

Investor Presentation



# **2nd Quarter : Presentation on Financial Results (April 1 to September 30, 2022)**

**November 8, 2022  
OBAYASHI CORPORATION**

**MAKE BEYOND**  
TRANSCENDING THE ART AND SCIENCE  
OF MAKING OF THINGS

- ① FY2023.3 Financial Highlights**
- ② FY2023.3 Orders Received**
- ③ Toward “Accelerating  
Company-wide Transformation”**

# **FY2023.3 Financial Highlights**

**Results for the  
Six Months Ended September 30, 2022**

# Financial Results for the Six Months Ended September 30, 2022

## – Statements of Income

(Yen in billions)

		Consolidated					Non-consolidated				
		FY2022.3 Results		FY2023.3 Results		Y o Y Comparison	FY2022.3 Results		FY2023.3 Results		Y o Y Comparison
		Apr. - Sep. 2021		Apr. - Sep. 2022			Apr. - Sep. 2021		Apr. - Sep. 2022		
		A	B	B-A	C	D	D-C				
Net Sales of Completed Construction Contracts	Building	654.5	662.0	7.5	502.6	491.3	(11.3)				
	Civil	195.7	200.6	4.9	137.2	135.0	(2.2)				
	Total	850.2	862.7	12.4	639.9	626.4	(13.5)				
Net Sales of Real Estate Business and Other		48.8	61.6	12.7	10.7	23.2	12.4				
Net Sales		899.1	924.3	25.2	650.7	649.6	(1.0)				
Gross Profit on Completed Construction Contracts	Building	-	-	-	26.2	5.2%	37.0	7.5%	10.7		
	Civil	-	-	-	14.1	10.3%	21.5	16.0%	7.4		
		60.7	7.1%	80.3	9.3%	19.6	40.3	6.3%	58.6	9.4%	18.2
Gross Profit on Real Estate Business and Other		12.4	25.4%	19.8	32.2%	7.4	2.2	21.2%	10.3	44.5%	8.0
Gross Profit		73.1	8.1%	100.2	10.8%	27.0	42.6	6.6%	68.9	10.6%	26.2
Selling, General and Administrative Expenses		53.8	6.0%	58.4	6.3%	4.5	38.2	5.9%	40.8	6.3%	2.6
Operating Income		19.2	2.1%	41.7	4.5%	22.4	4.4	0.7%	28.1	4.3%	23.6
Ordinary Income		23.1	2.6%	48.6	5.3%	25.5	10.0	1.5%	37.4	5.8%	27.4
Profit Attributable to Owners of Parent		18.8	2.1%	38.4	4.2%	19.6	10.6	1.6%	31.6	4.9%	21.0

# **FY2023.3 Financial Highlights**

**Forecasts for  
Fiscal Year Ending March 31, 2023**

# Forecasts for Fiscal year Ending March 31, 2023

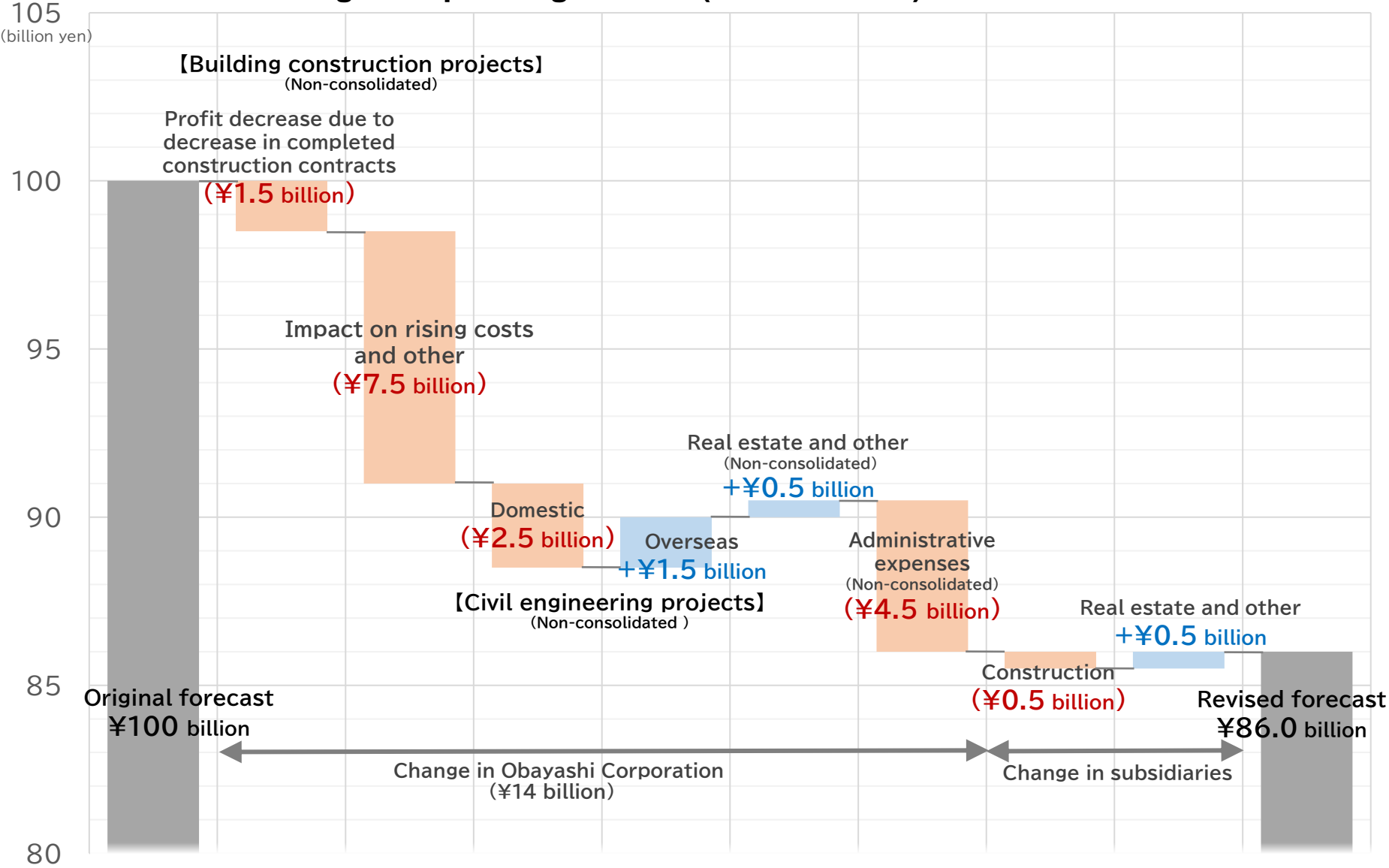
## – Statements of Income

(Yen in billions)

		Consolidated				Non-consolidated					
		Forecasts		Forecasts		Forecasts		Forecasts		Change	
		Announced on August 10, 2022		April 1, 2022 - March 31, 2023		Announced on August 10, 2022		April 1, 2022 - March 31, 2023			
		A	B	Change		C	D	Change			
				B-A				D-C			
Net Sales of Completed Construction Contracts	Building	1,460.0	1,445.0	(15.0)		1,082.0	1,064.0	(18.0)			
	Civil	455.0	465.0	10.0		300.0	300.0	-			
	Total	1,915.0	1,910.0	(5.0)		1,382.0	1,364.0	(18.0)			
Net Sales of Real Estated Business and Other		135.0	135.0	-		35.0	40.0	5.0			
Net Sales		2,050.0	2,045.0	(5.0)		1,417.0	1,404.0	(13.0)			
Gross Profit on Completed Construction Contracts	Building	-	-	-		94.5	8.7%	85.5	8.0%	(9.0)	
	Civil	-	-	-		41.5	13.8%	40.5	13.5%	(1.0)	
	Total	183.0	9.6%	175.0	9.2%	(8.0)	136.0	9.8%	126.0	9.2%	(10.0)
Gross Profit on Real Estate Business and Other		36.0	26.7%	37.0	27.4%	1.0	13.0	37.1%	13.5	33.8%	0.5
Gross Profit		219.0	10.7%	212.0	10.4%	(7.0)	149.0	10.5%	139.5	9.9%	(9.5)
Selling, General and Administrative Expenses		119.0	5.8%	126.0	6.2%	7.0	84.0	5.9%	88.5	6.3%	4.5
Operating Income		100.0	4.9%	86.0	4.2%	(14.0)	65.0	4.6%	51.0	3.6%	(14.0)
Ordinary Income		104.0	5.1%	94.0	4.6%	(10.0)	74.0	5.2%	62.5	4.5%	(11.5)
Profit Attributable to Owners of Parent		76.0	3.7%	71.0	3.5%	(5.0)	57.5	4.1%	53.0	3.8%	(4.5)

# Forecasts for Fiscal year Ending March 31, 2023

## — Reasons for Change in Operating Income (Consolidated)



# Progress on Medium-Term Business Plan 2022 Financial Indicators

	FY2023.3 Forecast	Medium-Term Business Plan 2022
<b>■ Performance indicators</b>		
Consolidated net sales	2,045.0 billion yen	Around 2 trillion yen
Consolidated operating income	86.0 billion yen	100.0 billion yen or more
Earnings per share (EPS)	99.03 yen	100 yen or more
<b>■ Stability indicators</b>		
Equity ratio	40.1%	Around 40%
<b>■ Efficiency indicators</b>		
Return on invested capital (ROIC)	4.5%	5% or more in the medium term
Reference: Return on equity (ROE)	7.2%	8% or more in the medium term
<b>■ Targets for shareholder returns</b>		
Dividend on equity ratio (DOE)	3.1%	Around 3%

**Annual dividend payment planned for FY2023.3: 42 yen per share**

- ¥21 per share for both the interim and term-end
- No change from the forecast as of August 10, 2022

## 【About FY2023.3 Forecast】

Earnings per share (EPS):	EPS is calculated by dividing the profit in the forecast announced on November 7, 2022 by the total number of shares as of September 30, 2022 (excluding treasury stocks).
Equity ratio:	Equity as of March 31, 2023 is calculated by adding/subtracting profit expected for the second half of fiscal year ending March 31, 2023 and expected total midterm dividend to/from the equity as of September 30, 2022. Total assets as of March 31, 2023 are calculated by adding/subtracting expected annual increases/decreases in equity and interest-bearing debt to/from total assets as of September 30, 2022.
Return on invested capital (ROIC):	The effective tax rate used to calculate NOPAT is 30.5%. Net assets as of March 31, 2023 are calculated by adding/subtracting profit expected for the second half of fiscal year ending March 31, 2023 and expected total midterm dividend to/from net assets as of September 30, 2022.



# **FY2023.3 Orders Received**

**Results for the  
Six Months Ended September 30, 2022  
and  
Forecasts for  
Fiscal Year Ending March 31, 2023**

# FY 2023.3 Orders Received

## Results for the Six Months Ended September 30, 2022 and Forecasts for Fiscal Year Ending March 31, 2023

### Orders Received (Non-consolidated)

(Yen in billions)

			FY2022.3 Results	FY2023.3 Results		Change in YoY	FY2022.3 Results	FY2023.3 Forecasts	Change in YoY
			Apr. - Sep.	Apr. - Sep.	Progress		Apr. - Mar.	Apr. - Mar.	
			A	B	B/D	B-A	C	D	D-C
Construction Business	Building Construction	Domestic	474.9	384.5	38.1%	(90.4)	1,186.5	1,010.0	(176.5)
		Overseas	0.8	19.7	-	18.8	1.3	-	(1.3)
		Subtotal	475.7	404.2	40.0%	(71.5)	1,187.8	1,010.0	(177.8)
	Civil Engineering	Domestic	171.0	131.9	48.9%	(39.1)	321.3	270.0	(51.3)
		Overseas	1.1	3.9	9.8%	2.7	2.0	40.0	37.9
		Subtotal	172.1	135.8	43.8%	(36.3)	323.4	310.0	(13.4)
	Construction Total	Domestic	646.0	516.4	40.3%	(129.6)	1,507.8	1,280.0	(227.8)
		Overseas	1.9	23.6	59.0%	21.6	3.4	40.0	36.5
		Subtotal	647.9	540.0	40.9%	(107.9)	1,511.2	1,320.0	(191.2)
	Real Estate Business and Other			10.7	23.2	66.4%	12.4	22.9	35.0
Total			658.7	563.2	41.6%	(95.4)	1,534.2	1,355.0	(179.2)

### Orders Received (Consolidated)

Building Construction Business	644.3	644.2	43.2%	(0)	1,557.8	1,490.0	(67.8)
Civil Engineering Business	247.2	209.0	45.9%	(38.2)	484.6	455.0	(29.6)
Real Estate Business and Other	38.4	50.2	52.9%	11.7	103.8	95.0	(8.8)
Total	930.0	903.5	44.3%	(26.5)	2,146.3	2,040.0	(106.3)

# **Toward “Accelerating Company-wide Transformation”**

**Our Progress in Innovating Technologies and Businesses**

# Toward "Accelerating Company-wide Transformation" - OBAYASHI VISION SHOWCASE 2022



**Let's move on to the future of "craftsmanship."**

Last year, we launched the slogan MAKE BEYOND.

In a time of intense change,  
we decided to take a new step.

And this slogan is also a declaration to everyone that  
Obayashi will further evolve the "craftsmanship"  
we have cultivated up to now and expand our scope of activities.

In OBAYASHI VISION SHOWCASE 2022,

we will tell you about the three CASES (domains) of our present and  
future where we have made great moves:

**MAKE BEYOND TECHNOLOGY, MAKE BEYOND SCOPE, MAKE BEYOND THE FUTURE,**  
using eight themes.

We hope you will take this opportunity

to meet the new Obayashi Group,

including our next generation concepts, latest technology, and  
various initiatives.

Obayashi Group will continue to evolve.

Watch this space.

## OBAYASHI LIVE STREAMING Talk Sessions to Introduce Our Latest Initiatives

10.19(Wed)	10.20(Thu)	10.21(Fri)
DAY1	DAY2	DAY3

**Live streaming ended** 13:30-14:15

OBAYASHI VISION SHOWCASE 2022  
Opening Ceremony



**Archive** 14:45-15:15

Taking on the Challenge of the Next Generation  
Energy Business  
"New Zealand Hydrogen Project"



**Archive** 16:00-16:30

Approach to Circular Architecture from the  
Perspective of Wood  
"Circular Timber Construction"



10.19(Wed)	10.20(Thu)	10.21(Fri)
DAY1	DAY2	DAY3

**Archive** 11:30-12:00

Vision for a Sustainable Construction Process  
"Robotics Construction" Concept



**Archive** 14:00-14:45

Business Innovation Promoted by Obayashi The  
New Business is Human Resource Development.  
The starting point of  
"manufacturing" is "human resource  
development".



**Archive** 16:00-16:30

Future Urban Development as Seen by  
Construction Companies  
"YOKOHAMA SYMPHOSTAGE"



## OBAYASHI 100 SELECTIONS Obayashi Group's 100 Technologies and Initiatives



From Obayashi's core business, construction, to various areas that  
extend into the future, the Obayashi Group introduces a selection of  
100 technologies and initiatives.

## 130-Year History of Obayashi Corporation



10.19(Wed)	10.20(Thu)	10.21(Fri)
DAY1	DAY2	DAY3

**Archive** 11:30-12:00

Silicon Valley Ventures & Laboratory/  
Asia Digital Lab  
The Digital Challenge at Overseas  
Innovation Hubs



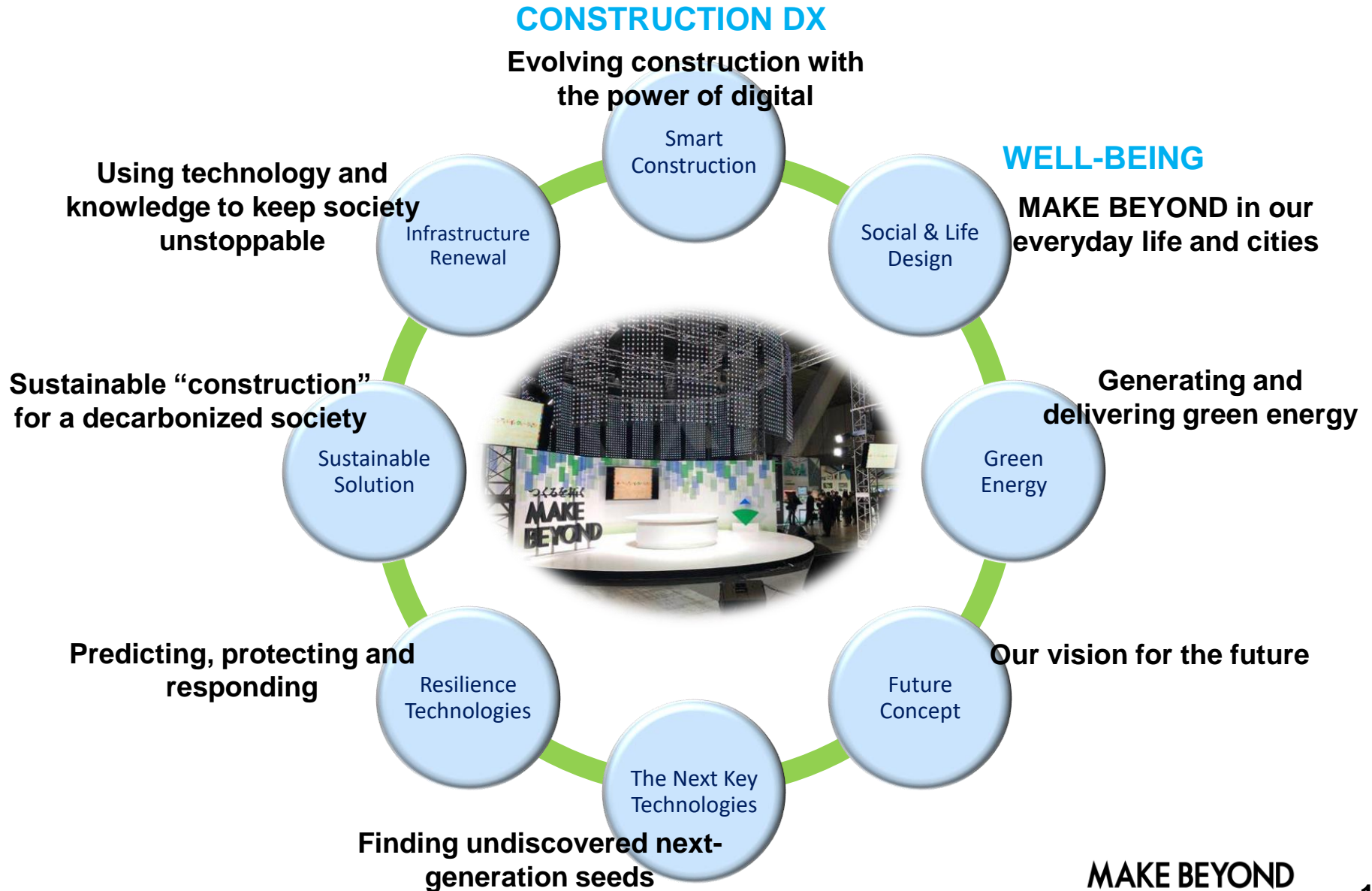
**Archive** 14:00-14:45

Thinking with Prof. Tanabe and Prof. Hayashi:  
What is our "Development"?




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# Diverse Technologies and Initiatives Introduced to Pursue 8 Themes







# Skill Model

Skill data lake

## Provision of

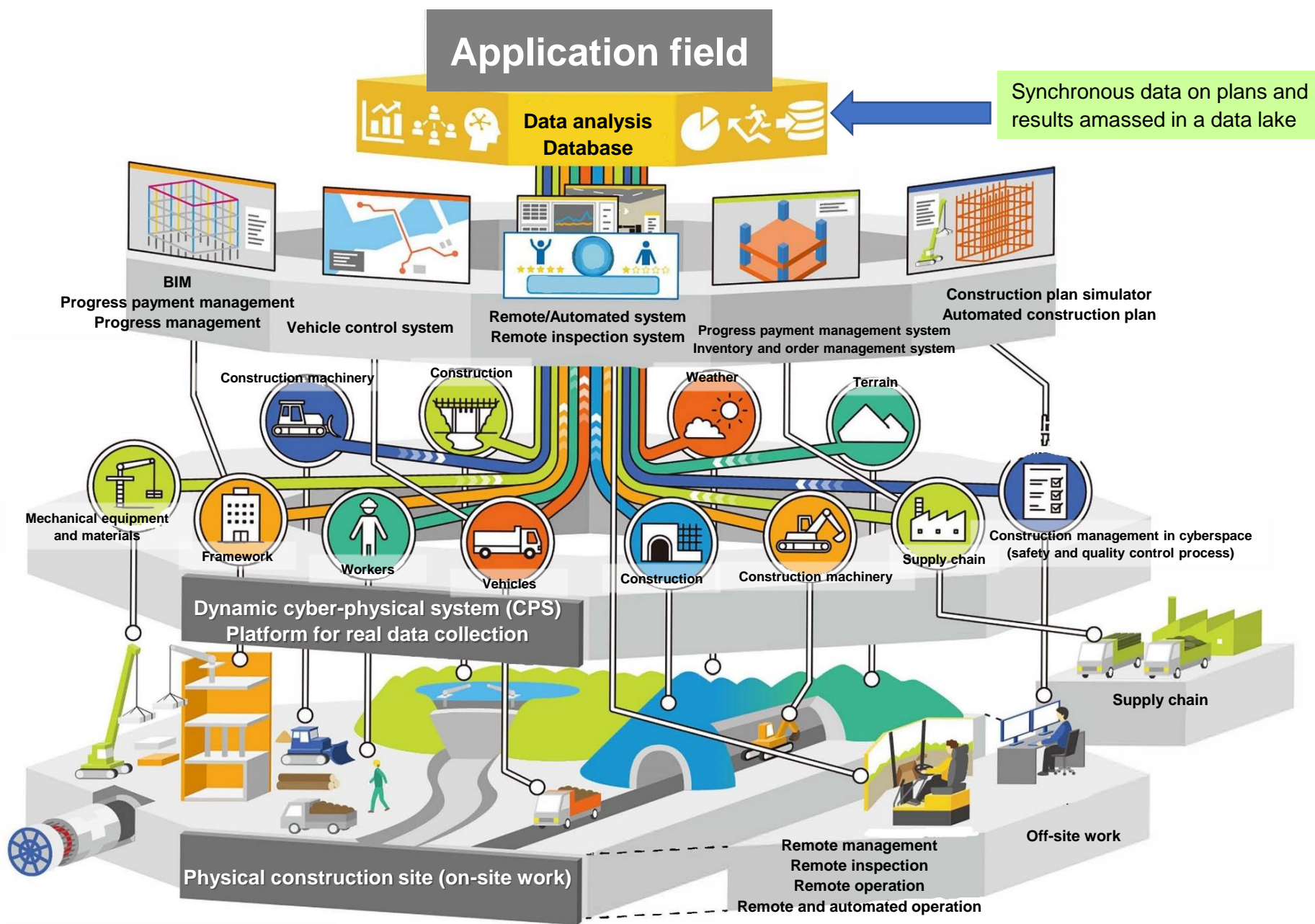
- Highly skilled workers in retirement
- People raising children/caring for their family members
- People with disabilities
- People rendering services from the other side of the globe by taking advantage of time differences



## Orders for

- Details of construction
- Construction period
- Locations of sites
- Selection of heavy machines to use

# Toward "Accelerating Company-wide Transformation" - ROBOTICS CONSTRUCTION





# Toward "Accelerating Company-wide Transformation e-MoRoad: Technologies for Infrastructure to Enable Next-generation Mobility

## Future road infrastructure in line with advances in mobility

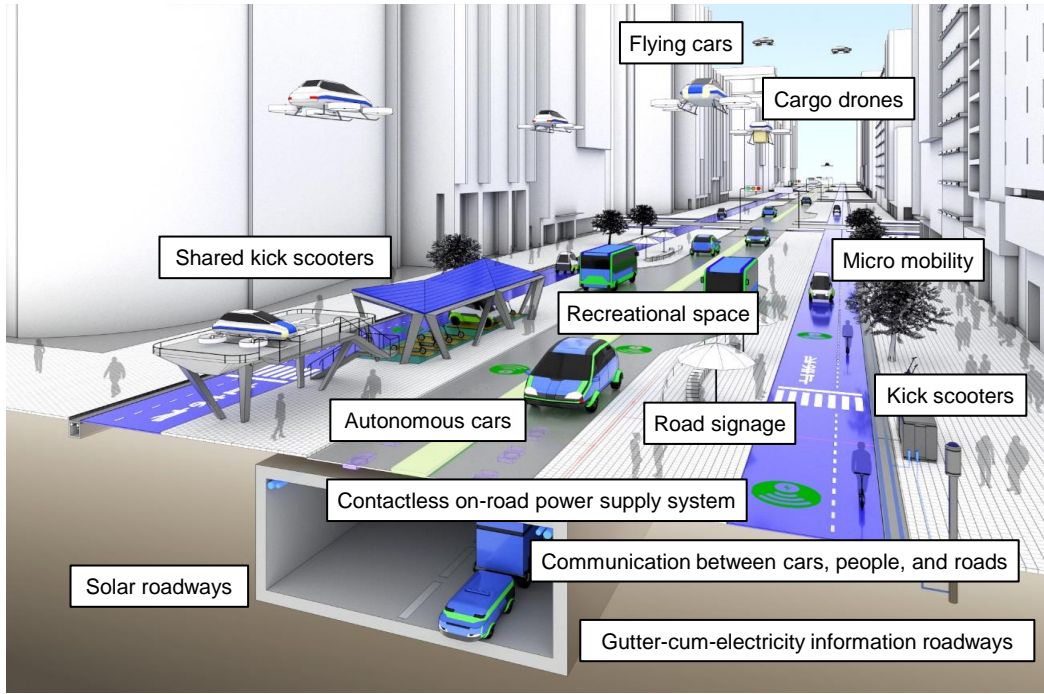
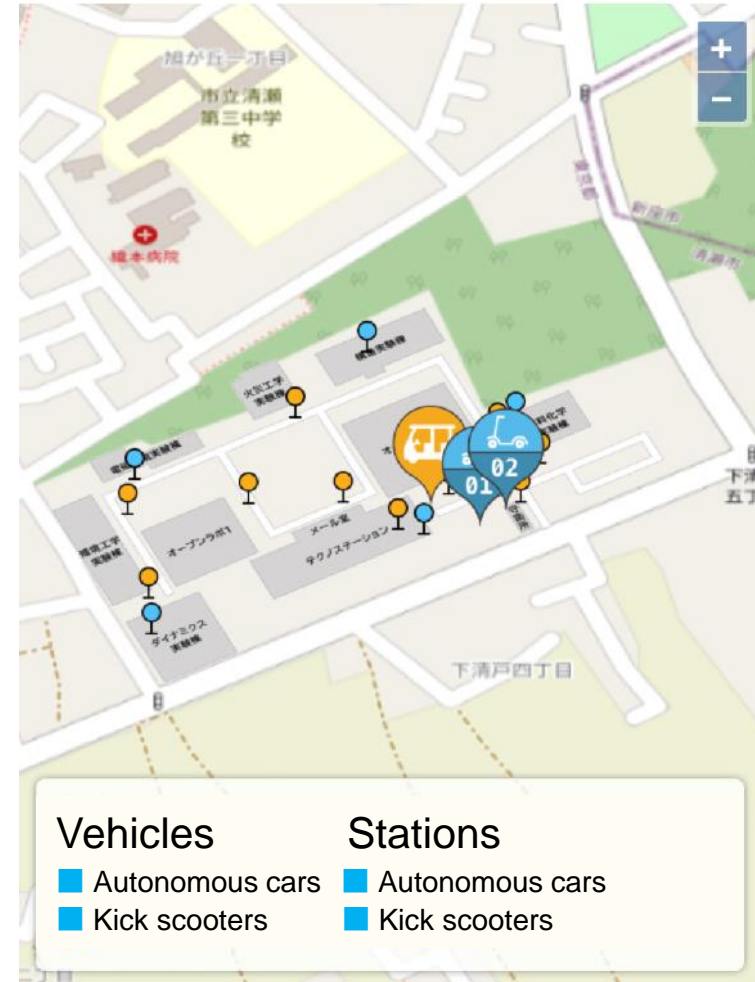


Image shown by an online app for a next-generation transportation system



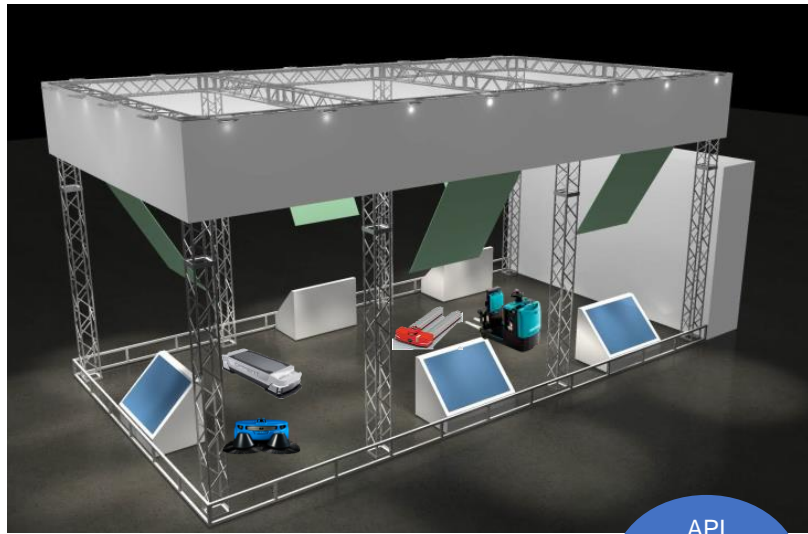
## Electric vehicle and kick scooter for demonstration tests





# PLiBOT

Platform that connects a robot and each customer's environment to "create a society where people and robots work together"

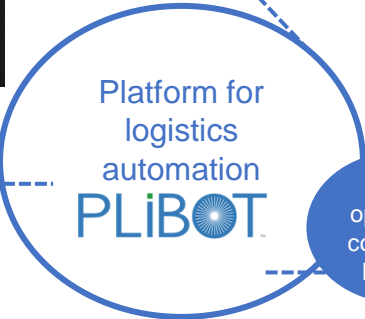


<Features>

- A range of AMRs can be connected via a navigation system such as an ANT server and ROS.
- PLiBOT can be connected to the information a customer has about materials.
- PLiBOT can be integrated into a customer's facilities and linked to commands.



API operation command linkage



API operation command linkage

**Transport robot**  
 Obayashi OEM Prototype  
 Picko 900kg

**住友フォークリフト**  
 SUMITOMO

**Karter Kompakt**  
 1500kg

**Oppent EVO CART**  
 800kg

**Customer's Facilities**

EV

不二輸送機工業株式会社  
 Empty pallet storage equipment

**Robot cleaner**

**cleanfix**  
 SWISS MADE QUALITY

RA660NaviXL  
 Server

**KEMARO**  
 K900

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**MAKE  
BEYOND**

**O**BAYASHI



## Disclaimer

This investor presentation, an English translation of the presentation made at the investor meeting on November 8, 2022 as a digest of Obayashi Corporation's "OBAYASHI CORPORATION announces revised financial forecasts for FY2022" and "2nd Quarter Financial Results (April 1 to September 30, 2022)" ("Kessan Tanshin" and "Kessan Setsumei Shiryo") disclosed at the Tokyo Stock Exchange on November 7, 2022, is presented solely for the convenience of non-Japanese speaking users. If there is any discrepancy between Japanese "OBAYASHI CORPORATION announces its revised financial forecasts for FY2022", "Kessan Tanshin" or "Kessan Setsumei Shiryo" and this presentation, Japanese "OBAYASHI CORPORATION announces its revised financial forecasts for FY2022", "Kessan Tanshin" or "Kessan Setsumei Shiryo" will prevail. This investor presentation is not to solicit any individuals or entities to buy or sell stocks of Obayashi Corporation. This investor presentation contains certain forward-looking statements that are subject to known and unknown risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. The unit used for numerical representations is billion yen unless otherwise specified.