Our Value Creation Process

Guided by the Sanki Standard management philosophy, the Sanki Engineering Group strives to fulfill its mission of realizing all types of comfortable environments and contributing to the development of a sustainable society by creating value at each step of the business process and in every business area.

Social Issues

Climate change / Resource and energy constraints / Declining population, falling birthrates, and aging population / Human rights risks / Aging infrastructure

Input

Stakeholder Needs

Decarbonization / Disaster prevention, mitigation, and resilience / Sustainable use of resources / Automation, labor-saving, and higher productivity / Safe working environments / Infrastructure maintenance and upgrades / Work-style reform / Digital transformation (DX)

Continuous Enhancement of Corporate Value

Creation of comfortable environments



Capital Assets (FY2023)

Financial Capital

104.6 billion yen Net assets 2.7 billion yen Growth investment

Manufactured Capital • Domestic bases (branches

in 18 locations and branch offices) Comprehensive training and research facility (Sanki Techno Center and R&D Center)

 Yamato Product Center 1 location

Intellectual Capital

• Proven track record and advanced technical skills across a broad range of businesses

• Test and R&D 1.53 billion yen expenditures of

Human Capital

 Number of 2,659 employees Average training cost per 78,000 yen/year capita

• Skill development for Group companies and subcontractors

Social and Relationship Capital • Credit-worthiness fostered over the years and a

solid customer base 860 companies

156 times

subcontractor groups Collaboration with business partners

· Value creation through open innovation

Collaboration with

5 projects startup companies

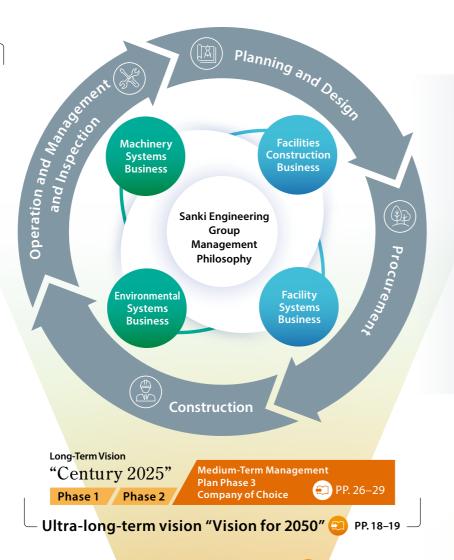
Natural Capital

• Consideration for the environment

• Input of energy and water resources 24.383 MWh

Energy use Water use

34.0 thousand m3*1



Sanki Engineering Group Material Issues PP. 24–25

Stable earnings and stronger business base

Create new

social value

suit of happines:

Contribute to a

arbon-free societ

Business Activities

Major Products and Services (FY2023)

Output

Major Products and Services

232.3 billion yen Orders received

221.9 billion yen Net sales

·Large-scale construction 20*2

Major Projects





Far Eastern Ishizuka Green PET Corporation, Himeii plani

Environmental Impact

GHG emissions

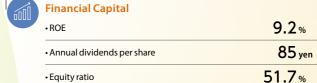
5.50 kt-co2 Scope 1 and 2 4.08 million t-CO2 Scope 3 15.3 kt*3 Industrial waste

*1 Eight sites including the Sanki Techno Center, Yamato

- Product Center, Nasu Techno Station, and field offices *2 Construction projects of over 1 billion yen each
- *3 Sites where Sanki Engineering is the Prime Contractor and domestic Group companies
- *4 Sanki Engineering construction sites (Sanki Engineering Co., Ltd. and business partners)

Value Created (FY2023)

Outcome





mplaints during construction	25 % from FY2022
lustrial accidents frequency rate	0.58*4

•Indu



Number of registered patents (as of March 31, 2024)	45Z cases



• Engagement score	51.3
Project management technician (civil works, construction, electrical construction, pipe laying works)	1,253 persons
Ratio of women in managerial positions	2.4

2.4% (non-consolidated, as of April 1, 2024) Ratio of non-Japanese employees 1.1% (non-consolidated, as of April 1, 2024) 27.4 hours Average monthly overtime work per person

67.2% · Rate of paid leave taken per person



Closer cooperation with subcontractors through subcontractor groups

Exchange views with business partners	26 companies
 Implementation and participation in open innovation 	38 projects



 Contribution to CO₂ reduction based on our proposals (for ordered projects)

44.4 kt-CO₂

• Volume of water treated using Sanki Engineering 80 million m³

 Provision of facilities equipped with highly efficient energy saving facilities based on ZEB

20 SANKI REPORT 2024 SANKI REPORT 2024 21