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FY3/22 (Fiscal 2021) First Half Financial Results

(April 1 to September 30, 2021)

November 22, 2021

HAZAMA ANDO CORPORATION



1 . FY3/22 First Half Financial Results Outline

1H Business Environment



Market Environment	<ul style="list-style-type: none">• Despite signs of a recovery from the impact of COVID-19, conditions throughout the Japanese economy remained severe• Public sector construction investment trends remained firm• Despite signs of a recovery in private sector construction investment, lingering uncertainty surrounding the market with an ongoing harsh competitive environment
Japan	<ul style="list-style-type: none">• Despite ongoing logistics and other facility construction demand, harsh competitive environment for high productivity large-scale projects• Thoroughgoing steps taken to prevent the spread of COVID-19 at sites in Japan; overall steady progress in both civil engineering and building construction
Overseas	<ul style="list-style-type: none">• Despite an improvement from the impact of COVID-19 in such regions and countries as North America and Mexico, where vaccination rates are increasing, and signs of a recovery in construction orders, conditions remained difficult throughout Southeast Asia• Construction progress impacted by the change in government in Myanmar

Highlights



Consolidated net sales
(Billion yen) **1 5 8.9**

(YoY Change ▲12. 3%)

- Year-on-year decrease in construction revenue owing to the concentration of previous fiscal year orders in the 4Q

Consolidated Operating Profit (Billion yen) **1 2.4**

Consolidated Operating Profit Margin **7.8 %**

(Consolidated Operating Profit YoY Change ▲10. 2%)

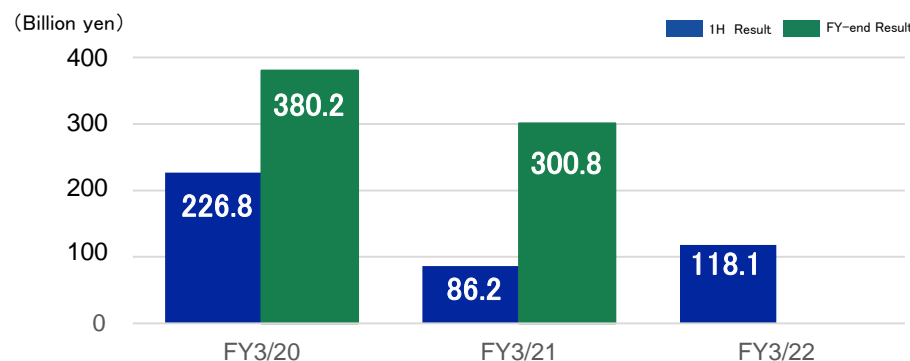
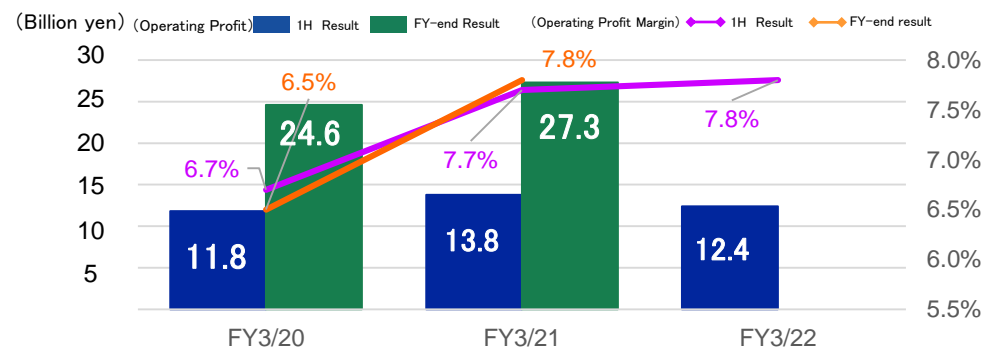
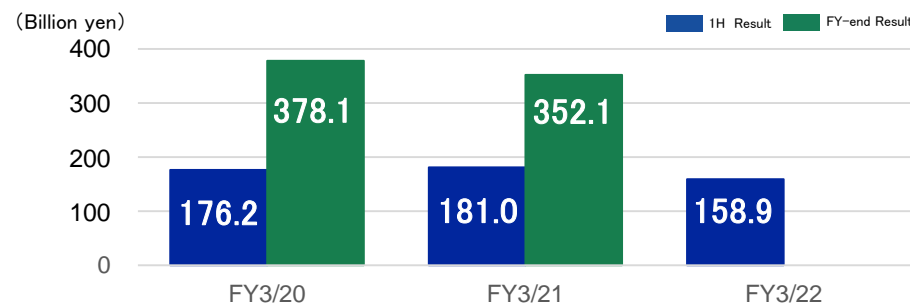
(Consolidated Operating Profit Margin YoY Change +0. 2P)

- Decrease in profits owing to the drop in construction revenue
- Increase in the operating profit margin owing to improved domestic building construction profitability

Non-consolidated Orders received (Billion yen) **1 1 8.1**

(YoY Change +37. 1%)

- Increase compared with the corresponding period of the previous fiscal year when the impact of COVID-19 was significant
- Progress of 35. 3% against the full fiscal year forecast owing to the harsh competitive environment



(Ratios are rounded off)

【Consolidated】 Operating Results



FY3/21 1H (Apr.1,2020-Sept.30,2020)		FY3/22 1H (Apr.1,2021-Sept.30,2021)			
	Result	Initial Forecast	Result	YoY Change	Change From Forecast
Net sales	181.0	157.0	158.9	Δ12.3%	+1.2%
Gross profit	24.1	18.8	22.3	Δ7.5%	+18.9%
(Gross profit margin)	(13.3%)	(12.0%)	(14.1%)	(+0.7P)	(+2.1P)
Selling, general and administrative expenses	10.3	10.3	9.9	Δ3.9%	Δ3.8%
Operating profit	13.8	8.5	12.4	Δ10.2%	+46.4%
(Operating profit margin)	(7.7%)	(5.4%)	(7.8%)	(+0.2P)	(+2.4P)
Ordinary profit	12.6	7.6	11.9	Δ5.2%	+57.9%
Profit attributable to owners of parent	8.5	5.1	8.1	Δ5.3%	+58.9%

(Unit: Billion yen. Rounded down to the unit) (Ratios are rounded off)

【Consolidated】 Balance Sheets



	FY3/21 1H (Apr.1,2020-Sept.30,2020) Result	FY3/21 (Apr.1,2020-Mar.31,2021) Result ①	FY3/22 1H (Apr.1,2021-Sept.30,2021) Result ②	Change ②-①
Current assets	262.7	274.2	247.7	Δ26.4
Non-current assets	64.3	65.1	65.9	+0.7
Total assets	327.0	339.3	313.7	Δ25.6
Current liabilities	159.4	173.7	145.5	Δ28.2
Non-current liabilities	24.7	18.9	20.5	+1.5
Total liabilities	184.1	192.7	166.0	Δ26.6
Total net assets	142.8	146.6	147.6	+1.0
Total liabilities and net assets	327.0	339.3	313.7	Δ25.6
Interest-bearing debt (Billion yen)	27.9	25.2	27.2	+1.9
Debt/Equity ratio ※(times)	0.20	0.17	0.19	+0.01P
Equity ratio(%)	43.4	43.0	46.8	+3.8P

- Cash and deposits (Δ36.0)
- Notes receivable, accounts receivable from completed construction contracts and other (+10.1)
- Other inventories (Δ2.6)
- Other current assets (+2.9)

- Notes payable, accounts payable for construction contracts and other (Δ8.3)
- Advances received on construction contracts in progress (Δ8.6)
- Other current liabilities (Δ10.7)
- Long-term borrowings (+1.3)
- Other (Δ0.2)

- Retained earnings (+5.3)
- Treasury shares (Δ5.1)
- Valuation difference on available-for-sale securities (+0.8)

(Unit: Billion yen. Rounded down to the unit) (Ratios are rounded off)

※ Debt/Equity ratio : Interest-bearing debt / Equity (Net assets — Share acquisition rights — Non controlling interests)



2. Details of Non-Consolidated Financial Results

【Non-consolidated】 Orders Received



FY3/21 1H (Apr.1,2020 - Sept.30,2020)		FY3/22 1H (Apr.1,2021 - Sept.30,2021)			
	Result	Initial Forecast	Result	YoY Change	Change From Forecast
Orders Received	86, 200	160, 000	118, 186	+37. 1%	Δ26. 1%
Civil engineering	30, 111	50, 000	39, 602	+31. 5%	Δ20. 8%
Domestic	29, 677	48, 000	39, 447	+32. 9%	Δ17. 8%
Overseas	434	2, 000	154	Δ64. 4%	Δ92. 3%
Building construction	56, 089	110, 000	78, 584	+40. 1%	Δ28. 6%
Domestic	55, 333	105, 000	72, 126	+30. 3%	Δ31. 3%
Overseas	756	5, 000	6, 458	+754. 1%	+29. 2%

(Unit: Million yen. Rounded down to the unit) (Ratios are rounded off)

【Non-consolidated】 **Net Sales of Completed Construction Contracts/
Gross Profit on Completed Construction Contracts**



FY3/21 1H (Apr.1,2020-Sept.30,2020)		FY3/22 1H (Apr.1,2021-Sept.30,2021)			
	Result	Initial Forecast	Result	YoY Change	Change From Forecast
Net sales of completed construction contracts	168,931	142,000	146,026	Δ13.6%	+2.8%
Civil engineering	66,582	62,000	63,699	Δ4.3%	+2.7%
Building construction	102,348	80,000	82,327	Δ19.6%	+2.9%
Gross profit on completed construction contracts	22,646	16,800	19,957	Δ11.9%	+18.8%
(Construction gross profit margin)	(13.4%)	(11.8%)	(13.7%)	(+0.3P)	(+1.9P)
Civil engineering	12,014	10,100	10,508	Δ12.5%	+4.0%
Building construction	10,631	6,700	9,448	Δ11.1%	+41.0%
	(10.4%)	(8.4%)	(11.5%)	(+1.1P)	(+3.1P)

(Unit: Million yen. Rounded down to the unit) (Ratios are rounded off)

【Non-consolidated】 Year-end Backlog



	FY3/21 1H (Apr.1,2020-Sept.30,2020) Result	FY3/22 1H (Apr.1,2021-Sept.30,2021) Result	YoY Change	FY3/21 (Apr.1,2020-Mar.31,2021) Result
Year-end Backlog	463,620	491,305	+6.0%	519,324
Civil engineering	327,519	305,475	Δ6.7%	329,717
Domestic	306,089	291,160	Δ4.9%	311,684
Overseas	21,430	14,315	Δ33.2%	18,033
Building Construction	136,100	185,829	+36.5%	189,606
Domestic	130,486	176,541	+35.3%	184,513
Overseas	5,613	9,287	+65.4%	5,093

(Unit: Million yen. Rounded down to the unit) (Ratios are rounded off)



3. Forecast of Earnings

FY 3/22 Full Fiscal Year

Our Understanding of the 2H Business Environment



Construction Completion • Profits

Generate construction revenue and profits by promoting construction work in hand and securing orders early in the 2H

- Domestic construction projected to progress in line with the 1H on the back of continued thoroughgoing measures to prevent the spread of COVID-19
- Lingering possibility that further suspensions and delays in overseas construction will occur in light of the ongoing uncertainty surrounding the impact of COVID-19
- After closely monitoring upswings in the price of materials over the short term, avoid increases in costs through advance and other preventative measures while working to maintain and improve the current level of profit

Order Environment

Despite signs of a recovery in private sector construction, competitive environment remains severe, especially for large-scale projects

- Expected to receive civil engineering orders for large-scale infrastructure, power generation and highway renewal as well as other projects, and highway renewal work, while taking into consideration construction structure and systems
- From a building construction order perspective, expand the volume of information for early project formation and promote front-loading through the use of BIM to reduce costs and improve productivity; strengthen efforts with a focus on logistics facilities and renewal projects
- While conditions for overseas construction orders are expected to remain difficult, partial recovery in construction depending on the country and region
- Engage in the strategic selection of projects while continuing to focus on profitability at the time orders are received and keeping in mind total profit

Taking into account uncertainty surrounding the future order environment and impact of COVID-19, full fiscal year forecasts remain unchanged

【Consolidated】 Forecast for Full Fiscal Year



	FY3/21 (Apr.1,2020-Mar.31,2021)	FY3/22 (Apr.1,2021-Mar.31,2022)		
	Result	Full-year forecast	1H Progress rate	YoY Change
Net sales	352,146	372,000	42.7%	+5.6%
Gross profit	48,164	45,200	49.4%	△6.2%
(Gross profit margin)	(13.7%)	(12.2%)	(—)	(△1.5P)
Selling, general and administrative expenses	20,808	20,300	48.8%	△2.4%
Operating profit	27,356	24,900	50.0%	△9.0%
(Operating profit margin)	(7.8%)	(6.7%)	(—)	(△1.1P)
Ordinary profit	25,890	23,400	51.3%	△9.6%
Profit attributable to owners of parent	17,188	15,800	51.3%	△8.1%

(Unit: Million yen. Rounded down to the unit) (Ratios are rounded off)

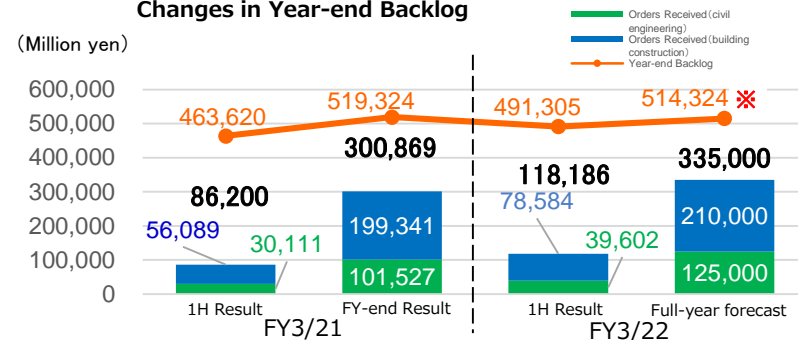
[Non-consolidated] New Orders (Full-year forecast)



	FY3/21 (Apr.1,2020-Mar.31,2021)	FY3/22 (Apr.1,2021-Mar.31,2022)		
	Result	Full-year forecast	1H Progress rate	YoY Change
Orders Received	300,869	335,000	35.3%	+11.3%
Civil engineering	101,527	125,000	31.7%	+23.1%
Domestic	100,947	120,000	32.9%	+18.9%
Overseas	579	5,000	3.1%	+762.1%
Building construction	199,341	210,000	37.4%	+5.3%
Domestic	195,747	200,000	36.1%	+2.2%
Overseas	3,593	10,000	64.6%	+178.2%

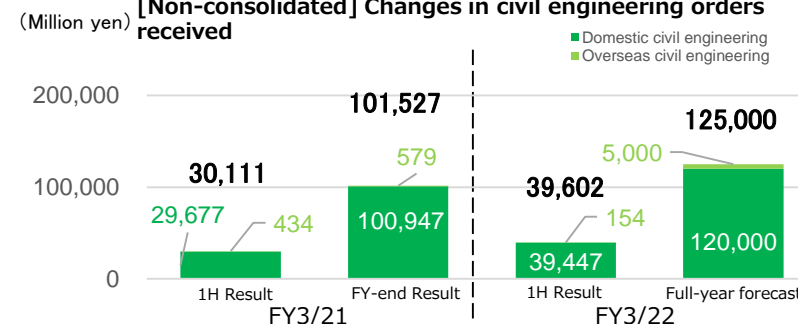
(Unit: Million yen. Rounded down to the unit) (Ratios are rounded off)

[Non-consolidated] Changes in Orders Received/
Changes in Year-end Backlog

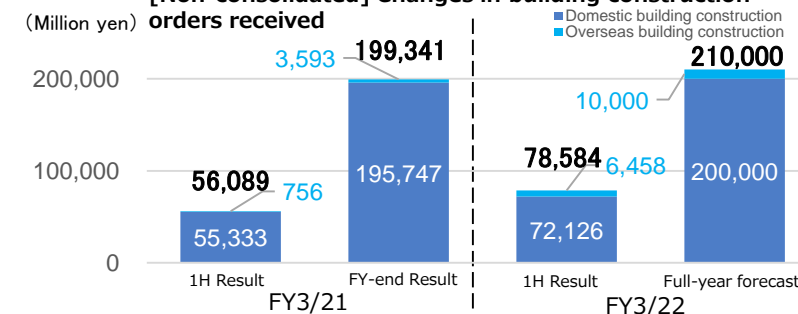


*Figures are calculated for convenience using the following formula:
Year-end backlog as of March 31, 2021 + Forecast orders for the fiscal year ending March 31, 2022 - Forecast net sales of completed construction contracts for the fiscal year ending March 31, 2022

[Non-consolidated] Changes in civil engineering orders received



[Non-consolidated] Changes in building construction orders received



【Non-consolidated】 Net Sales of Completed Construction Contracts/
Gross Profit on Completed Construction Contracts (Full-year forecast)



	FY3/21 (Apr.1,2020-Mar.31,2021)	FY3/22 (Apr.1,2021-Mar.31,2022)		
	Result	Full-year forecast	1H Progress rate	YoY Change
Net sales of completed construction contracts	328,189	340,000	42.9%	+3.6%
Civil engineering	135,976	140,000	45.5%	+3.0%
Building construction	192,212	200,000	41.2%	+4.1%
Gross profit on completed construction contracts	44,035	40,600	49.2%	Δ7.8%
(Construction gross profit margin)	(13.4%)	(11.9%)	(—)	(Δ1.5P)
Civil engineering	23,303	22,700	46.3%	Δ2.6%
Building construction	(17.1%)	(16.2%)	(—)	(Δ0.9P)
Building construction	20,732	17,900	52.8%	Δ13.7%
Building construction	(10.8%)	(9.0%)	(—)	(Δ1.8P)

(Unit: Million yen. Rounded down to the unit) (Ratios are rounded off)



4. Progress of Long-Term Vision and Medium-Term Management Plan (FY3/21–FY3/23) and Future Measures to Improve Capital Efficiency

Progress under the Medium-Term Management Plan (Overview)



■ FY3/22 Status of initiatives in the 1H

VISION 2030

Create customer value

【The Medium-Term Management Plan Chapter I】

- ▶ Achievement of safety, high quality, high productivity, and low cost by strengthening technology development / innovation / proposal capabilities
- ▶ To remain by our customers' sides over the long term and respond quickly to diverse needs by strengthening LC support business

- Achieved fully automated drilling operations for mountain tunnel construction
- Operations at the third PCa plant building commenced in earnest; undertook additional capital investment to increase production capacity
- Commenced large-scale renewal of the Technical Research Institute (including large oscillation stands)
- Decided to improve payment conditions (discontinue payment by promissory notes) to strengthen relationships with partner firms (implemented from the 2H)

VISION 2030

Create shareholder value

【The Medium-Term Management Plan Chapter I】

- ▶ To secure stable profits (transformation to a business structure that is not easily affected by changes in orders received in a fiscal year)
- ▶ Increase corporate value by returning profits to shareholders (dividends, etc.) and investing in growth

- Completed the purchase of own shares (¥10 billion: November 2020 to October 2021)
- Decided to expand returns to shareholders
- Undertook growth investments of approximately ¥2.1 billion including technology development and renewal of facilities at the Technical Research Institute
- Commenced full-scale commercialization of the facility management business (rebuild the Tohoku Branch building)
- Selected the “Prime Market” as its listing market in response to revisions to the Corporate Governance Code

Progress under the Medium-Term Management Plan (Overview)



■ FY3/22 Status of initiatives in the 1H

VISION 2030

Create environmental value

【The Medium-Term Management Plan Chapter I】

- ▶To participate in renewable energy business ▶Process of decarbonizing business activities (promotion of SBT and RE100)
- ▶Technology development, trial demonstration and deployment for ZEB, next-generation energy management systems, etc.

- Participated in the Sakaide Biomass Power Generation Project (joint venture)
- Entered the solar power generation power purchase agreement (PPA) business in earnest
- Disclosed information in line with the Company's declaration of support and acknowledgement of the TCFD recommendations
- Acquired environmental impact assessment (CFP) certification of buildings using the LCA method

VISION 2030

Create employee value

【The Medium-Term Management Plan Chapter I】

- ▶Achievement of sense of well-being (treatment according to work style and results, promotion of health management, diversity)
- ▶To realize work-style reforms, realization of diverse work styles
- ▶Development / securing of human resources (expansion of human resource development system)

- Promoted initiatives in line with the Company's health management strategy map and KPIs
- Completed construction of a new dormitory for female employees
- Promoted the closure of 8 domestic work sites in 4 weeks (civil engineering: 90%, construction: 80%)
- * Excluding difficult sites

Current Issues and Approach Toward Future Cash Allocation



Amid growing uncertainty surrounding the global economy and the likelihood of a substantial change in conditions throughout the construction business, HAZAMA ANDO recognizes the need to further accelerate reforms and to vigorously promote management that places increase emphasis on improving capital efficiency

■ Future Cash Allocation Plan (October 2021 – March 2023)

Source of funds	Returns to shareholders	Growth/large-scale investments
<p data-bbox="140 748 476 825">Operating cash flows Around ¥30 billion</p> <p data-bbox="161 1011 455 1088">Cash on hand Around ¥30 billion</p> <p data-bbox="174 1188 443 1265">(Interest-bearing liabilities)</p>	<p data-bbox="687 719 1023 796">Returns to shareholders ¥30 billion or more</p> <p data-bbox="700 819 1011 882">Dividends ¥10 billion Purchase of own shares ¥20 billion</p>	<p data-bbox="1226 948 1537 1068">Growth/large-scale investments ¥18 billion or more</p>



Progress of Investment Plan

■ Investment plan and forecast results for the three years of the Medium-Term Management Plan (FY3/21 to FY3/23)

Field	Target	Three-Year Investment Forecast	Actual Investment (April 2020 – September 2021)
Energy business	<ul style="list-style-type: none"> Renewable energy business (Japan and overseas) Energy Service Provider (ESP) business 	Approximately ¥5. 0 billion	(small amount)
Real estate business/ Infrastructure management business	<ul style="list-style-type: none"> Owned asset (branch building) facility management business Acquisition of profitable properties 	Approximately ¥3. 0 billion	Approximately ¥1. 8 billion
Partner strategic investment	<ul style="list-style-type: none"> Alliances with overseas business partners Collaboration with startup companies 	Approximately ¥5. 0 billion	(small amount)
Innovation investment, Technology development investment, Other	<ul style="list-style-type: none"> Technology development investment that contributes to such benefits as improved productivity, low cost, and shorter construction periods Technical Research Institute capital investment Precast concrete factory expansion (third building) Venture capital (VC) investment 	Approximately ¥12. 0 billion	Approximately ¥5. 2 billion
Total amount		Approximately ¥25. 0 billion	Approximately ¥7. 0 billion

■ Actual major investments up to the 2Q

Investments in technology development (DX promotion, productivity improvement, etc.), entry into the solar power generation PPA field, renewal of facilities at the Technical Research Institute

■ Forecasts of major investments planned up to the end of the fiscal year

Participation in the Sakaide Biomass Power Generation project, full-fledged commencement of the Tohoku Branch facility management business, investments in venture capital and start-up firms



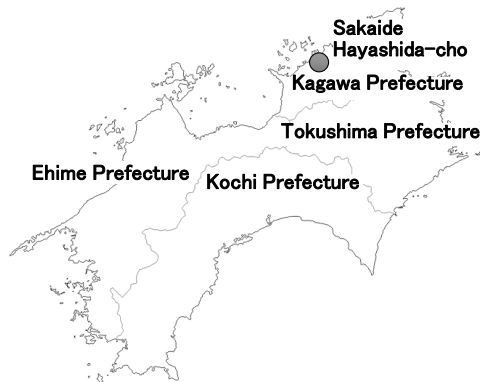
Renewal energy and other businesses

Create environmental value

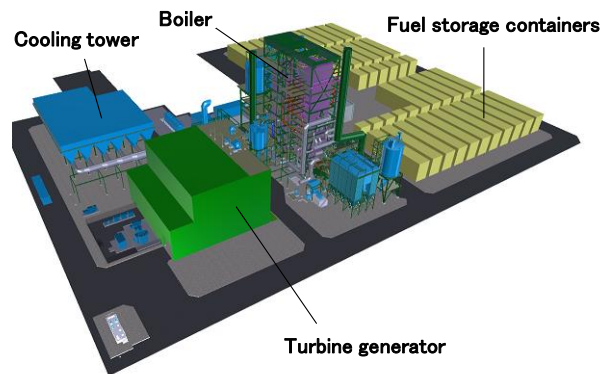
Joint implementation of the Sakaide Biomass Power Generation Project

- Plans are in place for HAZAMA ANDO to participate in a joint wood-based biomass power generation project with Shikoku Electric Power Co., Inc., Prominet Power Co., Ltd. (a wholly owned subsidiary of Tokyo Gas Co., Ltd.), erez Co., Ltd., SHINKO DENSO Co., Ltd., and Sakaide Yusengumi Co., Ltd.
- The project will entail construction of a biomass power generation facility on a port area site measuring approximately 44,000 square meters in Sakaide City, Kagawa Prefecture; boasting an output of approximately 75,000 kW, one of the largest in Japan
- This facility will generate electricity using wood pellets imported from overseas as fuel
- Construction will commence in November 2022; operations are scheduled to commence in June 2025
- Utilizing the renewable energy Feed-in Tariff (FIT) system, all electricity generated by the facility will be sold to Shikoku Electric Power Transmission & Distribution Company, Incorporated
- Annual power generation is estimated at roughly 530 million kWh, which is sufficient to power the needs of approximately 170,000 general households; reductions in CO2 emissions are projected to come in at 240,000 tons

○ Planned construction site



○ Conceptual drawing of the power generation facility




Power generation facility name	Sakaide Power Generation Plant
Planned construction site	Kagawa Prefecture, Sakaide City, Hayashida-cho (Approximately 44,000 square meters)
Operating company	Sakaide Biomass Power, LLC
Investing companies (equity interest)	Shikoku Electric Power Co., Inc.: 36%; HAZAMA ANDO Corporation: 20%; Prominet Power Co., Ltd.: 15%; erez Co., Ltd.: 14%; SHINKO DENSO Co., Ltd.: 10%; Sakaide Yusengumi Co., Ltd.: 5%
Power output	Approximately 75,000 kW
Annual power generation	Roughly 530 million kWh
Fuel used	Wood pellets (Approximately 320,000 tons annually)
Power sales price	¥24 per kWh (use of the renewable energy FIT system)
Planned construction period	Start of construction: November 2022 (start of preparatory work: April 2022) Start of commercial operations: June 2025

Upgrading the Shareholder Return Policy Under the Medium-Term Management Plan



■ Shareholder return policy for the two-year period from FY3/22 to FY3/23

Pre Upgrade	Post Upgrade	
<p>Total return ratio : 50% or more</p> <p>FY3/23 (final year of the Plan)</p> 	Total return ratio	Cumulative two-year period: 100% or more (Total amount of return: ¥35 billion or more)
	Purchase of treasury stock	Cumulative two-year period: ¥25 billion or more (※)
	Dividends	¥40 (annual) (Up ¥10 per share from the ¥30 per share in FY3/21)
	Retirement of treasury stock	19, 322, 200 shares (9. 64% of total shares issued and outstanding before retirement)

※Including ¥5.1 billion purchased between April 2021 and October 2021

Future Shareholder Return Measures



■ Purchase of own shares (resolved on November 11, 2021)

- | | |
|--------------------------------------------|--------------------------------------------------------------------------------------------------------|
| (1) Class of shares to be purchased | Common stock of the Company |
| (2) Total number of shares to be purchased | Up to 17, 000, 000 shares
(9.43% of total shares issued and outstanding (excluding treasury stock)) |
| (3) Total purchase price | Up to ¥10 billion |
| (4) Purchase period | November 15, 2021 to May 13, 2022 |
| (5) Purchase method | Market purchases based on the discretionary dealing contract |

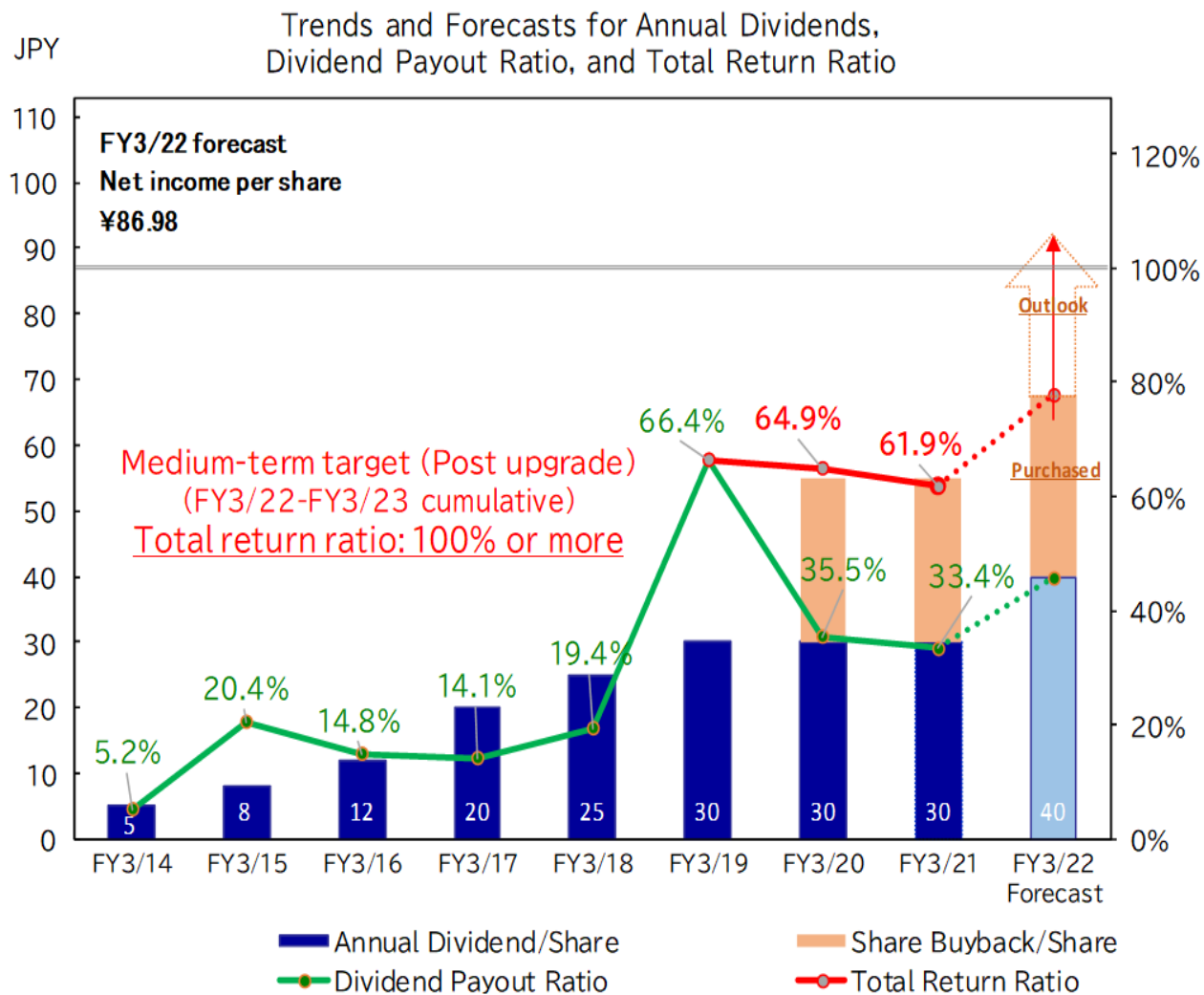
■ Dividends

Interim	Period-end	Annual
¥15 ⇒ ¥20 (actual)	¥15 ⇒ ¥20 (forecast)	¥30 ⇒ ¥40 (forecast)

■ Retirement of treasury stock

- | | |
|------------------------------------------|-----------------------------------------------------------------------------------------|
| (1) Class of shares to be retired | Common stock (purchased after February 2020) |
| (2) Total number of shares to be retired | 19, 322, 200 shares
(9.64% of total shares issued and outstanding before retirement) |
| (3) Scheduled date of retirement | November 30, 2021 |

Total Return Ratio Trends and Forecast



[Reference]

Overview of the purchase of own shares under the Medium-Term Management Plan

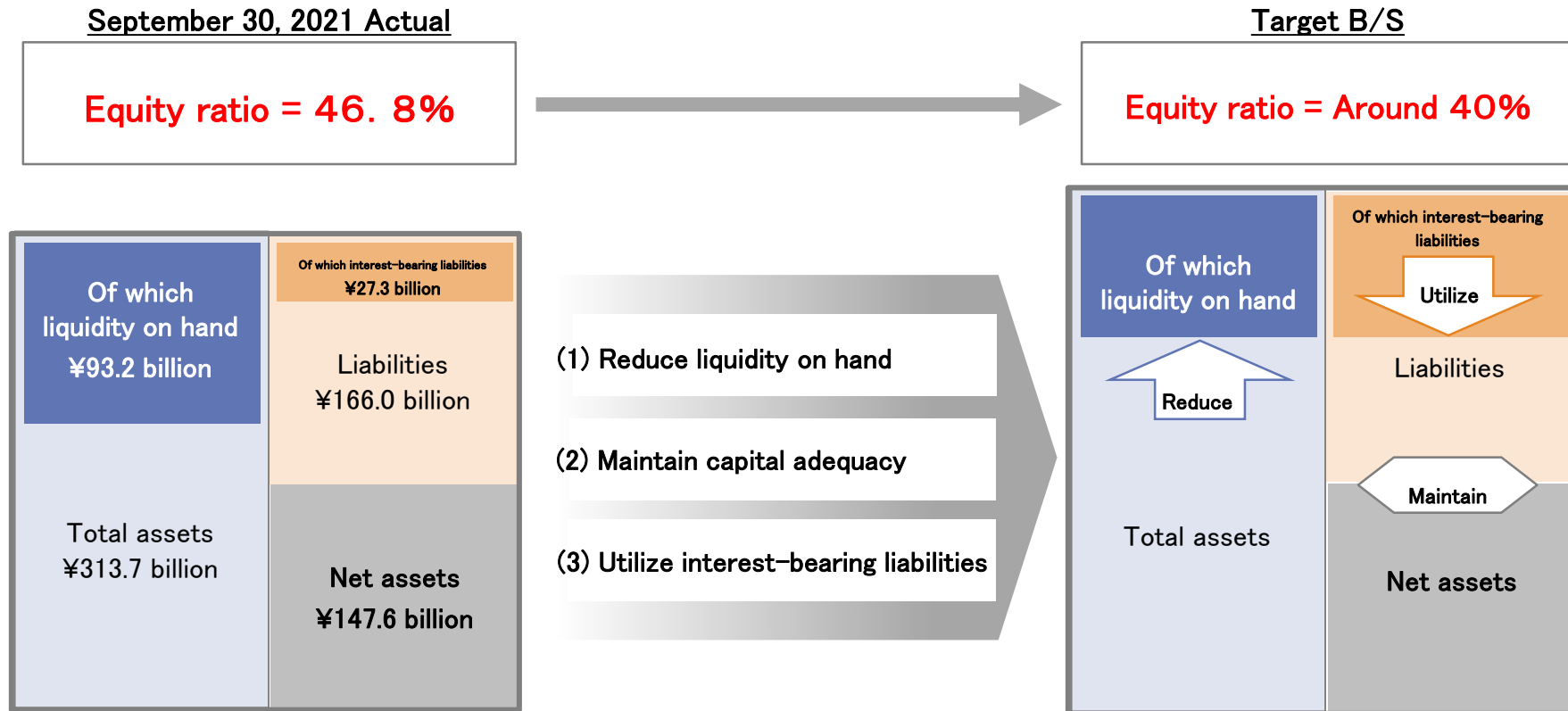
- ① Purchase period
November 16, 2020 – October 4, 2021
- ② Total number of shares purchased
12,605,600 shares
- ③ Total share purchase amount
¥9,999,928,000
Including ¥5,065,252,900* purchased during FY3/22

*Data for the FY3/22 forecast amount of share buyback/share in the graph on the left is calculated by dividing the above FY3/22 buyback amount by the average number of shares outstanding during the 2Q.



Target Balance Sheet Direction over the Long Term

■ Target balance sheet direction



Work toward further improving capital efficiency and engage in balance sheet management while taking into consideration capital costs over the long term by (1) reducing liquidity on hand, (2) maintaining capital adequacy, and (3) utilizing interest-bearing liabilities



5. Changes in Specific Efforts to Strengthen Corporate Governance and Other Initiatives as well as the Status of Compliance with Revisions to the Corporate Governance Code

Specific Efforts to Strengthen Corporate Governance and Other Initiatives



CG Code, Investor Relations, and ESG-related Initiatives

		FY3/16	FY3/17	FY3/18	FY3/19	FY3/20	FY3/21	FY3/22(Current FY)
1	Number of independent external Board directors (percentage of total directors)	2 (16.7%)		3 (27.2%)		3 (33.3%)		
2	Number of female directors	1			2			
3	Nomination and Remuneration Committee (Governance Advisory Committee)					Established the Nomination and Remuneration Committee External Board directors to comprise the majority; external Board director to serve as chairperson		Disclose skills matrix
4	Performance-linked stock compensation		Adopted for directors					Expand performance-based portion Establish non-financial KPIs
5	Engagement	(From before) Conducted IR interviews, on-site tours	Initiated periodic SR			Medium-Term Management Plan IR presentation meeting		Upgrade and expand disclosure
6	Information disclosure (English)	(From before) Issued an annual report	Issued a convocation notice	Factbook		Issued a financial results report	Issued financial results presentation materials	Renew English website
7	Report for stakeholders	(From before) Issued a CSR report			Issued the 2018 Sustainability Report Announced details of the Company's support for SDGs	Set materiality issues	Issued the 2020 Integrated Report	Publish English Integrated Report
8	ESG (topics) E:green S:blue G:black	Strengthened work-style reform initiatives (site closure, other)	Held a women's forum		Held a women's forum	Acquired SBT certification Committed to the RE100 Initiative Registered as a ZEB planner Acquired Excellent Health and Productivity Management Corporation certification Established a procurement policy	Commenced next-generation energy project verification Expanded the employment of people with disabilities Established a foundation for securing a labor force	Disclose information in line with the TCFD recommendations Renew female recruitment target Establish the Environmental Strategy Committee
9	Other			Incidents of improper invoicing Thoroughgoing compliance education	Established the Investment Committee	Established the Internal Control Committee	Established the Compliance Promotion Committee	
					Fire incident Strengthened safety patrols Thoroughgoing efforts to prevent a recurrence	One external Board director to participate; external Board director to serve as chairperson		

Status of Compliance with Revisions to the Corporate Governance Code



Selected the “Prime Market” as its listing market in order to comply with revisions to the Corporate Governance Code and ensure a higher level of governance.

Strive to continuously improve governance and become a company that meets the trust and expectations of stakeholders.

■ Disclose information in line with the TCFD recommendations

August 2021 Declaration of support; participate in the TCFD Consortium

October 2021 Disclose information in line with the TCFD recommendations

Established the Environmental Strategy Committee to strengthen environmental governance

■ Upgrade and expand disclosure in English

November 2021 Published a Corporate Report (Integrated Report) in English as a part of efforts to augment environment- and social-related information disclosure

December 2021 Renew the Company’s English website (planned)

Application for selection to the Prime Market



Presentation materials are a collection of slides prepared for IR purposes and not intended to solicit investment in the securities issued by the Company.

This document also contains information on future prospects based on current plans, estimates, forecasts, and projections by Hazama Ando Corporation with respect to the Company's business and industry trends.

These forward-looking statements are therefore subject to various risks and uncertainties.



**HAZAMA ANDO
CORPORATION**