CHIYODA CORPORATION

CHIYODA REPORT

2024

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Editorial Policy

CHIYODA REPORT 2024 is a communication tool to inform all stakeholders, including shareholders, investors, business partners, customers, directors, employees, and society, of the Chiyoda Group's management policies, business strategies, financial status, corporate values, growth potential, and activities toward realizing a sustainable global society.

We continuously strive to improve the quality of information contained in the report to strengthen stakeholder awareness of the Chiyoda Group.

Disclaimer

CHIYODA REPORT 2024 is forward-looking, compiled from information available at the time of release, and actual results may differ materially from statements made within it.

Refer to the following website for further information on the Chiyoda Group.
https://www.chiyodacorp.com/en/

Purpose

Enriching Society through Engineering Value

Mission

Grow as a fully integrated engineering company aiming for harmony between energy and the environment while contributing to a healthy, prosperous and sustainable society through our profound engineering expertise and systematically developed technology.

CHIYODA CORPORATION

Message from the CEO

With Chiyoda's purpose of 'Enriching Society through Engineering Value,' we will diversify our business portfolio, achieve financial independence, and aim for sustainable growth.

Koji Ota

Representative Director,
President & CEO, CSO*

*Chief Sustainability Officer

The Mission of Management

My name is Koji Ota, and I became President of Chiyoda in April 2024.

In the five years covered by our Medium-term Management Plan up to fiscal 2023, 'Chiyoda's Revitalization Plan - Initiatives for Revitalization and the Future,' we worked on order-securing strategies that align with our resources, the enhancement of risk management and our project execution capabilities, promoting aspects such as development and increased sophistication among our human resources, and strengthening our business foundation. I believe our revitalization efforts have borne fruit to a certain extent.

However, we still have issues that we must continue to address, namely diversifying our business portfolio and achieving financial independence. The business environment is undergoing significant changes both in Japan and overseas. As top management, I believe it is our mission to establish a solid foundation for future growth by grasping these changes as new business opportunities to achieve sustainable growth. The Chiyoda Group's strengths are technological expertise, problem-solving capabilities, integrative ability and social implementation capabilities, and by combining them, we can transform our structure to achieve well-balanced income in a variety of fields, leading to more stable management and restored financial strength. I will personally lead all of our employees in this endeavor.

Working Towards More Stable Management

The results for the fiscal year ended March 2024 showed a loss as a result of financial processes such as recording reserves to cover the costs necessary to execute a major US project due to the legal restructuring of our joint venture partner. In order to achieve stable management and growth, I believe it is important to further strengthen our risk management, including by carefully selecting areas and projects to work on and improving our approaches.

Up to now, receiving orders for and executing large-scale overseas EPC* projects has been central to Chiyoda's management. This management structure has resulted in highly volatile profitability because large-scale overseas EPC projects take years to go from order receipt to construction completion and it is difficult to foresee with certainty the changes that will occur during this time, meaning changes that are larger than anticipated have a significant effect on management. To eliminate this imbalance and achieve more stable management, we must create a more balanced portfolio that includes medium- and small-scale projects and projects in Japan. Large-scale overseas EPC projects are also becoming larger, longer and more complex, increasing the risks associated with cost fluctuations. As a result, it is more important than ever that we re-examine the lump-sum fixed price contracts that have been the standard up to this point and review the ideal risk-return balance with customers and the structure of our contracts. This will not be easy, but I intend to work persistently to obtain the understanding of our customers. This is also a shared structural challenge among engineering companies, and activities across the engineering industry have begun with the aim of raising industry standards while gaining the understanding of the country and government.

In terms of measures to achieve stable management and our vision for a Chiyoda Group that can take on new challenges, we are also reviewing our Medium-term Management Plan, with an announcement planned for spring 2025.

* EPC: Engineering, Procurement and Construction

Redefining Materiality Leading to Sustainable Growth

With the Chiyoda Group's Purpose of 'Enriching Society through Engineering Value,' we have redefined important sustainability issues to work on over the medium to long term as materiality issues. This has clarified the social issues to be addressed through our businesses, but also serves as a guide for strengthening our management foundation to support sustainable growth.

Five Redefined Materiality Issues

1. Society with Reduced Environmental Impact
2. Prosperous and Healthy Lifestyle
3. Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation
4. Human Resources Addressing Social Issues Autonomously
5. Equitable and Fair Corporate Management

Message from the CEO

Contributing to ‘Society with Reduced Environmental Impact’

The Chiyoda Group published ‘Legacy for the 21st Century’ in 1972, advocating for ‘Energy and Environment in Harmony’ and declaring its commitment to resolve energy- and environment-related challenges through engineering and technological development. It has continued on this path in the more than 50 years that have followed. As climate change grows more serious around the world, becoming a major social issue, the Chiyoda Group has a duty to face up to climate change and contribute to the realization of a society with reduced environmental impact. Accordingly, we are proceeding with efforts to reduce environmental impact in various fields.

In terms of hydrogen, which is attracting attention as a decarbonized source of energy, our efforts include work on a large-scale water electrolysis system in collaboration with the Toyota Motor Corporation and work towards the social implementation of SPERA Hydrogen™* technology.

With the need to expand adoption of renewable energy, we are currently executing the construction of energy management systems and battery energy storage system facilities. CCS technology, which separates and captures carbon dioxide (CO_2) and stores it underground, is being applied to the construction of the world’s largest LNG plant in Qatar, leading to more environmentally friendly LNG plants. Industry-academia-government collaborations are also moving forward, including demonstration testing of carbon dioxide capture and utilization (CCU) technology.

* SPERA Hydrogen™: Reacts toluene with hydrogen to convert it into the liquid organic hydrogen carrier methylcyclohexane (MCH), enabling storage and transportation of hydrogen at ambient temperature and pressure.

Aiming for ‘Prosperous and Healthy Lifestyle’

In life science fields, the Chiyoda Group was an early mover as an engineering company constructing facilities for pharmaceuticals, starting in 1963. Since then, we have designed and constructed facilities related to pharmaceutical manufacturing and research for wide-ranging modalities, from small molecule drugs to biopharmaceuticals. We are also contributing in terms of manufacturing technology, such as by taking continuous production technology and advanced analysis technology cultivated in the petroleum and chemical fields and introducing and implementing it in the pharmaceutical field.

We have also started to offer digital solutions services that support the realization of safe, secure and sustainable plant operation and maintenance (O&M) by combining digital AI technology with maintenance.

Becoming a Corporate Group Rich in ‘Human Resources Addressing Social Issues Autonomously,’ with an ‘Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation’

To take on diverse social issues amidst significant changes in the business environment, we must further develop our strengths and adapt to business transformation. A key driver in achieving this is an organizational culture in which diverse human resources are free to play an active role and an adaptive mindset as the foundation for developing human resources, an engineering company’s greatest asset.

Following the implementation of Chiyoda’s Revitalization Plan, we have worked to reinforce our human resources by proactively building a strong human capital base. In the future, we will continuously enhance the well-being of both the organization and our human resources in order to build an organizational culture that enables diverse human resources to challenge value creation and develop human resources who continue to take on social issues with pride and ambition.

Accelerating the Chiyoda DX STORY to Enhance Profitability and Business Management Sophistication

Promoting DX is indispensable in order to enhance the sophistication of our human resources, and we are advancing the Chiyoda DX STORY in order to accelerate companywide digital transformation and transform employees’ mindsets.

While proceeding with the transformation of the Chiyoda Group on the twin fronts of corporate DX and project DX, we are also working to develop and reinforce digital human resources to be a driving force for transformation. We will aim to build a companywide business execution platform and implement more sophisticated business management and governance.

Aiming to Enhance Sustainable Corporate Value by Realizing Our Purpose

The Chiyoda Group’s Purpose of ‘Enriching Society through Engineering Value’ embodies our strong will to be a Company that creates a sustainable and prosperous future for the Earth and its inhabitants by bringing together the Group’s strengths, such as technological expertise, problem-solving capabilities, integrative ability and social implementation capabilities, and demonstrating integrity and passion as we take on the challenge of engineering together with society, our customers, and our partners.

There are many issues to be resolved in order to realize a sustainable society, such as the creation of a carbon-neutral society. The core value of an engineering company encompasses nurturing, connecting and implementing wide-ranging elemental technologies, and in today’s world with so many social issues to be solved, there is a strong need for engineering expertise to bring new solutions and systems to society.

With the engineering expertise the Chiyoda Group has built up as a core, continuing to provide solutions in line with changes in the times is both our mission and essential to enhancing sustainable corporate value.

In advancing our business, it is important that we implement highly transparent corporate management based on fair norms. I want to work to see us ensure transparent management and deepen understanding of Chiyoda in order to enhance corporate value. With our purpose and our redefined materiality issues as guides, we will continue our progress toward sustainable growth.

Thank you for your understanding and continued support.

Koji Ota

Representative Director, President & CEO, CSO

History of Transformation and Growth

A History of Transformation, Growth and Enriching Society through Engineering Value

1948–1970 Founding

Contributing to Post-war Industrial Recovery and High Economic Growth in Japan

Social Challenges
- A change in energy policy from coal to oil, marking the beginning of the oil era
- Rapid growth fueled by the development of heavy chemical industries

Engineering Expertise
- Actively participating in the oil and petrochemical industries through engineering
- Constructing and renovating domestic refineries and petrochemical plants

1960

Focus Our First Grassroots Oil Refinery

We were awarded a contract for the construction of all three phases of the Mizushima Oil Refinery, our first grassroots oil refinery project, by Mitsubishi Oil Co., Ltd. The project involved the construction of a new large-scale refinery prior to trade liberalization, including petroleum refining equipment, utility facilities such as power generation facilities and ancillary facilities, such as crude oil reception and product shipment amenities.

Mitsubishi Grassroots Oil Refinery

1971–1990 Initial Transformation

Expanding Oil and Petrochemical Businesses and Companywide Internationalization

Social Challenges
- Increasing focus on securing a stable supply of oil and diversifying energy sources following two oil crises
- Yen appreciation triggered by Plaza accord

Engineering Expertise
- Contributing to a stable supply of oil and petroleum products through the construction of overseas oil and petrochemical plants

1984

Focus Construction of a Mega-large Grassroots Oil Refinery in Saudi Arabia

Chiyoda contributed to the stable supply of petroleum products worldwide through the construction of a mega-large crude oil refinery in Saudi Arabia, with a processing capacity of 250,000 barrels per day, for a joint venture between Petromin Corporation and Mobil Corporation (now ExxonMobil).

Petromin-Mobil Yanbu Refinery, Saudi Arabia

1991–2018 2nd Transformation

Expanding the LNG Business

Social Challenges
- Increasing global demand for LNG to address climate change and preserve the environment

Engineering Expertise
- Contributing to a stable supply of LNG through the construction of large-scale overseas LNG plants
- Expanding into new fields such as renewable energy

2004

Focus The World's Largest LNG Plant in Qatar

We contributed to the economic development of gas producing countries and a stable supply of energy around the world including Japan, and a stable supply of energy around the world, through an EPC contract for two of the largest LNG plants in the world (as of 2004), with an annual production capacity of 7.8 million tons per annum, for Qatar Gas II (70% owned by QatarEnergy and 30% by ExxonMobil). We continue participating in larger, increasingly complex EPC LNG projects around the globe.

LNG Plants 3 & 4 for Qatargas Operating Co Ltd.

2019– 3rd Transformation Towards Sustainable Growth

Creating and Expanding New Business Fields
Towards Carbon Neutrality

Social Challenges
- Accelerating the transition towards decarbonization and carbon neutrality
- Innovating AI and digital technology
- Reinforcing life science technologies

Engineering Expertise
- Accelerating initiatives in decarbonization and carbon neutral fields such as hydrogen
- Expanding into fields other than energy, such as DX and life sciences

2020

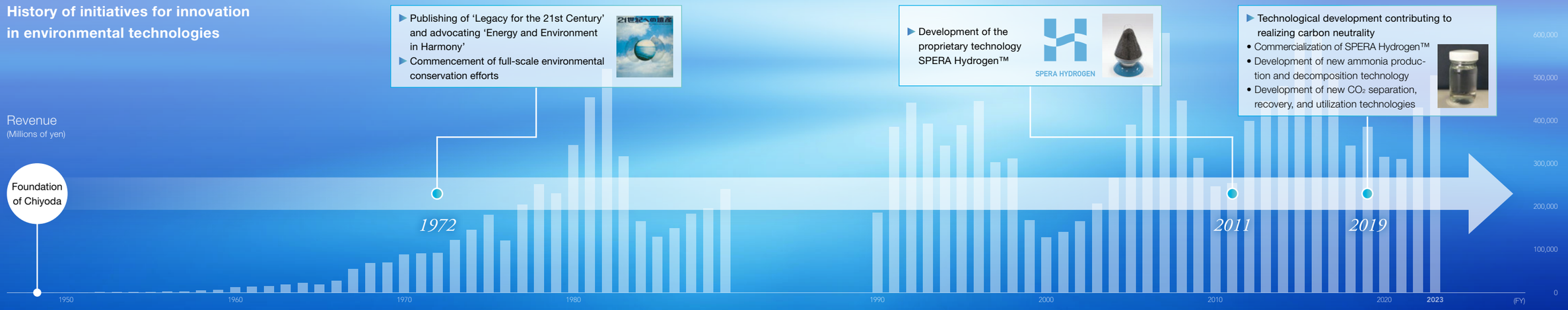
Focus The World's First Global Hydrogen Supply Chain Demonstration Project

We have successfully completed the world's first global hydrogen supply chain demonstration project* for the large-scale storage and transportation of hydrogen in December 2020. Social implementation plans are progressing, with the goal of achieving large-scale commercialization in the late 2020s.

Dehydrogenation Plant at Kawasaki Waterfront

* Chiyoda Corporation, Mitsubishi Corporation, Mitsui & Co., Ltd., and Nippon Yusen Kabushiki Kaisha (NYK Line) formed the Advanced Hydrogen Energy Chain Association for Technology Development (AHEAD), a research association for next-generation energy chain technology, subsidized by the New Energy and Industrial Technology Development Organization (NEDO).

History of initiatives for innovation in environmental technologies



Our Strengths

Based on our founding philosophy of 'Serving Society through Technology,' we continue to apply our unique competitive strengths as an integrated engineering company to sustain growth and fulfill our new purpose of 'Enriching Society through Engineering Value.'

Trust

Successful Long-term Customer Working Relationships

We continue to foster successful long-term working relationships with customers and partners worldwide, based on a 'One Team' culture of transparency, honesty and mutual respect, and applying our technological expertise to deliver solutions surpassing customer expectations.

A Global Enterprise

A Global Presence having Successfully Delivered Industrial Facilities to Customers in over 60 Countries Worldwide

We are a leading fully integrated global engineering, procurement and construction (EPC) enterprise with a track record of successfully delivering world class, cutting edge industrial facilities in over 60 countries worldwide.

Technological Expertise and DX

Enhanced Technological Capabilities through Strict Self-refinement and Accelerating DX Transformation

The value of engineering encompasses nurturing, connecting and implementing technologies to meet the needs of customers, industry and society in general. We continue enhancing our technological capabilities through strict self-refinement and accelerating the Chiyoda DX STORY (Companywide DX) while upholding our tradition of valuing technology and developing technically proficient engineers.

Quality and Safety

Safely Delivering Reliable State-of-the-art Industrial Facilities that Exceed Customer Quality and Commercial Expectations

We have a track record of successfully delivering state-of-the-art industrial facilities, meeting our strategic safety objective of zero project accidents or environmental incidents, and exceeding customer quality expectations for reliability and operability.

Integrative Aptitude

Integrating Diverse Technologies to Provide Optimal Solutions

We integrate diverse technologies and apply our engineering and project execution expertise to provide optimal solutions for the delivery of increasingly large, complex and sophisticated industrial facilities to customers.

Project Execution Capabilities

Working as 'ONE TEAM' using Digital Technology

Working under a 'Relationship' philosophy to ensure honesty and transparency in a 'One Team' project execution culture and focusing on 'Best for Project' outcomes, we continue enhancing our project execution capabilities through the optimization of business processes via the Chiyoda DX STORY (Companywide DX) and through design standardization, human resource development, expansion of the use of overseas design bases and external expertise.

Problem-Solving Capabilities

A Valuable Partner Providing Optimal Solutions

Consistent with our founding philosophy of 'Serving Society through Technology,' we combine state-of-the-art technology with engineering expertise and project execution excellence to deliver optimal solutions that conquer the challenges faced by customers and modern society. We continue to work collaboratively with customers and partners to provide optimal solutions to the increasingly complex challenges faced by the international community.

Case Studies

01 A Leading Global EPC LNG Plant Construction Company

Having completed our first LNG plant in Abu Dhabi in 1976, we have consolidated our position as a leading global EPC LNG plant construction company, combining our engineering expertise, technological prowess and project execution capabilities to consistently deliver reliable, larger and increasingly complex LNG plants exceeding customer expectations.

Courtesy of QatarEnergy

02 Development of a Large-scale Water Electrolysis System

As a reliable and clean energy source towards achieving a decarbonized society, the hydrogen market is anticipated to expand rapidly. We are collaborating with Toyota Motor Corporation in the development of a large-scale water electrolysis system, integrating Toyota's fuel cell technology for water electrolysis cell stacks with our process plant design and construction technology for large-scale plants, to meet increasing global hydrogen demand.

Large-scale Water Electrolysis System (Smart scalable engineering by Chiyoda Corporation)

03 Building a System for the Commercial Production of Domestic Vaccines

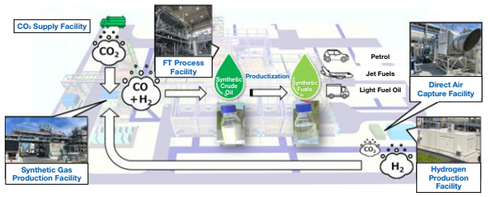
In January 2023, we completed the construction of a vaccine drug substance production facility for Shionogi & Co., Ltd. Japan's vaccine supply system had been dependent on imports, and the construction of a new domestic plant for vaccine manufacturing was a national project of significant importance to society. The first production line was completed just eight months after construction commenced, and the second production line and ancillary equipment were also delivered on schedule, exemplifying the Chiyoda Group's technical capabilities and its proficiency in managing and executing projects.

Vaccine Production Facility

04 Completion of a 1 Barrel per Day Synthetic Fuels Demonstration Plant

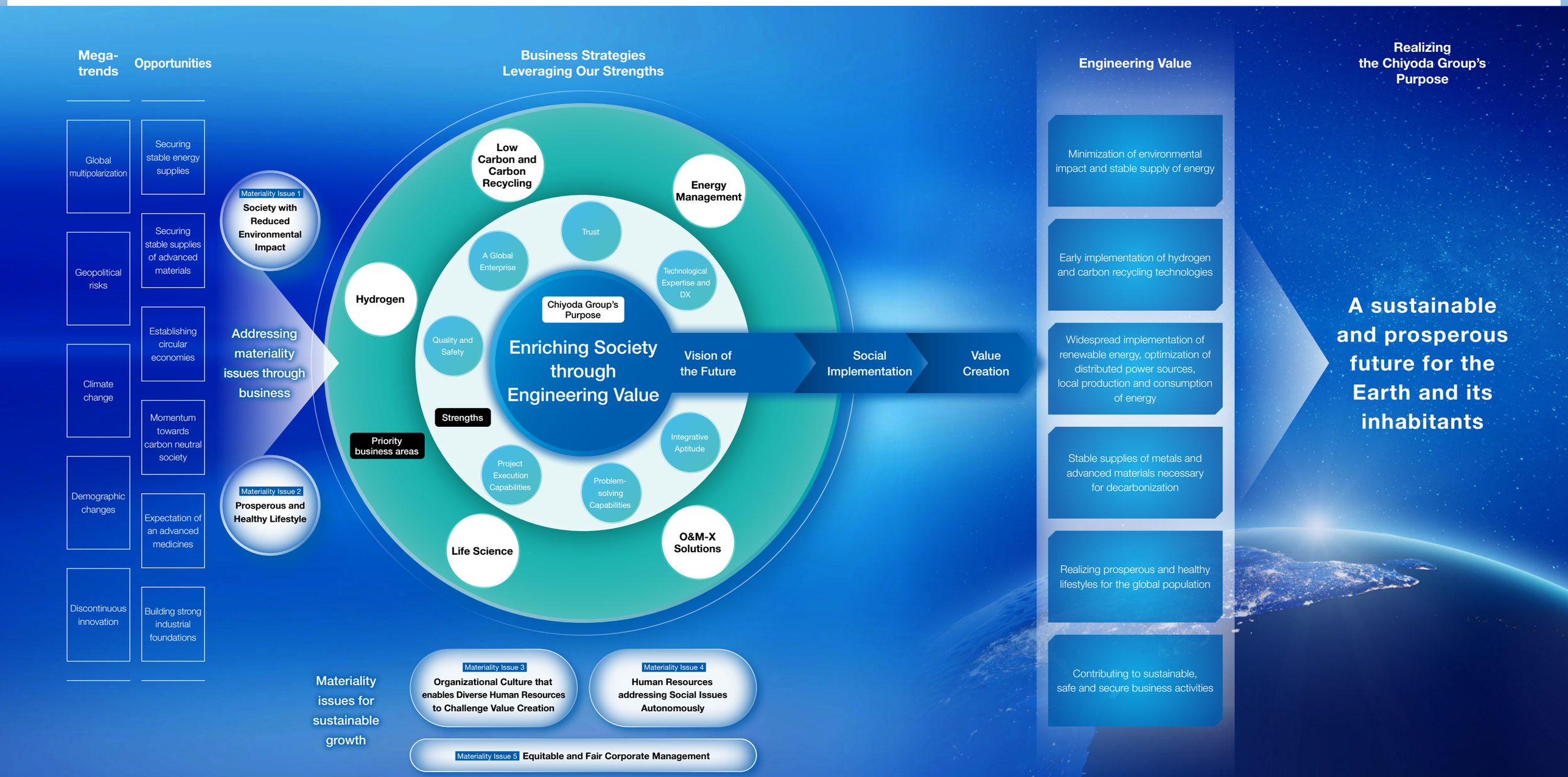
Chiyoda has completed the construction of a 1 Barrel per Day (BD) synthetic fuels demonstration plant for ENEOS Corporation. Using hydrogen and CO_2 as raw materials, this facility will contribute to the establishment of early-stage technology for synthetic fuel production, with the aim of achieving the social implementation of carbon-neutral fuel production technology.

Overall Image of Synthetic Fuels Demonstration Plant (Image Courtesy of ENEOS Corporation)



Chiyoda Group's Value Creation Process

As an integrated engineering company with a commanding presence in the global energy supply industry, the Chiyoda Group applies engineering expertise and technological proficiency to deliver optimum solutions to customers as we address society's modern challenges. Our vision to enrich society evolves with its ever-changing needs and we will continue creating value that leverages our accumulated strengths and collaborating with stakeholders who share our vision to engineer new value and implement innovative solutions in a society with increasingly diverse and complex challenges.



FRONTLINE STORIES

Frontline Stories introduce our initiatives guided by the materiality of 'Society with Reduced Environmental Impact' and 'Prosperous and Healthy Lifestyle.'

Society with Reduced Environmental Impact 1

A Stable Supply of Liquefied Natural Gas (LNG) and More Environmentally Friendly LNG Plants

Chiyoda is carrying out the construction of an NFE*1 LNG production facility project in Qatar. The facility is the world's largest LNG plants, comprising four LNG trains with production capacities of 8 million tons per annum. The introduction of large-scale CCS*2 and exhaust heat recovery systems are expected to reduce CO_2 emissions during operation by 25% compared to conventional LNG plants of comparable size. Through this project, we are taking on the challenge of resolving social issues such as providing a stable LNG supply and reducing CO_2 emissions.

*1 NFE: North Field East *2 CCS: CO_2 capture and storage

Kotaro Takeshima
Lead Rotating Equipment Engineer
NFE Project Team

This project involves the construction of a large-scale LNG plant unlike any other in the world. As a result, unexpected challenges occur, and risk identification and mitigation become complex and meticulous. Nevertheless, we never cut corners.

In addition to large-scale CCS equipment, we also proposed exhaust heat recovery systems that use exhaust heat from gas turbines to reduce CO_2 emissions from the combustion furnace. Our proposals that exceed customer expectations were able to contribute to increased energy utilization efficiency.

Ryo Kinokuni
Warehouse Manager
NFE Project Team

Having materials and equipment continuously transported from countries around the world, 24 hours a day, 365 days a year, is a huge job. However, it is rewarding to work with people from various countries.

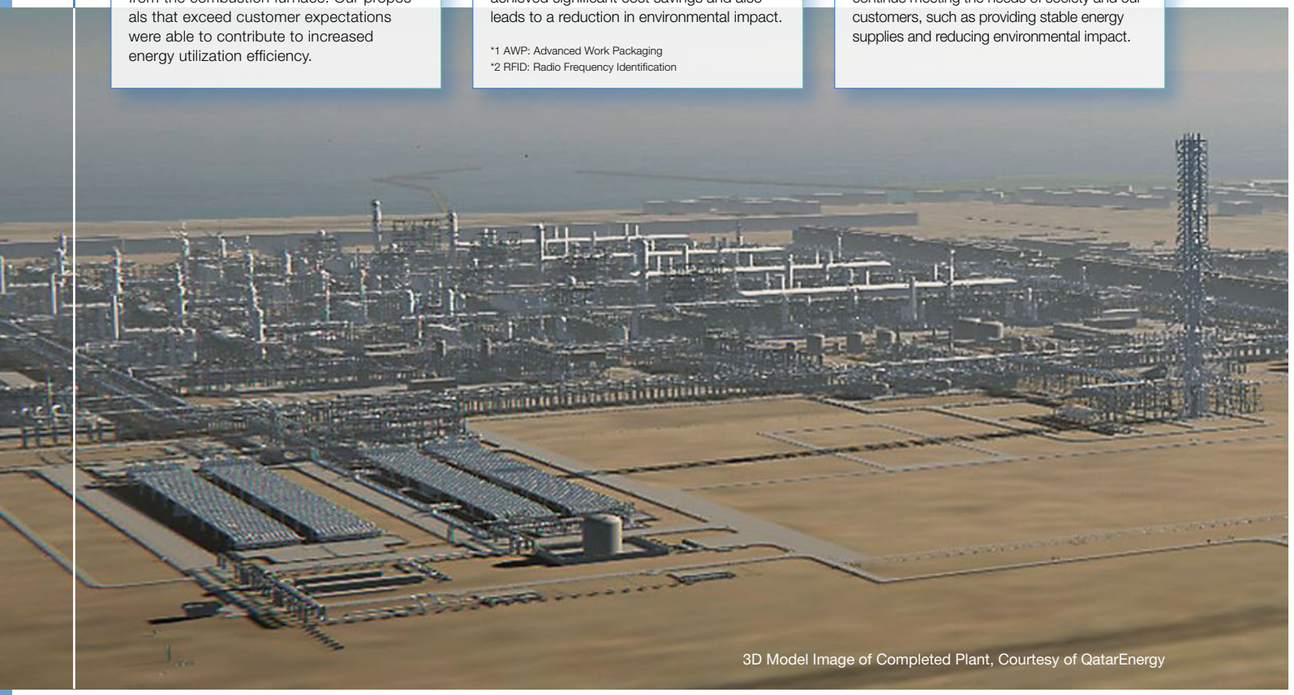
Introducing the integrated digital project management system Chiyoda AWP*1 and steel material management utilizing RFID*2 has significantly improved work efficiency. Reducing the amount of surplus material has achieved significant cost savings and also leads to a reduction in environmental impact.

*1 AWP: Advanced Work Packaging
*2 RFID: Radio Frequency Identification

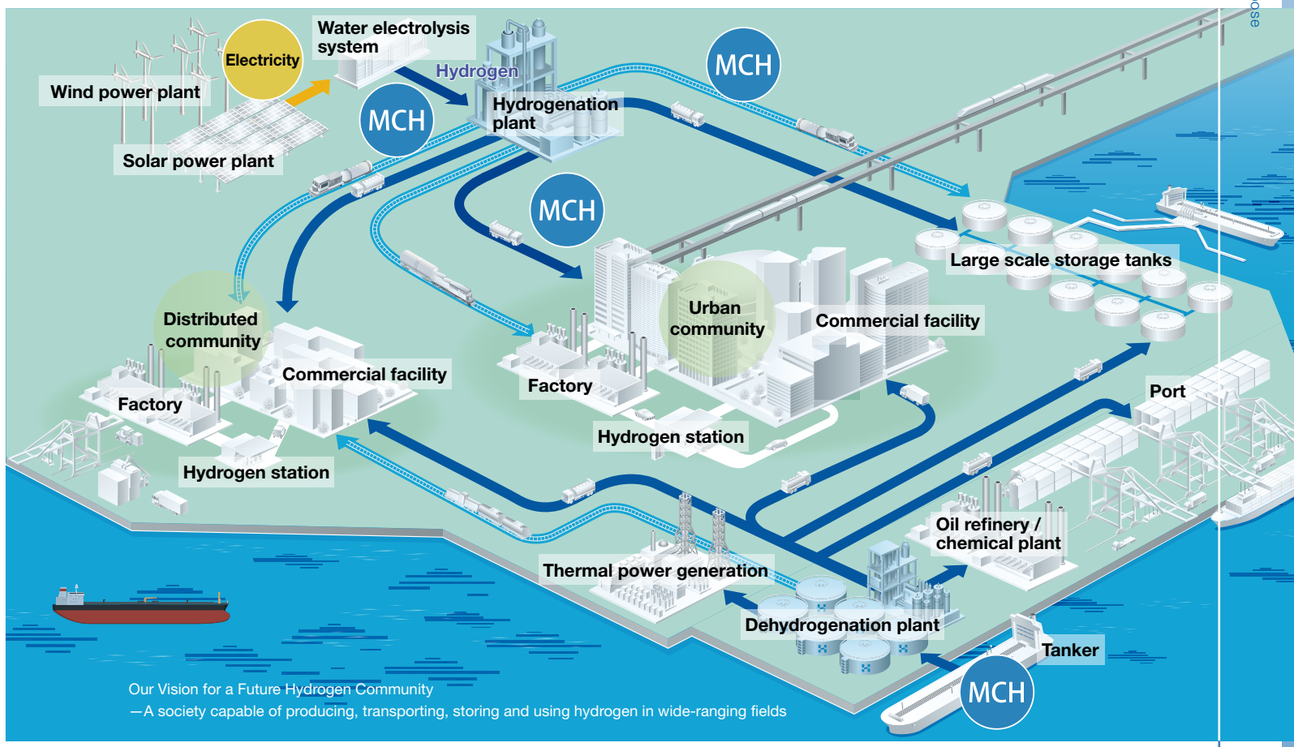
Yuji Suzuki
Area Superintendent
NFE Project Team

In Qatar, summer temperatures can exceed 45°C. During construction work in harsh environments, reaching daily targets while continuing to put the health of our staff first presents challenges. Everyone involved in the project adopts the shared mottos of 'One Team,' 'One Step Further' and 'Zero Incidents & Defects' as we engage in engineering and work towards completion.

I believe that Chiyoda's raison d'être is to continue meeting the needs of society and our customers, such as providing stable energy supplies and reducing environmental impact.



3D Model Image of Completed Plant, Courtesy of QatarEnergy



Our Vision for a Future Hydrogen Community
—A society capable of producing, transporting, storing and using hydrogen in wide-ranging fields

Society with Reduced Environmental Impact 2

Engineering the Future of Green Energy with Hydrogen

Establishing long-term, sustainable, high-volume hydrogen supply chains for use in wide-ranging fields is crucial to realizing a hydrogen society. Chiyoda is taking on the challenge of building supply chains to produce, transport, store and use hydrogen.

Satoshi Morikami
General Manager, Technology Development Department, Frontier Business Division

Determining how to cultivate, integrate and socially implement various technologies with the aim of building hydrogen supply chains is an opportunity for an integrated engineering company like Chiyoda to shine. We are working to meet customers' needs based on their business environment, their use case, and the quantity of hydrogen required.

I hope to see us promote a highly open stance regarding technological development for all clean energy.

Yasuhiro Inoue
General Manager, Hydrogen Business Department, Frontier Business Division

The LOHC-MCH* system is one of our strengths, and we are aiming to achieve the commercial implementation of hydrogen supply chains using this system in the 2020s. We are working with Toyota Motor Corporation to develop large-scale water electrolysis systems for making hydrogen from water, leveraging our respective strengths in the advancement of engineering. I hope to see us further expand 'co-creation' initiatives in the future.

As the world shifts to clean energy, as an integrated engineering company, our mission is to deliver solutions by combining technologies in the optimal manner to meet our customers' needs. This also leads to the realization of Chiyoda's purpose, 'Enriching Society through Engineering Value.'

* LOHC: Liquid organic hydrogen carriers, MCH: Methylcyclohexane

Ito Kenichi
Energy Project Operations Division

Our strength is the expertise we have accumulated by handling various types of energy, from fossil fuels to renewable energy. The expertise acquired from handling large quantities of hydrogen at oil refineries will prove extremely useful in future business expansion, including EPC for experimental and demonstration testing equipment for making synthetic fuel from hydrogen and CO_2, and for methane production.

FRONTLINE STORIES

Society with Reduced Environmental Impact ③

Expanding Renewable Energy with One of the World's Largest Battery Energy Storage Systems

In April 2023, the Battery Energy Storage System for North Toyotomi Electric Power Substation commenced commercial operation in the town of Toyotomi, Hokkaido. It is one of the world's largest battery energy storage systems and was built by Chiyoda over a period of five years. This project has contributed to widespread use of energy from natural sources and regional revitalization. Building on this achievement, we have received orders for the construction of several large-scale battery energy storage systems and will continue contributing to the widespread use of renewable energy.

Hiroshi Suzuki
Project Manager

The Battery Energy Storage System for North Toyotomi Electric Power Substation can store 720,000 kWh, which is equivalent to about 10,000 electric vehicles, making it the largest system in Japan and among the top five in the world. It was the first time that Chiyoda and the battery energy storage manufacturer had attempted to create a large-scale battery energy storage system, but we had a track record in all of the fields involved, including building, battery energy storage, power and handling of hazardous materials. By bringing together expertise and technologies, then demonstrating the power of engineering to achieve social implementation, we felt more than capable of rising to the challenge.

Yoshinobu Ashie
Assistant Project Manager

Customers were concerned about the number of fires that had occurred overseas involving stationary storage batteries holding large amounts of energy. We worked with battery energy storage manufacturers and construction companies to build a full-scale building inside a test facility and perform full fire control tests. This enabled everyone involved to be confident about safety while also enhancing trust from customers and creating a sense of unity among the parties involved.

Kokichi Suzuki
Project Engineer & Acting 3rd Generation Site Manager

The construction site is in an extremely cold region. When the snow stopped work, Chiyoda's veteran supervisor started shoveling snow himself and I immediately followed suit. Upon observing this, construction workers also joined in the snow clearing. All project participants acted as 'One Team,' promoting 'co-creation' and conquering challenges.

Yasumasa Okushima
Assistant Project Manager & Acting Site Manager

This facility was a national project and gained significant attention as a demonstration of a new age for regional revitalization in which using wind as an energy resource can also revitalize communities. As the project neared completion, we guided more than 600 visitors from about 120 organizations around the facility, including government officials, local government leaders and electricity company executives.

The Battery Energy Storage System for North Toyotomi Electric Power Substation

Prosperous and Healthy Lifestyle

The Challenge for New Businesses to Become High Value-Added Biology and Life Science Solution Providers

Chiyoda has engaged in engineering design, procurement and construction (EPC) in the pharmaceutical field since 1963, achieving stable profits. Building on this experience and expertise to contribute to 'Prosperous and Healthy Lifestyles' for people around the world, we strive to be a high value-added biology and life science solution provider. As new businesses, we are accelerating bio-foundries and contract development and manufacturing organization (CDMO) initiatives for polymer medicine and cell therapy.

Naoko Nishida
Section Leader, Bio & Pharmaceutical Technology Development Section, Life Science Business Department

In the plant bio-foundry field, we are involved in industry-academia-government collaboration to develop technology that can create and extract certain proteins using genetically modified plants. There is no foundation for demonstrating large-scale production systems using this plant-based 'bio-manufacturing' in Japan, and its industrial application is a challenge. To help resolve this issue, we are building demonstration equipment in unused space in our Koyasu Research Park, with operation planned to begin in spring 2025. Technology has value when it is implemented in society and serves a purpose, and we will use the strengths and expertise accumulated in our EPC business to help achieve the social implementation of useful technologies.

Yoshiko Nomi
Deputy Section Leader, Bio & Pharmaceutical Business Section, Life Science Business Department

With CDMO, we are looking at both the growing cellular medicine product market as part of regenerative medicine and the already-mature macromolecular medicine market as we prepare for the future.

The route to be taken differs each time, depending on the microorganisms and cells used at the start of each process and the end result produced, and we are expanding our technical consulting to put forward proposals in line with customers' objectives.

We hope to create a business model that monetizes the entire process, from development to construction.

Yuzuru Ito
Associate Fellow, Frontier Business Division Professor, University of Tsukuba (Developmental Biology, Cell Biology)

When astronaut Koichi Wakata was working on cell cultures in the International Space Station, I was also doing the same experiments in my previous position. Chiyoda developed and provided experimental equipment used in that project and other life science experiments, and I joined the Company in 2020 to help take on the challenge of social implementation.

In addition to securing profits in our current businesses, we aim to nurture seeds for future growth. With the ability to build on the foundations of academia as our strength, we aim to have the intelligence and capabilities to always respond to new developments and what the world needs most, achieving the implementation of technologies that contribute to society.

Materiality Leading to Sustainable Growth

In this section, we introduce our materiality issues and initiatives crucial to realizing the sustainable growth of the Chiyoda Group and a sustainable society.

CONTENTS

Materiality

We re-evaluated important social issues to be addressed in the medium to long term and redefined major sustainability-related issues, referred to as materiality issues, to cover a broader scope. In addition to clarifying the social issues to address through our business, this also serves as guidance for strengthening our management foundation in support of sustainable growth. We have identified five materiality issues connected to the areas of E (environment), S (social) and G (governance). Based on these redefined materiality issues, the Chiyoda Group will leverage its technological expertise, problem-solving capabilities, integrative ability and social implementation capabilities, strengths accumulated as an integrated engineering company, to achieve our purpose of 'Enriching Society through Engineering Value' and enhance corporate value.

Purpose	Enriching Society through Engineering Value			
Materiality	E (Environment) Society with Reduced Environmental Impact	S (Social) Prosperous and Healthy Lifestyle	S (Social) Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation Human Resources Addressing Social Issues Autonomously	G (Governance) Equitable and Fair Corporate Management
Key Themes	• Mitigate climate change by reducing GHG* emissions • Stable supply of clean energy • Establish a circular value chain * Greenhouse gas	• Contribute to the healthy lives of people by providing life science solutions • Build sustainable industrial fundamentals • Respect human rights	• Promote diversity and inclusion • Transform organizational culture • Further enhance health management infrastructure • Robust labor-management relations • Establish specialized & basic education to support business performance • Implement training to develop key professional human resources • Develop digital human resources	• Equitable, fair and respectful behavior • Promote fair trade and appropriate disclosure of information • Stringent and comprehensive supply chain risk management • Stringent and comprehensive compliance and risk management
Initiative	• Lead the decarbonization of LNG and contribute to energy security • Contribute to a carbon neutral society through CCUS and hydrogen technology • Contribute to the stable supply of renewable energy through battery energy storage, renewable energy facilities and VPP	• Contribute to advanced medicines through continuous synthesis technology and business investment • Realize the transformation of plant O&M • Contribute to the stable supply of materials that are key to realizing a decarbonized society • Conduct business with consideration for human rights	• Develop and expand key players who accept the challenge of business transformation by further expanding our company's strengths with an Adaptive Mindset • Build a sustainable cycle in which human resources and organizations work as 'One Team' to achieve 'Well-Being' and accept the challenge of creating value to embody our new purpose	• Prevent damage to corporate value due to compliance issues by engaging in equitable, fair and respectful behavior
	A Sustainable and Prosperous Future for the Earth and Its Inhabitants			

Materiality Analysis

Step1 Business Areas and Identifying Issues

When identifying materiality issues, an interdepartmental working group was formed inside the Company. Issues that the Company must promote were clarified through a comprehensive process of comparison between our business areas, GRI standards and the SDGs while also referring to opinions from external experts.

Step2 Identifying Materiality Issues

From the issues clarified in Step 1, themes of high importance were identified as materiality issues by following the 3 steps below.

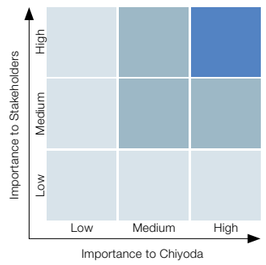
1 Analysis from the perspectives of both social and business impact
2 Selection of common themes raised as themes of high importance by stakeholders evaluating the Company
3 Assessment of opportunities and risks for our business related to each key theme

Step3 Determination of Materiality Issues

Identification of important issues in Step 2 was followed by discussion and careful examination by the Sustainability Committee. Upon approval at a Board of Directors' Meeting, these issues were defined as materiality issues.

Materiality Issue Identification Process

1 Analysis from the Perspectives of Both Social and Business Impact



2 Selection of Common Themes Raised as Themes of High Importance by Stakeholders Evaluating the Company

Selected Themes of High Importance (Grouping)	
①	• Inhibition of climate change by reducing GHG emissions • Securing a stable supply of clean energy • Building a circular value chain
②	• Contributing to peoples' healthy lives by providing life science solutions • Building a sustainable industrial base • Respecting the human rights of all people
③	• Promoting diversity and inclusion • Reforming organization culture • Further enhancing health management base • Ensuring sound management and labor relations
④	• Establishing specialized & basic education to support the ability to carry out work • Implementing robust development of professional human resources who play key roles in our business • Developing digital human resources
⑤	• Demonstrating fair, equitable behavior with dignity • Promoting fair trade and appropriate information disclosure • Ensuring thorough risk management of supply chain • Ensuring thorough compliance and risk management

3 Assessment of Opportunities and Risks for our Business Related to Each Key Theme

Opportunities / Risks × High Impact / Moderate Impact / Low Impact / No Impact

Materiality Roundtable Discussion

Working to Bring Enrichment to Society

Asako Tezuka
IT Management Department

Mitsuhiro Yamazaki
Gas & LNG Process Engineering Department

Yuki Nakamura
Life Science Project Department

Hiroshi Kitazawa
Project GX Strategy & Development Department

Shun Hanawa
Energy and Environmental Project Department

Koji Ota
President, CEO and CSO

Chika Honda
Business Innovation Department

The Chiyoda Group formulated its purpose of 'Enriching Society through Engineering Value' in August 2023. Based on this new purpose, we have also redefined the materiality issues that we seek to address. In this roundtable discussion with Chiyoda President Koji Ota, young and mid-career employees exchanged views on how we can realize our purpose through efforts related to these materiality issues.

Realizing Our Purpose through Materiality Initiatives

Ota For many years, the Chiyoda Group had a stated mission of 'Energy and Environment in Harmony' and sought to achieve this goal by shifting focus from coal and oil to LNG in the advancement of its business. However, in recent years our mission has expanded beyond the scope of 'Energy and Environment in Harmony.' In consideration of this, we formulated our new purpose in 2023 as a guiding light to once again share a common direction encompassing the entire Group. We have redefined five materiality issues to address in order to realize our new purpose: 'Society with Reduced Environmental Impact' under E (environment), 'Prosperous and Healthy Lifestyle,' 'Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation' and 'Human Resources Addressing Social Issues Autonomously' under S (social), and 'Equitable and Fair Corporate Management' under G (governance).

I look forward to today's discussion with young and mid-career employees, including hearing about everyone's vision of our purpose, 'Enriching Society through Engineering Value,' and how we can achieve it through our materiality initiatives.

Purpose	Enriching Society through Engineering Value				
Materiality	E (Environment)	S (Social)			G (Governance)
	Society with Reduced Environmental Impact	Prosperous and Healthy Lifestyle	Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation	Human Resources Addressing Social Issues Autonomously	Equitable and Fair Corporate Management

Yamazaki The meaning of 'Enriching Society through Engineering Value' changes with the times, but I think the transition to a decarbonized society is a big part of it today. My current work is related to CCS*1, which involves capturing and storing CO_2 emitted from plants. Through realizing a 'Society with Reduced Environmental Impact,' I hope to contribute to the transition to a decarbonized society. In working towards decarbonization, while there is a broad target of reaching carbon neutrality by 2050, setting out concrete steps to achieve that is a difficult issue, even for our customers. Against this backdrop, engineering companies are expected to find and propose the optimal solution among limitless options. The CCS projects that I am working on are currently at the FS*2 and FEED*3 stages, and I hope that correctly evaluating the feasibility of projects through early-stage studies, then putting forward proposals that are optimal for customers' projects as a whole, not just the individual plants for which the Chiyoda Group is responsible, can enhance practicality and achieve the steady completion of plants, thereby leading to the resolution of materiality issues. While it may be indirect, I hope to contribute to the realization of 'Enriching Society through Engineering Value' by putting importance on broad perspectives while guiding our customers' projects to success.

*1 Carbon Capture and Storage : Technology used to capture and store CO_2 emitted from plants
*2 Feasibility Study : Creation of a conceptual design and evaluation of the practical and commercial viability or otherwise of businesses from various perspectives
*3 Front End Engineering Design : Basic engineering carried out after the conceptual design and FS, comprises studies covering technical issues and estimation of rough investment cost

Materiality Roundtable Discussion

Honda At the Frontier Business Division, I'm currently working on the creation of new businesses that can lead to realizing a 'Society with Reduced Environmental Impact,' including VPP*4 and chemical heat pumps. Ensuring that decarbonization initiatives can be feasible as businesses is also important from my perspective. Initiatives to reduce the burden on the environment are required but bring with them significant costs. Businesses need to pursue profitability in addition to contributing to society, and reducing the burden on the environment must lead to the creation of value, rather than simply being an additional cost. When moving projects forward, I constantly think about setting out a path that makes the transition to decarbonization viable from a business perspective, including the extent and duration of resulting costs and the avenues for commercialization. This is not simple in projects without a precedent. However, I hope to leverage our strengths as an integrated engineering company that uses wide-ranging technologies not limited to one particular area, constantly seeking the optimal solution as we move towards social implementation alongside our customers.

*4 Virtual Power Plant: Trades value based on power adjustment capacity, contributing to a stable power supply balance

Hanawa Like Mr. Yamazaki, I am involved in CCS projects. I feel that customers find it difficult to formulate concrete approaches that enable them to achieve their targets. Our customers are seeking to set out more concrete paths themselves, and it is important that we correctly understand their priority areas. From this foundation, leveraging our deep understanding of elemental technologies, we can optimize seemingly contradictory elements such as processes, costs and resources, in consideration of our customers' position in society and the broader social landscape in addition to our customers' own wishes. This is a strength that the Chiyoda Group has built up as an integrated engineering company, having worked on plant EPC*5 for many years. I feel a strong desire from customers for us to demonstrate these strengths, particularly when proceeding through the steps leading up to social implementation, such as FS and FEED. I hope to achieve enrichment for our customers by considering the optimal overall approach for them, then engineering the specific path to achieve their targets.

*5 Engineering, Procurement and Construction

Kitazawa I am currently working on cost estimation for a project in North America. In terms of business transformation, I think this project can become a role model that reduces the risk of projects. In EPC, ascertaining risks is the most important issue. North America, in particular, is a region with numerous opportunities but also significant risks. The project that I am currently working on has complex, intertwined risks, so we are carrying out thorough identification of risk areas and establishing countermeasures for each of them as we create cost estimates. This method of identifying risks and formulating countermeasures could be a role model for future projects in North America, but also provide a general basis for risk management in EPC, regardless of region or business area. In addition, as a basis to support new business creation and expansion, my current work plays an important role in securing profitability in existing businesses, and I hope to come up with optimal solutions while contributing to the realization of our purpose.

Nakamura My work at the Life Science Project Department involves pharmaceutical plants. I interpret 'Enriching Society through Engineering Value' broadly and believe it refers to what people and the environment seek to achieve happiness. In that context, I believe that the Life Science Business can contribute to the realization of a 'Prosperous and Healthy Lifestyle,' which is one of those needs. I was previously engaged in EPC for LNG and ethylene plants and it was rewarding to provide various products to wide-ranging users through the materials created, albeit indirectly.

While pharmaceutical plants are smaller-scale than gas and chemical plants because they manufacture medication for patients with specific conditions, the fact that products made in plants that Chiyoda built go directly to end users is one thing I find very appealing.

I was involved in constructing a vaccine constituent production facility in 2021 and am currently working on the construction of a pharmaceutical plant that manufactures therapeutic drugs. These projects have huge social significance in terms of strengthening economic security and contributing to safety and peace of mind for patients suffering from illnesses. The concept of strengthening domestic pharmaceutical supply chains has gained prominence in recent years, and the pharmaceutical market is also a core field of business in which the Chiyoda Group has leveraged its expertise from the petroleum and chemical fields to build up an extensive track record. By carrying out and completing reliable construction without delays, I aim to contribute to addressing materiality issues and to Chiyoda's growth, working with a strong sense of mission day by day.

Tezuka I am involved in corporate DX initiatives as part of the CDO Office.*6 I believe that I can contribute to realizing an 'Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation' and 'Human Resources Addressing Social Issues Autonomously.' I imagine that everyone participating in today's roundtable discussion has established some idea of their own career path and who they want to become over the course of their career with Chiyoda. However, I feel that the Company does not have sufficient documentation and tools setting out clear career options, meaning the environment does not currently enable employees to be autonomous in their own careers. To resolve this issue, we at the CDO Office are currently working to promote talent management. Specifically, we are aiming to expand employees' careers and range of possibilities through a system that consolidates information such as work experience and project histories for all employees and by visualizing talent career and development paths. From a company perspective, this can also identify gaps between our current status and strategic human resource development and allocation that aligns with business plans. I will continue these efforts to work together and create an ideal environment in which each employee's hopes for their career match the type of human resources sought by the Company.

*6 An organization operating under the Chief Digital Officer that aims to transform business processes, improve project execution capabilities and accelerate implementation of Companywide DX initiatives

Ota As companies' social responsibilities have come under greater scrutiny in recent years, the issues faced by our customers have become more complex. As a result, it is more difficult for customers to come up with solutions alone. Against this backdrop, as everyone has described, we are expected to rationalize customer requirements and utilize wide-ranging technologies and expertise to propose feasible solutions. As an integrated engineering company, this is one of the Chiyoda Group's major strengths. With issues becoming more complex and with wide-ranging elements to consider and fields to cover, in order to put forward optimal solutions, it is important to actively make use of external partnerships in addition to those within the Company as we put proposals to customers. Moving forward, I hope to see everyone take ownership of customers' issues and work to find solutions.

In addition, while DX and human resource development may not appear directly related to our business at first glance, they are actually crucial. These initiatives, including developing talent capable of making the type of proposals described earlier and creating an environment where employees are encouraged to take on new challenges, form a foundation that will significantly impact the Chiyoda Group as a whole. In terms of human resource development, in particular, we are focusing on the appropriate allocation of human resources with the aim of enabling each employee to build up wide-ranging experience and enhance the Company's response capabilities. As a result of actively transferring human resources across business fields in recent years, I feel that we have also expanded the Company's scope. Moving forward, we will advance human resource development and allocation that takes a Companywide perspective, including transforming our awareness, in order to further leverage Chiyoda's strengths.

Materiality Roundtable Discussion

Working to Realize Our Vision

Honda My current vision for myself is to contribute to the Company by achieving profitability in the new business I am working on. Working in fields without precedent means that trial and error is required for the establishment of national systems and the social implementation of new technologies. As a result, it is not possible to produce instant results, and we have gone through the process step by step. However, in recent years, it has come to be a business that is focused on in internal liaison meetings and the Medium-term Management Plan, and there are signs that commercialization is advancing. Taking encouragement from this, I hope to overcome the first hurdle of achieving profitability, then expand this business field in the future. To achieve our targets, in addition to more in-depth work on technologies, I will focus on enhancing collaboration with related departments and strengthening our organization.

Tezuka From the perspective of someone working in a corporate division, I want to make the Chiyoda Group a place where employees experience high levels of satisfaction and happiness in their work. This also applies to our current corporate DX efforts, including talent management, which I believe will ultimately lead to greater satisfaction and happiness for employees. The Chiyoda Group's DX initiatives are currently at the stage of digitization aiming to break away from paper and digitization through shifting to electronic business processes, but my next target is to take the next step and achieve digital transformation that transforms the business processes themselves. Moving forward, I will strive to further enhance collaboration with business departments and transform business processes to align with their needs.

Yamazaki As a counterpoint to those like Ms. Honda, who are working to provide new value in new businesses through trial and error, I have experienced fields such as CCS where the national government decided to provide subsidies, leading to ready demand and orders from customers. I experienced the difficulty of creating a market by oneself and the fact that our order-based business is easily affected by fluctuations in demand and customer trends. This is also true in my department, where engineering work centered on LNG was the mainstream before CCS-related work suddenly accelerated. Significant time and effort are required for the Company to create a market, but ascertaining the balance of risks and returns is also important when selecting large projects in markets with established demand. Against this backdrop, I feel that we need to think about our vision once again, including the markets that the Chiyoda Group will take on moving forward and the way in which it will do so. At the same time, the Chiyoda Group has a track record of responding flexibly, even to sudden demand, and I think this ability to respond to changes in the environment is our biggest strength. That type of flexibility will also be important in realizing our vision. As a mid-career employee, I hope to be actively involved in fostering human resources who can respond with agility to any situation.

Kitazawa I had the opportunity to take part in a debate about what EPC should be in the future. The focus was on whether we should continue to pursue large projects or concentrate on medium-sized projects that can be completed in less time to enable younger employees to build up experience. Each approach has upsides and downsides, and the business environment around us is undergoing significant change, so I think we need to once again discuss what EPC should be like, including aspects other than project size. Beyond EPC, in order to set out a Companywide vision, it is important to thoroughly discuss what the Chiyoda Group's core business is and clarify the areas that can be changed and those that should be maintained. As a guide for the whole Company to move in a united direction, mid-career employees such as myself must also take the initiative in considering these matters.

Nakamura As an order-based business, contractors such as the Chiyoda Group tend to always end up in a weak position relative to customers. In Japan, in particular, I feel that the attitude of always following customers' instructions and requirements is deeply rooted in the Chiyoda Group. In addition to this situation, with costs rising due to soaring material and labor costs in recent years, I see risk-return balancing negotiations with customers to reflect these increases as the biggest issue facing contractors. In order to secure profits commensurate with the value provided by the Chiyoda Group and create better working environments for our employees, I believe that being able to exchange opinions with customers on an equal footing and building partnerships based on understanding is the ideal scenario. To do this, providing value that customers recognize is an absolute prerequisite. In the pharmaceutical plant projects I am currently working on, too, I will not be bound by conventional roles and will actively propose ways to enhance productivity, reduce costs and further improve quality.

Hanawa I also think that being on an equal footing with customers and exchanging opinions as we proceed with the work is the ideal situation. I feel that the relationship with our customers is relatively equal during the FS stage, and we are able to have discussions on the same level in many cases. If we can establish a trusting relationship during the initial stages before the specifications are determined, like during FS, I think this can lead to the preservation of that equal relationship during FEED and EPC. In an FS project that I worked on in 2023, the customer was impressed by the value that the Chiyoda Group provided and stated that they would be delighted to also proceed to FEED together. Establishing such partnerships with customers in the initial stages of more projects will lead to improved profitability. While FS and FEED projects are smaller in scale than EPC, the risk is low, so I believe there is merit in considering a method of building up profits by providing good value in isolated FS and FEED projects without it necessarily having to lead to an EPC contract in the end.

Ota Mr. Kitazawa spoke about what EPC should be, and I am aware of the extremely important role that EPC plays in securing profits as a foundation for growth, as the creation of new businesses takes time. In addition, as we expand our engineering to even more fields in the future with new businesses, leveraging the experience and expertise that we have built up in EPC to put forward proposals that take procurement and construction into consideration ought to be a major strength of the Chiyoda Group. However, securing EPC orders does not have to be the goal of every project. Up to this point, we have pursued EPC as a business model that leads to the greatest profits, however, risks are currently growing larger and the time when we must reconsider whether this is the optimal choice is coming. By putting our engineering know-how refined through EPC to use in new ways, we should try establishing a new business model based on building up profits over the long term, rather than single large-profit projects. To do this, as Mr. Nakamura and Mr. Hanawa mentioned, we should move from being contractors who make things upon request to being part of partnerships. We are actually starting to try this approach of participating in projects as partners to our customers in life sciences, where we have invested in a pharmaceutical Contract Development and Manufacturing Organization (CDMO) project.

As everyone has said today, the Chiyoda Group has a significant role to play in opening up a path for problem-solving that can help to achieve our customers' visions, and there is no doubt that we can provide value. However, the form that this value takes must be determined by making our purpose even more concrete and be based on the vision of everyone at the Chiyoda Group. I hope to see the talent upon whom the future depends have debates considering every possibility. We will continue to actively create these forums for discussion, and I look forward to seeing everyone work together to consider and set out a vision for the Chiyoda Group in order to realize our purpose.

Society with Reduced Environmental Impact

Early Realization of a Hydrogen-Based Society

Development of a Large-scale Water Electrolysis System

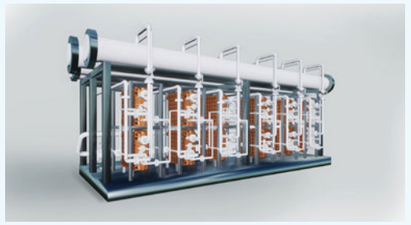
To adapt to the rapidly expanding hydrogen production markets both inside and outside Japan, we signed a basic agreement on cooperation with Toyota Motor Corporation, which has an extensive track record in the area of fuel cells, in February 2024 for the joint development of a large-scale electrolysis system and the building of a strategic partnership.

The production and mass production technologies for electrolysis cell stacks using the fuel cell technology held by Toyota and the processing plant design technologies and large-scale plant construction technologies held by Chiyoda will be brought together and optimized to create the conditions necessary for green hydrogen production, including reducing the costs, increasing the production efficiency, and stabilizing the quality of the electrolysis system.

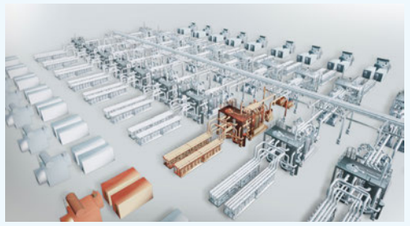
The introduction of an electrolysis system in the Hydrogen Park at Toyota Motor Corporation's Honsha Plant will start in fiscal 2025, and it will be expanded in the future to the 10 MW class and used for verification and development.

TOYOTA CHIYODA CORPORATION

Illustration of the jointly developed electrolysis system



Electrolysis Equipment
(Highly integrated water electrolysis stack group produced by Toyota Motor Corporation)

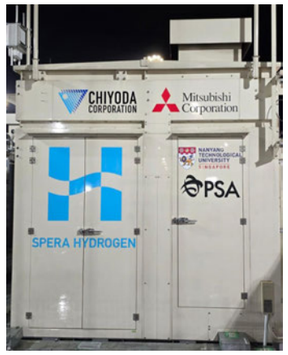


Large-scale Water Electrolysis System
(Smart scalable engineering by Chiyoda Corporation)

Using SPERA Hydrogen™ Technology with Imported Hydrogen in a Dehydrogenation Demonstration Project in Port of Singapore Area

In June 2024, we began the demonstration operation of technology to fill large fuel cell vehicles with imported hydrogen at the Port of Singapore. The demonstration operation is being performed jointly with Singapore's Nanyang Technological University and PSA Singapore. MCH imported from overseas is temporarily stored in above-ground tanks and hydrogen is extracted using compacted dehydrogenation skids provided by Chiyoda. The extracted hydrogen is then refined before being used to fill fuel cell vehicles.

This demonstration operation earned us a good reputation with the Singaporean government as a hydrogen carrier due to the characteristics of our MCH, and was the first hydrogen utilization project in Singapore using our SPERA Hydrogen™ technology. Going forward, we will continue contributing to the acceleration of hydrogen use in Singapore and the realization of low-carbon societies worldwide as part of decarbonization efforts for a sustainable future.



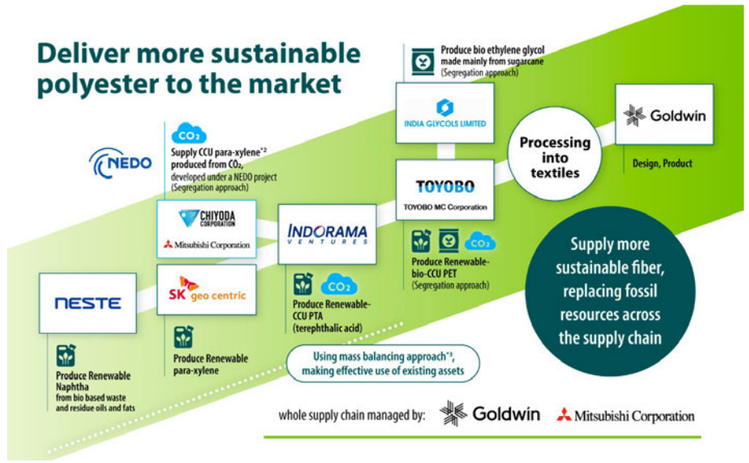
Compacted dehydrogenation skids
for large fuel cell vehicles provided by Chiyoda

Contributing to Realizing Carbon Neutrality

Building the World's First Production and Supply Chain for Sustainable Polyester Fibers Made From CO_2

There is a need for development of carbon recycling technology to collect CO_2 and utilize it effectively as a resource. The Roadmap for Carbon Recycling Technologies formulated by the Ministry of Economy, Trade and Industry in 2019 also puts forth a policy of reducing emissions of CO_2 into the atmosphere by using CO_2 as a material or fuel.

In 2020, under contract by NEDO, the Company began developing world-leading technology for production of para-xylene from CO_2.Through co-creation projects with various partners, we succeeded in producing and extracting para-xylene in 2023, and in 2024 we built a supply chain of seven companies in five countries for the production of polyester with CCU technology in a project owned by Goldwin Inc. CO_2-based polyester made with this technology has been adopted for purposes such as use in part of the Japanese climbing team's uniforms. Through this initiative, we are actively promoting decarbonization in the materials field with the aim of realizing a zero-carbon society as quickly as possible.



Competition uniforms made from CO_2-based polyester for the Japanese climbing team

Contributing to Stable Supplies of Renewable Energy

Chiyoda Awarded Engineering, Procurement and Construction Contract for Large-scale Battery Energy Storage Facility for Nijio Co., Ltd.

Chiyoda was awarded an engineering, procurement and construction contract for a large-scale battery energy storage facility being built in Oita City, Oita Prefecture by Nijio Co., Ltd., a wholly owned subsidiary of Tokyo Gas Co., Ltd. Construction is currently underway.

Chiyoda's 'safety in design' expertise, optimization experience in previously constructing one of the world's largest battery energy storage facilities, and project management capabilities, were key factors for the award of the contract.

Chiyoda will continue to focus on energy storage facility EPC projects as the center of our energy management field, utilizing BESS as a distributed energy resource (DER) for Virtual Power Plants (VPP) to deliver solutions to power generation companies and related stakeholders. We will continue promoting the use of renewable energy towards a decarbonized society, enhancing power resilience during disasters and establishing an economic power system.

Prepared by Chiyoda based on Google Maps and GSI map data

Prosperous and Healthy Lifestyle

Contributing to Stable Supply of Key Materials for Realizing a Carbon Neutral Society

Toward a Stable Supply of Copper: A Construction Project for a Copper Smelting Plant in Indonesia

The production launching event (center: then-President Joko Widodo)
Courtesy of PT. Freeport Indonesia

Chiyoda has been carrying out EPC work for one of the world's largest single-line copper smelting plants in the East Java province of Indonesia since 2021. On September 23, 2024, a production launching event was held and attended by then-President Joko Widodo on behalf of the Indonesian government. Copper has outstanding conductivity compared to other metals and is used in electrical components in areas such as wiring, storage batteries, motors and electric vehicles (EVs). Demand is expected to grow further in future.

In addition to energy-related projects such as those related to oil, petrochemicals, LNG and gas treatment, Chiyoda has worked on projects in a wide range of other fields in Indonesia. Through this project, we are contributing to the expansion of supplies of copper resources needed for a carbon neutral society and the development of the Indonesian economy.

The Chiyoda Group will continue to contribute to stable supplies of copper and other key materials for realizing a carbon neutral society.

Courtesy of P.T. Freeport Indonesia

Contribution to Advanced Medicine

Chiyoda Awarded an Engineering, Procurement and Construction Contract for a New Biopharmaceutical Active Pharmaceutical Ingredient (API) Manufacturing Plant in Japan for AGC, Inc.

Chiyoda was awarded an engineering, procurement and construction contract by AGC, Inc. for production facilities for a biomedical CDMO* to be built in AGC's Yokohama Technical Center. Work is currently underway. The project has been selected by the Japanese Ministry of Economy, Trade and Industry (METI) as part of its 'Developing Biopharmaceutical Manufacturing Sites to Strengthen Vaccines Production' program.

Through the execution of this project supporting the development and manufacturing capabilities of domestic biopharmaceutical products, which currently rely on overseas CDMOs, Chiyoda continues contributing to the realization of a sustainable society.

* Contract Development & Manufacturing Organization, a company that performs contracted production of products such as pharmaceuticals and acts as a contractor and agent in the development of production methods.

The new biopharmaceutical CDMO development and manufacturing facility at AGC's Yokohama Technical Center (conceptual image of completed facility)

Contributing to People's Health

Participation in a Demonstration Experiment for a Platform to Supply iPS Cells

Chiyoda participated in the second phase of a demonstration experiment for a platform to supply iPS cells from iD4.

In Phase 1 of the demonstration experiment, a series of processes were completed on the platform, from the production of iPS cells for a single disease to the provision of iPS cells to pharmaceutical companies, and the business' feasibility was confirmed.

In phase 2, we will pursue further specificity by building a database of iPS cells and optimizing distribution channels by leveraging our experience and expertise in the cell field. By contributing to the building of this platform, Chiyoda aims to promote industrial utilization of iPS cells for the development of medical treatments.

Overview of the Platform

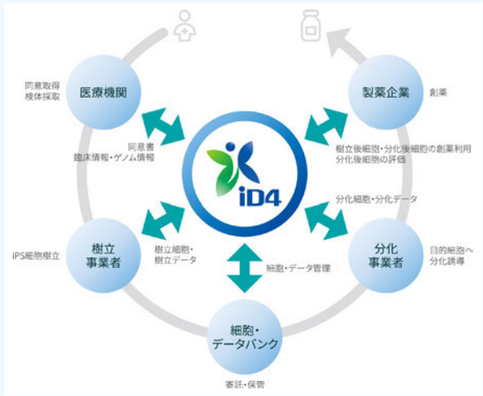
Company Name : iD4 (iPSC Delivery on Demand for Drug Discovery)

Representative : Toshio Fujimoto. Representative Director

Date Established : August 3, 2020

Scope of business :

1. Acquisition and management of cells and cell-related data from medical institutions, etc.
2. Provision of the following services using human-derived cells and cell-related data:
   - i) Sales of iPS cells, differentiated cells etc.
   - ii) Contract processing services
   - iii) Drug discovery support services using processed cells
   - iv) Sales of rights to use cell-associated data
3. Development of data platforms utilizing cellular ancillary data
4. Promotion of industrial utilization of processed cells



Overview of the Platform (Japanese Only)

Human Resources that are a Driving Force for Transformation

Overview of Human Resource Management

The key drivers of honing our engineering capabilities and endeavoring to transform our business are an organizational culture that enables diverse personnel to work freely without constraints and our human resources, the Group's greatest asset. We believe that improving the well-being of our organizations and personnel amplifies the value we provide to society and our stakeholders, and the provision of that value further amplifies the well-being of our organizations and personnel.

Key to Well-Being

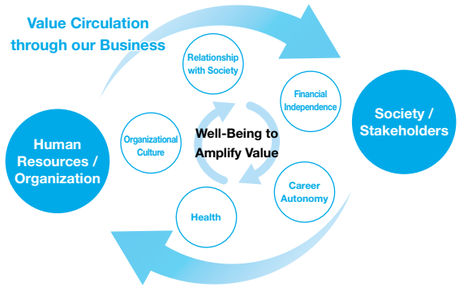
A Fluid Organizational Culture with Mutual Respect and Continuous Challenge

- Organizational development initiatives for diversified values
- Implementation and education of generational change of organizational managers leading organizational reform
- Promotion and education of diversity and inclusion
- Further enhancement of health management
- Robust labor-management relations

Human Resources Tackling Social Issues with Pride and Ambition

- Educational transfer to nurture key personnel based on career paths supported by HROs
- Maximize performance of seniors
- Establish fundamental / specialized training for business execution abilities
- Develop digital human resources

Value Circulation Image



Advancing Human Resources (HRO System)

The Company has implemented Human Resource Management in which Human Resources Officers (HROs) for each job category carry out various duties under the Chief Human Resources Officer (CHRO) in a Companywide system linked with our businesses.

The HROs guide our employees along their career paths through dialog with the employees themselves, as well as with supervisors and division directors. They play a pivotal role in the Company's human resource development, overseeing transfers, role assignments, evaluations, raises, and promotions in line with employees' career goals and our business strategies.

CHRO Message

Striving for Business Transformation through the Capabilities of Our Human Resources and Organizations with an Adaptive Mindset

The Group's most valuable asset is our human resources, and effective management in this area is a key competitive advantage. It is with this in mind that we have worked on human resources development to increase our engineering capabilities.

To utilize the strengths we have developed thus far to adapt agilely, expand our field of contribution from infrastructure to the entire scope of social issues, and achieve our vision for the Chiyoda Group, we have adopted an Adaptive Mindset in addition to increasing our project execution capabilities and organizational management capabilities in the specialized areas designated in our Human Resources Development Goals. In fiscal 2023, we built a talent management system as a platform enabling each employee's career plan and their progress on it to be shared between the employee themselves, their supervisor, and their HRO. This has enabled employees to design their own careers autonomously through dialog with their supervisor and HRO and track their progress as they gain experience. Companies and organizations support employees in achieving their career plan through development strategies combining Off-JT and OJT.

We will continue building a culture where motivated employees can challenge themselves, strongly encouraging employees in their efforts to grow, and developing measures and systems for thorough evaluations of professionals in every role. These initiatives will see diverse employees agilely honing their engineering capabilities to transform our businesses in a wide range of fields.

Human Resource Management KPIs

To promote steady transformation of our organization culture, we have introduced an organizational culture survey to visualize and improve on issues and the culture in our organizations. The results of our organizational culture survey are used as critical KPIs in our human resource management. Metrics with a positive response rate of 65% or higher in the survey are considered strengths of the Company.

Measurement Category	Index (Results of Organizational Culture Survey)	FY2023 Result*	FY2024 Target
A Fluid Organizational Culture with Mutual Respect and Continuous Challenge	Rate of utilization of employees in the workplace	Positive response rate: **66%**	Positive response rate: **65% or higher**
Human Resources Challenging Social Issues with Pride and Ambition	Rate of employee engagement	Positive response rate: **64%**	

* Including senior employees working at the Company through our system for continuing employment

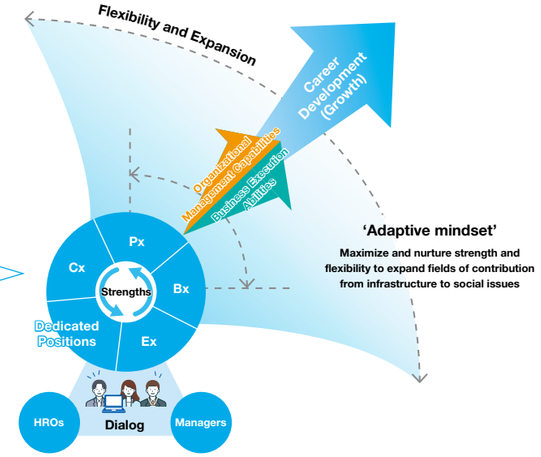
Human Resources Development Goals

From fiscal 2024, we have launched our new Adaptive Mindset, through which we seek to utilize the strengths we have developed thus far to adapt agilely and expand our field of contribution from infrastructure to the entire scope of social issues, based on the goal of increasing our business execution abilities and organizational management capabilities in the specialized areas designated in the Human Resources Development Goals we established in March 2020. To address the increasingly diverse and complicated issues in society, we will agilely adapt our mindset and continuously take on challenges with pride and ambition to increase our engineering capabilities.

By creating an environment where each employee autonomously designs their career through dialog with their HRO and supervisor and gains a wide range of experience in global fields, we are developing employees with adaptive mindsets.

Human Resources Categories (Roles)

- Ex: Engineering professional roles
  These employees have exceptional knowledge of specialized engineering fields.
- Bx: Business incubation roles
  These employees explore new businesses and innovate.
- Px: Project management roles
  These employees play a central role in winning and executing projects.
- Cx: Corporate professional roles
  These employees support each organization and project and steadily execute corporate functions.
- Dedicated Positions
  These employees provide independent support to ensure smooth operations in a wide range of organizations within the Company.



Basic Attitude	Business Execution Abilities	Organizational Management Capabilities
Professionalism as standard	Accelerating growth and enhancing our 'Business Execution Abilities'	Early appointment and development of human resources with 'Organizational Management Capabilities'
• Awareness & improvement as a professional • Humbleness & communication skills • Independence & determination to take on challenges	• Ability to set & complete tasks • Customer oriented with a bird's-eye view • Ability to respond to changes • Ability to contribute to organization • Ability to combine digital technologies with value creation • Expertise	• Capability to unite as 'One Team' • Capability to embrace & make the most of diversity • Capability to improve & develop human resources / organization

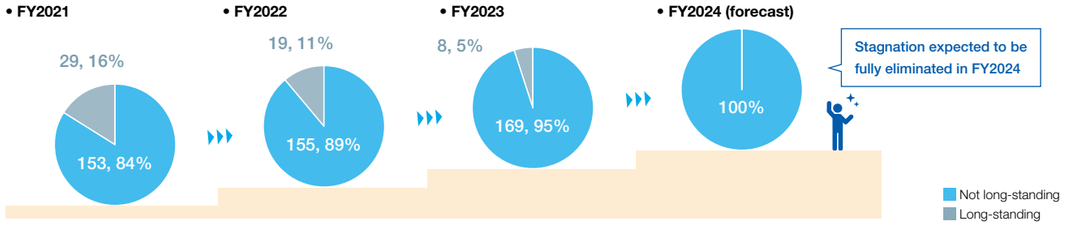
Organizational Culture that Enables Diverse Human Resources to Challenge Value Creation

Transformation of Organizational Culture

Generational Change of Managers

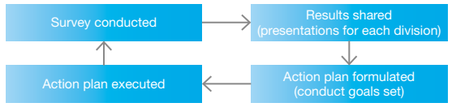
We have established an upper limit for the term of each position, after which managers alternate, which can include transfers. Our measures to replace department and section managers who have been in their roles for too long are progressing according to plan, and we expect to completely resolve this stagnation within fiscal 2024. From December 2023, we have established succession plans for all positions from department manager upward, have begun initiatives to identify new candidates, and are replacing these managers according to our plans. Moreover, decisions for promotions to positions from section manager upward are made regardless of age. Candidates are selected from a wide range of cross-divisional perspectives, including HROs' perspectives. This has seen young leaders emerge, with managers leading a department in their 30s or running a Group company in their 40s. We are continuously identifying new managers to revitalize our organizations.

Long-standing managers in department or section manager roles



Initiatives to Transform Our Organizational Culture Through Our Organizational Culture Survey

From fiscal 2024, we aim to revise some of the metrics in our individual assessments of the managers of our organizations, including executives, set conduct goals related to the transformation of our organizational culture, and establish PDCA cycles.



Diversity and Inclusion (D&I)

In addition to realizing an organizational culture where diverse qualities are respected and each employee can thrive and demonstrate their capabilities, entrenching D&I is essential in order to achieve our purpose.

Advancement of Women

Supporting the advancement of women is one key theme. For fiscal 2024, we have formulated our third General Business Autonomous Action Plan (April 1, 2024 to March 31, 2028) under the Act on the Promotion of Women's Active Engagement in Professional Life and are working with a focus on measures to encourage women to continue their careers and strengthening hiring of women with the aim of achieving our numerical target of a 15% ratio of women in career-track roles.

In addition, the percentage of male employees taking child care leave was 65.2% in fiscal 2023, above the Japanese government's 2025 target for private sector companies, which is set at 50%.* Aiming to reach at least 75% by fiscal 2027, we will continue to create even better working environments by enhancing support for employees' work-life balance, regardless of gender.

* Target sourced from Children's Future Strategy Policy (Cabinet Decision on June 13, 2023)

KPIs for the Advancement of Women

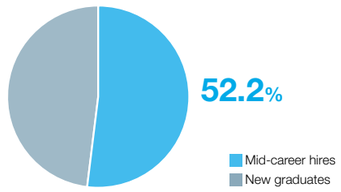
Index	FY2023 Result	FY2027 Target
Ratio of Women in Career-track Roles	13%	15%
Rate of Childcare Leave Taken by Male Employees	65.2%	75% or higher

Mid-career Hiring

In order to achieve our vision for 2030, it is essential to secure human resources with diverse experience and skills, not only in the business areas we have focused on thus far but in different fields too.

We are actively recruiting mid-career hires through measures such as direct recruiting and referrals with a plan to achieve a roughly 50-50 ratio between new graduates and mid-career hires.

Ratio of Mid-career Hires in FY2023
(Relative to New Graduates Hired)

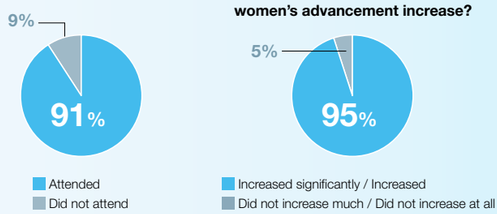


D&I Training

One numerical target in our third General Business Autonomous Action Plan under the Act on the Promotion of Women's Active Engagement in Professional Life is 100% attendance of D&I training.

In fiscal 2024, we invited Atsuko Muraki, former Vice Minister of Health, Labour and Welfare, to give a presentation entitled Promoting D&I: Why the Advancement of Women is Needed. This was an opportunity for our personnel to gain a more in-depth understanding of why D&I needs to be promoted, the effects of promoting it, and the need for the advancement of women.

Results of attendance survey



From left: Masakazu Sakakida (Chairman of the Board), Atsuko Muraki, Masaki Kumagai (CHRO)

Interview with Mid-career Hire

Reason for transferring to Chiyoda Corporation

I wanted to be involved in life-saving medicine, something essential to humanity. In my previous role, I worked in development for a precision device manufacturer, but I was drawn to Chiyoda's Life Science Business because it allows people from unrelated industries to take on challenges in medicine and it would enable me to be involved in research and development of technology that would be used in society. A classmate from university also worked here and the good people and friendly company culture appealed to me, so I decided to work here.

Sakiko Takeuchi
Bio & Pharmaceutical Business Section,
Life Sciences Business Department

Working on a team with diverse backgrounds

Many of the people in my organization are mid-career hires. I've learned a lot by working in an organization where the team has such diverse backgrounds. During discussions, there are so many perspectives that differ from my own, and each way of working or speaking introduces me to diverse ways of thinking, which I can tell has been beneficial for me. That diversity means that it can be difficult to set a unified direction for the organization, but we understand and respect each other's backgrounds and try to see each other's point of view as we go about our work.

Taking on new challenges through study funded by the Company

During my first year, I took the entrance examination for Tsukuba University. I studied there in my second year and gained a Ph.D. in bioengineering. This was partly because Ph.D.s are needed in the pharmaceutical industry and also because I was inspired by the depth of understanding that the Ph.D. holders in my organization had in their respective fields of expertise. I wanted the opportunity to engage in discussions in an academic setting too. People in my life gave me positive advice about points like where to study, and I ended up giving it a try right after I was hired. It was hard balancing it with my work, but in addition to gaining specialized knowledge, I was able to identify unconscious habits in my thinking and develop the ways of thinking and viewpoints that are needed in order to work in new businesses.

Interview with Recruiter

Mid-career hires and diverse talent driving our operations

I work in a role where I recruit mid-career hires and employees with disabilities. The hiring market is becoming intensely competitive, and we are devising and executing new measures to handle these conditions. I myself was also hired mid-career in 2023. There are so many positives about the Company, such as the high level of expertise and pride that each employee has and the freedom of our organizational culture, and I am inspired every day.

In my previous role, I worked in HR and was involved in training. At Chiyoda, after talking to my supervisor about my duties and career, I decided to do something where I could use my past experience while trying something new and expanding the scope of my HR career, and ended up in my current role. I can see that the Company has a culture where employees who ask to try something are given the chance to do it, and an environment that encourages that. I will continue working on strengthening our framework to promote those positives so that we will be chosen by employees with diverse backgrounds and those employees will have active careers here.

Riho Kimata
Group Leader, Recruitment Group,
Human Resources Development Section,
Human Resources Development

Human Resources Addressing Social Issues Autonomously

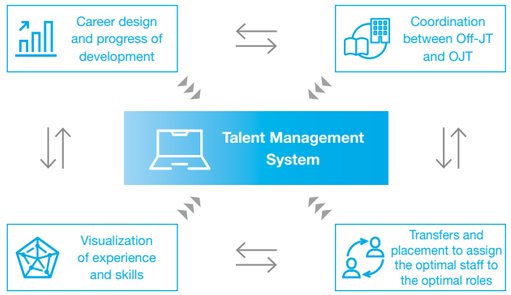
Human Resources Development

Human Resources Development Measures to Develop Key Personnel for Our Businesses

We are working to develop human resources with the business execution abilities and organizational management capabilities required for each role according to our Basic Human Resources Development Goals. Coordination between experience gained on the job and training to supplement employees' work is ideal for this development, and we are rolling out human resources development measures with this aim.

Additionally, to link our human resources development measures with the improvement of business execution abilities, we are carrying out initiatives to systematize representative career paths and reflect them in transfer plans (regular transfers) with development in mind.

We have built a talent management system as a digital platform to support these measures, and have created a platform where each employee's career plan and their progress on it can be shared between the employee themselves, their supervisor, and their HRO. This enables employees to track their own career progress while gaining experience, and enables the Company to systematically develop key personnel for our businesses.



System for Enhancing Business Execution Abilities

We are further developing the expertise and unique strengths of our human resources and their ability to independently identify and resolve social issues ('set and complete tasks.')

Expertise

In April 2022, we established a system for appointing employees with outstanding expertise as fellows. Three fellows are appointed at present. In addition to leading our business strategies, fellows serve as role models. We aim to further develop and expand our fellows in future, and have identified 21 potential candidates.

Ability to Set & Complete Tasks

From fiscal 2021, we have been rolling out training to strengthen our employees' ability to set and complete tasks, particularly employees in their early 30s who play a central role in our organization. The number of employees attending our training is growing steadily (32 employees in fiscal 2021 to 50 in fiscal 2022 to 100 in fiscal 2023).

Initiatives to Enhance Organizational Management Capabilities

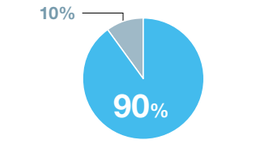
Equipping employees with organizational management capabilities early is important in order to strengthen organizational management capabilities. From the time an employee is a group leader in charge of other employees, we assign them to work to improve their organizational skills, such as drafting and executing organizational goals in line with our management strategies and business strategies and training their team through dialog. These are also themes in development such as training, with a focus on practical training.

Execution of Organizational Operations

At Chiyoda, employees and their supervisors set goals together based on the employee's career aspirations. Throughout the designated period, each employee in the division has opportunities for dialog about their progress. From the time the current human resources system was launched in April 2021, the entirety of our organizations has focused on building systems for developing human resources. Approaching each employee's career from various angles enables appropriate training, and dialog between employees and their supervisors provides practical opportunities for the managers of organizations to increase their organizational management capabilities.

Employee Survey Results Related to Goal-setting and Evaluations

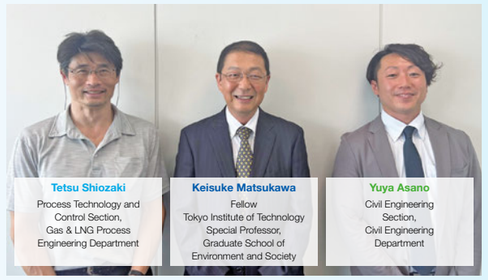
• Goals that lead to growth are set



• Acceptance of evaluations

Engineer Dialog

An exchange of opinions between engineers and a fellow, discussing Chiyoda's engineers and their technological expertise.



About Chiyoda's technological expertise

Matsukawa Chiyoda's projects are Unique and Temporary. In order to accomplish new things like nothing else in the world in a limited time, we need to use a variety of technologies in specialized fields and adapt to rapid changes. I feel that Chiyoda has a wealth of personnel who are equipped for that.

Shiozaki I think that technical capabilities are not about knowing how but about knowing why. I think that technical capabilities come from understanding the principles and the reasons written in the manuals. If you understand the basics properly, you can apply them. All of the fellows we've had have embodied this, and every day I'm reminded of the importance of engineers.

Asano I think that bringing specialists with diverse skills together is the source of Chiyoda's technological expertise. That was one of the reasons why I began working here. I feel like a lot of people here have their own expertise as the base and then they're interested in other fields and show an understanding of those too. I feel like that goes back to the principle of knowing why.

Matsukawa One type of plant project we often work on is integration. We purchase various parts of technologies and integrate them to create a facility to perform the overall function. A technical issue that tends to occur there is the boundaries between those components. I think there can be cases where our engineers need to solve issues that may be outside their area of expertise, and to do that there needs to be a discussion across those boundaries.

The joy and sense of fulfillment from demonstrating technological expertise

Matsukawa Every good design or analysis report covers a scenario and is written persuasively. Those are the kinds of reports I want to write. I think that kind of work is fulfilling. I want to become so knowledgeable that I can understand the results of analyses that I didn't do.

Shiozaki I often feel fulfilled when I troubleshoot an issue and solve it. And when I accurately identify a customer's concerns and provide the right explanation to satisfy them, I feel a sense of accomplishment for having demonstrated my capabilities as an engineer.

Asano It's troubleshooting for me too. When I was at an overseas site, there was a sudden issue. The engineers from each division instantly understood what was happening from what the customer was saying and we accurately connected the dots right away and came up with an explanation that would satisfy the customer. It made me realize the level of expertise and teamwork these employees had, and how that enabled them to earn the trust of their customers.

When executing a project, you have stakeholders with different areas of expertise. In order for all of them to achieve their objectives, everyone has to be on the same page and overcome difficulties together. I was grateful for that experience.

Honing technological expertise

Matsukawa Experience is extremely important. We have an unspoken, guiding policy that you need to understand the technology yourself and not leave it to others, and I feel like we often have the opportunity for things to be entrusted to us. We've failed many times, but those experiences are valuable.

Asano My failures when I was young fuel me too. In recent years I've been in a position where I'm supervising others, and it's made me realize how much resolve it must have taken for my supervisors back then to let me handle things myself instead of giving it to them. Thanks to them, those struggles and the frustration of those failures were learning experiences for me. When I first started working here, I thought that honing technological expertise was done by sitting at a desk and studying, but lately I've been feeling that that study is basically window dressing. I think updating your technical knowledge is a major premise of being an engineer, and the capabilities you demonstrate by doing so form your technological expertise.

Shiozaki I feel the same way. When I served customers in Qatar, answering difficult questions taught me quite a lot. The most important thing in order to increase your technological expertise and grow is having an interest in things, intellectual curiosity and an inquiring mind, and being able to enjoy that.

Matsukawa A strength of Chiyoda employees is our international mind, which we developed whether we liked it or not. I was surprised to meet engineers with a variety of styles overseas. It was like an international engineering tournament and it showed me how important it is to demonstrate the skills you have. No matter what field you're in, you'll do fine as long as you have your own area of expertise. I want young people to have a little courage and savor the excitement of showing your skills overseas. I want to keep developing that experience and gain a presence and value as an international contractor.

Working to solve the next generation of social issues

Matsukawa The next generation of social issues includes hydrogen and decarbonization. I think those are areas where our technological expertise will be useful. Chiyoda has focused on reducing environmental impact and the need for that is taking on a whole new dimension. When you add in quality, cost, and time, that's four measures, which means that both project management and engineering will become more complex. Chiyoda has a culture where engineers with various areas of expertise come together to bridge the gaps between their specialties, and I think those are the optimal conditions for working on this. Speaking with you two, who aren't from the same generation as me, your earnest efforts to improve your technological expertise came through loud and clear. This has been a very valuable experience. Thank you.

Equitable and Fair Corporate Management

Compliance

The Chiyoda Group has a Group-wide compliance framework comprising a Chief Compliance Officer (CCO), who oversees all compliance matters, and Compliance Officers (COs) who oversee compliance for each division and each Group company.

Under the direction and supervision of the CCO, the COs execute various compliance measures while regularly assessing compliance risks and selecting key risks to address. They also draft specific preventive measures such as education and training for Group executives and employees and carry out monitoring, improve awareness and knowledge about the importance of compliance, and establish internal whistleblowing systems in an effort to ensure early detection and correction of compliance violations.

CCO Message

Under the CSR Basic Policy established in 2006, in addition to complying with laws and regulations, the Group has endeavored to promote and thoroughly implement compliance measures while responding to stakeholders' expectations as a corporate citizen, and has promoted sincere, equitable and fair corporate management at all times as a member of society.

I think that in order to create new value and realize sound, sustainable growth amid a business environment that is changing at a dizzying speed, not only must we comply with laws and regulations, fostering awareness of compliance based on a strong sense of corporate ethics will increase the trust of all of our stakeholders and lay the foundations for sound growth.

In order to continue to be a company that earns the trust and approval of society, it is important that each employee in the Group properly understands their social role and responsibilities. To clarify those roles and responsibilities, the Group has established the Chiyoda Group Code of Conduct, and will continue fostering an organizational culture of transparency in its corporate environment, realizing sound management of the Company, and maintaining the trust of society and the growth of our organizations.

The Group will continue endeavoring to increase the awareness and knowledge of compliance among all of its executives and further enhance, strengthen, and entrench highly effective compliance measures to earn the trust of all of our stakeholders.

Atsushi Deguchi
Representative Director,
Executive Vice President,
CFO & CCO

CSR Basic Policy

1 A Reliable Company
We strive to be a reliable company to our customers and all our stakeholders by providing world-class technologies and knowledge.

2 Environmental Initiatives
We will work to remain an invaluable company to society by utilizing refined technologies to promote harmony between the global environment and economic and social activities.

3 Social Contributions
Through our engineering business in Japan and overseas, we contribute to local communities and address global issues in ways including human resources development, technology transfer and environmental protection.

4 Respect for Human Rights
We are dedicated to respecting the human rights of all people.
We will create a corporate culture where the diversity, individuality and character of employees are respected, where people are motivated to do their best, and of which employees and their families are proud.

5 Commitment to Fairness
We are dedicated to achieving even greater transparency and stability by conducting our operations fairly in accordance with the highest ethical standards.

Compliance Initiatives Tailored to Risks

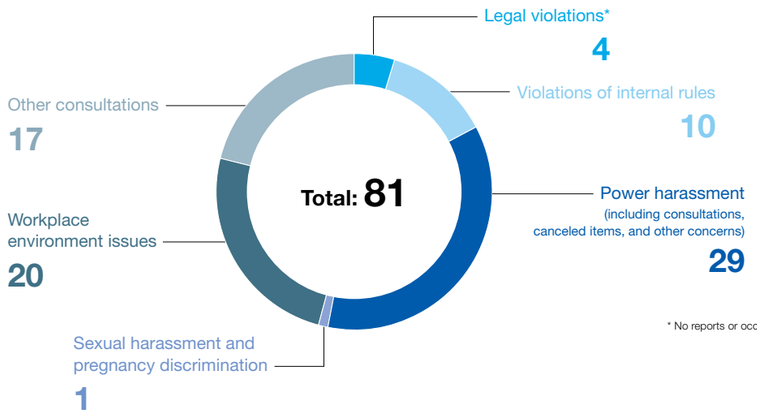
The Group works to increase our executives' and employees' awareness and knowledge of compliance and carries out multifaceted initiatives pertaining to high risks and specific matters in the Group's business operations that we have identified in risk analyses, including requests to our supply chain. These initiatives are revised and improved regularly.

Main Initiatives	Details of Initiatives
Improving Awareness and Knowledge of Executives and Employees about Compliance	• Establishing and disseminating Code of Conduct and Guidebook on Conduct of Executives and Employees to provide clear standards for the judgments and conduct of Group executives and employees • E-learning on compliance (in Japanese and English) for all executives and employees, including those at Group companies inside and outside Japan (once a year) • Publishing of email magazine about compliance (monthly)
Prevention of Bribery of Foreign Officials	• Establishment and dissemination of Chiyoda Group Basic Policy on Prevention of Bribery • Establishment and dissemination of internal regulations • Establishment and enforcement of prior application procedures for high-risk activities (providing benefits to public officials, designation of third parties as a point of contact with public officials) • Holding bribery prevention seminars (in Japanese and English, once a year)
Prevention of Cartels	• Establishment and dissemination of internal regulations • Establishment and enforcement of compliance checking procedures for high-risk activities (participation in bidding for projects) • Holding cartel and collusion prevention seminars (in Japanese and English, once a year)
Prevention of Human Rights Violations	• Establishment and dissemination of Human Rights Policy • Building of sustainability promotion framework • Execution of human rights due diligence • Holding business and human rights seminars (in Japanese and English, once a year) • Conducting audits of overseas construction sites
Harassment Prevention	• Establishment and dissemination of internal regulations • Holding harassment prevention seminars (in Japanese and English, once a year)

Internal Whistleblowing System

We have introduced a Group-wide internal whistleblowing system so that issues such as illegal or unauthorized activities and human rights violations including harassment can be detected early, corrected, and prevented from reoccurring. In addition to establishing internal contact points and external contact points such as an attorney's office and dedicated external reporting service, we have established contact points in local languages for overseas Group companies. We also communicate about our internal whistleblowing system by distributing Internal Whistleblowing Cards (in Japanese and English), containing the details of our internal and external contact points for whistleblowing, to all employees, including those at Group companies inside and outside Japan.

• Whistleblowing reports for the Group (reports received by the Group-wide contact points in fiscal 2023)



* No reports or occurrences of serious violations, such as bribery or cartel behavior.

Please refer to our website for details on our compliance initiatives.
https://www.chiyodacorp.com/en/csr/risk-management/compliance/initiatives.html

Foundation Underpinning Sustainable Growth

In this section, we describe Chiyoda Corporation's management structure for sustainable growth and other specific initiatives.

CONTENTS

Chiyoda DX STORY

(Accelerating Companywide DX)

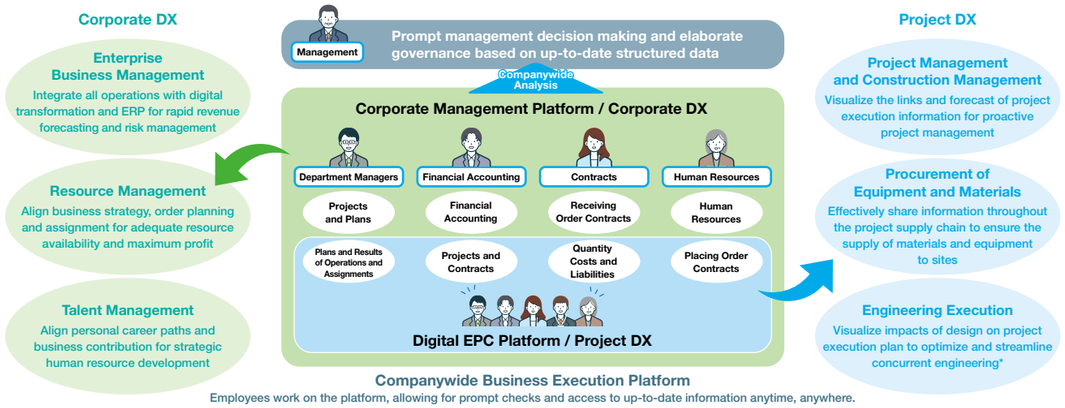
Under the Chiyoda DX STORY, our initiative to accelerate DX throughout the Company, the development of DX Core Human Resources will drive our transformation as we promote digital transformation in the Group and the industry to realize our purpose, 'Enriching Society through Engineering Value.'

Vision of the Chiyoda DX STORY

We are working to build an environment where all employees will carry out corporate operations and projects on the same data platform to visualize and structure information. This will enable understanding of information, expeditious decision-making, automation of business processes and more stringent governance.

Concept Video for the Chiyoda DX STORY

Concept Video for Chiyoda Corporation DX - YouTube



* A method in which multiple specialized engineering and device procurement processes are carried out simultaneously, shortening the working time so that the plant is completed by the deadline requested by the customer.

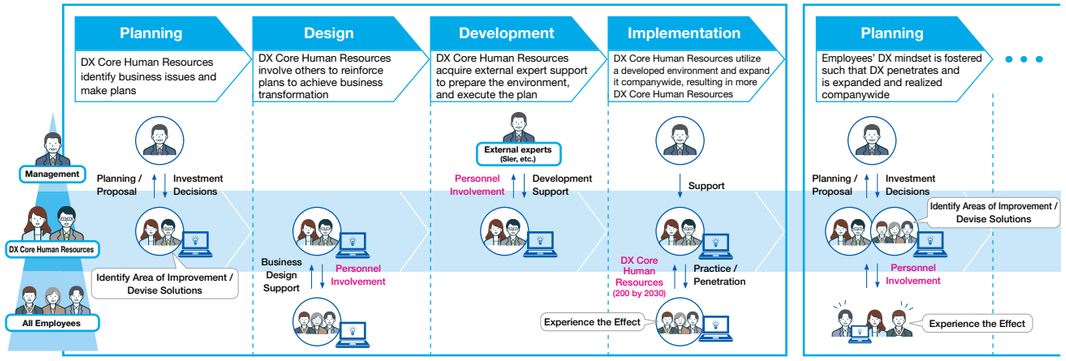
Concept Video for Project DX

Digital EPC Platform
Concept Movie of Digital EPC Platform - YouTube

Digital Cockpit
Concept Movie of Digital Cockpit - YouTube

The Driving Force of Our Transformation

Human resources are the driving force of transformation. Our DX Core Human Resources are handling the entire transformation of our operations from planning to execution, collaborating with internal and external parties to implement DX and foster a DX-oriented mindset among both themselves and the Company as a whole. By carrying out each cycle from planning to production, we aim to develop and enhance our DX Core Human Resources to accelerate and expand our transformation.



Progress of the Chiyoda DX STORY

Through the Chiyoda DX STORY, transformation of operations is being developed and implemented both inside and outside the Company. Our DX Core Human Resources (Digital Officers (DOs) / Evangelists), who are the driving force of our transformation, share specific examples and progress, and key players in the organizations working on our transformation share their expectations and outcomes.

DOs / Evangelists	Key Players in Organization

Tatsuro Akiyama
Corporate Planning Section,
Corporate Planning Department

Theme **Resource Management**

Thus far, each business division has sent project information and the resource data required for execution in a different Excel format, so since the previous fiscal year, we have been gradually building systems for batch management and sharing of this information. As a result, when dealing with business environments that are difficult to forecast, the platform is used to create future resource predictions that the whole of the Company is able to correctly understand, enabling measures to be taken quickly. We are continually improving the systems through ongoing discussions with parties such as the IT Department and each department in charge to enable information to be gathered and management decisions to be made more quickly through the use of this system.

Hiroyuki Takahashi
General Manager,
Corporate Planning Department

The Integrated Strategy Committee has been creating and visualizing data, which has proven immensely effective, so we request that this resource management initiative be continued. Human resources are the greatest asset of an engineering company, so to get the greatest value possible from them, we ask the corporate side, too, to carry out DX with a view to improving efficiency of operations throughout the Company.

Sachiko Matsushita
Section 3,
Procurement Department

Theme **Collaboration in Project Supply Chains**

We are working to introduce a new platform called a Supply Chain Collaboration Platform (SCCP). In the requirement definition phase, we are discussing operations and applications with those who will be involved in each task, and then we will enter the design phase where we decide on the specific requirements of operations and systems. We will build an environment where data dependent on external parties, like purchasing, process management and delivery information, can be registered externally, and will centralize communication about operations on one platform. The aim of this initiative is to improve the efficiency and accuracy of operations while also enabling communications about procurement operations based on centralized data.

Michimasa Hattori
General Manager,
Procurement Department

I can see that the SCCP will have significant results and effects for our procurement operations as it will enable skillful handling of powerful DX functions to update our work practices, through which we will remain highly competitive and continue to contribute to society. The ideas of many people in the Company are being used in the creation of the SCCP's functions, and we are expecting to build even greater win-win relationships with our stakeholders and achieve high-quality results from our operations quickly.

Takeshi Yamada
Engineering Innovation Team,
Technology and
Engineering Division

Theme **DX for Engineering Execution**

We are building a platform that will be used to send and receive engineering data. This platform will enable the sending and receiving of engineering data to be visualized so that the progress and status can be seen in real time. As engineering processes are executed concurrently during a project and various information needs to be sent and received to produce a more feasible design, this platform will enable engineers to see the knock-on effect that their designs will have on other designs in real time, enabling optimal decision-making. It will also enable data to be sent and received digitally, so that compatibility can be confirmed efficiently.

Ryuichi Kaida
Assistant to Division Director,
Technology and
Engineering Division

This platform enables engineering information to flow downstream, allowing the engineering workflow and the status of tasks to be visualized in real time so that the right resources can be allocated for each task at the optimal time. Using the same platform for all projects will enable us to build a base of structured data and information on how the data is connected, and the use of AI in future will result in major advancements in our engineering operations.

Masataka Itakura
AI Engineering Section,
Technology Development
Department

Theme **Internal Utilization of Generative AI**

In November 2022, OpenAI, Inc. attracted an enormous amount of attention with the release of ChatGPT, and there was a sense throughout the Company that the utilization of this tool would transform our operations. We built an internal environment conducive to safe and secure use of generative AI and provided a Chiyoda-specific generative AI tool so that employees here could learn about the characteristics and capabilities of this technology and the potential it has to transform our operations. We are deploying it in Group companies in Japan and are making preparations for it to be used at overseas Group companies too. We are working on initiatives to further utilize generative AI to improve the efficiency of operations throughout the Group and contribute to the creation of ideas.

Users' Expectations and Comments

- Operations such as creation of meeting minutes and translation used to take hours, but now drafts can be created instantaneously, making operations more efficient.
- I used generative AI to get ideas. It helped me with the creative thought process and showed me a variety of perspectives.
- I think that if generative AI provides answers based on internal information and its accumulated knowledge in future, it will enable effective use of the Company's knowledge, which will improve the execution of our operations and make us more competitive.

Corporate Governance

Basic Principles

Chiyoda's vision is one of management that maintains the trust and empathy of all its stakeholders, including shareholders, customers, business partners, creditors, employees, and local communities. This philosophy is the basis of our corporate activities and we continue to strengthen Chiyoda's business foundations, ensuring sound and transparent operations to realize sustainable growth over the medium to long term. We will also continue to strengthen corporate governance and reinforce our internal control system as material issues.

• Governance Structure (as of July 31, 2024)

Organizational Structure	Company with Audit & Supervisory Committee
Executive Officer System	Yes
Number of Directors, Number of Whom are Outside Directors (Independent Directors)	12 5 (5)
Term of Office of Director (Excluding members of the Audit & Supervisory Committee)	One year
Number of Audit & Supervisory Committee Members, Number of Whom are Outside Directors	3 2
Number of Board of Directors' Meetings Held (fiscal 2023)	17
Number of Audit & Supervisory Committee Meetings Held (fiscal 2023)	18
Remuneration System for Directors and Audit & Supervisory Committee members	• Directors (excluding those who are Audit & Supervisory Committee members): Base remuneration (according to roles and responsibilities and based on individual assessments), performance-linked remuneration (reflecting the Company's business performance each term), and performance-based stock compensation (linked to the Company's medium- to long-term business performance improvements) • Directors who are Audit & Supervisory Committee members: Base remuneration (according to roles and responsibilities)

Note: Remuneration for Outside Directors consists solely of base remuneration in accordance with roles and responsibilities.

Overview of Corporate Governance Structure

Chiyoda is a company with an Audit & Supervisory Committee composed mainly of Outside Directors. Chiyoda operates a system whereby Directors who are Audit & Supervisory Committee members have voting rights at Board of Directors' meetings and are involved in the nomination of Representative Directors and overall business execution decision-making (excluding decision-making responsibilities delegated to the Directors).

- Chiyoda has appointed five Outside Directors to ensure objective and neutral monitoring of its management functions.
- Chiyoda has improved objectivity and transparency and ensured the appropriateness of its processes for appointing Directors and determining Director remuneration through involvement of Independent Outside Directors and full-time Audit & Supervisory Committee members in decision-making, fulfilling a similar role to a voluntary nomination and remuneration committee.

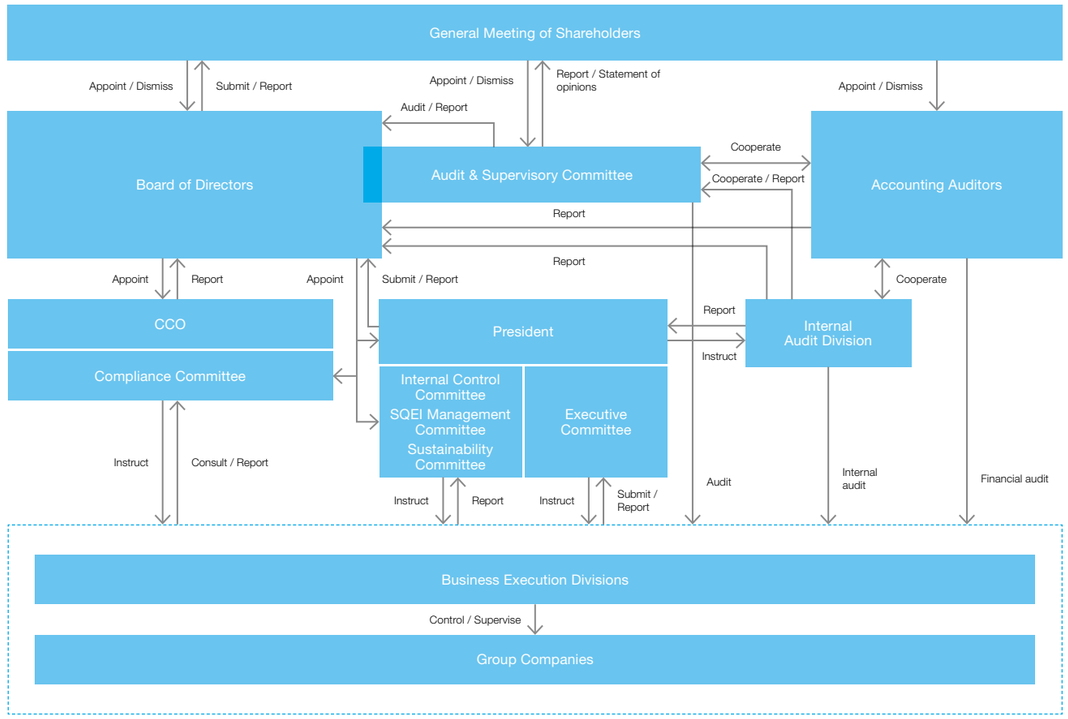
Committee	Composition and Roles / Responsibilities
Board of Directors	• 12 Directors, including Audit & Supervisory Committee members. Monthly Board meetings. • Important management matters are determined and business execution is monitored. Appropriate decision-making and management supervision is ensured based on the objective and neutral perspectives of the Outside Directors. • Matters to be decided include management plans, important matters regarding human resources and major investments and loans.
Executive Committee	• Chiyoda has established an Executive Committee, composed of a quorum of half of the Representative Directors concurrently serving as Executive Officers, Executives at Senior Vice President level and above, and Division Directors, to enable prompt decision-making by acting as an advisory body to the President, who is responsible for business execution. • The Committee decides matters regarding business execution adopted by a resolution of the Board of Directors and prior deliberation of matters to be decided by the Board of Directors, and reports to the President, who is responsible for Chiyoda's business execution.
Audit & Supervisory Committee	• Three members (one of whom is full time) consisting of two independent officers and two members with extensive finance and accounting expertise. • The Committee conducts audits on the overall business execution of Directors. • To strengthen its auditing activities, a dedicated staff member is assigned to assist the Audit & Supervisory Committee in the execution of its duties.

Development and Management of the Internal Control System

In accordance with laws and regulations, Chiyoda manages an internal control system to ensure appropriate execution of operations.

- Chiyoda established an Internal Control Committee to coordinate and summarize member opinions and proposals. At the end of the term, or when required, the Internal Control Committee proposes internal control improvements to the President.
- The President, through the Executive Committee, reviews proposals from the Internal Control Committee and the Board of Directors makes decisions on the internal control system as required.
- To enhance the framework for compliance with laws and regulations, Chiyoda has established the position of CCO (Chief Compliance Officer) and a Compliance Committee.

• Corporate Governance and Internal Control System



Compliance with the Corporate Governance Code

In compliance with the Corporate Governance Code of the Tokyo Stock Exchange, Chiyoda has formulated a Corporate Governance Policy, detailing its basic views and guidelines on corporate governance and promotes initiatives to strengthen corporate governance.

Please refer to the following for further information on corporate governance.

Corporate Governance Policy (Japanese)
https://www.chiyodacorp.com/about/20240101_CGP_1.pdf

Corporate Governance Report
https://www.chiyodacorp.com/about/20240805_CGR_E.pdf

Basic Policy on Internal Control System
https://www.chiyodacorp.com/about/20240328_internal_control_E.pdf

Corporate Governance

Board of Directors

Chiyoda's Board of Directors is composed of nine Directors and three Directors who are Audit & Supervisory Committee members, thus ensuring balance and diversity through a combination of Outside Directors with experience in their fields of expertise and Directors with specialist skills and knowledge.

Name	Position and title	Skills and experience					
		Management	Finance / Accounting	Legal affairs, compliance and risk management	Overseas experience	Project experience and technical expertise	Sustainability
Masakazu Sakakida	Director, Chairman of the Board	●		●	●	●	●
Koji Ota	Representative Director, President & CEO*1, CSO*2	●		●	●	●	
Hiroyuki Shimizu	Director, Senior Executive Vice President & CWO*3				●	●	
Atsushi Deguchi	Representative Director, Executive Vice President & CFO*4 and CCO*5	●	●	●	●		
Naoki Kobayashi	Representative Director, Executive Vice President			●	●	●	
Takuya Kuga	Director	●			●		
Ryo Matsukawa	Outside Director*6	●		●		●	●
Yutaka Kunigo	Outside Director*6	●				●	
Shoko Kuroki	Outside Director*6		●				●
Shuhei Watanabe	Director (Full-Time Audit and Supervisory Committee Member)		●	●	●		
Hisashi Ito	Outside Director*6 (Audit and Supervisory Committee Member)	●	●		●	●	
Yumiko Matsuo	Outside Director*6 (Audit & Supervisory Committee Member)			●	●		

As of October 1, 2024

*1 Chief Executive Officer *2 Chief Sustainability Officer *3 Chief Wellness Officer *4 Chief Financial Officer *5 Chief Compliance Officer
*6 Independent Director in accordance with Rule 436-2 of the Tokyo Stock Exchange Securities Listing Regulations

Evaluation of the Effectiveness of the Board of Directors

Chiyoda evaluates the effectiveness of the Board of Directors annually. Improvements and issues are discussed at Board of Directors' meetings to further enhance effectiveness.

• Enhancing the Effectiveness of the Board of Directors in Fiscal 2023

Process	• A questionnaire on the effectiveness of the Board of Directors was provided to all Directors (including Audit & Supervisory Committee members) • Improvements compared to previous evaluations were confirmed • Opinions on the current fiscal year's evaluation and on further improvements to the Board's effectiveness were exchanged • Results and issues going forward were confirmed by the Board of Directors
Questionnaires	Main Items 1. Composition and Management of the Board of Directors 2. Management and Business Strategies 3. Business Ethics and Risk Management 4. Performance Monitoring and Management Evaluation 5. Dialogue with Shareholders
Evaluation of Effectiveness and Initiatives Going Forward	<Evaluation in Fiscal 2023 and Initiatives in Fiscal 2024> In fiscal 2023, the Board of Directors shared information appropriately with Directors, including Outside Directors, and engaged in active discussions. In addition, it was confirmed that the Board of Directors is supervising the proper establishment and operation of internal control systems required for the Group. In fiscal 2024, the Company will aim to enhance management from a long-term perspective and deepen sustainability. It will also strive to further invigorate and enhance deliberations among the Board of Directors in order to further increase corporate value by transforming its business portfolio, promoting the implementation of this transformation, and establishing a stable earnings base. Furthermore, discussions on items that have been identified as requiring enhancement will be deepened, and efforts will be made to further improve the functions of the Board of Directors.

Director Remuneration System

Basic Policy and Approval at the General Meeting of Shareholders	Chiyoda's Director remuneration system was approved at the 93rd Ordinary General Meeting of Shareholders held on June 23, 2021, based on its purpose of enhancing Director awareness of the importance of contributing to improvements in business performance and corporate value over the medium to long term.
Revisions to the Director Remuneration System	The following revisions were made to the remuneration system for Directors, not including those Directors who are Audit & Supervisory Committee members. • 'Base remuneration' reflects an individual's job responsibilities and individual performance. • 'Remuneration for acquiring treasury stock' has been abolished in favor of 'performance-based stock compensation.'
Process	• Chiyoda's system of Director remuneration (excluding Audit and Supervisory Committee members) strengthens links with performance, shares value with shareholders and increases motivation to improve business results. The system consists of base remuneration (corresponding to roles and responsibilities and linked to individual performance evaluation), performance-linked remuneration (corresponding to results in each term, based on quantitative factors such as net income attributable to owners of the parent and shareholder dividends) and performance-based stock compensation (linked to long-term corporate value improvement). The total remuneration in each category is notified to shareholders. Director remuneration is determined by the Board of Directors based on factors such as internal remuneration standards, within the framework of total remuneration determined at the General Meeting of Shareholders. • Individual performance evaluations reflected in remuneration are discussed between Representative Directors, including management content and economic conditions. To enhance objectivity and transparency and ensure the appropriateness of decision-making, the opinions of Independent Outside Directors and full-time Audit & Supervisory Committee members are also considered. The structure of the remuneration system is also reviewed by the Board of Directors as required.

• Details of the Director Remuneration System

Position	Classification	Remuneration Principles	Overview of Remuneration System
Directors (Excluding Those who are Audit & Supervisory Committee Members)	Base remuneration	Linked to job duties and annual individual performance evaluations	No greater than ¥290 million per annum (no greater than ¥30 million per annum for Outside Directors)
	Performance-linked remuneration	Linked to the year's business results, taking into consideration quantitative factors such as net profit and dividends attributable to the parent's shareholders	
	Performance-based stock compensation	Linked to medium- to long-term business performance improvement	• The maximum cash contribution by the Company shall be ¥70 million per annum. • The maximum number of shares to be delivered to Directors, the proceeds of which will be paid to Directors, shall not be greater than 240,000 shares per annum. * The initial eligible period is the three fiscal years from the year ending March 31, 2022, to the year ending March 31, 2024
Audit & Supervisory Committee Members	Base remuneration	Linked to job duties	No greater than ¥60 million per annum

• Outside Director Activities / Reasons for Appointment

Classification	Name	Outside Director Activities / Reasons for Appointment
Outside Director	Ryo Matsukawa	Mr. Matsukawa's role is to supervise the Company's management objectively and professionally based on his extensive knowledge and experience in the plant engineering industry and corporate management. He attended all Board of Directors' meetings (17) in fiscal 2023 and provided comments ensuring appropriateness of decision-making. He fulfilled his role by providing suggestions, advice and other comments from a multifaceted and expert perspective on all aspects of Company management.
Outside Director	Yutaka Kunigo	Mr. Kunigo's role is to supervise the Company's management objectively and professionally based on his extensive knowledge and experience in the energy industry and corporate management. He attended all Board of Directors' meetings (17) in fiscal 2023 and provided comments ensuring appropriateness of decision-making. He fulfilled his role by providing suggestions, advice and other comments from a multifaceted and expert perspective on all aspects of Company management.
Outside Director	Shoko Kuroki	Ms. Kuroki has been appointed as an Outside Director in the expectation that she will contribute to the oversight of the management of the Company from an objective and professional standpoint as an Outside Director by drawing on her extensive knowledge and experience in the areas of ESG, accounting and finance.
Outside Director (Audit & Supervisory Committee Member)	Hisashi Ito	Mr. Ito's role is to apply his extensive overseas and corporate management experience to objectively audit and supervise Company management from a multifaceted perspective. He attended all Board of Directors' meetings (17) and Audit and Supervisory Committee meetings (18) during fiscal 2023 and provided comments ensuring appropriateness of decision-making. He fulfilled his role by using his knowledge of financial accounting to make proposals and provide advice regarding all aspects of Company management.
Outside Director (Audit & Supervisory Committee Member)	Yumiko Matsuo	Ms. Matsuo has knowledge and experience as a lawyer and has been appointed as an Outside Director in the expectation that she will strengthen the Company's legal and compliance resources and governance management by auditing and supervising the management team from objective perspectives with her high level of expertise.

Corporate Governance

Directors and Audit & Supervisory Committee Members

Masakazu Sakakida
Chairman of the Board

1981: Joined Mitsubishi Corporation (Heavy Machinery Department)
2001: Mitsubishi International Corporation, New York, USA
2006: General Manager, Plant & Heavy Machinery Unit, Plant & Industrial Machinery Business Division of Mitsubishi Corporation
2012: General Manager for Group Strategy Planning, Machinery Group CEO Office, and Group CIO*1, Machinery Group of Mitsubishi Corporation
2013: Senior Vice President, Chairman & Managing Director, Mitsubishi Corporation India Private Ltd., and Deputy Regional CEO, Asia & Oceania (Southwest Asia) (New Delhi)
2017: Executive Vice President, Corporate Functional Officer, Chief Compliance Officer and Officer, Emergency Crisis Management Headquarters of Mitsubishi Corporation
2021: Director of Mitsubishi Corporation Representative Director, Chairman of the Board, CEO and CWO of the Company
2022: Representative Officer, Chairman, President & CEO, CSO and CWO of the Company (current position)
2024: Chairman of the Board (current position)

Koji Ota
Representative Director, President & CEO, CSO

1989: Joined Mitsubishi Corporation (Heavy Machinery Dept.)
2012: General Manager, Smart Community Business Integration Unit, Environment & Infrastructure Business Division of Mitsubishi Corporation
2013: General Manager, Environment Energy Business Unit, Environment & Infrastructure Business Division of Mitsubishi Corporation
2015: Director, Lithium Energy Japan
2018: Director, Executive Vice President, Lithium Energy Japan
2019: Senior Vice President, Division COO, Plant Engineering Division of Mitsubishi Corporation
2022: Executive Vice President, Group CEO, Industrial Infrastructure Group, Division COO, Plant Engineering Div. of Mitsubishi Corporation Director of the Company
2023: Executive Vice President, Group CEO, Industrial Infrastructure Group of Mitsubishi Corporation
2024: President & CEO, CSO of the Company (current position)

Hiroyuki Shimizu
Director, Senior Executive Vice President & CWO

1984: Joined the Company
2016: Vice President, Deputy Division Director of Gas & LNG Project Operations No.1 of the Company
2019: Senior Vice President, Energy Business Operations and Division Director of Energy Project Operations Division of the Company
2021: Executive Vice President, Energy Business Operations, Division Director of Energy Project Operations Division of the Company
2024: Senior Executive Vice President, Operations Director of Energy Project Operations Division & CWO of the Company (current position)

Atsushi Deguchi
Representative Director, Executive Vice President, CFO & CCO

1991: Joined The Bank of Tokyo Ltd. (now MUFG Bank, Ltd.)
2016: President of Bank of Tokyo-Mitsubishi UFJ Turkey A.S. (now MUFG Bank Turkey A.S.)
2018: President, MUFG Bank Turkey A.S.
2019: Managing Director, Head of Corporate Banking Division 1, Corporate Banking Group 1, MUFG Bank, Ltd.
2020: Executive Officer, Managing Director of Corporate Planning Department (Special Assignment), MUFG Bank, Ltd.
2021: Executive Officer, Regional Executive, MUFG Bank of India and Sri Lanka
2023: Representative Director, Executive Vice President, CFO, CCO and Division Director of the Finance & Accounting Division of the Company (current position)

Naoki Kobayashi
Representative Director, Executive Vice President

1998: Joined Mitsubishi Corporation (Heavy Machinery Department)
2012: Executive Vice President, General Manager of Rio de Janeiro Branch, Mitsubishi Corporation (Brazil)
2016: General Manager, Plant Projects Department, Mitsubishi Corporation
2018: General Manager, Infrastructure & Industrial Projects Department, Mitsubishi Corporation
2019: General Manager, Chiyoda Turnaround and Growth Management Office, Plant Engineering Division, Mitsubishi Corporation
2020: Assistant to Division Director, Strategy & Risk Integration Division of the Company
2021: Vice President, Strategy & Risk Integration Division and Assistant to Division Director, Technology & Engineering Division of the Company
2023: Senior Vice President, Division Director of Strategy & Risk Integration Division of the Company
2024: Representative Director, Executive Vice President Division Director of Strategy & Risk Integration Division of the Company (current position)

Takuya Kuga
Director

1986: Joined Mitsubishi Corporation (General Machinery Dept.)
1997: Vice President, MC Realty, Inc.
2008: President and Representative Director, Diamond Realty Management Inc.
2009: President and Chief Executive Officer, Mitsubishi Crop. -UBS Realty Inc.
2013: General Manager, Strategic Planning Office, Real Estate Development and Construction Division of Mitsubishi Corporation
2017: Senior Vice President, Division COO, Real Estate Business Division of Mitsubishi Corporation
2019: Senior Vice President, Division COO, Urban Infrastructure Division and General Manager, Urban Development Group CEO Office of Mitsubishi Corporation
2022: Executive Vice President, Group CEO, Urban Development Group of Mitsubishi Corporation Outside Director, Mitsubishi HC Capital Inc.
2024: Executive Vice President, Group CEO, Urban Development & Infrastructure Group of Mitsubishi Corporation(current position) Director of the Company (current position)

Ryo Matsukawa
Outside Director*2

1979: Joined Tokyo Shibaura Electric Co., Ltd. (currently Toshiba Corporation)
2007: General Manager, Technology Management Div., Toshiba Corporation Power Systems Company
2011: General Manager, Fuchu Complex, Toshiba Corporation Power Systems Company
2013: Executive Quality Leader, Toshiba Corporation Power Systems Company
2014: Representative Director, President and Chief Executive Officer, Toshiba Plant Systems & Services Corporation
2021: Outside Director of the Company (current position)

Yutaka Kunigo
Outside Director*2

1977: Joined Tokyo Gas Co., Ltd.
2010: Managing Executive Officer, Chief Executive of Resources Business Division of Tokyo Gas Co., Ltd.
2013: Director, Managing Executive Officer, Chief Executive of Energy Production Division of Tokyo Gas Co., Ltd.
2014: Representative Director, Vice President, Executive Officer, Chief Executive of Energy Solution Division of Tokyo Gas Co., Ltd.
2015: Representative Director, Vice President, Executive Officer responsible for Power Business Planning Department, Business Renovation Project Department, and Sales Innovation Project Department of Tokyo Gas Co., Ltd.
2016: Representative Director, Vice President, Executive Officer responsible for Power Business Control Department, Chief Executive of Energy Production Division responsible for Power Business Planning Department of Tokyo Gas Co., Ltd.
2017: Director and Chairman, Tokyo Gas Engineering Solutions Corporation
2020: Outside Director, Nippon Paper Industries Co., Ltd. (current position)
2022: Outside Director, Ise Chemicals Corporation (current position)
Outside Director of the Company (current position)

Shoko Kuroki
Outside Director*2

1987: Joined Mitsubishi Trust and Banking Corporation (currently Mitsubishi UFJ Trust and Banking Corporation)
2017: Director, Corporate Officer, General Manager of General Affairs and Accounting Headquarters (CFO / CHRO) of JASTEC Co., Ltd.
2019: Assistant to CAO, Fuji Oil Holdings Inc. Outside Director, IX Knowledge Inc. (current position)
2021: Outside Director, C'BON COSMETICS Co., Ltd.
2022: Professor, Faculty of Economics, Teikyo University (current position)
2023: Outside Director, Osaki Electric Co., Ltd. (current position)
2024: Outside Director, Park24 Co., Ltd. (current position)
Outside Director of the Company (current position)

Shuhei Watanabe
Director
Full-Time Audit and Supervisory Committee Member

1991: Joined Mitsubishi Corporation (Energy Administration Department)
2013: Department Manager, MC Group Business Infrastructure Support Office and Team Leader, Planning & HR Team of Corporate Division, Mitsubishi Corporation
2014: General Manager, Business Administration Department, Metal One Corporation
2016: General Manager, Corporate Accounting Department, Metal One Corporation
2018: Chief Financial Officer, Latin America and Caribbean Region, Mitsubishi Corporation and Chief Financial Officer, Mitsubishi Corporation do Brasil S.A.
2021: Board Director, Senior Managing Executive Officer, Mitsubishi Corporation Life Sciences Limited
2023: Director of the Company (Full-Time Audit and Supervisory Member) (current position)

Hisashi Ito
Outside Director
Audit and Supervisory Committee Member*2

1983: Joined The Mitsubishi Trust and Banking Corporation (currently Mitsubishi UFJ Trust and Banking Corporation)
2005: General Manager, Money Market Activities Division, Mitsubishi Trust and Banking Corporation
2010: General Manager, London Branch, Mitsubishi UFJ Trust and Banking Corporation Executive Officer, Mitsubishi UFJ Trust and Banking Corporation
2012: Managing Executive Officer, Mitsubishi UFJ Trust and Banking Corporation
2013: Managing Director, Mitsubishi UFJ Trust and Banking Corporation
2015: Senior Managing Director (Representative Director) and CIO, Mitsubishi UFJ Trust and Banking Corporation
2016: Representative Director, Senior Managing Executive Officer and CIO
2017: Representative Director, President, The Master Trust Bank of Japan, Ltd.
2019: Representative Director and Chairman, Mitsubishi UFJ Trust Systems Co., Ltd.
2020: Outside Director (Audit & Supervisory Committee Member) of the Company (current position)
2023: Advisor, Mitsubishi UFJ Trust Systems (current position)

Yumiko Matsuo
Outside Director
Audit and Supervisory Committee Member*2

1990: Registered as a lawyer (Daini Tokyo Bar Association) Joined Anderson Mori & Rabinowitz (currently Anderson Mori & Tomotsune)
1995: Admitted to practice of law in the State of New York, United States of America
1997: Joined Hirakawa, Sato & Kobayashi (currently City-Yuwa Partners)
2010: Registered as a lawyer (Kanagawa Bar Association) Joined Minato International Law Office (current position)
2016: Outside Director, SDS Biotech K.K.
2018: Outside Director, Triumfield Holdings Co., Ltd. (current position)
2020: Outside Director (Audit & Supervisory Committee Member), Kawasumi Laboratories, Inc. (currently SB-Kawasumi Laboratories, Inc.)
2020: Outside Director (Audit & Supervisory Committee Member), Transaction Co., Ltd. (current position)
2022: Outside Director (Audit & Supervisory Committee Member), Sigmakoki Co., Ltd. (current position)
2024: Outside Director (Audit & Supervisory Committee Member) of the Company (current position)

*1 Chief Information Officer *2 Outside Director as stipulated in Article 2, Item 15 of the Companies Act (five Outside Directors are Independent Directors)

Executive Officers

President
Koji Ota (CEO & CSO)

Senior Executive Vice President
Hiroyuki Shimizu (CWO)

Executive Vice President
Atsushi Deguchi (CFO & CCO)
Naoki Kobayashi
Tetsuya Konno

Senior Vice President
Norimasa Matsuoka
Masaki Kumagai (CHRO*3 & CDO*4)
Toshiaki Saito
Takayuki Naito
Daiki Kasugahara

*3 CHRO…Chief Human Resources Officer
*4 CDO…Chief Digital Officer

Vice President
Keio Naruko
Masami Tamura
Katsuhiko Jogan
Yuzo Masuda
Kimiho Sakurai
Masato Matsubara
Nobutaka Nagahashi
Toshiyuki Ito

Risk Management

Basic Principles

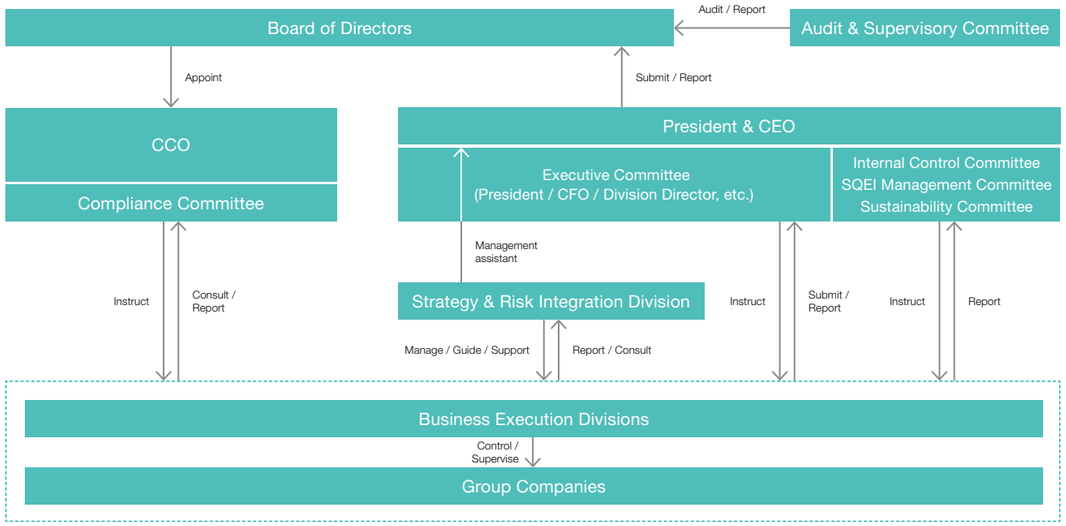
The Chiyoda Group continues to enhance the sophistication of its risk management and project execution systems to minimize future uncertainties and losses (risks) and maximize opportunities (returns). We recognize that risk management is a continuous process that the entire organization must address, and are building, executing, and improving appropriate risk management frameworks with the aim of continuously improving our corporate value.

Risk Management System

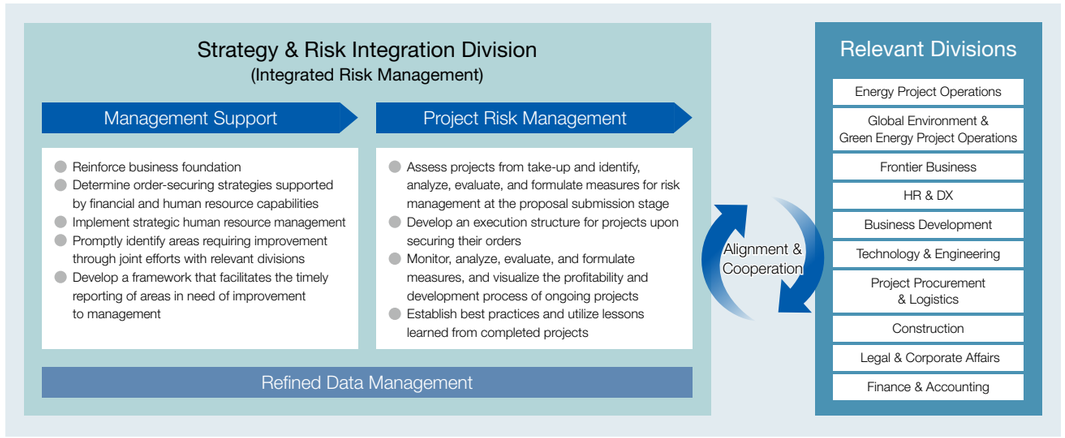
The Chiyoda Group continuously enhances the reporting, informing and consulting processes (known as the 'Ho-Ren-So' principle in Japanese business culture) as part of company regulations and harness employee feedback from regular risk management workshops organized to raise risk awareness and instill a risk-conscious culture throughout the Group.

The Strategy & Risk Integration Division serves support and check functions covering Companywide management and regarding each division within the Company, and promotes risk management on a Companywide basis. It also assumes the role of a 'control tower' in project management, centrally managing project risk identification and mitigation and providing management support throughout every stage of a project from estimating and prior negotiations to execution, completion, and delivery.

• Risk Management System



• Project Risk Management Structure



Safety Management

Basic Principles

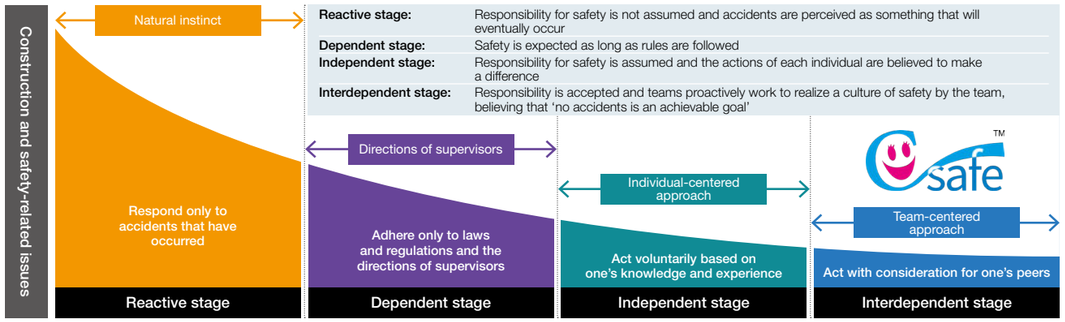
The Chiyoda Group is aware that contributing to the development of a sustainable society is the starting point of our business activities, and is working to promote SQE (safety, quality and environment) management under our Corporate SQE Policy so that everyone employed by the Group demonstrates leadership and works together with stakeholders to meet the requirements of our customers and society.

Refer to our website for details on our Corporate SQE Policy.
https://www.chiyodacorp.com/en/about/policy/#corporate

C-Safe Program

All executives and employees in the Chiyoda Group continuously receive education and training that incorporates C-Safe, our proprietary safety program, and attend with a sense of responsibility and self-awareness.

In 2020, we adopted the DuPont Sustainable Solutions Bradley Curve™, identifying four stages of safety culture maturity, with a view to assessing safety on construction sites and, by combining this approach with our C-Safe Program, we are currently advancing from the independent stage to the interdependent stage. To meet our 'duty of care' obligations as a responsible employer, and recognizing that the health of employees is a key determinant of productivity, we have also initiated programs to maintain the physical and mental health of all Group personnel, focusing on improving our working environment and promoting a supportive management culture. The C-Safe management system is specifically designed to address the challenges and complexities of health and safety management on construction sites. With a strong focus on leadership, commitment and employee involvement, the program provides a foundation for a safe, healthy working environment by going further than merely addressing compliance to legislation, rules and regulations. Through the proactive involvement of all directors in leading improvements of working habits and employees changing unsatisfactory ingrained methods of working, C-Safe requires all Group personnel to consciously contemplate what actions we should demonstrate, tolerate and reward.

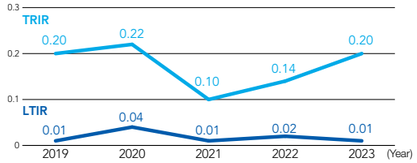


Source: DuPont Bradley Curve™

Safety Performance

As stated in the Chiyoda Group's SQE policy, we believe that 'safety is the first priority' and 'every incident is preventable,' and we relentlessly pursue zero accidents and incidents in the workplace, while instilling a 'learner mindset' on all our construction sites. The graph on the right illustrates the Chiyoda Group's safety performance over the five calendar years up to 2023 and we continue to monitor LTIR*1 and TRIR*2 on domestic and overseas construction sites as key safety indicators.

• TRIR / LTIR at Overseas and Domestic Sites



*1 Lost time incident rate, number of victims (work absence, including fatal cases) / total number of hours worked x 200,000
*2 Total recordable incident rate, number of victims (includes death, work absence, work restriction, medical treatment) / total number of hours worked x 200,000

Environment Day

On the UN's World Environment Day, the Chiyoda Group's offices and construction sites in Japan and overseas held various events to share information about the importance of land restoration in order to raise awareness about environmental protection and inspire people to take action, and the Group will continue its efforts to spread the message about the importance of the environment.

Planting Trees for the Future by Chiyoda Philippines Corporation

Intellectual Property

Basic Principles

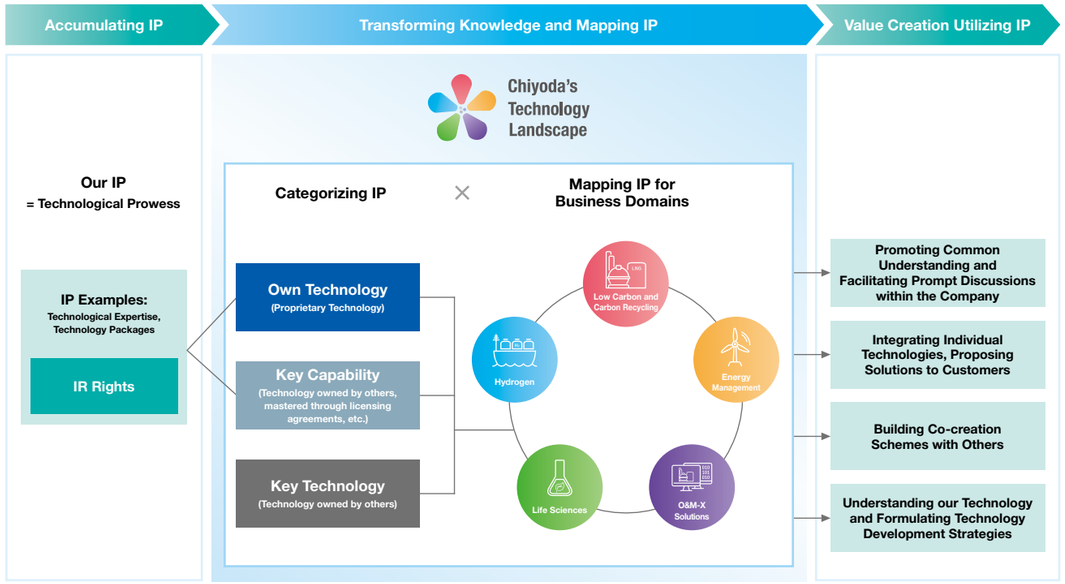
Chiyoda protects our intellectual property (IP) to fuel our position ahead of the competition. We also implement rigorous measures to protect the IP of others to avoid infringements.

Chiyoda's Technology Landscape

Chiyoda's IP is our technical prowess, and we have established Chiyoda's Technology Landscape to transform tacit knowledge into explicit knowledge and map IP for value creation.

As an integrated engineering company, we socially implement systems that combine our own internal technologies and external technologies owned by others to accumulate IP in the form of technological expertise and technology packages.

We classify our IP into three categories: (1) Own Technology (proprietary technology), (2) Key Capability (technology owned by others, mastered through licensing agreements, etc.) and (3) Key Technology (technologies owned by others). We map these categories across our six business domains into Chiyoda's Technology Landscape, shared within Chiyoda to promote value creation, such as proposing solutions to customers, building co-creation schemes with others and formulating technology development strategies.



Employee Message

The Intellectual Property Section of the Corporate Planning Department coordinated Chiyoda's Technology Landscape with the cooperation of each department. Chiyoda's Technology Landscape made us realize how diverse and competitive the Company's intellectual property is. We are also using it to visualize methods for managing intellectual property in R&D and business development, which is becoming increasingly complex. I believe that the visualization of intellectual property management methods is another foundational element of 'Enriching Society through Engineering Value.'

Hiroshi Oinaka (Patent Attorney)
Intellectual Property Section Leader,
Corporate Planning Department

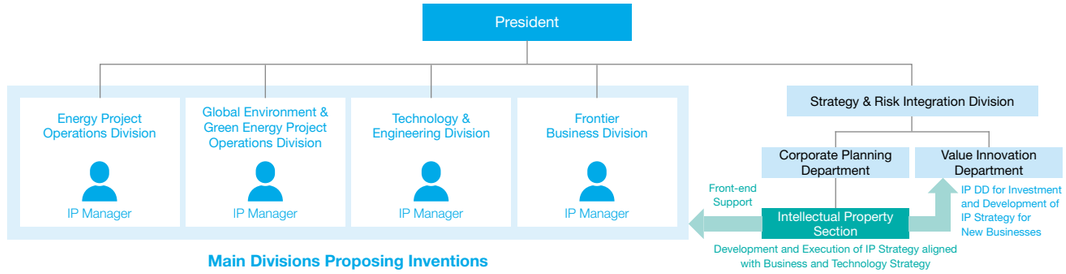
Organizational Structure

The IP Section is part of the Corporate Planning Department, which consolidates our Companywide business and technology strategies. It formulates and implements IP strategy aligned with business and technology strategies.

The IP Section visualizes and organizes our IP, and that of others, related to new businesses, using methods such as IP landscaping to identify technologies for development and partnering.

The IP Section also collaborates with business and technology divisions to extract inventions and organize our patent portfolio, and implements stringent and comprehensive IP investigations prior to developing a new business to mitigate the risk of infringing the IP rights of others.

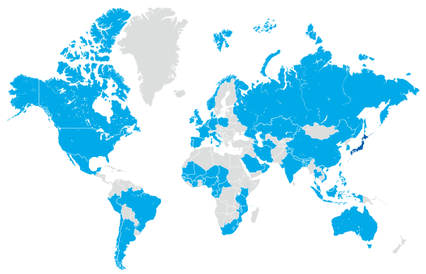
The IP Section also conducts IP Due Diligence (IP DD) for the Value Innovation Department prior to investing in start-up companies and conducts IP strategy development for new businesses adopted in the in-house entrepreneurship program.



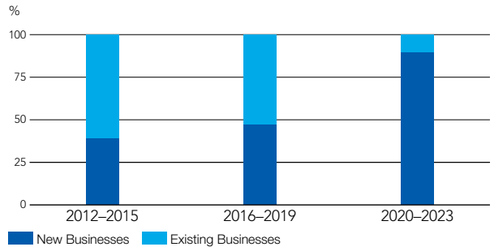
Patent Portfolio

Chiyoda conducts business worldwide and applies for patents across the globe, currently holding patents in 64 countries and regions.

• Countries and Regions in Which Chiyoda Holds Patents (as of May 2024)



• Percentage of Filed Patent Applications Related to New / Existing Businesses in Four-year Periods



Employee Message

I transferred from the Pharmaceutical Project Section to the Intellectual Property Section in September 2023.

Each day, I utilize my experience in the engineering, procurement and construction (EPC) business in my initiatives to visualize the know-how and technology (intellectual property) our EPC business has developed, transform tacit knowledge into explicit knowledge and acquire rights. Other work of mine includes elements such as investigating how we can utilize the know-how and technology we have developed as we expand our new businesses and what technology we should acquire in future. During my investigations, I communicate with each business department and use IP landscaping methods. I aim to continue working together with each business department on these intellectual property activities so that we can fully utilize the Company's intellectual property as a tool for 'Enriching Society through Engineering Value.'

Azumi Furuichi
Intellectual Property Section,
Corporate Planning Department

Data Section

In this section, we provide key data on the Chiyoda Group, financial results over the past 11 years and ESG initiatives.

CONTENTS

Key ESG Data

Environmental Initiatives

We strive to remain a Company that is indispensable to society by fully leveraging highly-refined technologies and aiming to achieve harmony with the Earth and economic and social activity.

KPI	Unit	2020/3	2021/3	2022/3	2023/3	**2024/3**
CO_2 emissions*1						
Scope 1	t-CO_2	–	52,942	60,395	86,336	89,218
Scope 2	t-CO_2	–	16,870	8,843	7,293	5,779
Scope 1 + 2*2	t-CO_2	–	69,812	69,238	93,629	94,997
Environmental Data for Domestic Construction Sites						
Industrial waste disposal quantity (excluding sludge)	Tons	22,223	13,549	16,577	9,905	3,108
Final landfill disposal quantity (excluding sludge and incinerated ash)	Tons	1,464	1,432	828	787	472
CO_2 emissions	Tons-CO_2	4,642	–	–	–	–
Industrial waste recycling rate (excluding sludge)	%	92.8	89.7	95.0	92.1	84.8
Electronic manifest penetration rate	%	90.8	90.2	99.0	99.5	76.3
Adoption of environmental proposals	Cases	236	237	132	138	116
Environmental Data for Overseas Construction Sites						
Industrial waste disposal quantity	Tons	6,868	4,097	3,841	12,207	23,184
Final landfill disposal quantity (excluding recyclable resources and incinerated ash)	Tons	4,624	3,075	1,976	4,873	5,480
CO_2 emissions	Tons-CO_2	56,970	–	–	–	–
Industrial waste recycling rate	%	17.0	3.5	5.6	49.5	75.5
Adoption of environmental proposals	Cases	111	150	98	59	52
Environmental Data for Chiyoda Group Company Offices						
Power consumption	1,000 kWh	9,313	8,294	8,426	8,415	9,043
Energy consumption	kl	3,018	2,678	2,754	2,807	2,953
CO_2 emissions	Tons-CO_2	5,685	–	–	–	–
Chilled water consumption	1,000 m^3	15.2	9.8	11.3	17.0	12.9
Steam consumption	GJ	4,633	4,849	5,428	5,434	4,480
Cold water consumption	MG	13,785	10,865	10,938	11,880	12,648
Waste disposal volume	Tons	281	214	147	208	285
Waste recycling rate	%	96.5	92.9	89.7	88.2	94.7
Printing paper consumed	Tons	70	43	25	23	19

*1 CO_2 emissions have been presented by scope since 2020. Chiyoda Group offices include overseas Group companies.
*2 Chiyoda Global Headquarters and Koyasu Office & Research Park are included in domestic office category (Tokyo Office is not included). Joint Venture ratio is applied to overseas construction sites.

Governance Initiatives

We always conduct business in a fair, sustainable manner based on high ethical standards, and strive to enhance transparency and stability.

KPI	Unit	2020/3	2021/3	2022/3	2023/3	**2024/3**
Compliance-related Actions						
Number of employees receiving compliance training (new recruits, mid-career hires, and executives and associate executives)	Persons	114	114	83	123	106
Number of employees receiving compliance training (overseas assignment, site managers at field offices, export control, and bribery prevention)	Persons	248	422	1,254	1,788	3,303
Number of companywide employees attending seminars held by external instructors*3	Persons	711	2,021	1,235	1,921	–
Number of employees receiving compliance training via e-learning	Persons	5,704	5,189	5,179	5,289	5,064
Number of reports submitted under the Compliance Consultation and Whistleblowing System	Cases	98	93	108	64	81
Initiatives for Business Continuity						
Business continuity plan (BCP) training	Times	0	1	0	2	2
Actions for Information Security						
Number of serious information security-related incidents	Cases	0	0	0	0	0
Governance-related Data						
Number of outside directors	Persons	5	4	4	4	4

*3 Starting in fiscal 2023, the number of companywide employees attending seminars held by external instructors is included in the number of employees attending compliance training.

Social Initiatives

We strive to contribute to local communities through human resource development and environmental protection in our businesses. We also respect the diversity and individuality of our employees, and aim to create a corporate culture that is comfortable and rewarding to work in and which employees and their families are proud to be part of.

KPI	Unit	2020/3	2021/3	2022/3	2023/3	**2024/3**
Employee Status						
Average years of service	Years	12.7	14.2	14.2	12.2	13.3
Average age of employees	Years	41.3	41.2	41.4	41.8	42.2
Turnover rate excluding retirement	%	4.7	2.9	3.6	3.3	5.3
Employee Diversity						
Ratio of female employees among new recruits	%	27	31	21	24	20
Number of female employees among new recruits	Persons	14	11	7	10	11
Ratio of mid-career employment	%	16.1	36.7	59.1	66.1	52.2
Ratio of women among all employees	%	16	16	17	17	16
Average years of service of female employees	Years	9.0	9.4	9.6	9.6	10.1
Number of women in management positions	Persons	28	28	54	90	17
Ratio of women in management positions	%	3.8	3.7	6.3	8.3	3.5
Ratio of employment of persons with disabilities	%	1.7	1.7	1.6	1.6	2.1
Number of non-Japanese employees	Persons	73	77	71	78	76
Employee Support						
Number of employees taking childcare leave	Persons	28	43	50	68	56
Number of employees taking sick / injured childcare leave	Persons	23	18	4	6	8
Number of employees taking nursing care leave	Persons	10	10	5	4	6
Number of employees taking temporary retirement for nursing care	Persons	1	0	0	0	2
Number of employees working reduced hours for childcare	Persons	27	24	31	39	46
Number of employees dispatched for on-site training / on-site instruction	Persons	47	24	25	30	50
Volunteer Activities						
Number of employees participating in reconstruction assistance	Persons	9	0	0	0	14
Number of employees participating in cleanup activities (around Chiyoda Global Headquarters and Koyasu Office)	Persons	120	25	8	12	122
Number of vaccines donated through the collection of plastic bottle caps under ECOCAP Program	Vaccines	278	207	184	210	228
Number of school lunches donated through TABLE FOR TWO	Lunches	1,557	1,386	1,288	1,285	1,370

Note 1: Employees of the Company who are seconded to other companies were previously not included in the total number of employees, however, starting in fiscal 2023, employees of the Company who are seconded to other companies are included in the total, and employees of other companies seconded to the Company are not included.
Note 2: Starting in fiscal 2023, targets for management position totals have been changed from GL / section manager level and above (C2 positions and above) as stated in the Action Plan to Promote Women's Advancement to supervisory positions in line with Japan's Labor Standards Act (C1 positions and above).

Eleven-Year Summary

Chiyoda Corporation and Consolidated Subsidiaries

Millions of yen (excluding key ratios)

	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3	2022/3	2023/3	2024/3
Results for the Year											
Revenue	446,147	480,979	611,548	603,745	510,873	341,952	385,925	315,393	311,115	430,163	505,981
Gross Profit (Loss)	41,462	45,651	41,520	38,223	8,618	(181,148)	42,823	20,061	22,794	32,709	(157)
SG&A Expenses	20,383	24,185	25,505	22,543	20,948	18,647	16,033	13,046	12,249	14,592	14,849
Operating Income (Loss)	21,079	21,466	16,015	15,680	(12,330)	(199,795)	26,789	7,015	10,545	18,116	(15,006)
Ordinary Income (Loss)	22,837	22,271	16,205	(3,080)	(10,100)	(192,998)	18,644	8,462	11,431	20,322	(5,461)
Net Income (Loss) Attributable to Owners of the Parent	13,447	11,029	3,375	(41,116)	6,445	(214,948)	12,177	7,993	(12,629)	15,187	(15,831)
Financial Position at Year-End											
Current Assets	409,096	444,578	455,030	425,244	374,470	326,929	360,387	305,891	372,682	382,958	404,359
Current Liabilities	261,679	294,339	311,106	301,182	247,847	392,505	319,878	244,657	350,675	356,256	412,156
Total Assets	475,288	515,839	528,219	461,331	420,337	352,341	385,051	329,583	395,396	406,588	426,967
Interest-Bearing Debt	11,305	11,010	10,348	10,211	10,000	15,989	35,871	45,747	45,621	29,090	23,600
Net Assets	198,031	208,405	202,128	157,125	159,418	(59,154)	24,943	36,747	15,761	22,310	6,077
Shareholders' Equity	196,411	206,395	200,166	155,339	157,557	(60,114)	24,423	36,399	15,654	22,180	4,858
Cash Flows											
Cash Flows from Operating Activities	(17,177)	(24,145)	55,526	(4,375)	(34,115)	(37,941)	(32,217)	(20,806)	(25,591)	44,157	62,747
Cash Flows from Investing Activities	(16,796)	(5,444)	(26,750)	10,433	(1,428)	778	(7,828)	(2,250)	(3,787)	7,889	(1,567)
Cash Flows from Financing Activities	(5,249)	(4,569)	(3,942)	(2,693)	(1,468)	4,020	89,200	9,478	(4,197)	(17,057)	(5,851)
Cash and Cash Equivalents, at End of Year	145,303	113,246	136,919	138,889	101,767	68,306	115,932	98,738	69,099	106,682	166,208
Key Ratios											
Gross Profit (Loss) Margin (%)	9.3	9.5	6.8	6.3	1.7	(53.0)	11.1	6.4	7.3	7.6	(0.0)
Return on Assets (ROA) (%)	5.0	4.5	3.1	(0.6)	(2.3)	(50.0)	5.1	2.4	3.2	5.1	(1.3)
Return on Equity (ROE) (%)	7.0	5.5	1.7	(23.1)	4.1	(441.2)	(68.2)	26.3	(48.5)	80.3	(117.1)
Shareholders' Equity Ratio (%)	41.3	40.0	37.9	33.7	37.5	(17.1)	6.3	11.0	4.0	5.5	1.1
Current Ratio (%)	156.3	151.0	146.3	141.2	153.0	83.3	112.7	125.0	106.3	107.5	98.1
Debt Equity Ratio (DER) (Times)	0.06	0.05	0.05	0.07	0.06	(0.27)	1.47	1.26	2.91	1.31	4.86
Earnings Per Share (EPS) (Yen)	51.91	42.58	13.03	(158.76)	24.89	(830.02)	40.94	22.76	(56.88)	50.54	(69.22)
Book-value Per Share (BPS) (Yen)	758.31	796.89	772.89	599.83	608.41	(232.13)	(182.07)	(143.94)	(218.11)	(201.02)	(275.91)
Dividend Per Common Share (Yen)	16	13	10	6	7.5	–	–	–	–	–	–
Common Dividend Payout Ratio (%)	30.8	30.5	76.7	38.7	30.1	–	–	–	–	–	–
Dividend Per Type A Preferred Share* (Yen)							–	20.78	–	–	–
Price Earnings Ratio (PER) (%)	25.6	24.1	63.3	(4.5)	40.3	(0.3)	5.2	21.0	(8.3)	7.7	(5.8)

* Type A Preferred Shares were issued in July 2019.

Corporate Information

(As of March 31, 2024)

Company Profile

Company Name	Chiyoda Corporation
Established	January 20, 1948
Paid-In Capital	¥15,014 million
Number of Employees	3,496 (consolidated and equity-method affiliates)
Business Activities	Integrated engineering business
Main Offices	Chiyoda Global Headquarters Koyasu Office & Research Park
Project Experience	In over 60 countries

Stock Information

Fiscal Year	April 1 to March 31 of the following year	
Ordinary General Meeting of Shareholders	June	
Number of Authorized Shares	Common Stock Type A Preferred Shares	1,500,000,000 175,000,000
Number of Issued and Outstanding Shares	Common Stock Type A Preferred Shares	260,324,529 (1 unit = 100 shares) 175,000,000 (1 unit = 1 share)
Number of Shareholders	Common Stock Type A Preferred Shares	41,237 1
Listing of Shares	Tokyo Stock Exchange, Standard Market	
Stock Transaction Unit	100 shares	

Major Shareholders

1. Common Stock (10 Largest Shareholders)

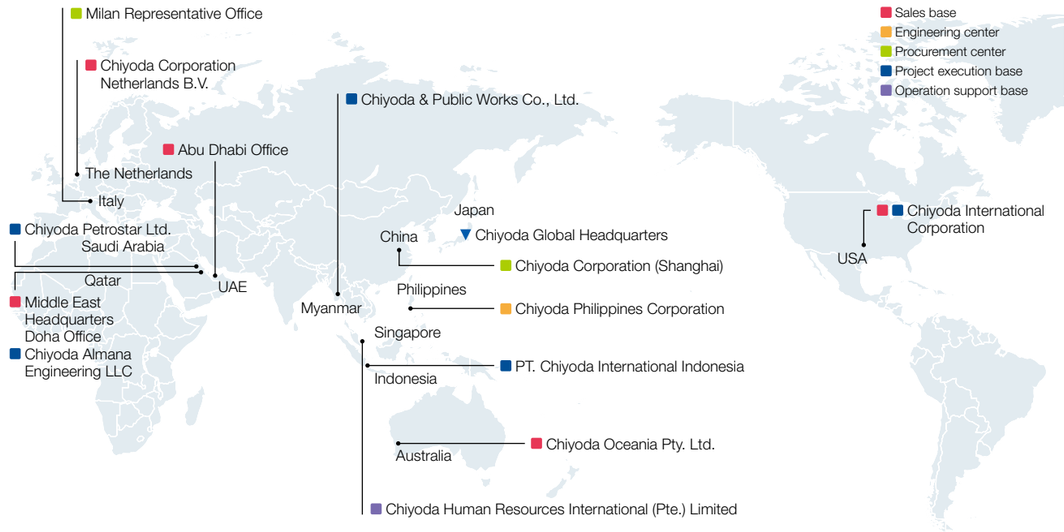
Shareholder	Number of Shares Owned (Thousands of Shares)	Ratio of Shares Owned (%)
Mitsubishi Corporation	86,931	33.46
MUFG Bank, Ltd.	9,033	3.47
Chiyoda Employee Shareholding Association	4,737	1.82
The Mitsubishi UFJ Trust & Banking Corp.	3,874	1.49
SSBTC CLIENT OMNIBUS ACCOUNT	2,641	1.01
JP MORGAN CHASE BANK 385781	2,139	0.82
Chiyoda Kyoeikai	2,102	0.80
The Tokyo Tanshi Co., Ltd.	2,100	0.80
Ueda Yagi Tanshi Co., Ltd.	2,092	0.80
Meiji Yasuda Life Insurance Company	2,039	0.78

2. Type A Preferred Shares

Shareholder	Number of Shares Owned (Thousands of Shares)	Ratio of Shares Owned (%)
Mitsubishi Corporation	175,000	100%

Breakdown of Shareholders

Chiyoda's Global Network (Major Overseas Subsidiaries and Offices)



Major Subsidiaries and Affiliated Companies

Engineering

Chiyoda X-ONE Engineering Corporation (CXO)

Services: Comprehensive engineering business (planning, engineering design, procurement, construction, commissioning, maintenance) and insurance business (non-life insurance and life insurance agency business) related to industrial equipment, etc.

https://cxo.chiyodacorp.com/english/

Digital

TIS Chiyoda Systems Inc.

Services: Consulting, development, and operation for integrated IT systems

https://www.tc-systems.co.jp/english/

PlantStream Inc.

Services: Development and sales of 'PlantStream™'

https://plantstream 3d.com/

Business Support

Chiyoda U-Tech Co., Ltd.

Services: Technical consulting in energy and environmental fields, engineer staffing, and outsourcing services

https://www.utc-yokohama.com/english/

Arrow Business Consulting Corporation

Services: Consulting for finance and accounting

Inquiries

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Corporate Services Department
Minatomirai Grand Central Tower 4-6-2, Minatomirai, Nishi-ku, Yokohama 220-8765, Japan

Inquiries
https://www.chiyodacorp.com/en/contact/index.php

WE SUPPORT UN GLOBAL COMPACT

Chiyoda Corporation joined the UN Global Compact in 2012, declaring its commitment to 10 universal principles in the following four areas: human rights, labor, the environment, and anti-corruption. Guided also by the spirit of CSR Value, we are promoting initiatives in each of these four areas.

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