

Disclaimer: This document is an English translation of the Japanese original. The Japanese original will prevail to the extent that there is any conflict or discrepancy in meaning between the Japanese original and the English translation thereof.



FY3/23 (Fiscal 2022) First Half Financial Results **(April 1 to September 30, 2022)**

November 21, 2022

HAZAMA ANDO CORPORATION



1 . FY3/23 First Half Financial Results Outline

Conditions in the First Half



Business Environment	<ul style="list-style-type: none">• Gradual recovery in the Japanese economy; continued progress in the normalization of economic and social activity• Ongoing uncertainty surrounding operating conditions with the continued need to closely monitor such factors as the impact of rising geopolitical risks, soaring material prices, and supply chain trends on the supply side• As far as the construction industry is concerned, firm trends in public sector construction investment, continued recovery in private sector construction investment
Our Situation	<ul style="list-style-type: none">• From a domestic civil engineering perspective, continued demand for large infrastructure projects and expressway renewal work; for domestic building construction, ongoing demand for distribution warehouse and production-related facility construction• In domestic building construction, substantial increase in orders for large-scale government projects, commercial office buildings, and other works• Recovery in Japanese-affiliated production-related facility demand in North America focusing mainly on Mexico; substantial increase in overseas building construction orders• For ongoing construction projects, the surge in material prices fell within the range of initial forecasts amid steady progress in both civil engineering and building construction in overall terms; despite little or no impact on performance as a result, profitability is not expected to improve as much as in the previous fiscal year

Highlights



Consolidated net sales
(Billion yen) **164.3**
(YoY Change + 3.4%)

- Construction largely progressed in line with expectations; completed construction contract net sales exceeded the corresponding period of the previous fiscal year

Consolidated Operating Profit (Billion yen) **7.9**

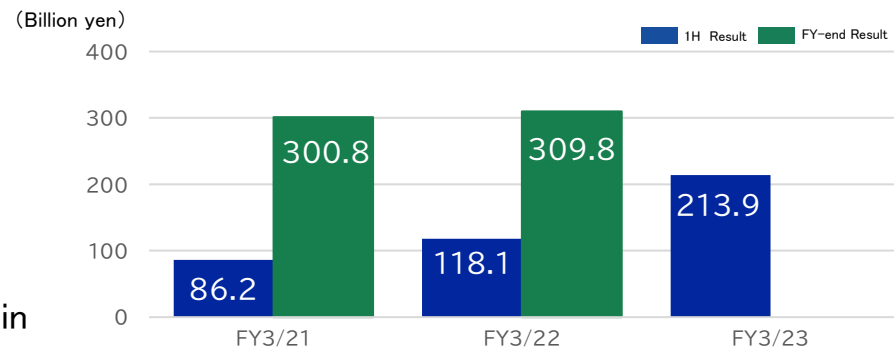
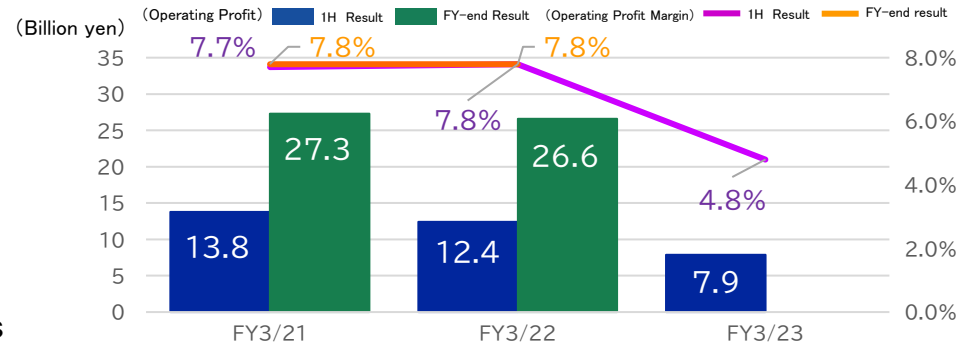
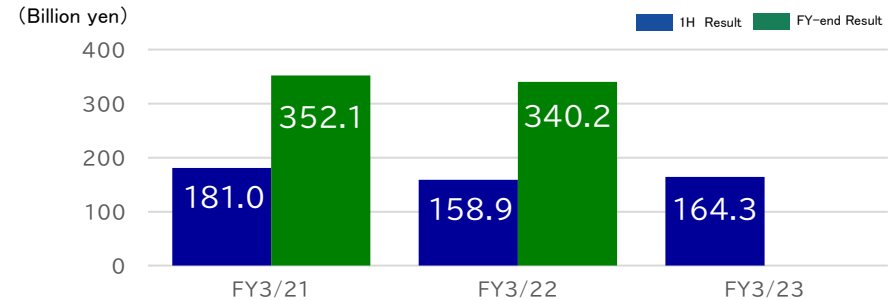
Consolidated Operating Profit Margin **4.8 %**

(Consolidated Operating Profit YoY Change Δ 36.1%)
(Consolidated Operating Profit Margin YoY Change Δ 3.0P)

- As far as building construction is concerned, fewer factors contributing to an improvement in profitability compared with the corresponding period of the previous fiscal year; decrease in construction gross profit
- Increase in general and administrative expenses owing to a variety of factors including the posting of an allowance for doubtful accounts

Non-consolidated Orders received (Billion yen) **213.9**
(YoY Change + 81.0%)

- Substantial increases in both domestic and overseas building construction orders also owing to the recovery in the market environment



(Ratios are rounded off)

【Consolidated】 Operating Results



	FY3/22 1H (Apr.1,2021 - Sept.30,2021)		FY3/23 1H (Apr.1,2022 - Sept.30,2022)		
	Result	Initial Forecast (May 2022)	Result	YoY Change	Change from Initial Forecast
Net sales	158.9	162.0	164.3	+3.4%	+1.4%
Gross profit	22.3	18.5	18.8	△15.6%	+2.0%
(Gross profit margin)	(14.1%)	(11.4%)	(11.5%)	(△2.6P)	(+0.1P)
Selling, general and administrative expenses	9.9	10.3	10.9	+10.2%	+6.0%
Operating profit	12.4	8.2	7.9	△36.1%	△3.1%
(Operating profit margin)	(7.8%)	(5.1%)	(4.8%)	(△3.0P)	(△0.2P)
Ordinary profit	11.9	7.6	8.7	△27.2%	+15.0%
Profit attributable to owners of parent	8.1	4.7	7.6	△5.4%	+63.1%

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

Note: Extraordinary income: Gain on reversal of provision for loss on damage due to fire ¥0.3 billion + Compensation for damage received ¥2.7 billion = ¥3.0 billion

【Consolidated】 Balance Sheets



	FY3/22 1H (Apr.1,2021 - Sept.30,2021) Result	FY3/22 (Apr.1,2021 - Mar.31,2022) Result ①	FY3/23 1H (Apr.1,2022 - Sept.30,2022) Result ②	Change ②-①
Current assets	247.7	228.0	214.7	△13.3
Non-current assets	65.9	67.2	69.4	+2.1
Total assets	313.7	295.3	284.1	△11.1
Current liabilities	145.5	140.3	126.6	△13.7
Non-current liabilities	20.5	13.2	14.9	+1.7
Total liabilities	166.0	153.6	141.6	△12.0
Total net assets	147.6	141.6	142.5	+0.8
Total liabilities and net assets	313.7	295.3	284.1	△11.1
Interest-bearing debt (Billion yen)	27.2	24.7	26.6	+1.8
Debt/Equity ratio *(times)	0.19	0.18	0.19	+0.01P
Equity ratio(%)	46.8	47.7	49.9	+2.2P

- Cash and deposits (△16.8)
- Notes receivable, accounts receivable from completed construction contracts and other (△2.7)
- Costs on construction contracts in progress (+1.6)
- Other current assets (+4.0)
- Investment securities (+2.4)
- Other (+0.4)

- Accounts payable for construction contracts and other (△6.9)
- Advances received on construction contracts in progress (+5.4)
- Provision for loss on damage due to fire (△3.9)
- Other current liabilities (△9.5)
- Long-term borrowings (+1.6)
- Other (+1.3)

- Retained earnings (+4.2)
- Treasury shares (△6.1)
- Valuation difference on available-for-sale securities (+1.5)
- Other (+1.2)

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

* Debt/Equity ratio: Interest-bearing debt/Equity (Shareholders' equity included in Net assets + Accumulated other comprehensive income)

【Consolidated】 Statements of Cash Flows



	1H FY3/23 (Apr. 1, 2022– Sep. 30, 2022)	1H FY3/23 Movements in Principal Accounting Line Items
Cash and cash equivalents at beginning of period	64.7	
Cash flows from operating activities	△9.4	<ul style="list-style-type: none"> ▪ Profit before income taxes (+11.3) ▪ Decrease in trade receivables (+2.7) ▪ Increase in consumption taxes refund receivable (△3.2) ▪ Decrease in trade payables (△6.9) ▪ Increase (decrease) in advances received on construction contracts in progress (+5.4) ▪ Decrease in deposits received (△7.2) ▪ Compensation for damage paid (△5.4) ▪ Income taxes paid (△2.7)
Cash flows from investing activities	△0.5	<ul style="list-style-type: none"> ▪ Purchase of property, plant and equipment (△0.9)
Cash flows from financing activities	△7.9	<ul style="list-style-type: none"> ▪ Proceeds from long-term borrowings (+4.5) ▪ Repayments of long-term borrowings (△2.4) ▪ Purchase of treasury shares (△6.1) * 1 ▪ Dividends paid (△3.3) * 2
Effect of exchange rate change on cash and cash equivalents	0.9	
Net increase (decrease) in cash and cash equivalents	△17.0	
Cash and cash equivalents at end of period	47.7	

* 1 Includes shares acquired by the ESOP trust

* 2 Dividends paid comprise the period-end dividend for FY3/22

(Unit: Billion yen. Rounded down to the unit)



2. Details of Non-Consolidated Financial Results

【Non-consolidated】Orders Received



	FY3/22 1H (Apr.1,2021 - Sept.30,2021)	FY3/23 1H (Apr.1,2022 - Sept.30,2022)			
	Result	Initial Forecast (May 2022)	Result	YoY Change	Change From Forecast
Orders Received	118,186	162,500	213,970	+81.0%	+31.7%
Civil engineering	39,602	50,000	43,754	+10.5%	△12.5%
Domestic	39,447	48,000	40,474	+2.6%	△15.7%
Overseas	154	2,000	3,279	+2,023.3%	+64.0%
Building construction	78,584	112,500	170,216	+116.6%	+51.3%
Domestic	72,126	102,500	147,836	+105.0%	+44.2%
Overseas	6,458	10,000	22,379	+246.5%	+123.8%

(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**



	FY3/22 1H (Apr.1,2021 - Sept.30,2021)	FY3/23 1H (Apr.1,2022 - Sept.30,2022)			
	Result	Initial Forecast (May 2022)	Result	YoY Change	Change From Forecast
Net sales of completed construction contracts	146,026	147,000	148,100	+1.4%	+0.7%
Civil engineering	63,699	62,000	61,428	△3.6%	△0.9%
Building construction	82,327	85,000	86,671	+5.3%	+2.0%
Gross profit on completed construction contracts	19,957	17,100	17,419	△12.7%	+1.9%
(Construction gross profit margin)	(13.7%)	(11.6%)	(11.8%)	(△1.9P)	(+0.1P)
Civil engineering	10,508	9,800	10,290	△2.1%	+5.0%
	(16.5%)	(15.8%)	(16.8%)	(+0.3P)	(+0.9P)
Building construction	9,448	7,300	7,128	△24.6%	△2.3%
	(11.5%)	(8.6%)	(8.2%)	(△3.3P)	(△0.4P)

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

【Non-consolidated】 Year-end Backlog



	FY3/22 1H (Apr.1,2021 - Sept.30,2021) Result	FY3/23 1H (Apr.1,2021 - Sept.30,2022) Result	YoY Change	FY3/22 (Apr.1,2021 - Mar.31,2022) Result
Year-end Backlog	491,305	585,964	+19.3%	518,683
Civil engineering	305,475	303,011	Δ0.8%	320,144
Domestic	291,160	292,487	+0.5%	309,480
Overseas	14,315	10,524	Δ26.5%	10,664
Building Construction	185,829	282,952	+52.3%	198,538
Domestic	176,541	257,354	+45.8%	187,569
Overseas	9,287	25,598	+175.6%	10,969

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



3. Forecast of Earnings

FY 3/23 Full Fiscal Year

2H Business Environment and Our Response



Business Environment	<ul style="list-style-type: none">• Trends in construction investment projected to remain firm• In the civil engineering field, demand expected for various projects including public works for disaster prevention and mitigation, national land resilience as well as large-scale infrastructure, comprehensive evaluation, hydroelectric power generation, expressway, and related renewal work• In the building construction field, demand anticipated for distribution warehouse, production-related facility, renewal, and other projects
Our Situation	<ul style="list-style-type: none">• Engage in order activities in both the civil engineering and building construction fields while taking into consideration the structure of construction and systems• In continuing to adhere to a policy that focuses on profitability at the time orders are received and keeping in mind the need to secure total profit, engage in the strategic selection of projects while maintaining a balance between business volumes and profitability• Downward revision of completed civil engineering construction contract forecasts owing to a slowdown in the pace of certain large-scale civil engineering projects• Upward revision of completed building construction contract forecasts after accounting for order results in the 1H• Overall net sales projected to come in line with initial the initial forecast

【Consolidated】 Forecast for Full Fiscal Year



	FY3/22	FY3/23				
	(Apr.1,2021-Mar.31,2022)	(Apr.1,2022-Mar.31,2023)				
	Result	Initial Forecast (May 2022) ①	Revised Forecast (November 2022) ②	Difference ②-①	1H Progress Rate (Based on ②)	YoY Change (Based on ②)
Net sales	340,293	377,000	377,000	—	43.6%	+10.8%
Gross profit	46,861	44,600	44,600	—	42.3%	△4.8%
(Gross profit margin)	(13.8%)	(11.8%)	(11.8%)	(—)	(—)	(△2.0P)
Selling, general and administrative expenses	20,261	20,600	21,400	+800	51.0%	+5.6%
Operating profit	26,600	24,000	23,200	△800	34.3%	△12.8%
(Operating profit margin)	(7.8%)	(6.4%)	(6.2%)	(△0.2P)	(—)	(△1.6P)
Ordinary profit	25,838	23,100	23,100	—	37.8%	△10.6%
Profit attributable to owners of parent	17,671	15,600	17,700	+2,100	43.3%	+0.2%

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

Note: Extraordinary income: Gain on reversal of provision for loss on damage due to fire ¥0.3 billion + Compensation for damage received ¥2.7 billion = ¥3.0 billion

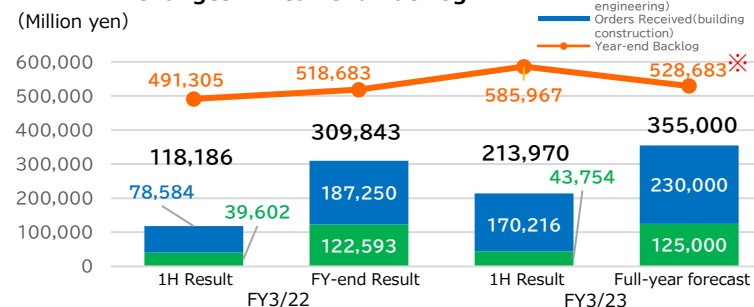
[Non-consolidated] New Orders (Full-year forecast)



	FY3/22 (Apr.1,2021- Mar.31,2022)	FY3/23 (Apr.1,2022-Mar.31,2023)			
	Result	Initial Forecast (May 2022) ①	Revised Forecast (November 2022) ②	1H Progress Rate (Based on ②)	YoY Change (Based on ②)
Orders Received	309,843	355,000	355,000	60.3%	+14.6%
Civil engineering	122,593	125,000	125,000	35.0%	+2.0%
Domestic	122,432	120,000	120,000	33.7%	Δ2.0%
Overseas	160	5,000	5,000	65.6%	+3,019.3%
Building construction	187,250	230,000	230,000	74.0%	+22.8%
Domestic	174,476	210,000	205,000	72.1%	+17.5%
Overseas	12,773	20,000	25,000	89.5%	+95.7%

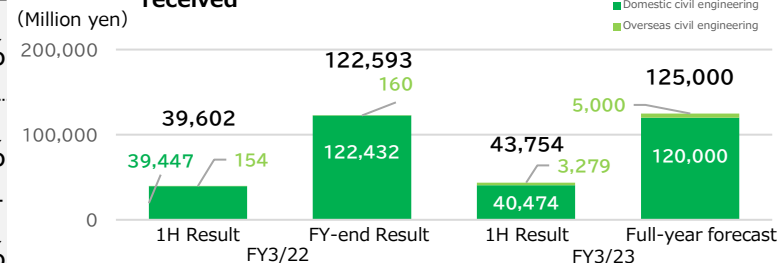
(Unit: Million yen. Rounded down to the unit)(Ratios are rounded off)

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

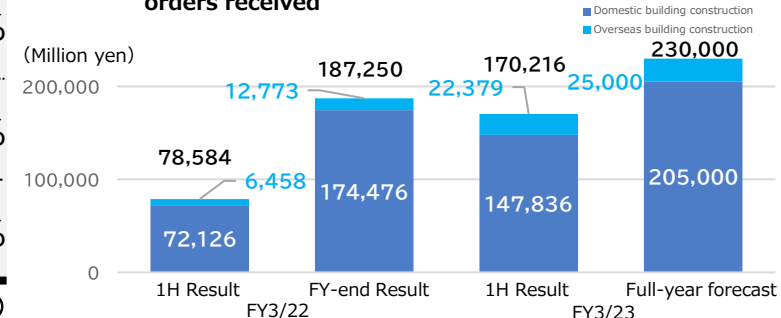


*Figures are calculated for convenience using the following formula:
Year-end backlog as of March 31, 2022 + Forecast orders for the fiscal year ending March 31, 2023
- Forecast net sales of completed construction contracts for the fiscal year ending March 31, 2023

[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)**



	FY3/22	FY3/23			
	(Apr.1,2021-Mar.31,2022)	(Apr.1,2022-Mar.31,2023)			
	Result	Initial Forecast (May 2022) ①	Revised Forecast (November 2022) ②	1H Progress Rate (Based on ②)	YoY Change (Based on ②)
Net sales of completed construction contracts	310,790	345,000	345,000	42.9%	+11.0%
Civil engineering	132,264	145,000	135,000	45.5%	+2.1%
Building construction	178,526	200,000	210,000	41.3%	+17.6%
Gross profit on completed construction contracts	42,090	40,700	40,700	42.8%	△3.3%
(Construction gross profit margin)	(13.5%)	(11.8%)	(11.8%)	(-)	(△1.7P)
Civil engineering	21,467	23,200	22,700	45.3%	+5.7%
Building construction	(16.2%)	(16.0%)	(16.8%)	(-)	(+0.6P)
Building construction	20,622	17,500	18,000	39.6%	△12.7%
	(11.6%)	(8.8%)	(8.6%)	(-)	(△3.0P)

(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)

Progress under the Medium-Term Management Plan (Quantitative Targets)



	Quantitative Targets FY3/23 (Final Year of the Plan)	FY3/23 Period-End Forecasts
Ordinary Profit	30.0 billion yen	23.1 billion yen
ROE	12%	Around 12%
Total Return Ratio (After Expansion of the Shareholder Return Policy)	FY3/22 and FY3/23 Cumulative two-year period: 100% or more	Two fiscal year cumulative period: Around 108%

■ FY3/23-end forecasts (after performance revision) compared with quantitative targets for the final year of the Medium-Term Management Plan

- Initial ordinary profit forecast remains unchanged; forecast projected to fall short of plans owing to the greater-than-expected sharp change in business conditions and substantial drop in construction business volume both in Japan and overseas mainly as a result of the pandemic
- ROE anticipated to improve following the posting of extraordinary income in the 1Q; expected to achieve quantitative target
- Projected to achieve quantitative target for the total return ratio after expansion of the shareholder return policy

Progress under the Medium-Term Management Plan (Overview)



■ FY3/23 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

- Recognized as a DX Certified Business Operator / Obtained ISO 19650 certification, the international BIM standard
- Continued to undertake a large-scale renewal of the Technical Research Institute (including large oscillation stands and other research equipment)
- Concluded a regional comprehensive partnership agreement with Buzen City, Fukuoka Prefecture and erex Co., Ltd.

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

- Continue to undertake the purchase of treasury stock as part of the expansion of the Company's shareholder return policy details of which were announced in November 2021 (¥10 billion by March 2023 in the fiscal year under review)
- Promote investment aimed at sustainable growth

Progress under the Medium-Term Management Plan (Overview)



■ FY3/23 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.

- Procured all electricity used in the Group's business activities from renewable energy sources
- Standardized low-carbon PCa products and acquired eco-leaf eco-label
- Continued development of Carbon Pool concrete (NEDO* Green Innovation Fund Project)
- Commenced a feasibility study for hydrogen production and storage as part of the Group's next-generation energy management and other system activities

* New Energy and Industrial Technology Development Organization

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)

- Introduced the Stock Grant ESOP Trust as an incentive plan for employees and a performance-linked compensation system for management
- Continued to conduct career development support training for female career-track employees; expanded employment of people with disabilities
- Promoted the closure of 8 domestic work sites in 4 weeks (civil engineering: 100%, building construction: 90%) * Excluding difficult sites

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	Current investment forecast		
			Results (Apr. 2020 to Mar. 2022)	FY3/23	
				1H Results	2H Plans
Energy business	<ul style="list-style-type: none"> Renewable energy business (Japan and overseas) Energy Service Provider (ESP) business 	Approx. ¥5.0 billion	Approx. ¥2.0 billion	(Small amount)	Approx. ¥3.0 billion
Real estate business/ Infrastructure management business	<ul style="list-style-type: none"> Owned asset(branch building, etc.) facility management business Acquisition of profitable properties 	Approx. ¥3.0 billion	Approx. ¥2.2 billion	Approx. ¥0.1 billion	Approx. ¥1.7 billion
Partner strategic investment	<ul style="list-style-type: none"> Alliances with overseas business partners Collaboration with startup companies 	Approx. ¥5.0 billion	(Small amount)	Approx. ¥0.1 billion	Approx. ¥4.0 billion
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 	Approx. ¥12.0 billion	Approx. ¥7.0 billion	Approx. ¥2.1 billion	Approx. ¥3.1 billion
Total amount		Approx. ¥25.0 billion	Approx. ¥11.3 billion	Approx. ¥2.2 billion	Approx. ¥11.8 billion
			Investment cumulative total: ¥13.5 billion		

Major 1H FY3/23 investment results

Actively promoted investment in the FM business Tohoku Branch Building, renewal of facilities and equipment at the Technical Research Institute, and technology development (including efforts to promote DX and increase productivity)

Major investments planned by the end of FY3/23

In addition to the ongoing implementation of major 1H FY3/23 investments outline above, invest in renewable energy business including solar power generation and promote measures geared toward the development of profitable properties

Progress of Cash Allocation



■ Cash flow plan and results (from Oct. 2021)

	Data announced in November 2021 *1 (from October 2021 to March 2023) 18 months	Results (from October 2021 to September 2022) 12 months	Progress rate
Shareholder Return	<u>¥30.0 billion or more</u>	<u>¥22.4 billion</u>	<u>75.0%</u>
Dividends	¥10.0 billion	¥7.0 billion *2	70.1%
Purchase of own shares	¥20.0 billion	¥15.4 billion *3	77.4%
Growth/Large-Scale Investment (including maintenance and renewal expenditures)	<u>From ¥18.0 billion</u>	<u>¥6.5 billion</u> *4	<u>36.1%</u>

*1 From presentation materials used during the Company's financial results presentation held on November 22, 2021

*2 Payment of interim and period-end dividends for FY3/22; coupled with the interim dividend for FY3/23 (¥3.2 billion) total payment of ¥10.2 billion

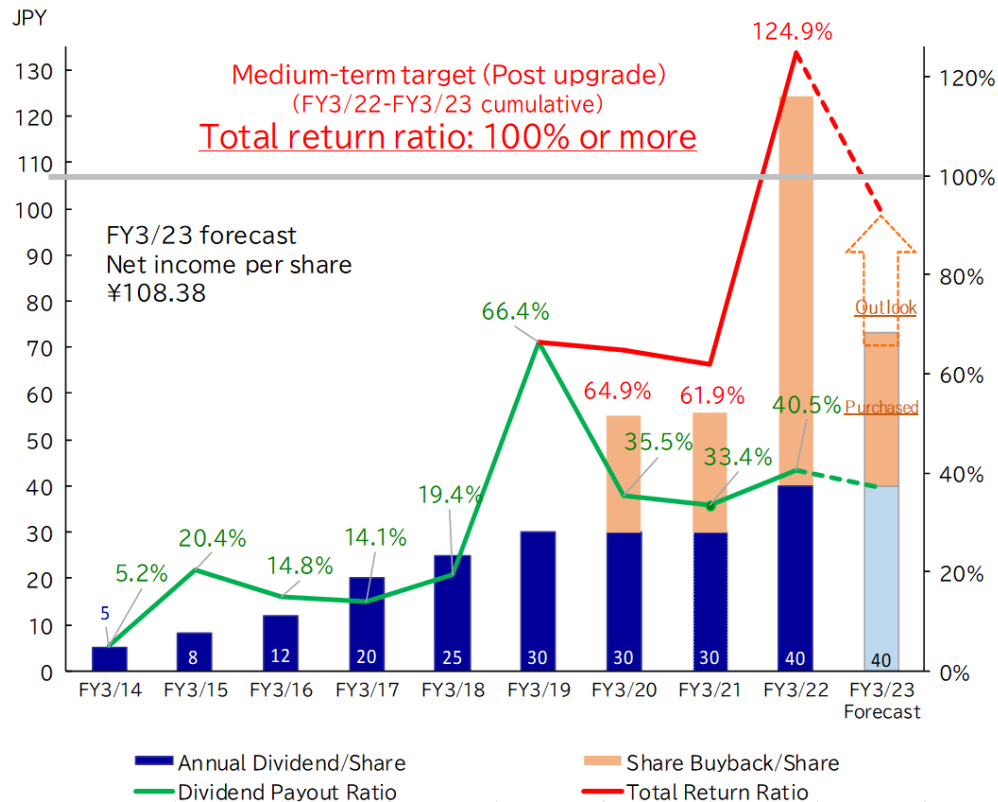
*3 Purchase of own shares completed between November 2021 and March 2022: ¥10.0 billion; purchase in progress with an upper limit of ¥10.0 billion between April 2022 and March 2023; purchase of own shares completed up to September 2022: ¥5.4 billion (Excluding shares held by the ESOP trust)

*4 In addition to cash flows from investing activities presented in the Company's statements of cash flows, growth/large-scale investment results include such other expenditures as technology R&D expenses

Status of Shareholder Return Implementation



Trends and Forecasts for Annual Dividends,
Dividend Payout Ratio, and Total Return Ratio



1. Dividends

	Interim dividend	Period-end dividend	Total
FY3/22 (Results)	¥20	¥20	¥40
FY3/23 (Forecasts)	¥20 (Results)	¥20	¥40

2. Purchase of own shares

① FY3/22 purchase results

¥15.06 billion 17.303 million shares

② FY3/23 purchase results (as of September 30, 2022)

¥5.48 billion 6.413 million shares

3. Total return ratio

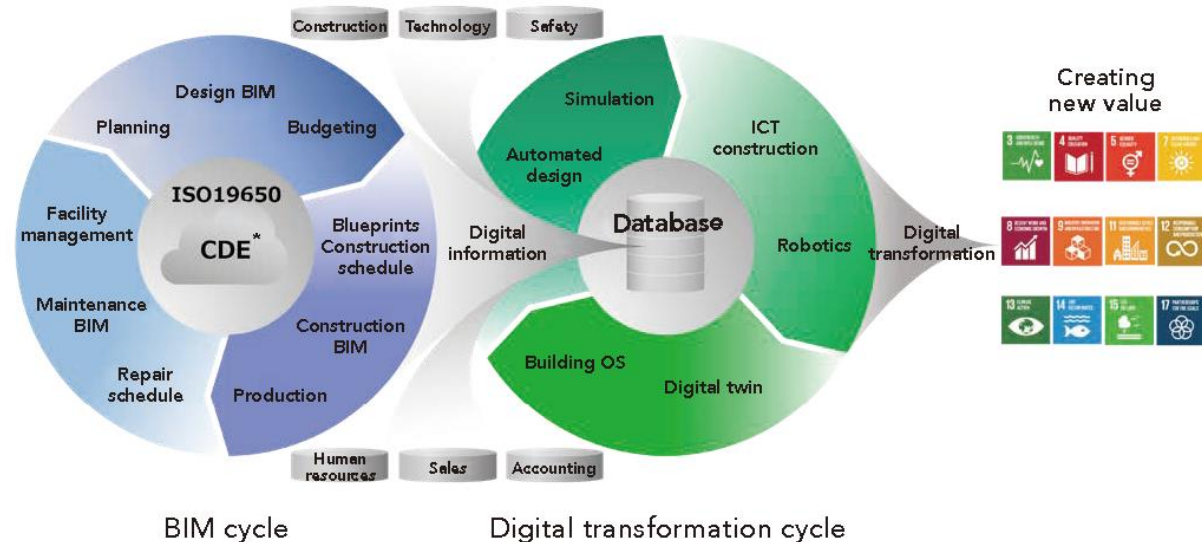
Two fiscal year cumulative forecast (FY3/22–FY3/23):

Around 108%



DX Promotion Initiatives

- ▶ **Recognized as a DX Certified Business Operator**
(DX certification system of Japan's Ministry of Economy, Trade and Industry)
 - DX Vision 2030 formulated by the DX Strategy Department; recognized as a DX Certified Business Operator in May 2022
 - Work to improve productivity by promoting process innovation and systemization while reforming and streamlining operations
- ▶ **Acquired BIM BSI Verification for Design and Construction certification based on ISO 19650, the international standard for building information modeling, from BSI Group Japan K.K. (British Standard Institution), in July 2022**
 - Promote efforts to standardize information management across the entire building construction lifecycle, from design through construction and maintenance; work to streamline and improve the efficiency of the production process





■ Tohoku Branch Office Building Facility Management (FM) Initiatives — Creating a Next-generation Energy-saving, Environmentally-friendly Building —

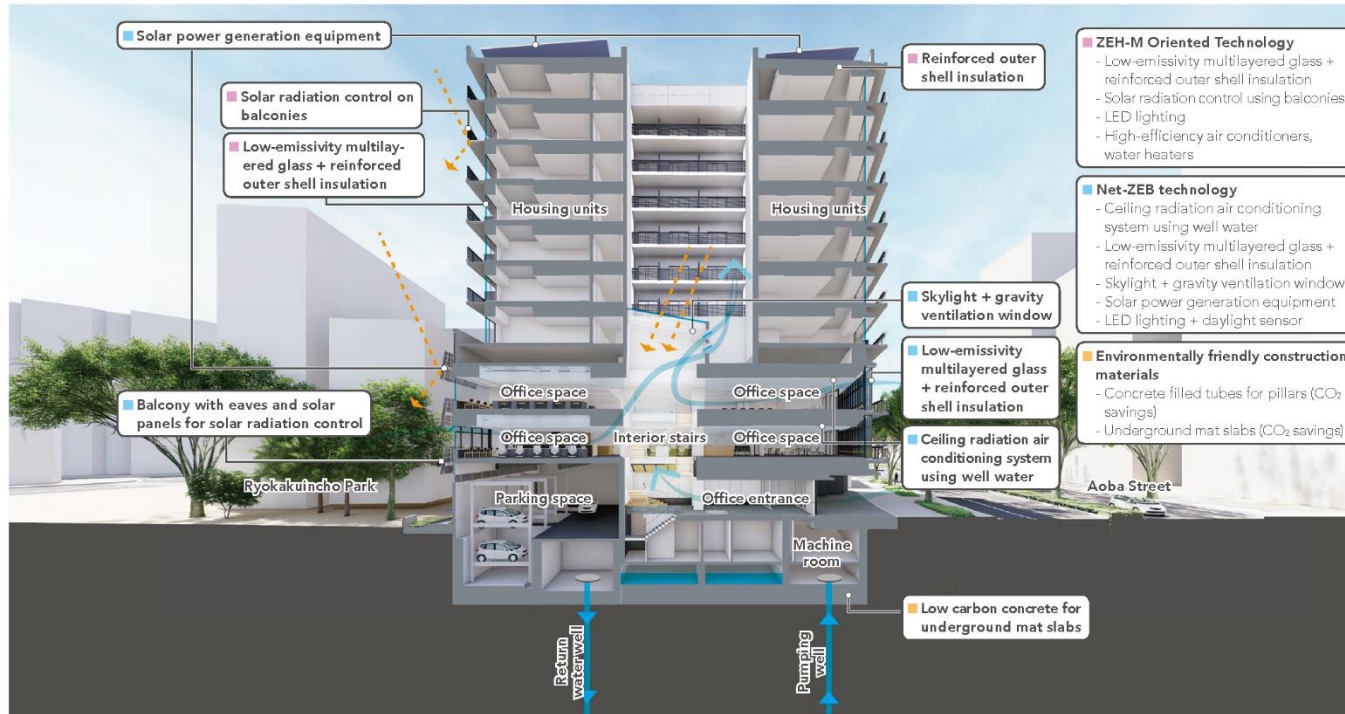


Image of environmental technology to be incorporated

- Promote the reconstruction of an aging branch office building into a hybrid building for office use by the Company as well as rental apartments; work to increase earnings
- Create a next-generation, energy-saving office building that enables good health and high productivity utilizing local characteristics in a bid to realize a carbon-neutral society
- Acquired Net-ZEB and ZEH-M Oriented certifications

[Reference] Progress of Non-financial Targets

—Excerpt from Corporate Report 2022—



Material Issues	Key Performance Indicators	Metrics	Deadline (FY)	Fiscal 2021 results
①Helping to solve social issues and create value for society	Productivity improvement*1	10% or more (compared with FY2020)	2025	1.8%
	Number of patent applications	75/year	2025	41
	Number of on-site tours	100 or more tours/year	Every year	100 or more tours/year
	Environmental and social contribution activities (volunteer activities, participation in clean-up activities, etc.)	Civil engineering sites: 3 times/site Building construction sites: 3 times/site Offices: 80 times/year	2024	4.0 times 3.5 times 96 times
②Protecting and being attuned to the natural environment	CO ₂ emission reduction rate (Scope 1 and 2)	33% (compared to FY2017)	2030	56.3% (using non-fossil fuel certificates)
	Proportion of A rank or higher in the simplified CASBEE rating (Comprehensive Assessment System for Built Environment Efficiency)	70% or more	2024	60%
	Number of ZEB projects	5	2030	2
	Proportion of renewable energy used for electricity	80%	2024	90% (using non-fossil fuel certificates)
	Serious environmental incidents	0 cases	Every year	0 cases
	Recycling of construction site waste – Civil engineering: Reduction of overall mixed waste volume – Building construction: Reduction of mixed waste intensity at new construction projects	Civil engineering: 0.8 ton/construction cost (100 millions of yen) Building construction: 6.5 kg/total floor space (m ²)	2024	Civil engineering: 0.62 tons Building construction: 4.06 kg
③Promoting sustainable management and taking full responsibility for corporate actions	Serious work-related accidents	0 cases	Every year	0 cases
	Frequency rate	0.40 or less	2022	0.71
	Ratio of female employees (full-time)	15% or more	2025	13.3%
	Eight or more closures in four weeks*2	Civil engineering: 100%, Building construction: 100%	Every year	Civil engineering: 96.3%, Building construction: 91.0%
	CCUS*3 card clock-in rate	55%	2022	46%
	Information security course attendance	100%	Every year	100%
	Compliance training attendance	100%	Every year	100%

*1 Calculated based on the productivity index of the Japan Federation of Construction Contractors. Based on construction amount per engineer and skilled worker per 8-hour day (completed construction amount/manpower)

*2 Excluding sites where eight or more closures are unfeasible (ensure annual closures of at least six closures in four weeks, develop a framework to ensure workers have eight days off in four weeks).

*3 CCUS = Construction Career Up (=Advancement) System: A system that uses IC cards distributed to skilled workers to gather their on-site work history and qualifications based on industry standards.

Card clock-in rate (work history record rate): the number of skilled workers who clocked in using card readers, etc. when entering construction sites ÷ the total number of skilled workers who entered construction sites.



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**