

<Translation for Reference>

PRESS RELEASE

4 January 2020

Management's 2021 New Year Message

The following is a summary of the New Year's speech to employees by Mr. Masaji Santo, President.

Firstly, I wish to emphasize that the health and safety of all employees remains Chiyoda's first operational priority, particularly as the New Year commences under the impact of COVID-19.

We have been consolidating our company's revitalization plan over the past two years and 2021 will be critical to achieving our goals.

I am confident that our Energy Business and Global Environment & Green Energy Business Operations will secure new orders, whilst continuing to execute ongoing projects efficiently to improve profitability. I also trust that the Digital Transformation and Frontier Business Divisions, which engage in new business fields such as the hydrogen supply chain, established in 2019, will seize upon new opportunities and will be similarly successful. Although consisting of domestic and international affiliates with many business divisions, Chiyoda aims to become a successful 'One Team' enterprise that continues to contribute to society's prosperity by delivering effective solutions for our customers.

I reiterate; this year is vital for achieving our revitalization goals. I sincerely request the contribution of all employees in making our organization successful in the pursuit of excellence by using your best endeavors when completing your tasks.

Let us strive for success in good health.

For more information, please contact
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