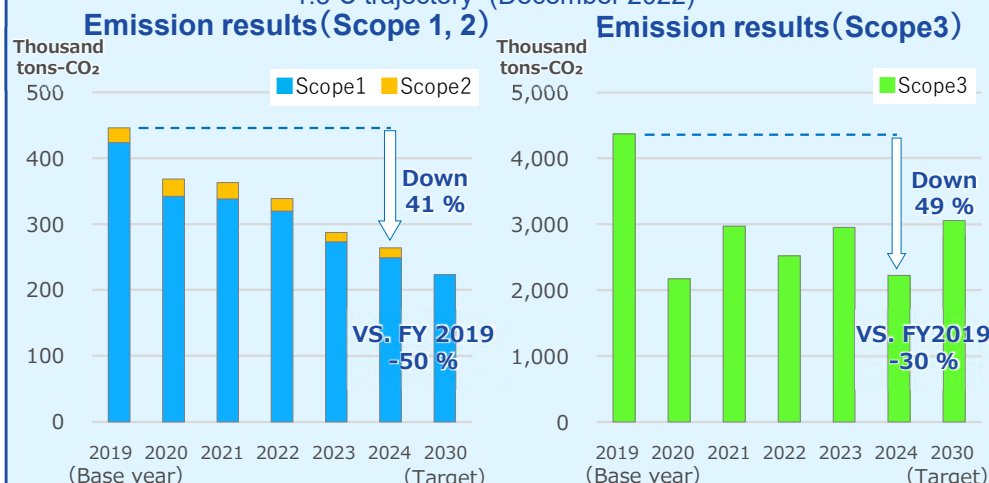
# Promotion of GX -towards achievement of carbon neutrality

## Organizational rollout of initiatives to tackle climate change issues - towards achievement of carbon neutrality

▽ In addition to progressive disclosure of related information following the expression of support for TCFD Final Recommendations, we will strive to promote CO<sub>2</sub> reduction initiatives towards achievement of SBT-certified reduction targets

### CO<sub>2</sub> emission reduction targets

FY 2030 targets received certification from SBTi as in line with a "1.5°C trajectory" (December 2022)



\*Received limited assurance by third-party auditors regarding Scope 1, 2 and 3 emissions after FY 2022

\*Results for FY 2024 are preliminary figures before receiving the third-party assurance

### Initiatives towards carbon neutrality of construction business activities (Scope 1 and 2)

- (Short-term) Productivity improvement by ICT etc. (promotion of DX)  
ZEB conversion of site offices  
Further introduction of fuel economy enhancers: construction machinery and work vessels
- (Mid-term) Further introduction of alternative fuels (bio diesel fuels(BDF), GTL etc.)  
Active use of renewable energy(including land-based electricity supply and rechargeable batteries), exploring automatic and autonomous operation by electrification of work vessels
- (Long-term) Introduction and utilization of next-gen energy sources such as hydrogen and ammonia



### Net Zero Energy Building (ZEB) Initiatives (Scope 2・Scope 3)

- Continuous development of energy-saving technologies towards ZEB conversion
- POC Muroran Factory : Use of solar power generation + hydrogen energy  
⇒ Addition of water electrolysis apparatus and storage batteries (planned for FY 3/26)
- POC Institute of Technology (Nasu Shiobara City): Installation of solar power systems and storage batteries (planned for FY 3/26)
- Promoting proactive proposals of the application of Zero Energy Building (ZEB) technologies in new projects

#### ○ ZEB construction for POC factory and site offices



POC Muroran Factory



Hibikinada Offshore Wind Farm Site Office



Tsukishima 3-chome North Area Redevelopment Site office

### Introduction of marine biofuel on POC's fleet (Scope 1)

- Started to use biofuel (B24\*<sup>1</sup> fuel, a 24% blend of FAME\*<sup>2</sup> with heavy oil A) on POC's propriety work vessel "POCOM No. 12"

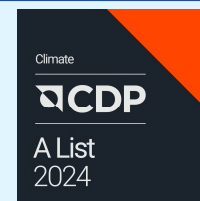
\*<sup>1</sup>: Fatty acid methyl ester: A type of fatty acid ester that are produced by an alkali-catalyzed reaction of fats or fatty acids with methanol

\*<sup>2</sup>: A simple drop-in fuel that does not require engine replacement and reduces CO<sub>2</sub> emissions by 24% as an environmentally friendly resource-recycling fuel



### POC was named on the highest "A List" of CDP's 2024 Climate Change Category

\*CDP: A non-profit organization established in London in 2000 which operates a global environmental information disclosure system





# Promotion of GX -Tackling Offshore Wind Farm Construction Projects

- The Kitakyushu Hibikinada Offshore Wind Project: foundation work completed, wind turbine installation and cable laying are scheduled for FY 3/26
- As a front runner in offshore wind, POC will build latest, large-scale offshore wind work vessels (HLV and CVL)

## ●Progress of the Kitakyushu Hibikinada Offshore Wind Project -Turbine foundation completed (back on the original construction schedule) and wind turbine installation and cable laying are planned for FY 3/26

A 220 MW large-scale wind farm project to install 25 nos. of 9.6 MW wind turbines in an approx. 2,700ha site within the port area of the Hibikinada district of the Port of Kitakyushu



## ●Construction of large-scale offshore work vessels (HLV\*1、CLV\*2) \*1: Heavy Lift Vessel, \*2: Cable Laying Vessel



### ■Heavy Lift Vessel

Size : Length 218.4m, width 57.4m  
Basic design : Ulstein Design & Solution(the Netherlands)  
Hull construction : Seatrium Group(Singapore)  
Crane etc. : Huisman Equipment(the Netherlands)  
Ownership structure : POC 50%, Fuyo General Lease 50%  
Construction cost : JPY 120.0 bn (POC portion JPY 60.0 bn)  
Completion and delivery : Scheduled for May 2028

### ■Cable Laying Vessel

Size : Length 150m, width 32.2m  
Basic design : Salt Ship Design(Norway)  
Hull construction : PaxOcean Group(Singapore)  
Ownership structure : POC 50%, Fuyo General Lease 50%  
Construction cost : JPY 31.0 bn (POC portion JPY 15.5 bn)  
Completion and delivery : Scheduled for February 2028

### ■Trencher(cable burying machine) and work class ROV

Provider : SMD(UK)  
Ownership structure : POC 65%, Kojimagumi 35%  
Construction cost : JPY 5.5 bn (POC portion JPY 3.5bn)

## ●Prospective projects

- ▷General sea areas, the second round auction
  - Oga-Katagami-Akita : Base port development, turbine installation (scheduled for FY 3/28)
  - Saikai : Turbine foundation work and installation (scheduled for FY 3/29 & FY 3/30)
- ▷General sea areas, the third round auction and onwards, other
  - Eyeing the operation start of HLV and CLV scheduled for FY 3/29, we will explore marketing strategies utilizing our entire fleet (including offshore installation vessels ) and engineering capabilities

## ●Efforts for floating offshore wind (establishment of FLOWCON)



- January 2025: Launch of the Floating Offshore Wind Construction System Technology Research association (FLOWCON)  
(Member of the Board of POC was appointed President)
- Goal: To achieve large-scale and rapid construction and a reasonable construction cost
- Technological exchanges with the Floating Offshore Wind Technology Research Association (FLOWRA) are expected

	FY2023	FY2024	FY2025	FY2026
Driving of foundation piles	Construction start at the time of order			Operation start (during FY 3/26)
Jacket installation				
Submarine cables				
Turbine installation				

Jacket Foundation



# Fleet line-up of offshore work vessels (owned by POC)

Wind turbine installation			Scour protection/offshore support
CP-8001	CP-16001	Sea Challenger	CP-5001
 <p>Completed in 2018</p> <p>Non-propelled (800t lifting) /Owned by POC</p>	 <p>Completed in 2023</p> <p>Non-propelled (1,600t lifting) /Owned by PKY</p>	 <p>Completed in 2014 Completion of upgrade scheduled for 2026</p> <p>Self-propelled (1,600t lifting) /Owned by JOM</p>	 <p>Completed in 2012</p> <p>Self-propelled (500t lifting) /Owned by POC</p>

※PKY Marine (POC, Kajima, Yorigami)

※Japan Offshore Marine (JOM) (POC,DEME)

Power cable laying	Foundation construction (monopile)		Tugboat for non-propelled offshore installation vessels/ offshore support
Cable Laying Vessel (CLV)	Heavy Lift Vessel (HLV)		Kaiko
 <p>Completion scheduled for 2028</p> <p>Self-propelled (cable storage 10,000t) Co-owned by POC/Fuyo General Lease</p>	 <p>Completion scheduled for 2028</p> <p>Self-propelled (5,000t lifting) Co-owned by POC/Fuyo General Lease</p>	 <p>Completion scheduled for 2028</p> <p>Self-propelled (5,000t lifting) Co-owned by POC/Fuyo General Lease</p>	 <p>Completed in 2021</p> <p>Self-propelled (6,000 hp) /Owned by KWS</p>



# Promotion of GX - Blue Carbon and Blue Infrastructure Technologies

- Acquired J Blue Credit Certification for developing seaweed beds (in Aboshi district, Himeji City) using Calcia-improved soil, etc.
- Confirmed applicability of Calcia artificial stones (low-carbon artificial stone made from byproducts) as algae reef beds

## ○ Reclaiming a fishery in Aboshi district, Himeji City: creation of shallow areas using Calcia-improved soil

### ○ Calcia-improved soil • Low carbon material made from by-products

Eco-friendly material made from a mixture of soft dredged soil and steelmaking slag (Calcia-improving material)

### • Contributes to achieve nature positive

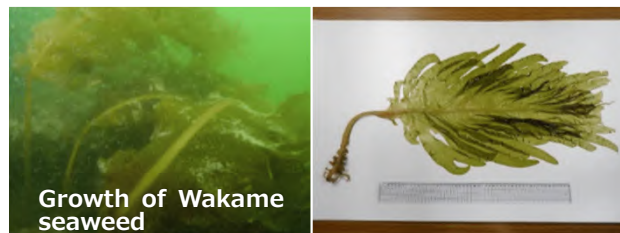
Development of shallow areas by Calcia-improved soil  
⇒ positive effect on ecosystem restoration

### ○ Acquired J Blue Credit Certification (Aboshi district, Himeji City)

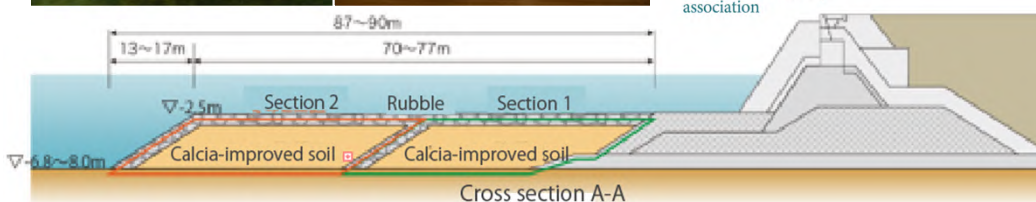
- Developed approximately 2ha of shallow areas by Calcia-improved soil (construction period: 2015-2018)  
→ Confirmed exuberant seaweed growth (surveys took place in 2023 and 2024) and increase in fish catches

Certification was granted in the amount of **1.4t-CO<sub>2</sub> fixation**  
J Blue Credit was granted on March 19, 2025

Calcia-improved soil technology  
for promoting recycling and  
reducing environmental load



1.4t-CO<sub>2</sub> sequestration  
POC,  
Himeji fishery  
cooperative,  
Aboshi branch  
Nippon Steel



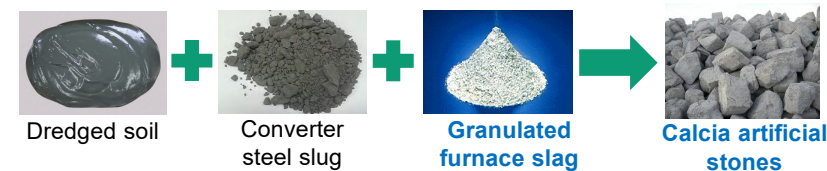
## ○ Development of a low-carbon algae reef block material

### ○ Confirmed applicability of Calcia artificial stones as algae reef beds

- A low-carbon type substitute material made from a mixture of dredged soil, steelmaking slag and bonding material (granulated blast furnace slag) ⇒ confirmed seaweed growth equal to or better than concrete material

### ○ Development of carbon-negative stones by fixing carbon materials to Calcia artificial stones

- Applicable for construction work by adjusting CO<sub>2</sub> fixation amount to ensure sufficient strength  
⇒ Introduction of a low-carbon type material that matches the marine civil engineering field



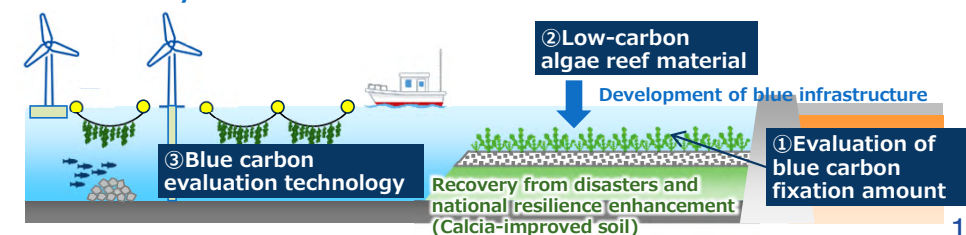
## ● Outline of the technological development

- ① Evaluation of blue carbon fixation amount
- ② Development of a low-carbon algae reef block material
- ③ Blue carbon evaluation technology

## ● Target

Application of the blue carbon technologies (environmental technologies) as preset specification into actual projects

Cooperation of offshore wind farms and fishery associations

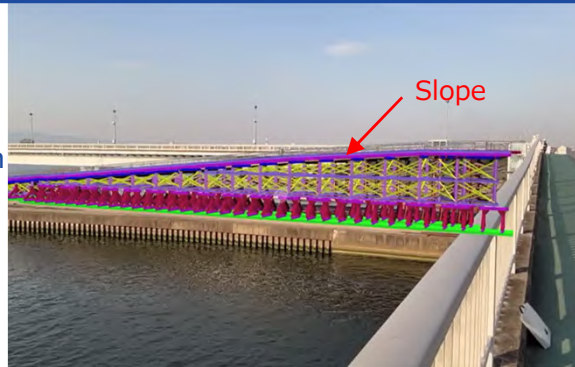


- Application of Augmented Reality (AR) and Virtual Reality (VR) for construction management and hazard prediction
- Productivity improvement and manpower saving by DX-driven remote site visits and construction management in mountain tunnel projects

## ● DX initiatives in the Yodogawa Ozeki Komon Development Project

### ○ Active utilization of AR technologies and 4D models in design change discussions

- Client-contractor discussion on the installation of a passage slope to provide access from shore



### ○ 4D simulations to safeguard equipment and materials during bad weather

- Created 4D models by adding the dimension of time to the 3D models
- Established plans for safeguarding equipment and materials against typhoons and torrential rains (in riverine construction during the flood season)



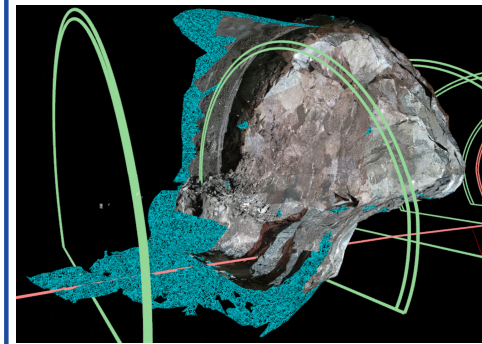
### ○ Active use of VR technologies for hazard prediction

- VR provides crane operators and workers with simulated experience of crane collision accidents
- ⇒ helps advance hazard prediction practices and prevent accidents



## ● DX promotion in mountain tunnel projects

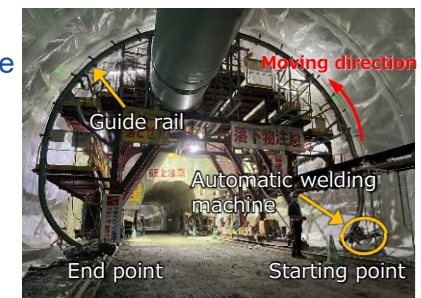
- Remote site visit using MR
  - Effective monitoring of tunnel face and other construction progress
- Invert excavation management system
  - Use of 3DLiDAR technology
  - Operator can monitor excavation depth on screen while staying seated



## ● Automation technologies in mountain tunnel projects (manpower saving)

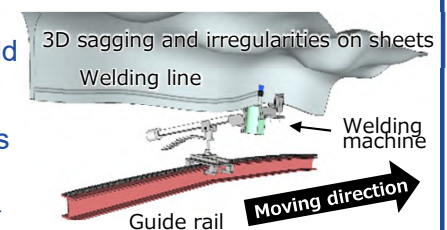
### ○ Conventional welding of waterproof sheets

- Conventional sheet welding required three skilled workers handling over a 5kg-welding machine on a high and narrow platform
- Quality of welding is influenced by the workers' skills
- ⇒ laborious human efforts and fewer skilled workers are imminent issues



### ○ Development of automatic welding system of waterproof sheets

- Autonomous welding machine on the guiding rail attached to the rolling scaffold platform moves and automatically welds waterproof sheets
- ⇒ eliminates laborious work and achieves uniform welding quality
- manpower saving (three workers → one supervisor)





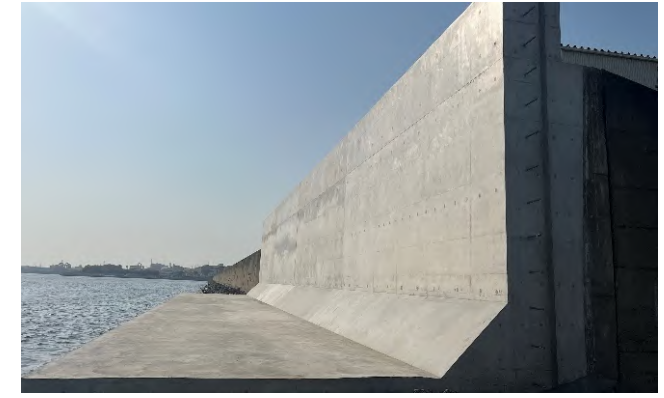
# Domestic Civil Engineering – Major Completions in FY 3/25



Onahama Road Yamada Construction  
(Fukushima, completed in September 2024)



Reiwa 6 Noto Peninsula Earthquake Horyu Shoin Coast  
Restoration Project (Ishikawa, completed in December 2024)



Reiwa 5 Port of Chiba Coast Funabashi District Hinode Seawall  
(improvement) Construction Project (Chiba, completed in March 2025)



Tsurumi River Human Road Bridge  
(Kanagawa, completed in March 2025)



National Route 474 Sanen Nanshin Expressway  
Aokuzure-Touge Tunnel (Nagano, completed in December 2024)



Onoken Shizuoka Center New Pier Construction  
(Shizuoka, completed in May 2024)



Yodogawa Ozeki Komon Chamber etc. Development Project  
(Osaka, completed in December 2024)



North of Osaka Port Kounan Area Cargo Handling Area  
(C12) Development Project (Osaka, completed in April 2024)



Shin Meishin Expressway Takatsuki Viaduct West (substructure)  
Construction (Osaka, completed in 2025)



# Domestic Building Construction -Promotion of PCa Method

- Initiatives to reduce onsite works, save labor and improve safety by promoting PCa method
- Promoting labor saving by using front-loading approach to select the optimum PCa method that suits each site condition, construction period and cost range

## ● Initiatives in the Tsukisima 3-chome Redevelopment Project

### ○ Adopted the SQRIM/LVR\*1 method to reduce construction period for a high-rise building

\*1: patented construction technology of Obayashi Corporation and Sumitomo Mitsui Construction

- Full precast concrete method using an integrated beam and beam-column joint (PCa beams and PCa beam-columns are connected onsite)

⇒ achieved a 4-days per floor construction cycle in high-rise building construction

- All PCa members are installed as of May 9, 2025



### ○ Narrow site area was fully used for site PCa by adopting the Semi-Topdown\*2 method

\*2: The building itself is not constructed in the top-down method. To the extent necessary, part of the first floor is pre-constructed to serve as the construction platform and struts. Lower floor is excavated to the bedding level and the structures are then constructed

- Roads surrounding the site are too narrow for incoming large PCa members. Use of site PCa provided a solution

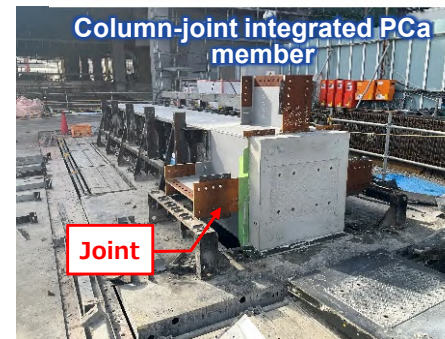


## ● Initiatives in the Landport Yokohama Sugita Project

### ○ Fabricated joint-integrated PCa columns by site PCa

In construction of a logistic facility consisting of RC columns and steel beams, joint integrated columns are fabricated by site PCa

⇒ Framework construction speed is comparable to steel construction, and the method achieves improved quality and labor saving in structural construction



## ● Initiatives in the ESR Kawanishi DC1 DC2 Projects

### ○ Pre-manufactured Pre-stressed Concrete (PC) method

- Use of PCa method for pre-stressed columns, beams, foundation on top of seismic isolation structure and peripheral walls
- ⇒ achieved labor saving





# Domestic Building Construction – Major Completions in FY 3/25



CP Chemical Inc. Metropolitan Area Plant Construction Project (Gumma, completed in November 2024)



Maruwayushi Co., Ltd. Hanyu Factory (Saitama, completed in April 2024)



JCHO Chiba Hospital (Chiba, completed in March 2025)



La Tour Gotenyama (Tokyo, completed in January 2025)



(tentative name) Landport Yokohama Shin-Sugita New Construction Project (Kanagawa, completed in March 2025)



Aichi Pref. Truck Sogo Kaikan (Aichi, completed in October 2024)



LOGI FLAG COLD Osaka Ibaraki I (Osaka, completed in February 2025)



Kochi General Rehabilitation Hospital (Kouchi, completed in December 2024)



City of Kitakyushu Environment Bureau Hiagari Factory (Fukuoka, completed in March 2025)



# Overseas – Major Completions and Awarded Project

## 【Completion】

### Kai Tak Development Stage 4 Civil Engineering Works

- Client : The Government of Hong Kong
- Contract amount : Approx. JPY 23.6 bn

※ Location map :  
Hong Kong① (p.23)



## 【Substantial Completion】

### Construction of Polder at Area A and C of Pulau Tekong

- Client : Housing & Development Board of Singapore
- Contractor : POC / Boskalis JV
- Contract amount : Approx. JPY 113.5 bn,  
POC portion JPY 55.6 bn

※ Location map :  
Singapore① (p.22)



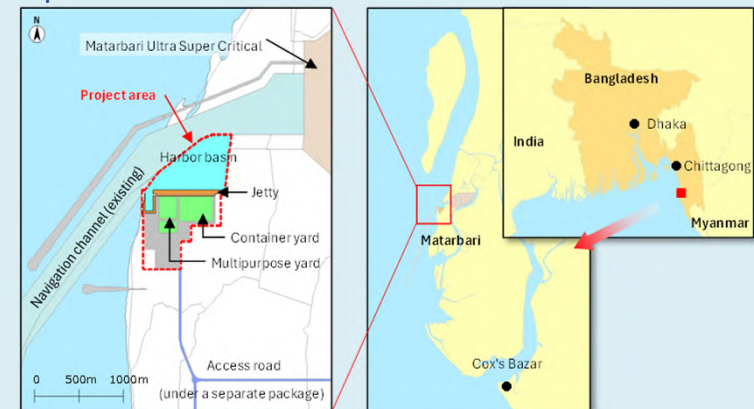
## 【Completion】 Preparatory Work for Power Plant and Port Facilities Under Matarbari Ultra Super Critical Coal-Fired Power Project

- Original client : Coal Power Generation Company Bangladesh Limited (CPGCBL)
- Client : Sumitomo Corporation
- Contract amount: Approx. JPY 178.4 bn



## 【Newly awarded】 Matarbari Port Development Project Phase-1 Package 1 Procurement of Civil Works for Port Construction

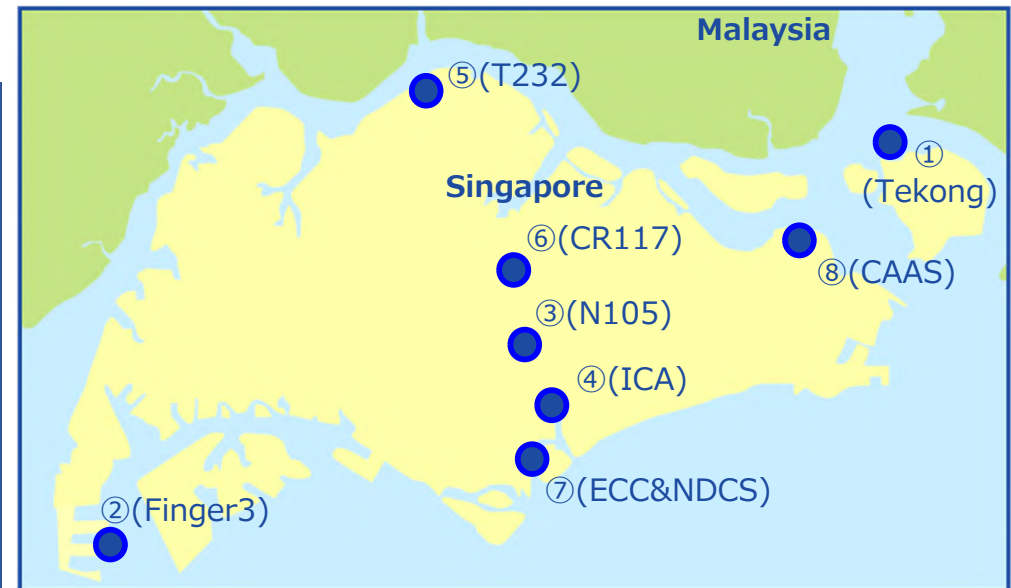
- Client : Chittagong Port Authority, Bangladesh
- Contractor : POC/ Toa Corporation JV
- Contract amount : Approx. JPY 73.4 bn  
POC portion approx. JPY 47.7 bn
- Construction period : 42 months





### ○ Singapore –Major Projects at Hand

No	Project Title (Client)	Outline・Period	Value(JPY bn) Progress rate
①	Construction of Polder at Area A & C of Pulau Tekong (HDB)	Reclamation Works by Polder Period: not disclosed	55.6 92.4%
②	Tuas Terminal Reclamation, Wharf Construction and Dredging Phase 2 (MPA)	Land reclamation Mar.2018 – Mar.2027	55.6 77.4%
③	North-South Corridor (NSC) N105 Section (LTA)	Highway Tunnel Aug.2018 – Jul.2027	46.0 55.4%
④	A new annex to ICA Building and Retrofitting of ICA Building (MHA)	Addition of building works Period: not disclosed	28.7 67.7%
⑤	Contract T232 - Construction of Station, Tunnels and CIQ Building for Rapid Transit System (RTS) Link (LTA)	Immigration facilities & station Nov.2020 – Sep.2026	98.7 73.7%
⑥	Contract CR117 - Design and Construction of Bright Hill Interchange Station and Tunnels (LTA)	Shield Tunnel & Station Period: not disclosed	54.2 35.8%
⑦	Elective Care Centre and National Dental Centre (MOH)	Medical facilities Period: not disclosed	107.7 23.3%
⑧	Addition and Alteration Works to Air Traffic Control Centre (CAAS)	Air Traffic Control Centre Period: not disclosed	31.5 1.2%



③ N105



④ ICA



⑤ T232



⑦ ECC&NDCS



### ○ Operation status of major vessels (past results and plan)

#### Andromeda V

Vessel Type : Sea trailer (self-propelled suction hopper dredger)  
Usage : Drag suction dredging  
Dimension : Length 166.7m, Width 31.0m, draught 12.5m  
Year built : 1999



#### Cassiopeia V

Vessel Type : Self-propelled pump dredger  
Usage : Cutter suction dredging  
Dimension : Length 123.2m, width 23.0m, draught 9.3m  
Year built : 2014



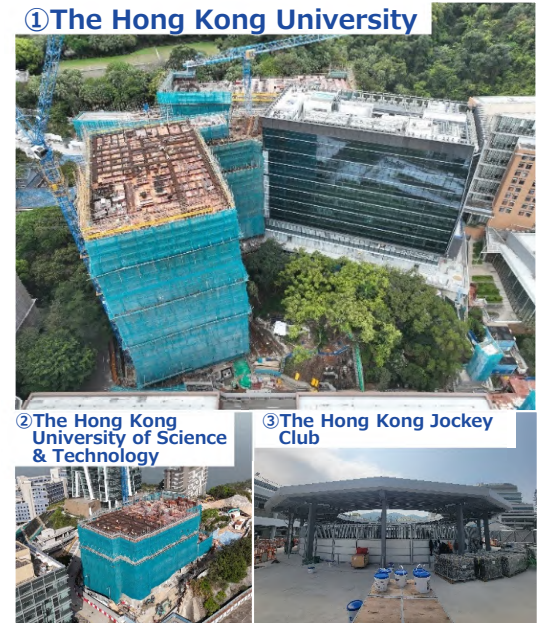
	FY 3/25 (results)	FY 3/26 (plan)
Andromeda V		
Operation period	6 months	10 months
Cassiopeia V		
Operation period	0 months	8 months



# Overseas – Projects at Hand in Hong Kong and Other Countries

## Hong Kong - Major Projects at Hand

No	Project Title (Client)	Outline・Period Value(JPY bn)・Progress rate
①	Redevelopment of No.2 University Drive and IT Building (The University of Hong Kong)	University Facilities (3 buildings) Period : not disclosed 41.4 68.7%
②	Main Contract for Proposed Research Building 2: Life and Chemical Science and Technologies (The Hong Kong University of Science & Technology)	University Facilities Oct.2023 – Mar.2026 9.4 25.9%
③	Main Contract Works for Main Stable Precinct Refurbishment at Shatin Racecourse ("STRC") (The Hong Kong Jockey Club)	Stable Precinct Refurbishment Feb.2024 – Sep.2029 Value: not disclosed 16.7%
④	Main Contract Works for Proposed 394 - Place Student Hostel in Area 39 (The Chinese University of Hong Kong)	Student Hostel Dec.2024 – Aug.2027 7.4 3.7%

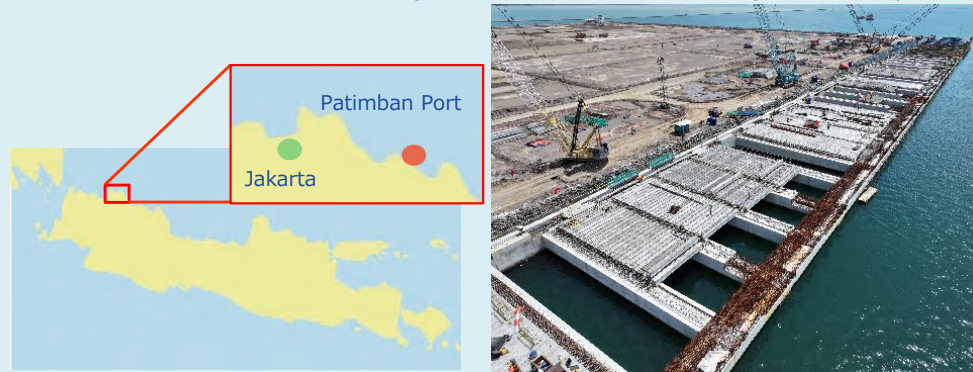


⑤: Kai Tak development - Stage 4 infrastructure at the former runway and south apron (Completed in FY24)

## Other countries – ODA Projects at Hand

### Package 6: Container Terminal No.2 Construction Patimban Port Development Project Phase (1-2)

- Client : Government of the Republic of Indonesia
- Contractor : POC・PP・WIKI・Toyo・Rinkai Nissan・JAKON JV
- Contract amount : Approx. 45.8 bn  
※ POC's portion approx. JPY 22.9 bn (50%)
- Construction period : January 2023 – November 2025 (34 months)



### Toamasina Port Development Project (package 2)

- Client : Société du Port à gestion Autonome de Toamasina, Republic of Madagascar
- Contractor : POC・Daiho JV
- Contract amount : Approx. JPY 38.5 bn  
※ POC's portion approx. JPY 26.9 bn (70%)
- Construction period : July 2020 – July 2028

