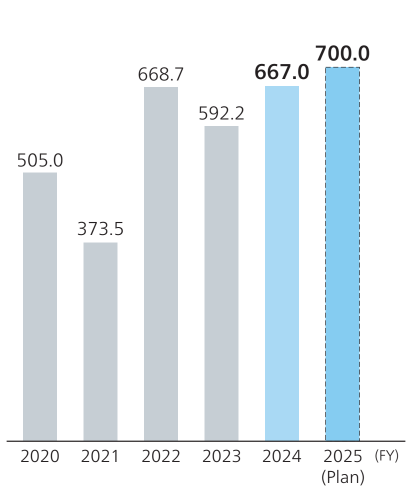
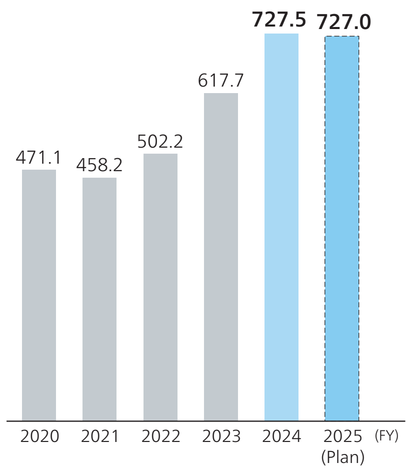
Financial/Non-financial Highlights

* In principle, consolidated. A note is provided whenever the scope of coverage deviates from this description.
* FY 3/26 Plan: Current as of August 7, 2025.

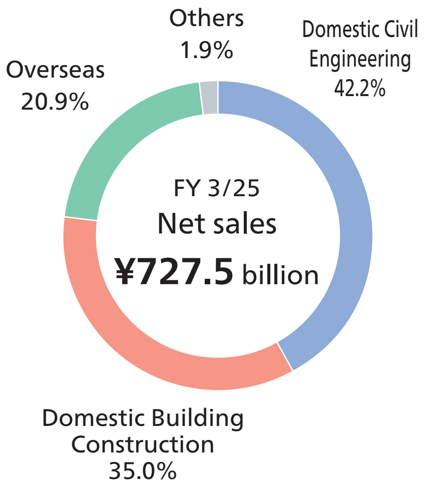
Construction Total Orders Received (Non-consolidated) (¥ billion)



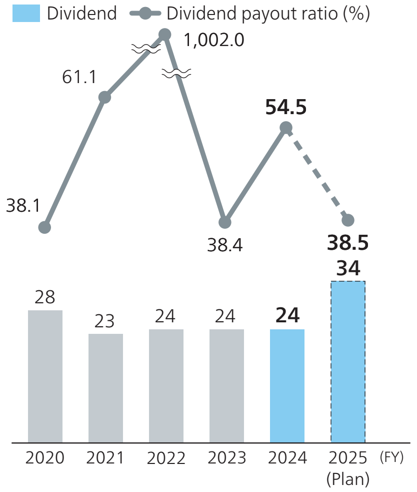
Net Sales (¥ billion)



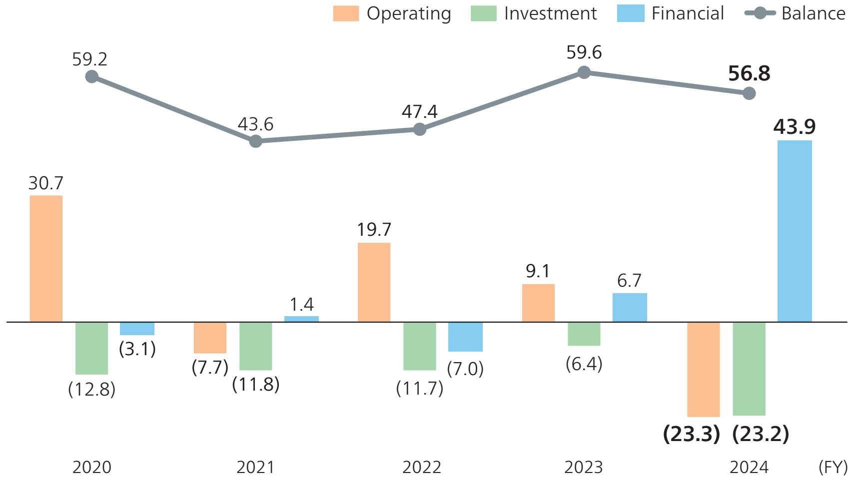
Sales Contribution by Business Unit



Dividend/Dividend Payout Ratio (Yen/%)

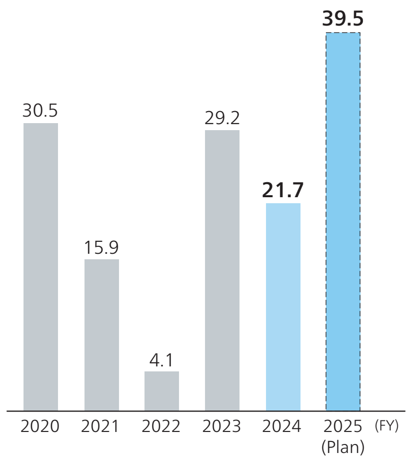


Operating, Investing and Financing Cash Flows/Term-end Balance of Cash and Cash Equivalents (¥ billion)

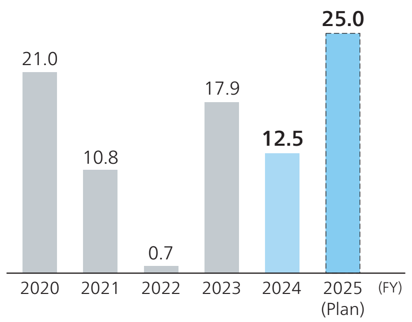


* The dividend for FY 3/21 includes the 125th anniversary commemorative dividend of 5 yen.

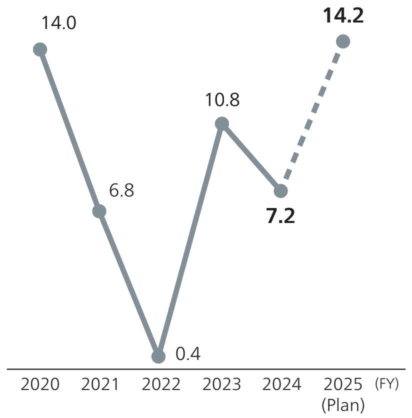
Operating Profit (¥ billion)



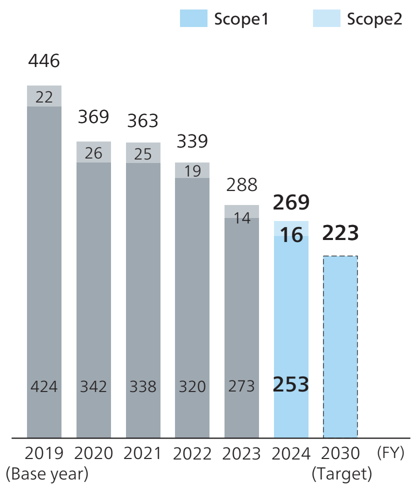
Net Income (¥ billion)



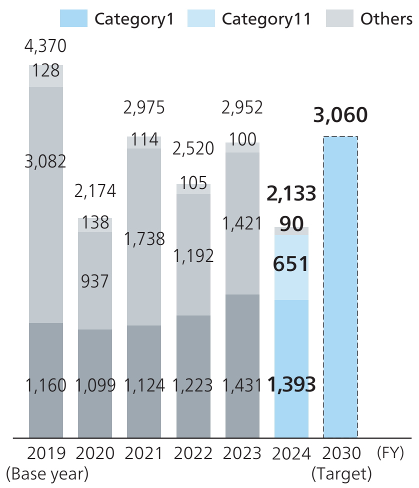
ROE (%)



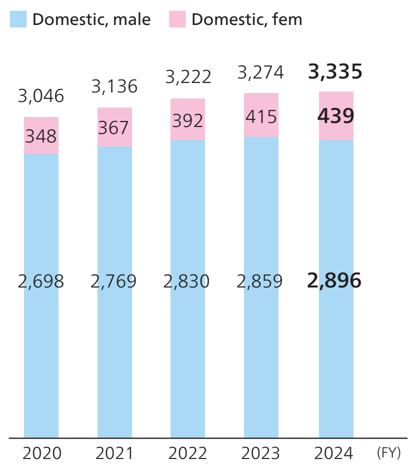
CO_2 Emissions (Scope 1+2) (kt-CO_2)



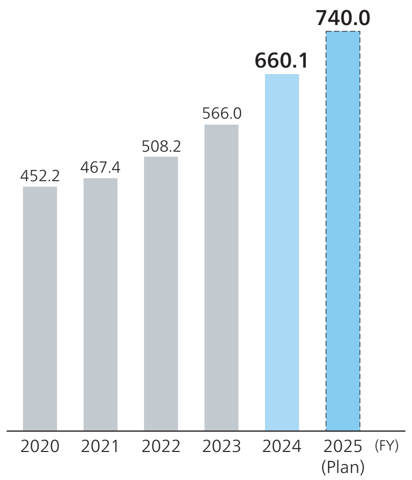
CO_2 Emissions (Scope 3) (kt-CO_2)



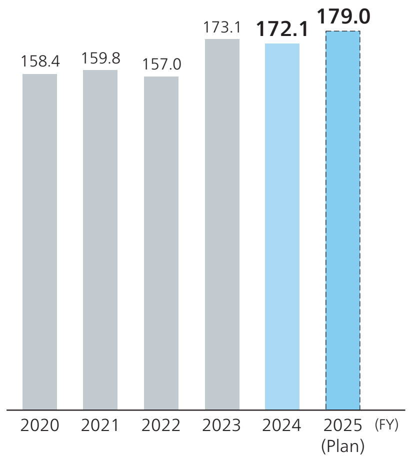
Number of Employees (Non-consolidated) (people)



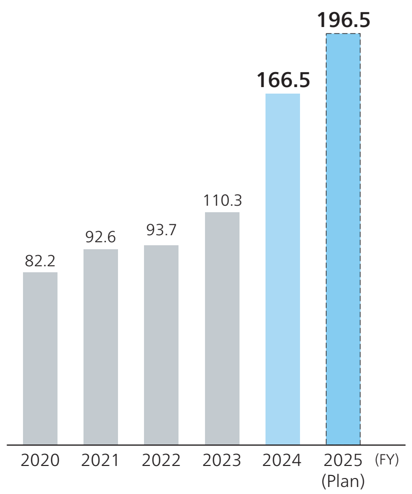
Total Assets (¥ billion)



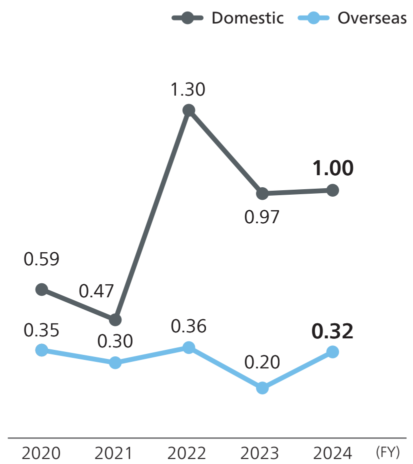
Net Assets (¥ billion)



Interest-bearing Debt (¥ billion)

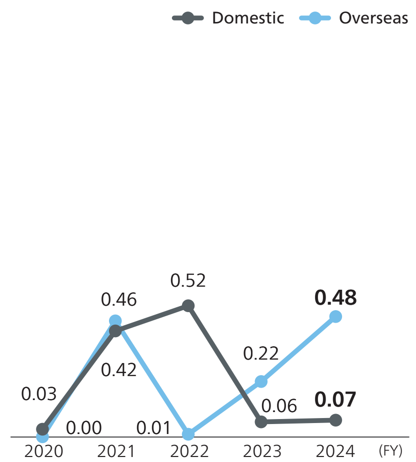


Occupational Accident: Frequency Rate (Non-consolidated) (Domestic/Overseas)



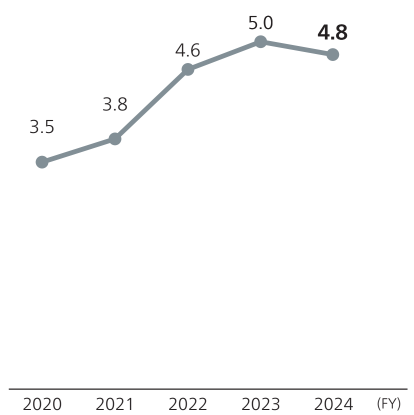
* Accident Frequency Rate: It represents the frequency of industrial accidents, and is calculated by the equation: (Number of casualties in industrial accidents) / (Total number of actual working hours) × 1,000,000

Occupational Accident: Severity Rate (Non-consolidated) (Domestic/Overseas)



* 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) (%)



Management Philosophy and Vision
Value Creation Strategy
Sustainability Management Base
Environment
Society
Governance
Data Section

Consolidated Financial Indicators Trends

Business Results

(Unit: ¥ billion)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Domestic Civil Engineering	189.1	153.2	187.4	166.8	162.4	192.8	185.7	165.5	310.6	**273.6**	**233.0**
Domestic Building Construction	171.4	145.1	176.2	200.5	173.9	165.1	178.2	160.1	221.7	**250.6**	**315.9**
Overseas	355.9	141.8	100.2	300.6	164.1	81.5	141.1	48.0	136.4	**68.0**	**118.1**
Construction Total Orders Received (Non-consolidated)	**716.5**	**440.1**	**463.8**	**667.9**	**500.4**	**439.4**	**505.0**	**373.5**	**668.7**	**592.2**	**667.0**
Domestic Civil Engineering	145.8	149.4	154.5	182.5	184.9	209.5	197.9	174.2	196.6	**266.4**	**307.3**
Domestic Building Construction	130.7	165.3	149.8	140.0	182.9	197.0	144.4	153.4	162.4	**189.3**	**254.5**
Overseas	138.5	162.6	183.1	195.1	164.1	157.6	121.9	120.4	133.2	**150.6**	**151.8**
Net Sales	**414.9**	**477.3**	**487.4**	**517.7**	**531.9**	**564.1**	**464.2**	**448.0**	**492.2**	**606.4**	**713.6**
Others	11.3	14.3	13.0	9.2	10.1	9.7	6.8	10.2	10.0	**11.4**	**13.9**
Net sales	**426.2**	**491.6**	**500.3**	**526.9**	**541.9**	**573.8**	**471.1**	**458.2**	**502.2**	**617.7**	**727.5**
Domestic Civil Engineering	4.8	9.0	9.6	13.7	13.5	20.1	22.5	16.6	17.1	**27.8**	**27.8**
Domestic Building Construction	2.0	10.5	11.2	8.1	7.7	6.3	4.0	3.6	2.1	**4.9**	**9.0**
Overseas	4.8	1.7	2.2	4.9	6.7	6.3	2.9	(5.9)	(16.0)	**(4.2)**	**(15.6)**
Others	0.7	(0.6)	1.3	0.9	1.3	0.4	1.1	1.5	1.0	**0.6**	**0.5**
Operating profit	**12.3**	**20.6**	**24.3**	**27.6**	**29.2**	**33.2**	**30.5**	**15.9**	**4.1**	**29.2**	**21.7**
Operating Profit	**11.4**	**19.4**	**23.7**	**25.7**	**26.6**	**32.5**	**30.5**	**15.7**	**1.4**	**27.2**	**18.8**
Net Income	**6.2**	**7.8**	**15.3**	**17.8**	**18.9**	**23.4**	**21.0**	**10.8**	**0.7**	**17.9**	**12.5**

* Until FY 3/23, completed construction value, sales, and operating income were categorized into four segments based on the business activities of consolidated subsidiaries. Beginning in FY 3/24, the classification has been revised to a company-based four-segment structure, aligned with the segment categories used in financial results summaries and securities reports.

Financial Status and Management Indicators

(Unit: ¥ billion)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total Assets	366.2	378.8	372.3	418.8	383.8	428.9	452.2	467.4	508.2	566.0	**660.1**
Net Assets	77.1	80.7	96.4	112.0	126.6	141.3	158.4	159.8	157.0	173.1	**172.1**
Equity ratio	21.0%	21.3%	25.9%	26.7%	33.0%	32.9%	35.0%	34.1%	30.9%	30.6%	**26.1%**
Interest-bearing Debt	94.9	74.2	59.7	67.5	59.5	77.5	82.2	92.6	93.7	110.3	**166.5**
Interest-bearing debt ratio	25.9%	19.6%	16.0%	16.1%	15.5%	18.1%	18.2%	19.8%	18.4%	19.5%	**25.2%**
Net Interest-bearing Debt Net	56.4	7.8	(12.7)	1.8	23.3	33.9	22.4	47.7	43.2	50.2	**109.2**
D/E Ratio (Point)	0.7	0.1	(0.1)	0.0	0.2	0.2	0.1	0.3	0.3	0.3	**0.6**
Cash flow from operations	(4.6)	55.2	31.3	3.4	(6.6)	4.4	30.7	(7.7)	19.7	9.1	**(23.3)**
Cash flow from investment	(9.1)	(4.7)	(9.1)	(13.1)	(11.2)	(9.1)	(12.8)	(11.8)	(11.7)	(6.4)	**(23.2)**
Cash flow from financing	19.1	(20.7)	(15.5)	4.1	(12.5)	13.5	(3.1)	1.4	(7.0)	6.7	**43.9**
Term-end Balance of Cash and Cash Equivalents	37.9	65.4	71.8	65.1	35.6	43.0	59.2	43.6	47.4	59.6	**56.8**
ROE	8.6%	9.9%	17.3%	17.1%	15.8%	17.4%	14.0%	6.8%	0.4%	10.8%	**7.2%**
Dividend per share (Yen)	4	6	12	14	19	24	28	23	24	24	**24**
Dividend payout ratio (%)	18.5%	22.0%	22.5%	22.5%	28.7%	29.4%	38.1%	61.1%	1,002.0%	38.4%	**54.5%**
R&D Expense (Non-consolidated)	1.6	1.7	2.0	2.1	2.3	2.4	2.3	2.4	2.8	3.1	**3.3**
Capital expenditures	10.2	7.0	9.5	13.4	10.3	10.3	11.6	9.0	10.4	11.2	**50.2**
Depreciation and Amortization	5.3	5.5	5.6	6.8	7.7	9.1	7.4	6.5	7.2	7.6	**8.7**

Company Profile

Company Name	PENTA-OCEAN CONSTRUCTION CO., LTD.
Founded	April 1896
CEO	Takuzo Shimizu
Paid-in Capital	¥30,449 million
Net sales	Consolidated: ¥727,491 million (for FY 3/25)
Employees	Consolidated: 3,888 employees (for FY 3/25)
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, Tokyo112-8576

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.	Koto-ku, Tokyo
Yoshin Construction Co., Ltd.	Hiroshima City, Hiroshima Prefecture
Penta Builders Corporation	Bunkyo-ku, Tokyo
Kegoya Dock Co., Ltd.	Kure City, Hiroshima Prefecture
Penta Techno Service Co., Ltd.	Nasushiobara City, Tochigi Prefecture
Jaiwat Co., Ltd.	Ichikawa City, Chiba Prefecture
Sand Techno Co., Ltd.	Ichikawa City, Chiba Prefecture
Domi Environmental Solutions Co., Ltd.	Sodegaura City, Chiba Prefecture
Miki biotech Co., Ltd.	Miki City, Hyogo Prefecture
Penta Insurance Services Co., Ltd.	Chiyoda-ku, Tokyo
PKY Marine Co. Ltd.	Bunkyo-ku, Tokyo
Japan Offshore Marine Co. Ltd.	Bunkyo-ku, Tokyo
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	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, China
Penta-Ocean Construction (India) Pvt. Ltd.	India
Penta-Ocean Construction (Lao) Sole Company Limited	Laos
PENTA-OCEAN CONSTRUCTION VIETNAM COMPANY LIMITED	Vietnam
Japan Offshore Marine DK Co., Ltd.	Denmark
Brichwood Co., Ltd.	Hong Kong, China
Penta-Ocean Technology Information Advisory (Shenzhen) Ltd.	China

Equity Affiliate

Koh Brothers Eco Engineering	Singapore

Non-Equity Affiliates

Tempozan Terminal Services Co., Ltd.	Osaka City, Osaka Prefecture
Haneda International Airport Apron PFI Co., Ltd.	Shinjuku-ku, Tokyo
Miyajima Aqua Partners Co., Ltd.	Hatsukaichi City, Hiroshima Prefecture
Matsuyama Environment Technology Co., Ltd.	Matsuyama City, Ehime Prefecture
Wakkanai Environment Technology Co., Ltd.	Wakkanai City, Hokkaido
Zentsuji, Kotohira, and Tadotsu School meal Supplier Co., Ltd.	Zentsuji City, Kagawa Prefecture
Kuremira Special Purpose Company	Minato-ku, Tokyo

Participation in Major Initiatives

WE SUPPORT UN GLOBAL COMPACT

TCFD

SCIENCE BASED TARGETS

External Evaluation

FTSE Blossom Japan Sector Relative Index

CDP A List

CDP 2024

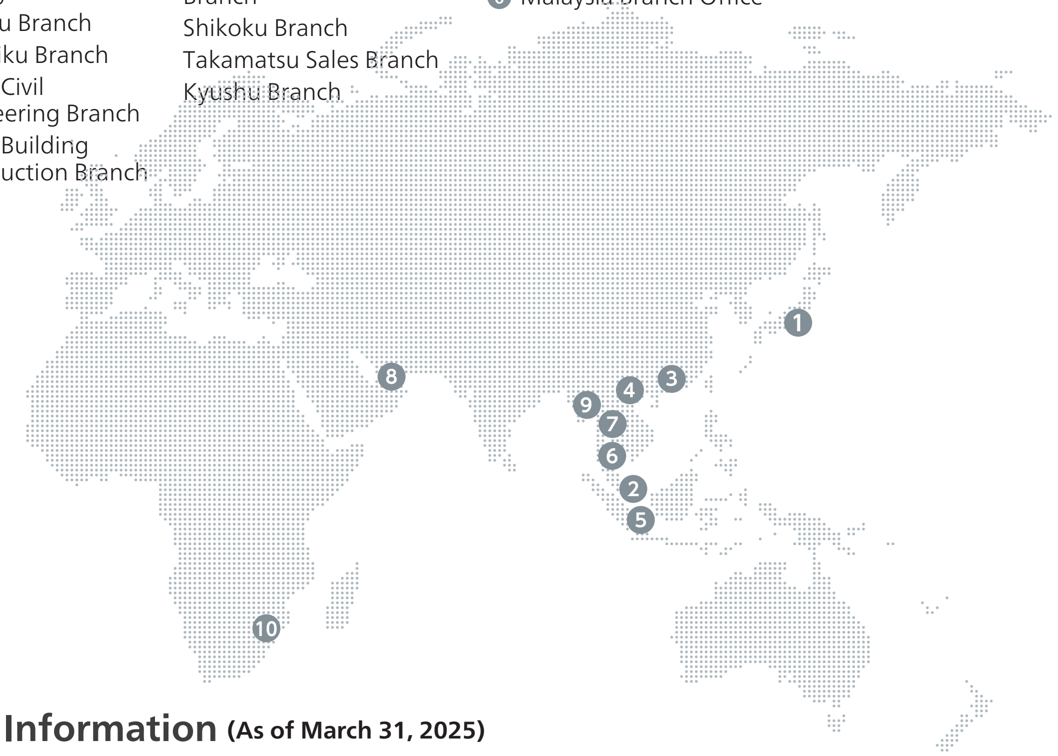
Offices

Domestic Offices

1 Headquarters
Institute of Technology
Sapporo Branch
New Muroran Factory
Tohoku Branch
Hokuriku Branch
Tokyo Civil Engineering Branch
Tokyo Building Construction Branch
Yokohama Sales Branch
Nagoya Branch
Osaka Branch
Chugoku Branch
Yamaguchi Sales Branch
Shikoku Branch
Takamatsu Sales 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

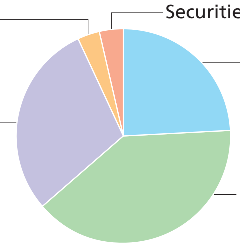


Stock Information (As of March 31, 2025)

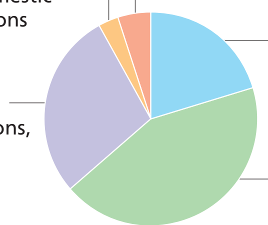
Status of Shares

Total Number of Authorized Shares .... 599,135,000 shares
Total Number of Issued Shares .... 286,013,910 shares
Number of Shareholders 57,397

Distribution by Owner (number of shares)



For reference (as of March 31, 2024)



Major Shareholders

Shareholder Name	Number of Shares Held (Thousand shares)	Shareholding Ratio (%)
Japan Master Trust Trust Bank, Ltd. (Trust Account)	41,420	14.6
Japan Custody Bank, 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 Japan Co., Ltd.	4,280	1.5

(Note) The shareholding ratio is calculated after deducting treasury shares (3,277,861 shares).