

Medium-Term Management Plan (FY3/21–FY3/23)

Now, we have established our “Medium-Term Management Plan (FY3/21–FY3/23)” for the three years from FY3/21 (the beginning year). We will make the effort to achieve the goals in this plan.

The Goal to Aim for

“A Genuine Global General Contractor”

with distinctive features in port, coastal and waterfront areas as well as overseas

1

Social

An Advanced Company in Work Style Reform and Productivity Improvement

- Acceleration of Work Style Reform —Company-wide reform (including overseas) driven by the Work Style Reform Promotion Committee
- Promotion of Productivity Improvement —Promotion of reforming construction and production systems in order to realize Work Style Reform
- With the highest priority on safety and quality, promotion of quality management activities and implementation of measures to prevent occupational accidents —Application of Penta-Ocean Standard

2

Social

An Advanced Company in Diversity & Inclusion (D&I)

- Securing and training diverse human resources —Rapid development of young staff
- Promotion of active participation of women
- Promotion of active participation of non-Japanese employees

3

Environment

A Company that Challenges New Frontiers with Pioneering Spirit

- Entering the field of offshore wind power —Leveraging our strengths of marine civil engineering
- Expert in recycling construction-generated soil and dredged soil —Utilizing our strong coastal resources
- Initiatives for ZEB (Net Zero Energy Building)

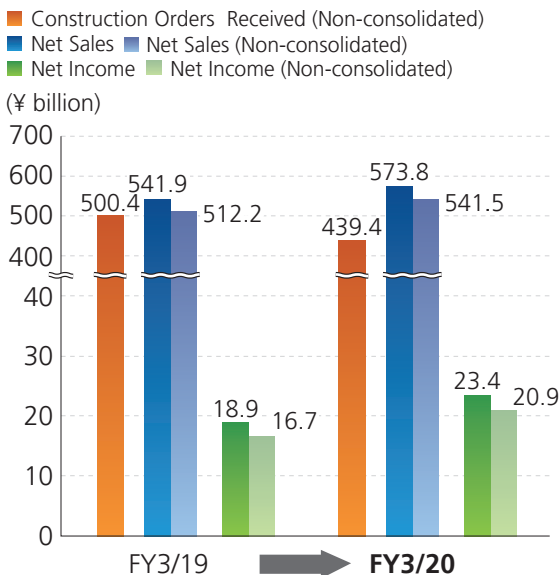
4

Governance

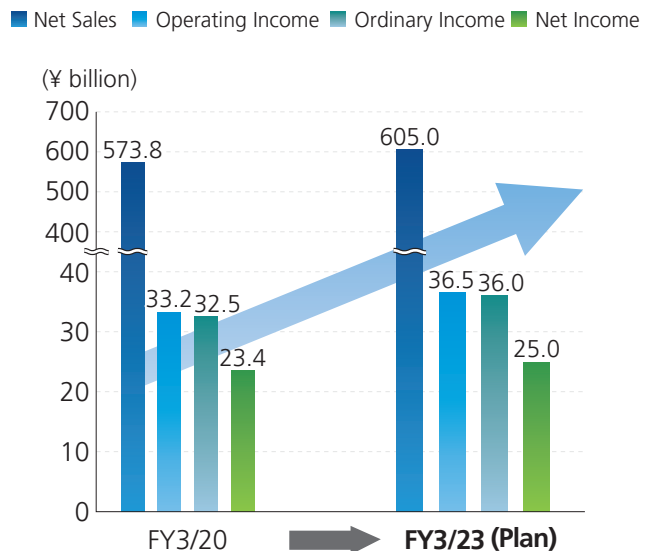
Practicing CSR Oriented Management with Focus on ESG

- Social contribution through our core business, with a focus on stakeholders
- Sustainable improvement of corporate governance and meticulous risk management
- Timely, appropriate and fair information disclosure

Construction Orders Received / Net Sales / Net Income



Revised Medium-Term Management Plan



Target Earnings under Medium-Term Management Plan

Medium-Term Management Plan (Billions of yen)				
	FY 3/20 (Result)		FY 3/23 (Plan)	
	Consolidated	Non-consolidated	Consolidated	Non-consolidated
Earnings Targets				
Construction Orders Received	—	439.4	—	600.0
Net Sales	573.8	541.5	605.0	560.5
Gross Profit	51.9	46.7	58.5	52.0
Operating Income	33.2	29.3	36.5	32.0
Ordinary Income	32.5	29.0	36.0	31.5
Net Income	23.4	20.9	25.0	22.0
Earnings Per Share (¥)	¥81.8	¥73.1	¥87.6	¥77.1
Consolidated Financial Targets				
Interest-Bearing Debt	77.5		85.0	
Net D/E Ratio	0.24 times		0.2 times	
ROE	17.4%		10% or higher (14%)	
Payout Ratio	29.4%		30% or higher	

Major Operating Trends/Projection (Consolidated)

