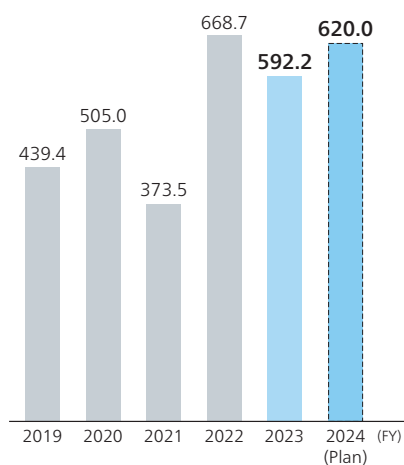
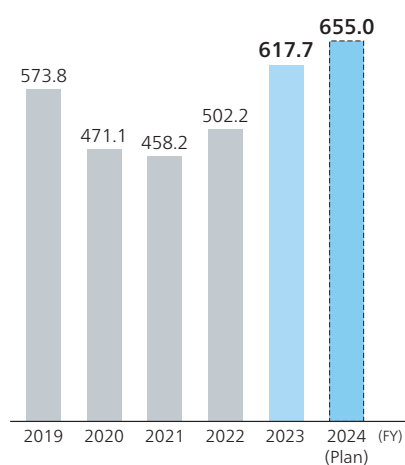


Financial/Non-financial Highlights

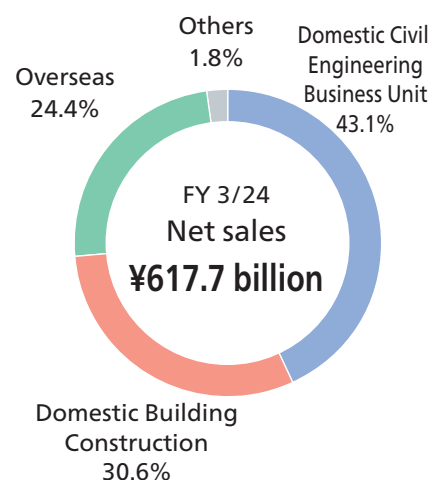
* In principle, consolidated. A note is provided whenever the scope of coverage deviates from this description.

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

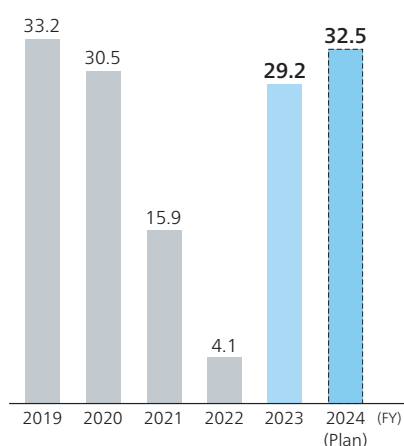
Net sales (¥ billion)



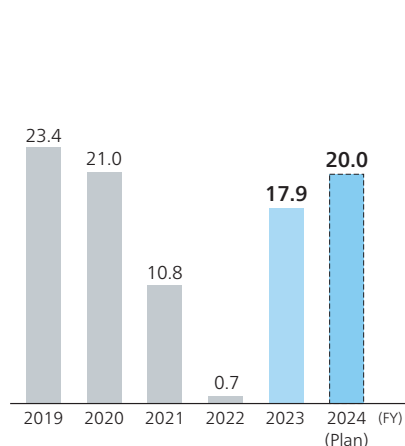
Sales Contribution by Business Unit



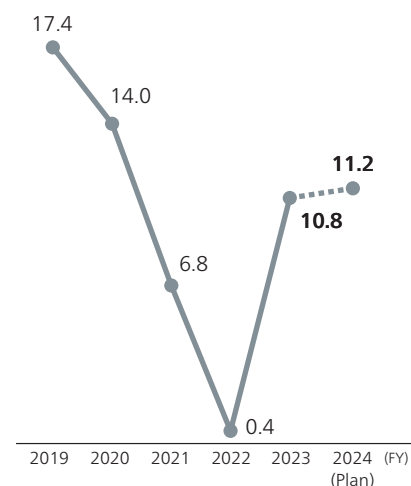
Operating profit (¥ billion)



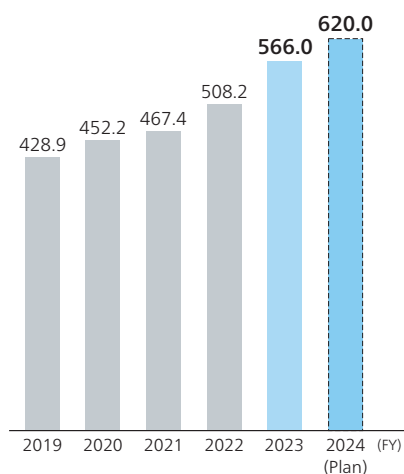
Net Income (¥ billion)



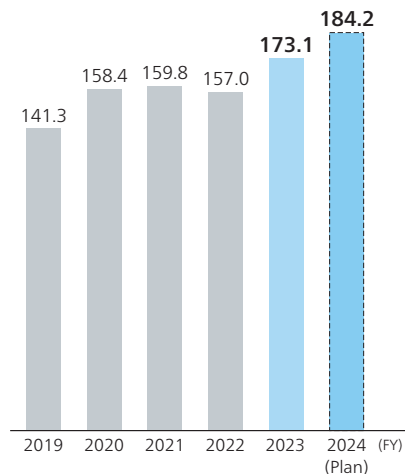
ROE (%)



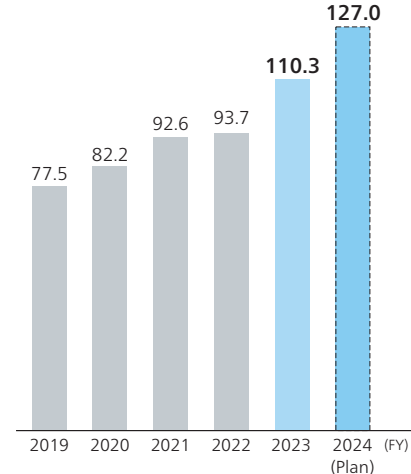
Total Assets (¥ billion)



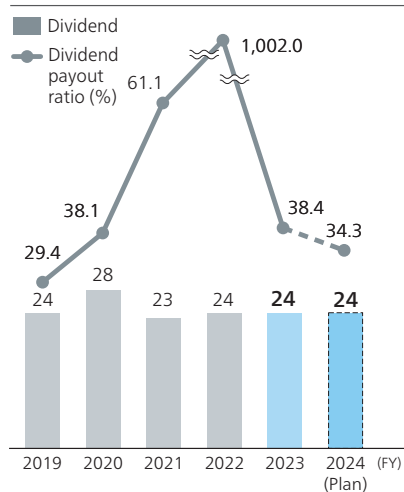
Net Assets (¥ billion)



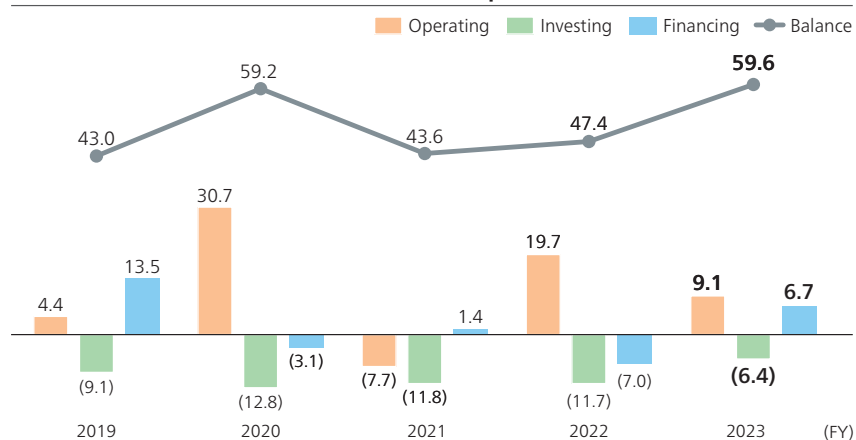
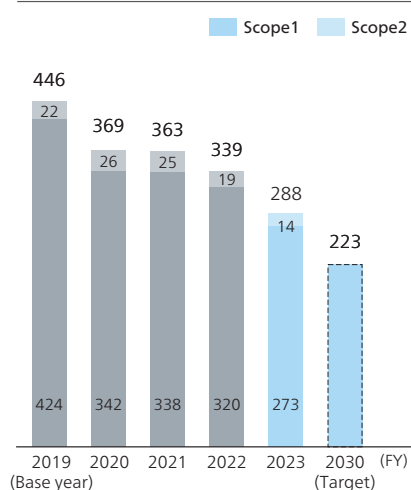
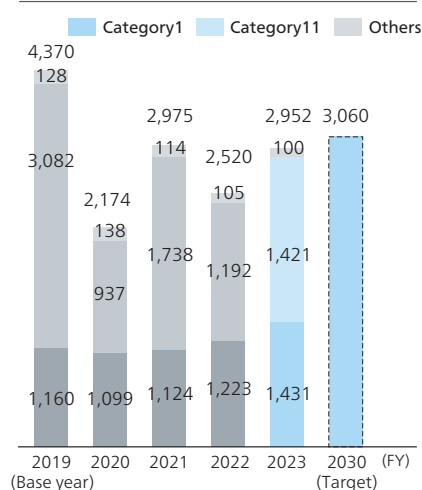
Interest-bearing Debt (¥ billion)



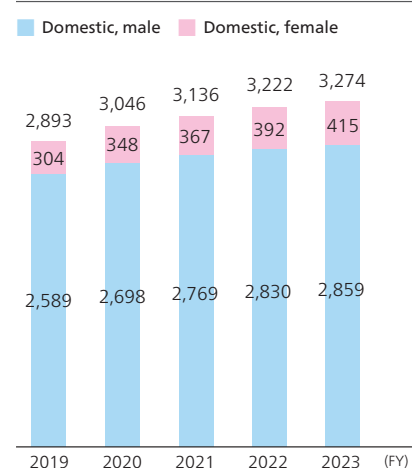
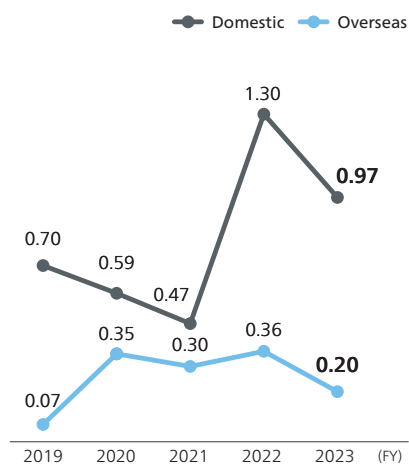
Dividend/Dividend payout ratio (Yen/%)



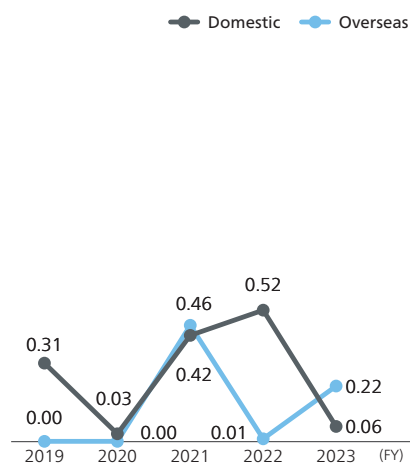
* The dividend for FY 3/21 includes the 125th anniversary commemorative dividend of 5 yen.

Operating, Investing and Financing Cash Flows/
Term-end Balance of Cash and Cash EquivalentsCO₂ emissions (Scope 1+2) (kt-CO₂)CO₂ emissions (Scope 3) (kt-CO₂)

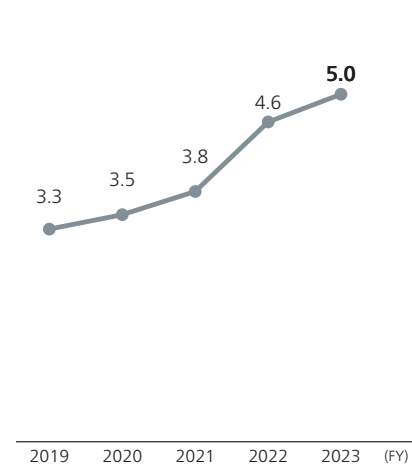
Number of employees (Non-consolidated) (people)

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

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

Changes in Consolidated Financial Indicators

Business Results

	2013	2014	2015	2016
Domestic CivilEngineeringBusiness Unit	146.7	189.1	153.2	187.4
Domestic Building Construction	145.1	171.4	145.1	176.2
Overseas	154.9	355.9	141.8	100.2
Construction Total Orders Received (Non-consolidated)	446.7	716.5	440.1	463.8
Domestic CivilEngineeringBusiness Unit	140.1	145.8	149.4	154.5
Domestic Building Construction	127.7	130.7	165.3	149.8
Overseas	104.6	138.5	162.6	183.1
Net Sales	372.4	414.9	477.3	487.4
Others	8.8	11.3	14.3	13.0
Net sales	381.2	426.2	491.6	500.3
Domestic CivilEngineeringBusiness Unit	7.2	4.8	9.0	9.6
Domestic Building Construction	0.5	2.0	10.5	11.2
Overseas	2.6	4.8	1.7	2.2
Others	(0.5)	0.7	(0.6)	1.3
Operating profit	9.9	12.3	20.6	24.3
Operating Profit	9.2	11.4	19.4	23.7
Net Income	3.8	6.2	7.8	15.3

* Business activities of the consolidated subsidiaries are allocated to the above four segments (In the financial results and securities reports, the allocation method differs from the above method, as the al

Financial Status and Management Indicators

	2013	2014	2015	2016
Total Assets	301.6	366.2	378.8	372.3
Net Assets	67.5	77.1	80.7	96.4
Equity ratio	22.3%	21.0%	21.3%	25.9%
Interest-bearing Debt	74.9	94.9	74.2	59.7
Interest-bearing debt ratio	24.8%	25.9%	19.6%	16.0%
Net Interest-bearing Debt	42.3	56.4	7.8	(12.7)
Net D/E Ratio (Point)	0.6	0.7	0.1	(0.1)
Cash flow from operations	(14.3)	(4.6)	55.2	31.3
Cash flow from investment	(7.3)	(9.1)	(4.7)	(9.1)
Cash flow from financing	3.2	19.1	(20.7)	(15.5)
Term-end Balance of Cash and Cash Equivalents	31.9	37.9	65.4	71.8
ROE	5.7%	8.6%	9.9%	17.3%
Dividend per share (Yen)	2	4	6	12
Dividend payout ratio (%)	15.2%	18.5%	22.0%	22.5%
R&D Expense (Non-consolidated)	1.6	1.6	1.7	2.0
Capital expenditures	8.5	10.2	7.0	9.5
Depreciation and Amortization	4.7	5.3	5.5	5.6

(Unit: ¥ billion)						
2017	2018	2019	2020	2021	2022	2023
166.8	162.4	192.8	185.7	165.5	310.6	273.6
200.5	173.9	165.1	178.2	160.1	221.7	250.6
300.6	164.1	81.5	141.1	48.0	136.4	68.0
667.9	500.4	439.4	505.0	373.5	668.7	592.2
182.5	184.9	209.5	197.9	174.2	196.6	266.4
140.0	182.9	197.0	144.4	153.4	162.4	189.3
195.1	164.1	157.6	121.9	120.4	133.2	150.6
517.7	531.9	564.1	464.2	448.0	492.2	606.4
9.2	10.1	9.7	6.8	10.2	10.0	11.4
526.9	541.9	573.8	471.1	458.2	502.2	617.7
13.7	13.5	20.2	22.5	16.6	17.1	27.8
8.1	7.7	6.3	4.0	3.6	2.1	4.9
4.9	6.7	6.3	2.9	(5.9)	(16.0)	(4.2)
0.9	1.3	0.4	1.1	1.5	1.0	0.6
27.6	29.2	33.2	30.5	15.9	4.1	29.2
25.7	26.6	32.5	30.5	15.7	1.4	27.2
17.8	18.9	23.4	21.0	10.8	0.7	17.9

location is made by the unit of subsidiary).

(Unit: ¥ billion)						
2017	2018	2019	2020	2021	2022	2023
418.8	383.8	428.9	452.2	467.4	508.2	566.0
112.0	126.6	141.3	158.4	159.8	157.0	173.1
26.7%	33.0%	32.9%	35.0%	34.1%	30.9%	30.6%
67.5	59.5	77.5	82.2	92.6	93.7	110.3
16.1%	15.5%	18.1%	18.2%	19.8%	18.4%	19.5%
1.8	23.3	33.9	22.4	47.7	43.2	50.2
0.0	0.2	0.2	0.1	0.3	0.3	0.3
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)	(6.4)
4.1	(12.5)	13.5	(3.1)	1.4	(7.0)	6.7
65.1	35.6	43.0	59.2	43.6	47.4	59.6
17.1%	15.8%	17.4%	14.0%	6.8%	0.4%	10.8%
14	19	24	28	23	24	24
22.5%	28.7%	29.4%	38.1%	61.1%	1,002.0%	38.4%
2.1	2.3	2.4	2.3	2.4	2.8	3.1
13.4	10.3	10.3	11.6	9.0	10.4	11.2
6.8	7.7	9.1	7.4	6.5	7.2	7.6

Management Philosophy
and Vision

Value Creation Strategy

Building Sustainability
Management Base

Creating a Nature-Rich
Environment

Affiliating with Society

Promoting Effective
Governance

Data Section

Company Profile

Company Name	PENTA-OCEAN CONSTRUCTION CO.,LTD.
Founded	April 1896
CEO	Takuzo Shimizu
Paid-in Capital	¥30,449 million
Net sales	Consolidated: ¥617,708 million (for FY 3/24)
Employees	Consolidated: 3,824 (as of March 31, 2024)
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.	Chiba, 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	Laos
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 | Yokohama Sales Branch |
| Institute of Technology | Nagoya Branch |
| Sapporo Branch | Osaka Branch |
| New Muroran Factory | Chugoku Branch |
| Tohoku Branch | Yamaguchi Sales Branch |
| Hokuriku Branch | Shikoku Branch |
| Tokyo Civil Engineering Branch | Takamatsu Sales Branch |
| Tokyo Building Construction 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 Thailand Branch Office
- ⑧ Middle East Regional Office
- ⑨ Myanmar Branch Office
- ⑩ Africa Regional Office

Participation in Major Initiatives

