

Management Resources



Inputs	Employees group-wide 2,121	Patents held 190	Production bases 8	Order value 157.3 billion yen	Stockholders' equity 124.8 billion yen	Power usage 24.51 million kWh
	Qualified personnel 1,321 <small>*Including equity method affiliates</small>	R&D spending 700 million yen	Production capacity Osaka Plant 60,000 t/year Chiba & Mobara Plants 90,000 t/year	Sales and construction agents (Engineered structures affiliated builders) Over 1,300	Interest-bearing debt 34.5 billion yen	Steel consumption 92,000 tons
Strengths	<ul style="list-style-type: none"> A company that has grown with people and technology as the two wheels driving it forward Corporate philosophy and the founder's DNA inherited by employees Numerous experienced, qualified personnel essential for public works projects Numerous engineers with advanced expertise Advanced technical capabilities across the organization, built from individual expertise depth 	<ul style="list-style-type: none"> Track record of achieving numerous "Japan's first" and "world's first" achievements as a leading bridge company Advanced technical capabilities gained through plentiful achievements and experience Ability to embrace challenges and continuously develop innovative technologies Strong connections with universities and research institutions Industry's largest-scale R&D facilities Intellectual property related to bridges and other steel structures 	<ul style="list-style-type: none"> Eight production bases covering all of Japan Over 100 years of manufacturing experience and the ability to manufacture diverse steel structures Over a century of advanced welding technology In-house plants and a large team of skilled workers with extensive experience High productivity through state-of-the-art manufacturing equipment and ICT VE proposal capability for optimal structures based on extensive manufacturing experience 	<ul style="list-style-type: none"> Orders from diverse clients based on long-term relationships of trust Collaboration with over 1,300 sales and construction agents (builders) nationwide in the engineered structure system business 	<ul style="list-style-type: none"> Strong financial foundation accumulated through profitability improvement centered on core businesses 	<ul style="list-style-type: none"> Efficient use of resources and energy Promotion of renewable energy use Focus on developing environmentally friendly products and construction methods
Challenges	<ul style="list-style-type: none"> Shortage of workers in the construction industry Shortage of mid-level employees and management personnel Optimal allocation of human resources Expansion of employee career development support Enhancement of systems and environment in which employees can confidently demonstrate their abilities Employee health promotion 	<ul style="list-style-type: none"> Maintenance and transfer of industry-leading technical capabilities Strengthening competitiveness in existing markets Entry into new markets Promotion of construction DX Intellectual property strategy linked with business and technology strategies 	<ul style="list-style-type: none"> Future labor shortage for manufacturing work Securing plant utilization rates at each Group production base Diversification of manufactured products beyond bridges and civil engineering steel structures Further improvement of safety and QCD Optimization of product mix at each Group production base Digitalization of production processes for smart manufacturing 	<ul style="list-style-type: none"> Maintenance and strengthening of relationships Response to new markets and business models Further improvement of brand power and differentiation from competitors 	<ul style="list-style-type: none"> Improvement of valuation Maintenance and improvement of capital efficiency 	<ul style="list-style-type: none"> Fluctuation and soaring of resource and energy costs Demands for corporate environmental initiatives Impact of climate change and natural disasters Response to transition to renewable energy
Policies	<ul style="list-style-type: none"> Human Resources Development Policy Workplace Environment Development Policy Health and Safety Policy Group Health Declaration 	<ul style="list-style-type: none"> Information Security Basic Policy Intellectual Property Policy 	<ul style="list-style-type: none"> Quality Policy Sustainable Procurement Basic Policy Sustainable Procurement Guidelines 	<ul style="list-style-type: none"> Human Rights Policy Bribery and Corruption Prevention Policy 	<ul style="list-style-type: none"> Shareholder Return Policy 	<ul style="list-style-type: none"> Environmental Policy Biodiversity Policy
Seventh Plan Initiatives	<ul style="list-style-type: none"> Recruitment, development, and retention of talent, strengthening of human capital Strengthening initiatives for talent mobility and career development support Diversity promotion Improvement of employee engagement 	<ul style="list-style-type: none"> Promoting R&D centered on four priority areas (bridge maintenance, engineered structure system, civil engineering, digital technology/decarbonization/environment) 	<ul style="list-style-type: none"> Optimization of production systems within the Group Further promotion of digital technology utilization Consideration of the construction of a production base for the offshore wind business Active expansion from existing fields to new fields Preparation for evaluating further automation of production equipment 	<ul style="list-style-type: none"> Initiatives for corporate value enhancement Improvement of technical proposal evaluation Strengthening collaboration with excellent builders Building relationships with new business partners 	<ul style="list-style-type: none"> Balancing financial soundness and capital efficiency Focused investment in growth areas and digital infrastructure development Dividends with a DOE of 3.5% or higher and flexible share buybacks Final year target of ROE of 10% or higher 	<ul style="list-style-type: none"> Waste reduction Consideration for biodiversity
Measures to Address Materiality Issues	<ul style="list-style-type: none"> 10 Promoting DE&I and improving engagement 11 Promoting employees' good health and a healthy work-life balance 12 Respecting the human rights of our employees, and the employees of partner companies and suppliers 17 Strengthening corporate governance 	<ul style="list-style-type: none"> 1 Elimination of serious injuries and accidents 4 Labor productivity enhancement 5 Shift to AI-native products and services 6 Product development for building disaster-resilient infrastructure 7 Provision of infrastructure retrofitting and maintenance services 14 Developing products which help address global warming 18 Information security management 	<ul style="list-style-type: none"> 2 Quality assurance 3 Ensuring the stable supply of products 13 Expansion into green energy-related businesses 	<ul style="list-style-type: none"> 9 Strengthening overseas business initiatives 		<ul style="list-style-type: none"> 8 Support for disaster recovery 15 Achieving carbon neutrality 16 Reduction of environmental impact