



Hibiya Engineering Group

Eighth Medium-term Management Plan

FY2023-FY2025

Hibiya Engineering, Ltd.

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Review of the Previous Medium-term Management Plan (FY2020-FY2022)

Achieved the financial targets set out in the seventh Medium-term Management Plan.

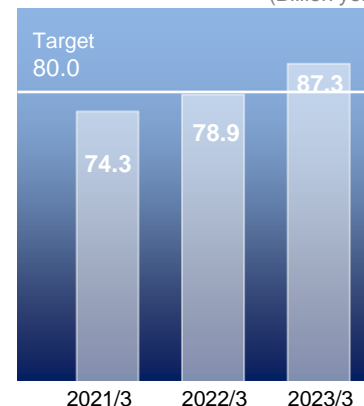
■ Summary

- The yearly results during the seventh Medium-term Management Plan generally surpassed those of the sixth Medium-term Management Plan.
- All targets for the final fiscal year of the seventh Medium-term Management Plan are expected to be met.

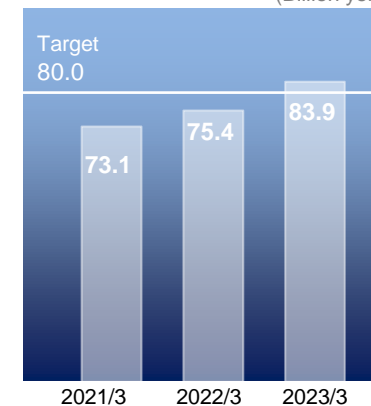
	Sixth Medium-term Management Plan targets	Seventh Medium-term Management Plan			
		Final fiscal year target	2021/3 results	2022/3 results	2023/3 results
Orders received	75.0	80.0	74.3	78.9	87.3
Net sales	75.0	80.0	73.1	75.4	83.9
Operating profit	4.0	4.5	3.9	5.6	5.9
Profit attributable to owners of parent	3.0	3.5	3.0	4.3	4.6
ROE	At least 5.0%	At least 6.0%	5.2%	7.1%	7.4%

(Billion yen)

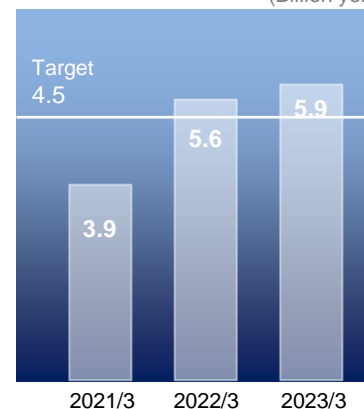
Orders received (Billion yen)



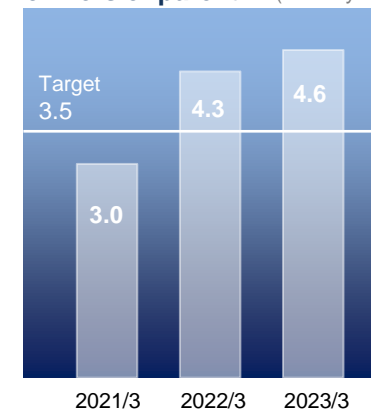
Net sales (Billion yen)



Operating profit (Billion yen)



Profit attributable to owners of parent (Billion yen)



Review of the Previous Medium-term Management Plan (FY2020-FY2022)

Business environment perception

Increasing environmental awareness

Progress in digital technologies

Corporate social responsibility

Fierce competition to secure human resources

Investment in human capital

Customers' transformation of their businesses

Markets

Data centers: Investment for the expansion of infrastructure was increasing due to growth in demand for cloud services.

Office buildings: Large-scale redevelopment projects continued to be implemented in the Tokyo metropolitan area and the Kansai area. The number of these projects was rising in other areas as well.

Production facilities: Investment in semiconductor and pharmaceutical plants was on an upward trend.

Review of the previous Medium-term Management Plan

Achievements

Issues

Core businesses

- Increased orders for the construction of new large buildings
- Implemented activities by ensuring that on-site workers and back-office staff members work as one
- Improved on-site work efficiency and improved productivity through DX

- Strategic order-taking approaches in priority areas
- Maintaining cost competitiveness by flexibly responding to price fluctuations
- Taking measures to facilitate BIM-based design and installation

Growth opportunities

- Expanded business areas through collaboration with alliance partners
- Created projects related to the CO₂ emissions reduction and energy businesses

- Applying the appliance strategy on a companywide basis
- Promoting ZEB-oriented renovation
- Increasing businesses related to DX and environmental products

Management foundation

- Developed multi-talented human resources capable of working with a variety of technologies
- Implemented a range of measures to facilitate women's participation and promote health
- Improved operational efficiency through the renovation of backbone systems

- Encouraging male employees to take childcare leave
- Taking measures to ensure compliance with upper limits on overtime work
- Streamlining operations through the application of DX

ESG

- Increased transparency of management (establishment of a Nomination and Compensation Advisory Committee, etc.)
- Took steps to enhance the Board of Directors (effectiveness evaluation, training for directors, etc.)

- Enhancing IR activities
- Taking measures to respond to requests for the appropriate disclosure of non-financial information
- Using engagement survey results effectively

Key initiatives

- Deepening sales through an area management approach in projects related to major customers, data centers and production facilities
- Improving installation efficiency, generating profit and deepening safety and quality through the appropriate assignment of installation staff members
- Increasing the profitability of the carbon neutrality (CN) business through the alliance strategy
- Applying CN and DX technologies more broadly to ensure that they are growth engines
- Reinforcing the Group's human resources base by investing in human resources
- Increasing job satisfaction through a high level of employee engagement
- Strengthening measures to protect the environment through businesses
- Maintaining and strengthening relationships with stakeholders
- Ensuring the transparency of management through the enhancement of corporate governance

Eighth Medium-term Management Plan Basic Policies

Eighth Medium-term Management Plan

Basic Policies

Deepening Core Business

Strengthen and deepen sales and technical foundation, and increase earnings capacity through optimum allocation of management resources

Expanding Business Areas

Expand growth areas through innovation

Strengthening Management Foundation

Improve human capital value through enhanced human resources management

ESG Management

Create social value by promoting sustainability-driven management

Deepening Core Business

Strengthen and deepen sales and technical foundation, and increase earnings capacity through optimum allocation of management resources

▶ **Support major customers to facilitate their transformation of their businesses**

■ **Strengthen the sales system to provide services in a timely fashion**

- Establish a new sales system for new business areas that the NTT Group aims to develop
- Make stock-based proposals to customers to address their needs such as energy-saving measures for buildings, thereby contributing to their businesses
- Take measures to ensure that members engaged in sales, installation and safety/quality work as one on new/development projects

▶ **Promote community based sales**

■ **Improve the sales system for the establishment of a business foundation**

- Conduct community-focused businesses efficiently
- Prepare sales strategies based on the market outlook for each community
- Conduct sales from community and customer perspectives



Deepening Core Business

Strengthen and deepen sales and technical foundation, and increase earnings capacity through optimum allocation of management resources

▶ Offer data center solutions

■ Promote solution-oriented sales leveraging data center-related installation technologies

- Contribute to customers regarding their problem-solving efforts through sales strategies prepared by a dedicated team familiar with data center operations
- Provide a one-stop solution including planning, proposal-making, design and installation
- Strengthen sales efforts regarding new data centers that are expected to be expanded



▶ Expand business areas into production facilities

■ Promote solutions for production facilities (semiconductor plants, pharmaceutical plants, etc.)

- Provide support for clean room construction
- Provide support measures for the achievement of carbon neutrality



▶ Other priority areas

■ Flexibly take necessary actions to tap into priority areas

- Proactively work to tap into office demand to take advantage of large-scale redevelopment projects mainly in the Tokyo metropolitan area and the Kansai area
- Continuously approach logistics companies, hotels and hospitals depending on demand trends



Deepening Core Business

Strengthen and deepen sales and technical foundation, and increase earnings capacity through optimum allocation of management resources

▶ Allocate human resources optimally and improve production efficiency

■ Forecasting installation staff operations and analysis of related trends

- Build a predictive model for the progress of work based on a range of conditions including the type and scale of projects and the use of facilities, and use the model to facilitate strategic order-taking activities
- Build a predictive operation model for the entire process from the start of construction to completion and predict the necessary number of installation workers and total construction value, thereby facilitating the optimal allocation of human resources
- Allocate workload more evenly through the visualization of installation workers' operations

■ Initiatives in which on-site workers and back-office staff members work as one

- Enhance the Face to Face* project
- Strengthen the installation capability of young employees

■ Application and utilization of BIM for design and BIM for installation

- Application of BIM-based information for the improvement of installment efficiency
- Development of engineers who use BIM (Rebro and Revit)



* Face to Face project: An initiative promoting communication and reducing rework-related risks and other risks by ensuring that supervisors with extensive knowledge about frontline matters visit jobsites.

Deepening Core Business

Strengthen and deepen sales and technical foundation, and increase earnings capacity through optimum allocation of management resources

▶ Ensure cost competitiveness and profitability

Build a robust cost structure to adapt flexibly to change in the business environment

■ Build a competitive cost structure

- Unite and share expertise related to VE and CD developed on a individual or organizational basis
- Enhance the cost control system to ensure profits

▶ Safety & quality improvements

■ Apply DX technologies and past examples

- Build a scheme for identifying priority items related to safety and quality control and cautions in a way that meets frontline requirements
- Organize past examples and enable them to be reflected in the safety rule book and quality guidelines

■ Strengthen cooperative relationships with cooperative contractors

- Continue to visit contractors to provide education while also hosting study sessions/opinion exchange meetings. By doing so, raise awareness of safety and quality, reduce unsafe practices and ensure that cooperative contractors fully leverage DX.

■ Fully leverage experience-based training programs and strengthen quality patrols

- Ensure that education on safety and quality is provided as expected by refining the content of training while also enhancing inspection items through quality patrols



Expanding Business Areas

Expand growth areas through innovation

▶ Promoting the carbon neutrality business and advancing the Create the Future of Hibiya initiative

Expand business areas through the cultivation of new markets and the development of new technologies, and solidify the earnings base

■ Promoting and accelerating carbon neutrality solutions

- Increase orders for ZEB-oriented renovations mainly through collaboration with alliance partners
- Provide support for energy services offered by ESP and regional PPS
- Provide support for the supply of locally-produced energy for local consumption through the introduction of solar carports and the supply of power based on-site PPA or off-site PPA

▶ Leveraging the innovation lab with a view toward the improvement of technology

Strengthen intellectual property that promotes the carbon neutrality business and/or contributes to core and growth businesses

■ Facilitating the development of energy management

- Take necessary steps to address demand for energy interchanging technologies (micro grids and thermal grids)
- Systemize energy management skills in central heating/chilling source methods
- Evaluate and enhance energy interchange technologies through demonstration experiments and simulations

■ Preparing a list of underlying technologies to increase the added value of ZEB-oriented renovations

- Conduct surveys and demonstration experiments regarding a list of technologies for energy saving, energy creation and unused thermal heating

■ Survey of technologies to facilitate energy saving at Data Centers

- Acquire more energy saving technologies by leveraging knowledge about air conditioning systems, etc.



Strengthening Management Foundation

Improve human capital value through enhanced human resources management

▶ Enhancing human resources management

Consider employees to be the most important asset and create a working environment in which diverse people can work actively with job satisfaction

■ Recruitment and development

- Strengthen organizations and functions that facilitate human resources management
- Employ individuals with diverse attributes, values and backgrounds and establish a new recruiting system
- Develop personnel in charge of planning DX and personnel specializing in DX

■ Health and safety

- Take measures to ensure compliance with upper limits on overtime work
- Allocate human resources, taking into account the realization of a well-balanced personnel composition, aptitude and local characteristics
- Promote well-being and health and productivity management

■ Employee engagement

- Facilitate workstyle reforms that increase job satisfaction instead of simple workstyle reforms
- Provide opportunities for new challenges and career improvement

■ Diversity

- Create a culture that encourages the active participation of diverse human resources
- Facilitate the promotion of employees that are women who are expected to be included in core human resources
- Encouraging male employees to take childcare leave
- Provide opportunities in which senior employees can continue to participate actively



Strengthening Management Foundation

Improve corporate governance

▶ Ensuring compliance

■ Ensuring compliance with laws and regulations and establishing corporate ethics

- Ensure compliance with corporate ethics and compliance

■ Ensuring sound management

- Strengthen governance by organizing an internal control system
- Strengthen the effectiveness of the Board of Directors and the audit functions of the Group companies
- Ensure the transparency of management through the proactive disclosure of information and dialogue with stakeholders

▶ Strengthening risk management

■ Ensuring that a risk management structure is in place

- Ensure that measures are taken to address risks that have surfaced, as well as those that may surface
- Enhance the comprehensive risk management structure (establishment of a Risk Management Committee, etc.)



Raise awareness of contributing to local communities and society

▶ Contributing to local communities and society

■ Revitalizing regional and social contribution activities

- Co-exist in harmony with local communities and contribute to solving social issues
- Increase employee satisfaction through social contributions made by the Company and its employees as one



Strengthen the Group's comprehensive competitiveness

▶ Demonstration of Group synergy

■ Strengthen cooperation among Group companies

- Deepen businesses by strengthening group-based management and accelerate growth on a Group-wide basis
- Establish new merchandise- and technology-based business models
- Leverage the properties of Group companies to ensure that contact points with customers are maintained throughout entire lifecycle of buildings

▶ Hibiya Tsushou Co., Ltd.

(Trading company: sales of facility equipment, maintenance of equipment, etc.)

■ The company is promoting the environmental product and CFC recycling businesses.

- Expansion of products used in the carbon neutrality business
- Expansion of the CFC refrigerant collection and recycling business

▶ Nikkey Co., Ltd.

(Manufacturer: manufacture of disaster prevention equipment, security maintenance, etc.)

■ The company is promoting the manufacturing of high value-added dampers and the security business.

- Development and manufacture of high value-added dampers and entry/exit control systems
- Manufacture of products that support unitization and on-site energy saving



ESG Management

Create social value through the promotion of sustainability management

	Key issues to be addressed	Initiatives in the Eighth Medium-Term Management Plan	Related materials
E	Environmental management	<ul style="list-style-type: none"> ▶ Contributing actively to a decarbonized society <ul style="list-style-type: none"> • Promote carbon neutrality solutions and enhance energy management 	P 8
S	Investment in human capital	<ul style="list-style-type: none"> ▶ Visualizing and utilizing human investment <ul style="list-style-type: none"> • Facilitate the recruitment and development of human resources, well-being and diversity. 	P 9
	Contributing to local communities and society	<ul style="list-style-type: none"> ▶ Implementing and supporting regional and social contribution activities actively <ul style="list-style-type: none"> • Co-exist in harmony with local communities and contribute to solving social issues. 	P 10
	Ensuring safety & quality	<ul style="list-style-type: none"> ▶ Establishing a safe and secure working environment <ul style="list-style-type: none"> • Strengthen initiatives to eliminate accidents, defects and complaints 	P 7
G	Ensuring sound management	<ul style="list-style-type: none"> ▶ Ensuring compliance and strengthening risk management <ul style="list-style-type: none"> • Improve internal control systems, ensure the transparency of management and enhance the risk management structure 	P 10

Capital and Dividend Policies

Secure a return on equity (ROE) that surpasses capital costs (shareholder capital costs)

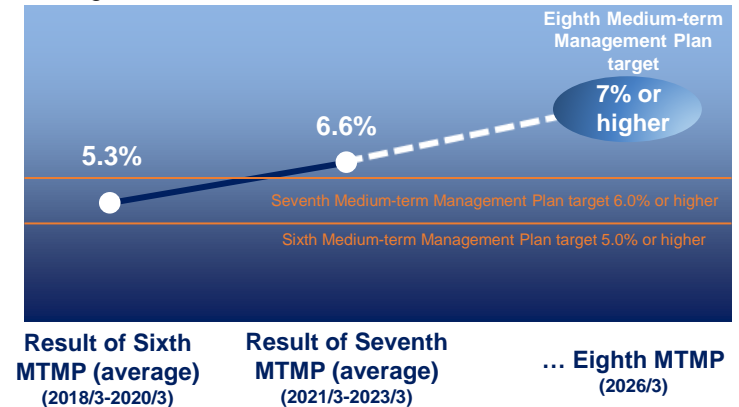
▶ Expanding profits sustainably

- Aim to achieve an ROE of 7% or higher in the final fiscal year of the Eighth Medium-term Management Plan through the sustainable expansion of earnings and improvement of profitability

▶ Effective use of cash (cash flows/surplus funds)

- Growth investment (deepening and expansion of value chains)
- Investment in human capital, technologies, DX, etc. (increase the value of non-financial assets)
- Flexible acquisition of treasury shares (improvement of capital efficiency)

Changes in ROE



Result of Sixth
MTMP (average)
(2018/3-2020/3)

Result of Seventh
MTMP (average)
(2021/3-2023/3)

... Eighth MTMP
(2026/3)

* The ROE for FY2018/3 was calculated after excluding gain on sale of investment securities of 4.3 billion yen. (The actual ROE (average) before excluding the gain was 7.7%.)



Aim to achieve the
continued increase of ROE
and improvement of PBR.

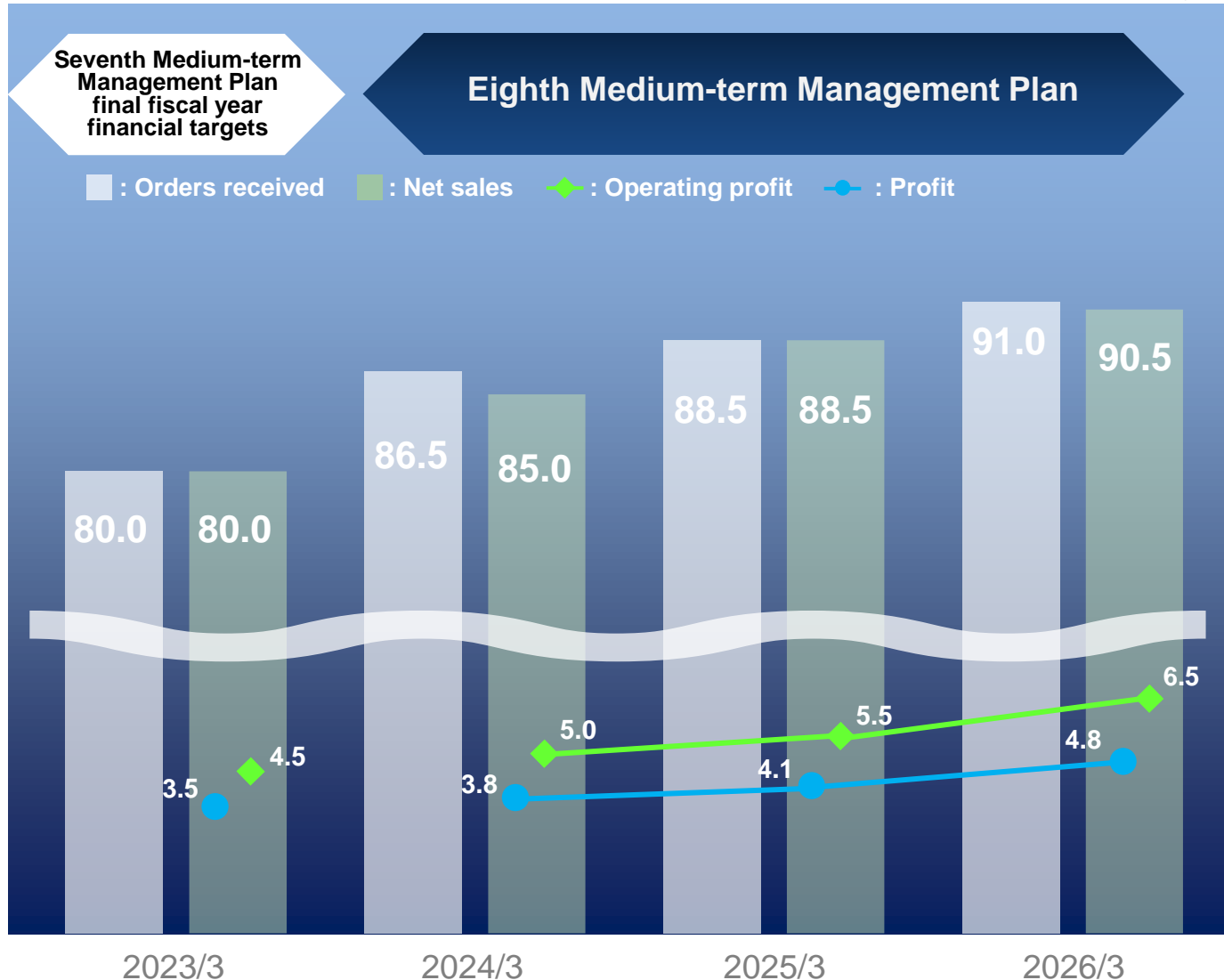
Shareholder Returns

▶ Shareholder dividends/treasury shares

- Stable and continuous shareholder dividends
- Flexible acquisition of treasury shares

Financial Targets (FY2023-FY2025)

(Billion yen)



FY2025 (Final fiscal year)
Orders received 91.0 billion yen
Net sales 90.5 billion yen
Operating profit 6.5 billion yen
Profit attributable to owners of parent 4.8 billion yen
ROE 7% or higher