

ESG		Indicators		Consolidated /Non-consolidated	KPI	FY 3/21	FY 3/22	FY 3/23	FY 3/24	FY 3/25	(Target FY) KPI	Unit	
Environment	Responding to Climate Change Issues	CO ₂ emissions	Scope1 (Domestic) (Overseas)	Consolidated	- - -	342 (146) (196)	338 (131) (207)	320 (126) (193)	273 (116) (158)	253 (124) (128)	223kt-CO ₂ ※50% reduction (by FY 3/31, vs. FY 3/20) Carbon neutrality (FY 3/51)	kt-CO ₂	
			Scope2 (Domestic) (Overseas)	Consolidated	- - -	26 (10) (16)	25 (12) (13)	19 (12) (7)	14 (11) (3)	16 (12) (5)			
			Scope1+2 (Domestic) (Overseas)	Consolidated	✓ - -	369 (156) (212)	363 (143) (220)	339 (138) (200)	288 (127) (161)	269 (136) (133)			
			Scope3 (Category1) (Category11) (Others)	Consolidated	✓ - -	2,174 (1,099) (937) (138)	2,975 (1,124) (1,738) (114)	2,520 (1,223) (1,192) (105)	2,952 (1,431) (1,421) (100)	2,133 (1,393) (651) (90)			
		Percentage of vehicles using additives, etc. to improve fuel economy		Consolidated	✓	-	-	2.4%	13.9%	43.2%	100% (FY 3/31)	-	
		Percentage of eco-friendly construction machinery		Consolidated	✓	-	-	2.1%	2.2%	2.3%	100% (FY 3/31)	-	
		Number of ZEB and similar certifications obtained		Consolidated	✓	2	3	4	8	6	-	nos.	
		Energy output from constructed offshore wind farms		Consolidated	✓	0	0	0	0	0	-	MW	
	Environment	Sales from resource recycling businesses		Consolidated	✓	6,958	7,055	7,968	6,967	9,074	-	million yen	
		Construction waste recycling rate (Domestic)		Non-consolidated	✓	98.1%	98.5%	96.0%	97.6%	98.5%	95% or more	-	
		Construction waste emissions (Domestic)		Non-consolidated	-	414	510	571	499	671	-	kt	
		Utilization rate of construction generated soil (Domestic)		Non-consolidated	-	89.5%	86.8%	92.6%	96.8%	98.6%	-	-	
		Electricity consumption (Overall) (Domestic) (Overseas)		Non-consolidated	- - -	48,068 (19,174) (28,893)	48,114 (23,109) (25,006)	37,615 (25,141) (12,475)	29,310 (23,151) (6,160)	32,975 (23,829) (9,146)	-	MWh	
		Green Products Purchasing (Domestic)		Non-consolidated	-	79.3%	77.6%	56.7%	63.3%	47.7%	-	-	
		Number of serious violation of environmental laws and regulations (Domestic)		Non-consolidated	✓	0	0	0	0	0	Zero	nos.	
		Number of external publications on technological developments in blue carbon (Number of projects which implemented the developed technologies)		Non-consolidated	✓	2 (0)	1 (0)	4 (0)	10 (0)	9 (0)	Confirmation of CO ₂ absorption effect(FY 3/26), Application in actual projects (FY 3/31)	nos.	
Social	Quality, Technology Development	Number of patents, utility models, etc. held		Non-consolidated	✓	666	676	687	685	648	-	nos.	
		Number of commendations(Commendations from the Minister, the director of regional development bureaus, Nikkenren and JSCE awards)		Non-consolidated	✓	31	23	25	25	30	-	nos.	
		Score of civil engineering projects awarded by the government (Average) (Domestic)		Non-consolidated	✓	81.0	81.1	80.1	81.6	81.0	Average 80 points or better	nos.	
		Private clients satisfaction survey "Satisfied" or better (Civil engineering) (Domestic)		Non-consolidated	✓	100%	98.5%	96.7%	98.3%	100%	95% or more	-	
		Private clients satisfaction survey "Satisfied" or better (Building construction) (Domestic)		Non-consolidated	✓	94.1%	96.0%	93.8%	100%	91.4%	95% or more	-	
		Number of non-conforming product cases handled (Domestic) ^{*1}		Non-consolidated	✓	25	18	30	27	13	-	nos.	
		Number of non-conforming product cases handled (Overseas) ^{*1}		Non-consolidated	✓	-	-	-	-	46	-	nos.	
		R&D expenses	Overall	Non-consolidated	✓	2,348	2,405	2,786	3,142	3,262	-	million yen	
			DX related	Non-consolidated	-	968	1,021	1,129	856	1,057		million yen	
			GX related	Non-consolidated	-	910	1,000	1,261	1,601	1,403		million yen	
			Resilience related	Non-consolidated	-	470	383	396	686	802		million yen	
		number of external publications	Overall	Non-consolidated	✓	131	135	144	174	165	Number of papers, magazine article submissions and press releases related to technological development (The overall number of publications does not correspond to the sum of all segment counts, because some publications are counted under multiple segments)	nos.	
			DX related	Non-consolidated	-	29	27	36	54	39		nos.	
	GX related		Non-consolidated	-	26	34	28	52	73	nos.			
	Resilience related		Non-consolidated	-	82	69	93	91	83	nos.			
	Productivity	Sales per employee (Overall)		Non-consolidated	-	1.0	0.9	1.0	1.2	1.4	-	100 million yen/persons	
		Sales per employee (Domestic)		Non-consolidated	-	1.0	1.0	1.0	1.3	1.5	-	100 million yen/persons	
		Sales per employee (Overseas)		Non-consolidated	-	0.8	0.8	0.9	1.0	1.1	-	100 million yen/persons	
	DE&I (Diversity, Equity & Inclusion)	All POC	Number of employees (as of March 31)		Non-consolidated	-	4,650	4,642	4,763	4,746	4,634	-	nos.
			Of which, number of female employees (Ratio of female employees)		Non-consolidated	- -	719 (15.5%)	698 (15.0%)	741 (15.6%)	744 (15.7%)	750 (16.2%)	- -	
Number of management-level employees			Non-consolidated	-	1,413	1,396	1,405	1,419	1,424	-			
Of which, number of female management-level employees (Ratio of female management-level employees)			Non-consolidated	- ✓	49 (3.5%)	53 (3.8%)	65 (4.6%)	71 (5.0%)	68 (4.8%)	- 15% or more (FY 3/36)			
Domestic offices		Number of employees (as of March 31)		Non-consolidated	-	3,046	3,136	3,222	3,274	3,335	-	nos.	
		Average age of employees		Non-consolidated	-	42.1	41.9	41.6	41.4	41.5	-	years of age	
		Of which, number of female employees (Ratio of female employees)		Non-consolidated	- -	348 (11.4%)	367 (11.7%)	392 (12.2%)	415 (12.7%)	439 (13.2%)	-	nos.	
		Number of management-level employees		Non-consolidated	-	1,147	1,146	1,143	1,136	1,138	-		
		Of which, number of female management-level employees (Ratio of female management-level employees)		Non-consolidated	- -	11 (1.0%)	17 (1.5%)	24 (2.1%)	26 (2.3%)	28 (2.5%)	-		
		Overseas offices	Number of locally hired employees (as of March 31)		Non-consolidated	-	1,604	1,506	1,541	1,472	1,299	-	nos.
Of which, number of female employees (Ratio of female employees)			Non-consolidated	- -	371 (23.1%)	331 (22.0%)	349 (22.6%)	329 (22.4%)	311 (23.9%)	- -			
Number of management-level employees			Non-consolidated	-	266	250	262	283	286	-			
Of which, number of female management-level employees (Ratio of female management-level employees)			Non-consolidated	- -	38 (14.3%)	36 (14.4%)	41 (15.6%)	45 (15.9%)	40 (14.0%)	- -			

ESG		Indicators		Consolidated /Non-consolidated	KPI	FY 3/21	FY 3/22	FY 3/23	FY 3/24	FY 3/25	(Target FY) KPI	Unit
		New employees (Domestic)	Number of new employees	Non-consolidated	-	200	198	203	189	173	-	nos.
			Of which, number of female employees (Career-track & non-career-track)	Non-consolidated	-	34	30	35	40	34	-	
			(Number of female employees / Number of new employees)		-	(17.0%)	(15.2%)	(17.2%)	(21.2%)	(19.7%)	-	
			Of which, female career-track employees	Non-consolidated	-	30	27	29	36	27	-	times
			(Number of female career-track employees / Number of new career-track employees)		✓	(15.9%)	(13.9%)	(15.0%)	(20.0%)	(17.1%)	25% or more	
			Competitive rate/male, career-track	Non-consolidated	-	2.8	3.4	2.9	2.5	2.4	-	
		Number of newly-hired mid-career employees (Domestic)	Competitive rate/female, career-track	Non-consolidated	-	4.9	7.0	4.9	2.8	3.0	-	nos.
			Competitive rate/non career-track		-	12.7	16.0	8.5	10.3	6.3	-	
				Non-consolidated	-	27	15	17	9	43	-	nos.
			(Of which, number of male mid-career employees)		-	(15)	(14)	(11)	(7)	(28)	-	
			(Of which, number of male mid-career employees)		-	(12)	(1)	(6)	(2)	(15)	-	
			Accepted internships (Domestic)	Non-consolidated	-	Canceled due to COVID-19		62	101	243	-	nos.
			Turnover rate within 3 years of joining (Domestic)	Non-consolidated	✓	16.8%	14.1%	16.2%	12.7%	14.9%	5% or less	-
Work life balance		Domestic	Ratio of employees with disabilities (Domestic) (Statutory employment rate)	Non-consolidated	✓	2.66%	2.69%	2.79%	2.76%	2.91%	2.7% or more (FY 3/26)	-
					-	(2.30%)	(2.30%)	(2.30%)	(2.30%)	(2.50%)	-	-
			Number of consultation received by the Harassment Helpline (Domestic)* ⁵	Consolidated	✓	10	10	15	21	37	-	nos.
			Number of consultations received by the Harassment Helpline (Overseas)* ⁵	Consolidated	✓	0	1	2	0	4	-	nos.
			Implementation of 8 site-closures per 4 weeks (Calculated based on the number of work suspension days) (Bottom row: Calculated based on the number of site closures))	Non-consolidated	✓	48.2%	57.2%	64.3%	64.1%	72.0%	-	-
						(42.9%)	(50.0%)	(56.0%)	(57.0%)	(66.2%)		
			Implementation of 4 days off per 8 weeks(project-site employees)	Non-consolidated	✓	78.4%	86.6%	92.1%	92.6%	95.5%	-	-
			strict adherence to overtime hour regulations	Non-consolidated	✓	-	-	-	-	99.9%	100%	-
			Acquisition rate of annual paid leave	Non-consolidated	-	51.8%	54.1%	68.0%	66.2%	64.8%	-	-
			Childcare leave acquisition rate (female)	Non-consolidated	✓	100%	107.7%	88.2%	86.7%	125.0%	Upper row: Figures calculated according to the Ministry of Health, Labor and Welfare's standards * ²	-
						(100%)	(100%)	(100%)	(100%)	(100%)		
			Childcare leave acquisition rate (male)	Non-consolidated	✓	32.2%	40.2%	116.0%	99.0%	112.0%	Bottom row: Figures calculated based on POC's own standards* ³	-
						(51.2%)	(32.6%)	(74.2%)	(100%)	(100%)		
Securing future construction workers		Construction Career Up System registration rate (Domestic)	Return-to-work rate after childcare leave (Female)	Non-consolidated	-	100%	96.2%	100%	100%	100%	-	-
			Rate of employees who took a health check-up	Non-consolidated	-	99.8%	99.5%	99.4%	99.9%	99.8%	-	-
			Presenteeism (lost productivity at work due to health problems)	Non-consolidated	-	-	-	24.3%	23.8%	24.0%	SPQ (Single-Item Presenteeism Question)	-
			Work engagement	Non-consolidated	-	51.4	51.1	50.8	51.0	51.2	Measured by the original indices of the outsourced company* ⁴ developed from items associated with the Utrecht Work Engagement Scale (checked at the time of stress check)	deviation value
			Stress check completion rate	Non-consolidated	-	99.8%	99.8%	99.7%	99.8%	99.8%	100%	-
			Number of certified excellent foremen (Domestic)	Non-consolidated	✓	401	402	431	461	521	-	persons/year
			Number of people received training for foremen (Domestic)	Non-consolidated	-	247	181	171	271	305	-	persons/year
			Subcontractors (primary subcontractors)	Non-consolidated	✓	93.9%	95.5%	97.3%	98.9%	98.7%	100% (FY 3/26)	-
			Subcontractors (second-tier subcontractors)	Non-consolidated	✓	52.8%	59.2%	68.7%	72.5%	75.6%	90% or more (FY 3/26)	-
			Skilled workers (primary subcontractors)	Non-consolidated	✓	71.6%	79.4%	86.4%	89.7%	89.5%	100% (FY 3/26)	-
Respect for Human Rights and Sustainable Supply Chain			Skilled workers (second-tier subcontractors)	Non-consolidated	✓	52.8%	62.2%	72.3%	78.7%	83.1%	90% or more (FY 3/26)	-
			Human rights training participation rate	Consolidated	✓	-	-	-	100%	100%	100%	-
			Progress of Human Rights DD	Consolidated	✓	-	-	-	HQ, 10 branches, 9 overseas offices, 10 group companies	229 subcontractors (159 domestic companies and 70 overseas companies)	FY 3/24 : Within POC group FY 3/25 : POC group and subcontractors, etc.	-
			SSC training participation rate	Consolidated	✓	-	-	-	-	100%	100%	-
			SSC conformity of subcontractors (Domestic)	Consolidated	✓	-	-	-	-	95.7%	Percentage of assessment items marked as "compliant" in the Self Assessment Questionnaire (SAQ) responses submitted by subcontractors	-
			SSC conformity of subcontractors (Overseas)	Consolidated	✓	-	-	-	-	98.7%		-
			Number of consultation received by Human Rights Helpline (Domestic)* ⁵	Consolidated	✓	-	-	-	1	0	-	nos.
			Number of consultation received by Human Rights Helpline (Overseas)* ⁵	Consolidated	✓	-	-	-	0	0	-	nos.
Occupational Health and Safety		Domestic	Number of accidents (four or more lost days)	Non-consolidated	-	11	9	23	17	22	-	nos.
			Number of fatal accidents (all)	Non-consolidated	✓	0	1	1	0	0	Zero	nos.
			Number of deaths (employee)	Non-consolidated	-	0	0	0	0	0	Zero	nos.
			Number of deaths (subcontractors)	Non-consolidated	-	0	1	1	0	0	Zero	nos.
			Frequency rate	Non-consolidated	✓	0.59	0.47	1.30	0.97	1.00	-	-
			Severity rate	Non-consolidated	✓	0.03	0.42	0.52	0.06	0.07	-	-

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		Overseas	Number of accidents (four or more lost days)	Non-consolidated	-	11	9	12	7	9	-	nos.
			Number of fatal accidents (overall)	Non-consolidated	✓	0	2	0	1	2	Zero	nos.
			Number of deaths (employee)	Non-consolidated	-	0	0	0	0	0	Zero	nos.
			Number of deaths (subcontractors)	Non-consolidated	-	0	2	0	1	2	Zero	nos.
			Frequency rate	Non-consolidated	✓	0.35	0.30	0.36	0.20	0.32	-	-
			Severity rate	Non-consolidated	✓	0.00	0.46	0.01	0.22	0.48	-	-
Governance	Compliance		Sustainability training participation rate	Consolidated	✓	100%	100%	-	100%	100%	100%	-
			Compliance training participation rate	Consolidated	✓	100%	100%	100%	100%	100%	100%	-
			Number of consultation received by the Compliance helpline (Domestic)	Consolidated	✓	10	3	6	24	14	-	nos.
			Number of consultation received by the compliance helpline (Overseas)	Consolidated	✓	0	0	11	58	4	-	nos.
	Risk Management		Number of serious violations of laws and regulations	Non-consolidated	✓	0	0	1	0	0	Zero	nos.
			Information security training participation rate	Consolidated	✓	-	97.9%	98.5%	100%	100%	100%	-
			Number of serious information-related incidents	Non-consolidated	✓	0	0	0	0	0	Zero	nos.
			Percentage of executives and employees participating in BCP training	Consolidated	✓	100%	100%	100%	100%	100%	100%	-
	IR activities		Financial results briefings (attended by the President)	Non-consolidated	-	4 (2)	4 (3)	4 (3)	4 (2)	4 (3)	-	nos.
			Number of companies who participated in one-on-one meetings	Non-consolidated	-	187	167	161	190	297	-	nos.
			Number of institutional investors who participated in one-on-one meeting	Non-consolidated	✓	261	231	229	260	407	-	nos.
			Number of participants in site tours for individual shareholders	Non-consolidated	-	Canceled due to COVID-19		10	40	44	-	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/stakeholder/esg.html>

*1 Quality Management System (From FY 3/25, overseas reporting standards were standardized to match those used domestically)

*2 Percentage of employees who took childcare leave, etc. out of employees who had a child (or whose spouse had one)

*3 Percentage of employees who took childcare leave, etc. out of employees who reached the expiration date of their childcare leave

*4 Outsourced stress check counseling service : Advantage Risk Management Co.,Ltd.

*5 Each consultation desk is counted based on the content of the consultation.