

**PRESS RELEASE**

April 2, 2018

**Summary of April 2018 CEO Message  
*Driving our 'Structural Reform' and 'Growth Strategy'***

'Structural Reform' will be driven in accordance with the Medium-Term Management Plan released in August 2017. By restructuring domestic and overseas group companies, we have achieved the first step in balancing basic earnings and fixed costs. We aim to expand the former by developing a new 'Global Environment' business field and increase profits in the execution of overseas mega projects.

The new organization focusing on the three elements of 'Energy', the 'Global Environment' and 'Cutting Edge Digital technology' commenced today.

We are also pleased to announce the appointment of six new chief officers as follows:

- CTMO (Chief Talent Management Officer): responsible for optimizing human resources
- CCO (Chief Compliance Officer): responsible for ensuring employees focus on compliance
- CSO (Chief Sustainability Officer): responsible for a sustainable society and decarbonization
- CHRO (Chief Human Resources Officer): responsible for promoting human resources development
- CDO (Chief Digital Officer): responsible for exploring new business fields with cutting edge digital technology
- Co-CDO: responsible for developing engineering tools by utilizing digital technology.

Our 'Growth Strategy' will bring tangible benefits in 2018. Power management, by combining renewable energy and battery sources, investment in new bio-technology and business models utilizing AI technology are all emerging markets. Furthermore, Final Investment Decisions (FID) of overseas mega projects will accelerate and we should secure a mega EPC project this fiscal year.

Structural change in energy demand and supply, increased awareness of the global environment and changes in industry structure from cutting edge digital technology have all become more prominent. We should therefore continue digitizing our engineering tools and always be willing to meet the challenges of an ever changing world.

Masaji Santo,  
President and CEO

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