Vision

Practicing Sustainable Management and Building New Horizons in Construction

A Genuine Global General Contractor

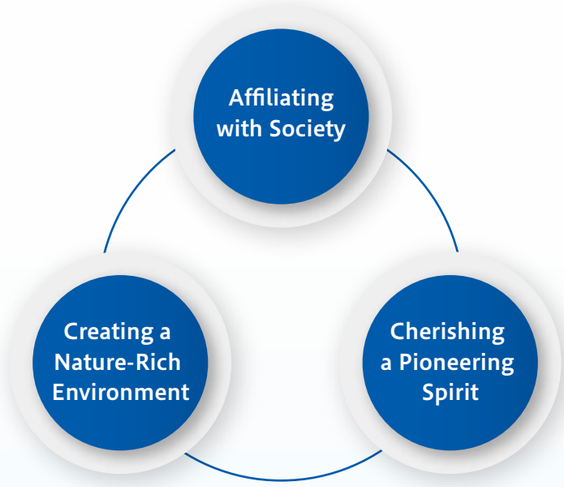
Contributes to the sustainable development of society

through sustainable construction business activities

The Penta-Ocean Construction Group conducts construction business activities based on the belief that “Our greatest contribution to society is the construction of high-quality infrastructure.”

As a Genuine Global General Contractor with strengths in port, coastal and waterfront areas and overseas, not only do we strive to provide reliable safety and quality backed by technology, but we will also contribute to the sustainable development of society by sincerely addressing all sustainability issues from an ESG perspective.

Management Philosophy



Affiliating with Society

We keep abreast of continued growth by contributing high quality construction services and building trustful relationships with all stakeholders.

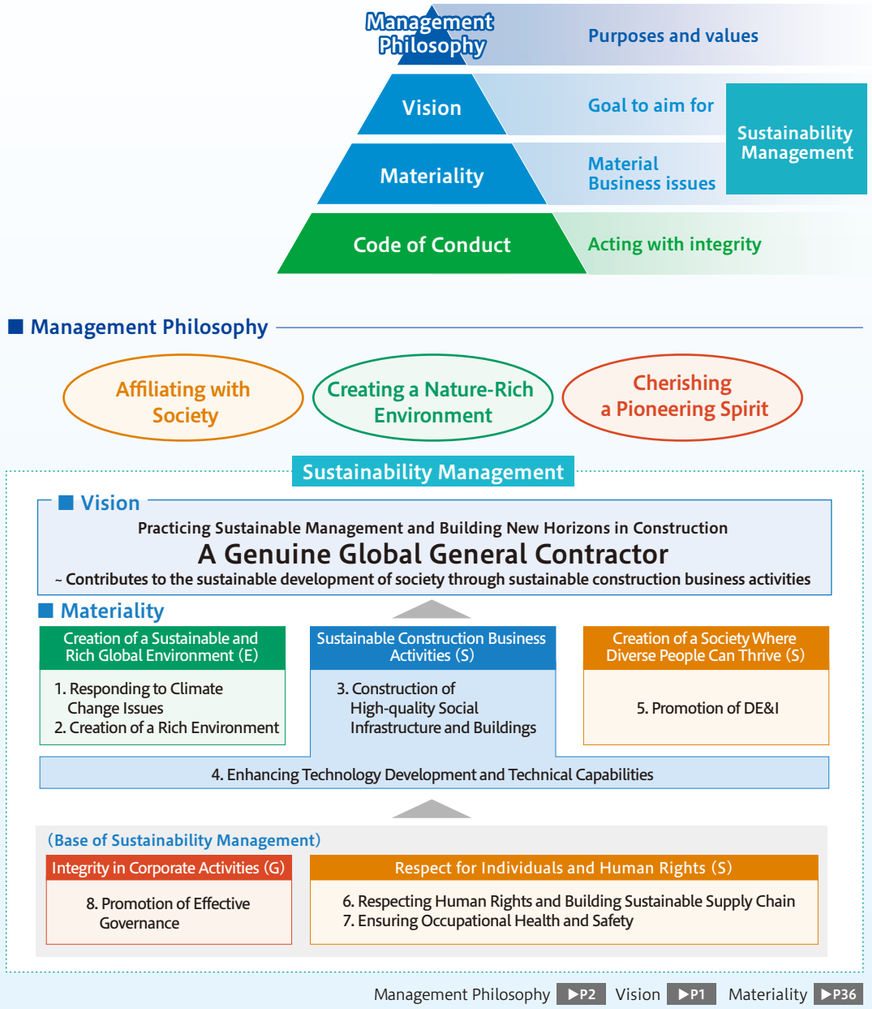
Creating a Nature-Rich Environment

We strongly believe that the cornerstone of our social and economic activities is delivering a nature-rich environment to the future generations.
We create safe and comfortable living and rich social environment through our earth conscientious operations.

Cherishing a Pioneering Spirit

We demonstrate enterprising spirit in dealing with changing society that influences our business in order to conscientiously respond to the needs of our customers and communities.

Penta-Ocean Construction Group's Corporate Philosophy Structure



Management Philosophy ▶P2 Vision ▶P1 Materiality ▶P36

■ Code of Conduct

1. Integrity in our corporate activities

1) Compliance with laws and regulations
2) Fair competition and appropriate transactions
3) Promotion of partnerships with business partners and establishment of sustainable supply chains
4) Appropriate accounting procedures and tax payment
5) Proper management and use of information and assets
6) Anti-bribery and anti-corruption
7) Eradication of anti-social activities
8) Risk Management

2. Respect for individuals and human rights, coexistence with society and nature

1) Respect for human rights
2) Promotion of DE&I
3) Creation of a safe and secure work environment
4) Construction of high-quality social infrastructure and buildings
5) Responding to climate change
6) Conservation and creation of natural environment
7) Communication with stakeholders and appropriate disclosure of corporate information
8) Contribution to local communities

web Code of Conduct

Editing Policy

The Annual Report (integrated report) is a communication tool for investors and a wide range of stakeholders, and contains information related to the Group's philosophy, strategies, business activities, and sustainability initiatives.
This year's report, marking our 130th anniversary and the formulation of the new Medium-term Management Plan (FY 3/27–FY 3/29), introduces the Group's initiatives as we aim to become a Genuine Global General Contractor by practising sustainable management and building new horizons in construction, highlighting our efforts to contribute to the sustainable development of society through sustainable construction business activities.
Our website provides extensive information on our sustainability initiatives in greater detail. Please visit our website for more information about our sustainability initiatives.

■ **Target period** The report covers FY 3/26 (from April 1, 2025 to March 31, 2026). However, some information outside of the said fiscal year is also included.
■ **Scope of coverage** In principle, the report focuses on the activities of the Penta-Ocean Construction (POC) Group. A note is provided whenever the scope of coverage deviates from this description.
■ **Referenced guidelines**
· Ministry of the Environment's "Environmental Reporting Guidelines 2018"
· IFRS Foundation's "International Integrated Reporting Framework"
· GRI's "Sustainability Reporting Standards"
· Ministry of Economy, Trade and Industry's "Value Co-Creation Guidance"
· SASB (Sustainability Accounting Standards Board) Standards
■ **Additional information** Information on the Company including our corporate profile and securities reports can be found at our website.
■ **Month of publication** November 2026

web Penta-Ocean Construction official website Sustainability

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Legend web Linked title: Detailed information is available on our website. ▶P00: Related information can be found in this report.

“Cherishing a Pioneering Spirit” Penta-Ocean Construction’s 130-year History

It has been 130 years since “Mizuno Gumi,” the predecessor of POC, was established in 1896. Guided by our corporate DNA—a pioneering spirit—we have expanded our business areas from initial marine civil engineering to land civil engineering and building construction in Japan and overseas, advancing new technologies and stepping into new fields.

Phase Ⅰ (from 1896)

Establishment of “Mizuno Gumi, a leader in marine civil engineering”

Developing marine civil engineering based in Kure City

Established as Mizuno Gumi in Kure City, Hiroshima Prefecture, the Company was engaged in civil engineering work for ports and harbours and was known as “Mizuno Gumi, a leader in marine civil engineering”



Mr. Jinjiro Mizuno IV founded Mizuno Gumi (1896)



Kure Port at the time of POC’s founding (1890)



Contract awarded for excavation work of Manzeki-Seto Channel (Tsushima) (1900)

Phase Ⅱ (from 1945)

Developing business with a pioneering spirit

Launching business nationwide and worldwide

Global expansion with the Suez Canal Dredging Project. Strengthening land civil engineering through M&A and promoting expansion in Japan by entering into Hokkaido



Contract awarded for construction of first large-scale quay walls and industrial facilities in the postwar era in Tsukumi Port, Oita Prefecture (1948)



Contract awarded for Suez Canal Dredging Project (1961)
Contract awarded for Suez Canal Deepening and Widening Project (1974)



Contract awarded for reclamation for the steelworks of NKK Corporation (currently JFE Steel) in Fukuyama City (1961)



Undertook the construction of the seawall and dock of the Jurong Shipyard
Entry into Singapore (1964)

Phase Ⅲ (from 1981)

Aspiring to be a general contractor

Developing domestic civil engineering, domestic building construction, and overseas businesses

Strengthened construction business in and outside Japan to become a strategically well-balanced general constructor



Contract awarded for Tuas Reclamation in Singapore (1984)



Contract awarded for the Sun Plaza building and entry into Hong Kong (1986)



Completion of the World Cargo Distribution Center (1993)



Contract awarded for phase I and phase II of construction of artificial island for Kansai International Airport (1986, 1999)

Phase Ⅳ (from 1996)

Turnaround

Responding to the shrinking construction market, and breaking away from the negative legacy

Improving financial soundness and strengthening core businesses by leveraging technological capabilities in a shrinking construction market



Self-propelled trailing suction hopper dredger, “QUEEN OF PENTA-OCEAN”, (currently ANDROMEDA V) put into commission in Singapore (1999)



Completion of Esplanade – Theatres on the Bay, Singapore (2002)



Completion of Chubu Centrair International Airport (2003)



Completion of the Urban View Grand Tower (2004)

Phase Ⅴ (from 2005)

Recovery

Aiming to be a number one contractor in port, coastal, and waterfront areas

Established the Domestic Civil Engineering, Domestic Building Construction, and International Business Units by capitalising our strengths in port, coastal, and waterfront areas as well as overseas



Opening of the D-Runway of Tokyo International Airport (2010)



Completion of ION Orchard and the Orchard Residences, Singapore (2010)



Completion of MAZDA Zoom-Zoom Stadium Hiroshima (2009)

Phase Ⅵ (from 2014)

Evolution

Toward a global general contractor with strengths in coastal and overseas projects

Promotion of inter-departmental collaboration among the Domestic Civil Engineering, Domestic Building Construction, and the International Business Units
Challenging new fields such as offshore wind construction and Net Zero Energy Building (ZEB)



Completion of a self-propelled cutter suction dredger, “CASSIOPEIA V” (2014)



Completion of Hisamitsu Pharmaceutical Museum (2019)



Completion of Tokyo Port Umi no Mori Tunnel (2020)



Completion of Sengkang General Hospital in Singapore (2018)



Completion of Tamagawa Sky Bridge (2022)



Completion of Yodobashi Umeda Tower (2019)



Completion of Hilton Hiroshima (2022)



Completion of Inzai Data Center (2025)



Completion of Matarbari Ultra Super Critical Coal-Fired Power Plant Port Works in Bangladesh (2024)



Completion of the Kitakyushu Hibikinada Offshore Wind Farm (2025)

Timeline

- **1896** Founded as Mizuno Gumi
- **1964** Entry into Singapore
- **1967** Penta-Ocean Construction (Renamed)
- **1986** Entry into Hong Kong
- **1996** 100th founding anniversary
- **2024** 60th anniversary of our entry into Singapore
- **2026** 130th founding anniversary