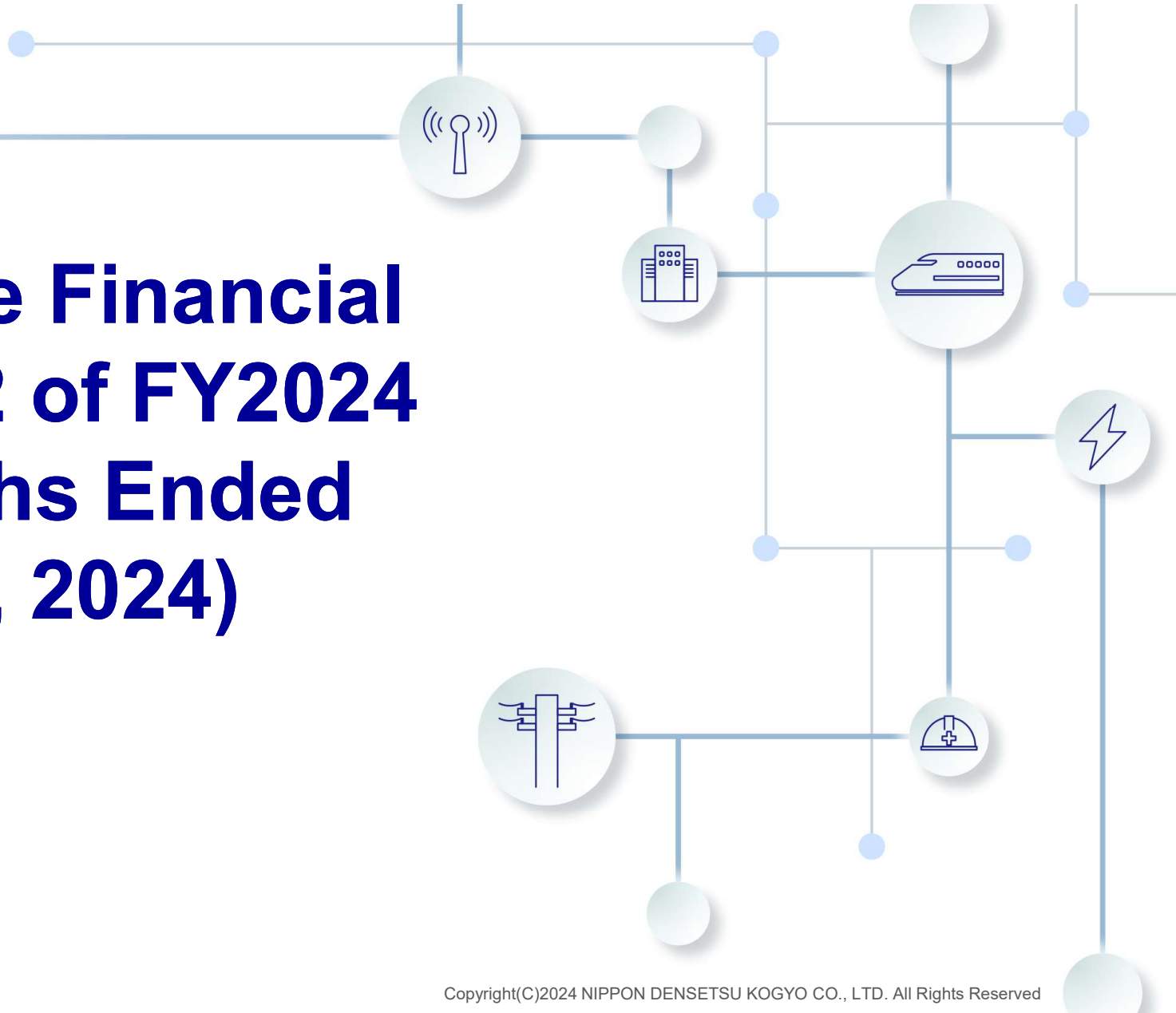
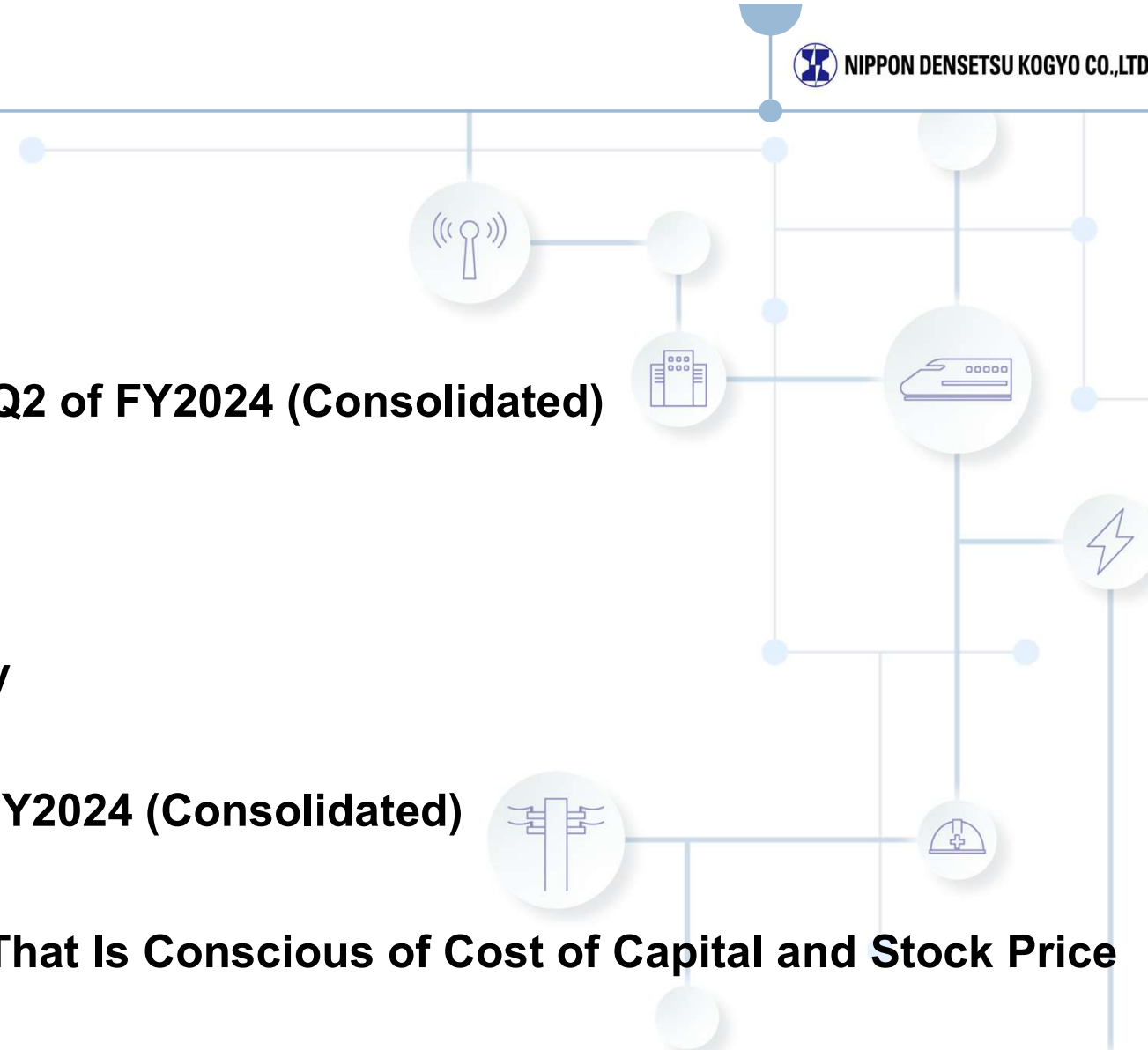


Briefing on the Financial Results for Q2 of FY2024 (the Six Months Ended September 30, 2024)

November 25, 2024



- 
- 1 Company Overview**
 - 2 Financial Results Overview Q2 of FY2024 (Consolidated)**
 - 3 Segment Overview**
 - 4 Efforts Toward Sustainability**
 - 5 Financial Results Forecast FY2024 (Consolidated)**
 - 6 Implementing Management That Is Conscious of Cost of Capital and Stock Price**

① Company Overview



Leading company in the field of construction of electrified railway equipment (Railways)

Covers a wide range of construction, including construction of electrical facilities for buildings (Buildings), construction of information and communication systems (I&C Systems), and construction for Environmental Energy

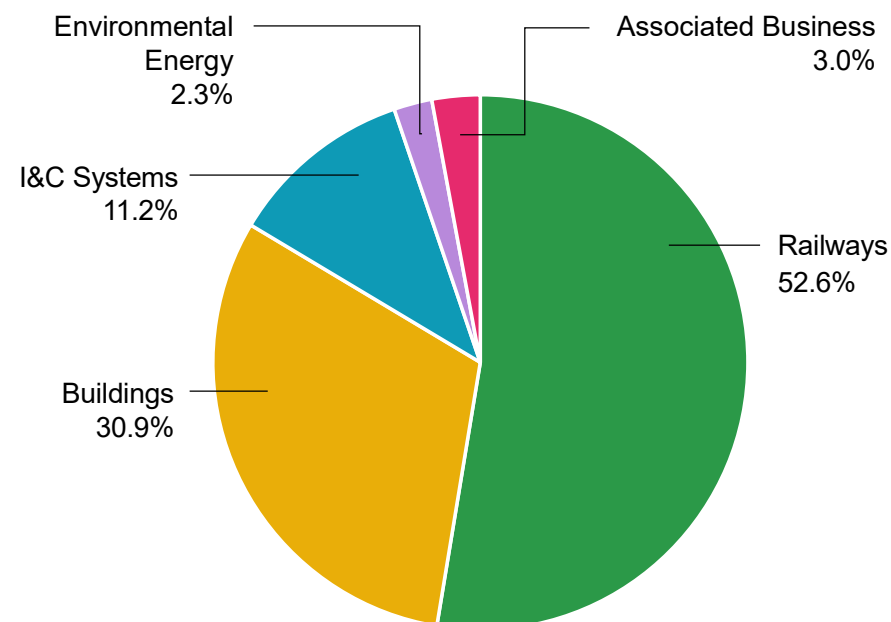
Nationwide business operations

Net sales composition by segment (¥)

(Unit: million yen)

Segment	Q2 of FY2024 Net sales	Including net sales to JR East
Railways	39,768	31,650
Buildings	23,391	931
I&C Systems	8,499	4,424
Environmental Energy*	1,735	173
Associated Business*	2,231	110
Total	75,625	37,290 (49.3%)

Net sales composition by segment (%)



* Environmental Energy includes construction for renewable energy, construction of ZEB, construction for projects to improve energy efficiency, and construction for air conditioning and water supply and drainage sanitization equipment. It was previously included in Buildings (Construction of electrical facilities for buildings) but became an independent segment in FY2024.

* Associated Business includes real estate business, total building management, maintenance and inspection of electrical facilities, sale of materials, software development, and design of electrical facilities.



② Financial Results Overview Q2 of FY2024 (Consolidated)

Key Points in the Financial Results

- Orders increased in the construction of information and communication systems segment and the construction for environmental energy segment, which are our focus areas.
- Net sales increased as construction for large-scale redevelopment projects began in earnest. Operating profit also increased as we minimized the impact of increased costs.
- With abundant backlog carried over to next half, we maintained high construction volumes while complying with the regulation to limit overtime work.

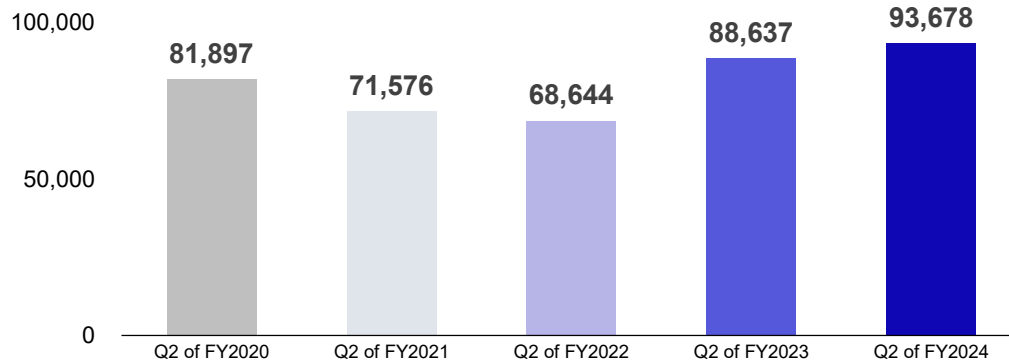
(Figures in parentheses are ratios to net sales. Unit: million yen)

	Q2 of FY2023 Results (A)		Q2 of FY2024 Results (B)		Year-on-Year Change (B-A)	
Backlog at beginning of period	156,811		173,719		16,907	10.8%
Orders	88,637		93,678		5,040	5.7%
Net sales	71,039		75,625		4,586	6.5%
Gross profit	7,358	(10.4%)	7,629	(10.1%)	271	3.7%
SG&A	7,036	(9.9%)	7,290	(9.6%)	254	3.6%
Operating profit	321	(0.5%)	338	(0.4%)	17	5.3%
Non-operating income and expenses	561	(0.8%)	699	(0.9%)	138	24.6%
Ordinary profit	883	(1.2%)	1,038	(1.4%)	155	17.6%
Extraordinary income and losses	-190	(-0.3%)	-217	(-0.3%)	-27	—%
Profit attributable to owners of parent	483	(0.7%)	284	(0.4%)	-199	-41.2%
Backlog carried over to next half	175,511		192,772		17,261	9.8%

(Unit: million yen)

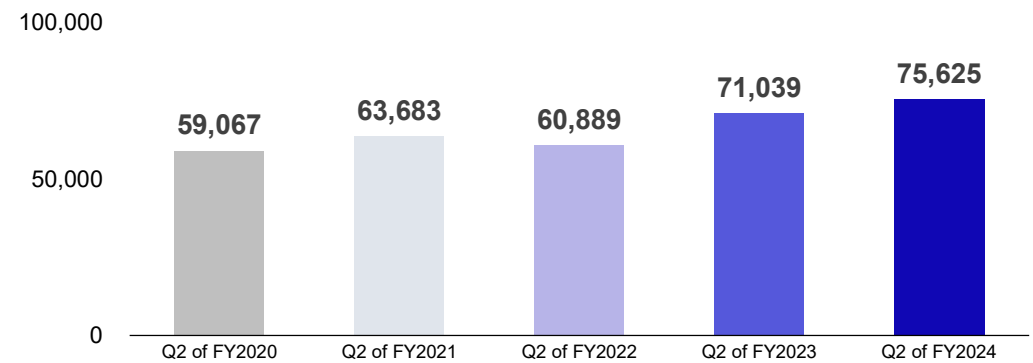

Orders

Compared to Q2 of FY2023: +¥5.0 bn



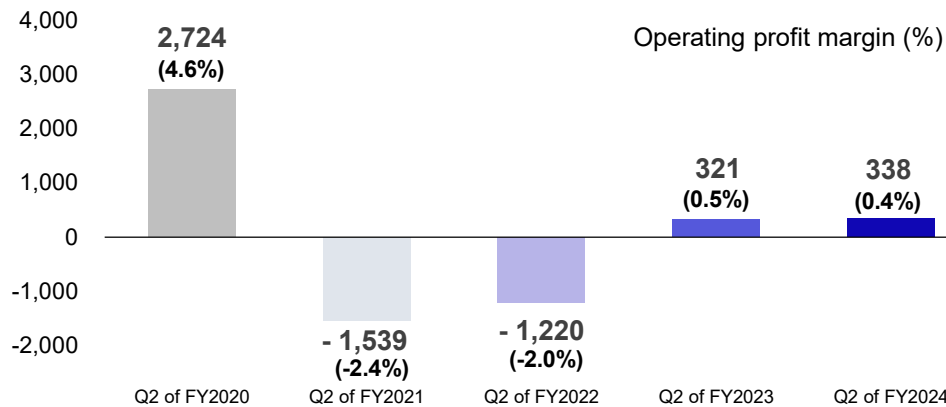
Net sales

Compared to Q2 of FY2023: +¥4.5 bn



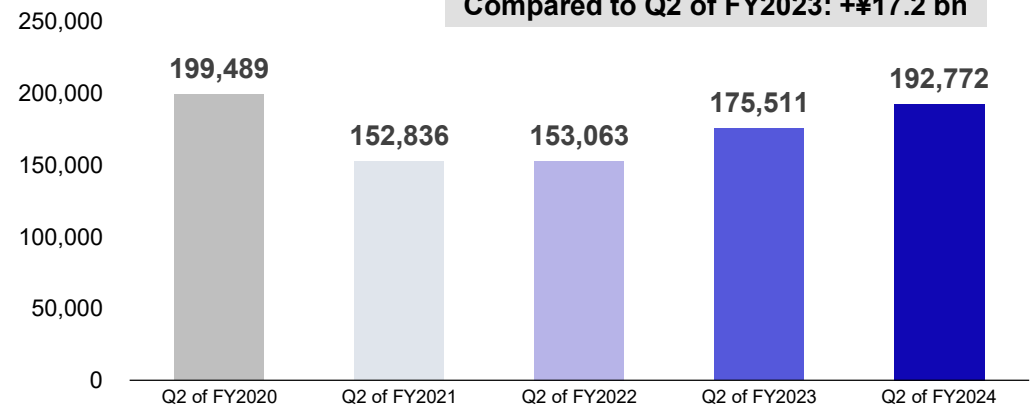
Operating profit

Compared to Q2 of FY2023: +¥0.0 bn



Backlog carried over to next half

Compared to Q2 of FY2023: +¥17.2 bn



Summary by Business Segment



Construction of Electrified Railway Equipment

- While there were some delays in orders from JR companies, orders from other private railway companies were robust.
- Despite a decline after large sales related to Hokuriku Shinkansen (between Kanazawa and Tsuruga), the impact on net sales was limited due to contributions of group companies.
- While net sales declined, construction work ordered by JR East contributed to an increase in operating profit.
- Backlog carried over to next half continued to trend upward.



Construction of Electrical Facilities for Buildings

- As we had abundant construction work in hand, we continued to take orders strategically, taking into account the volume of construction work in hand and profitability.
- Net sales significantly increased as construction of multiple large-scale construction projects began in earnest.
- While net sales increased, operating profit currently shows a decline as there is a tendency for more changes in contracts with customers associated with rising costs to be deferred to the second half.
- Backlog carried over to next half continued to trend upward.

Summary by Business Segment



Construction of Information and Communication Systems

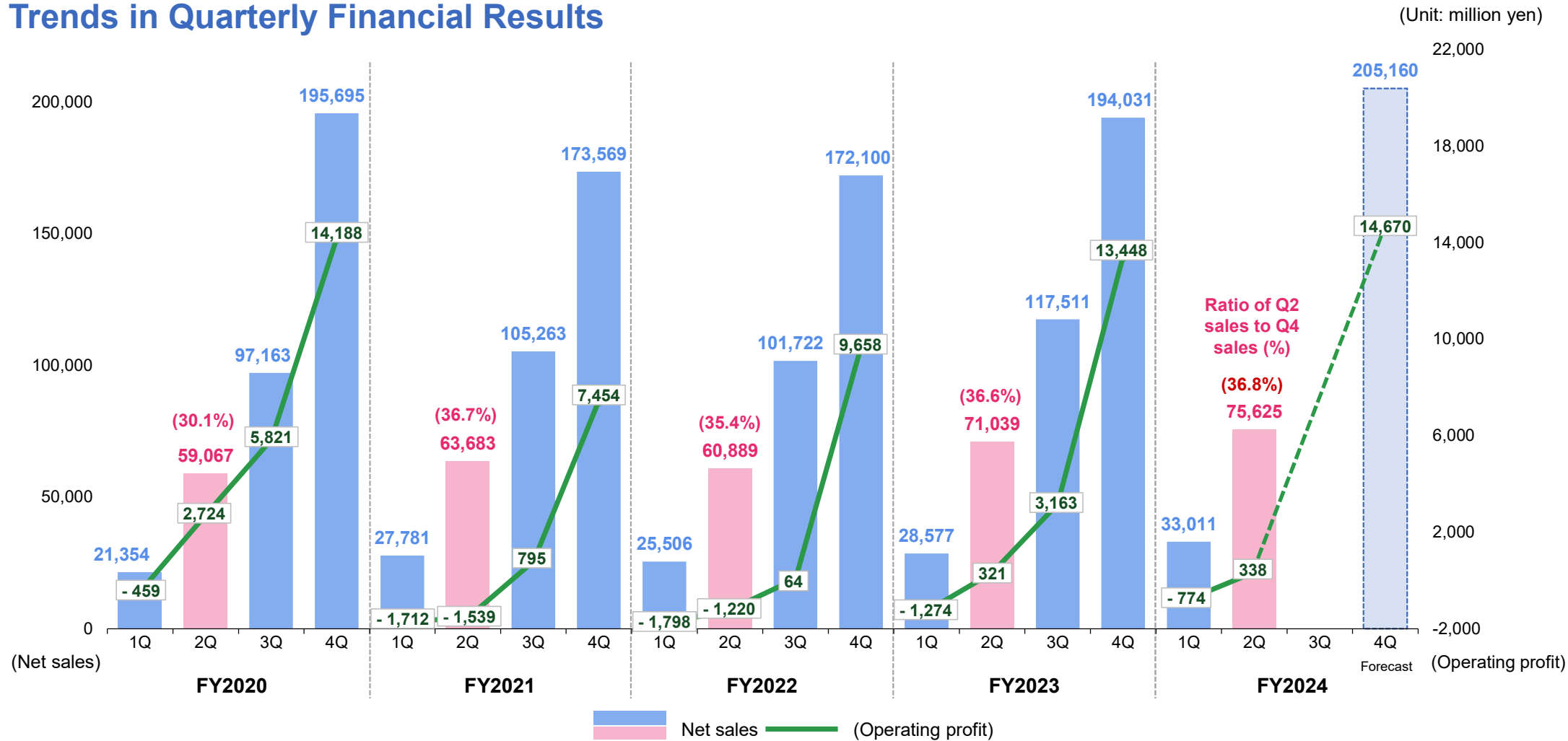
- Orders significantly increased due to a successful bid for a large-scale network project.
- Despite some impact of the reduction in investment by mobile communications companies, large-scale projects continued to steadily progress.
- Operating profit declined as net sales tend to be larger in Q3 and Q4, and SG&A expenses increased.
- Backlog carried over to next half increased as orders grew.



Construction for Environmental Energy

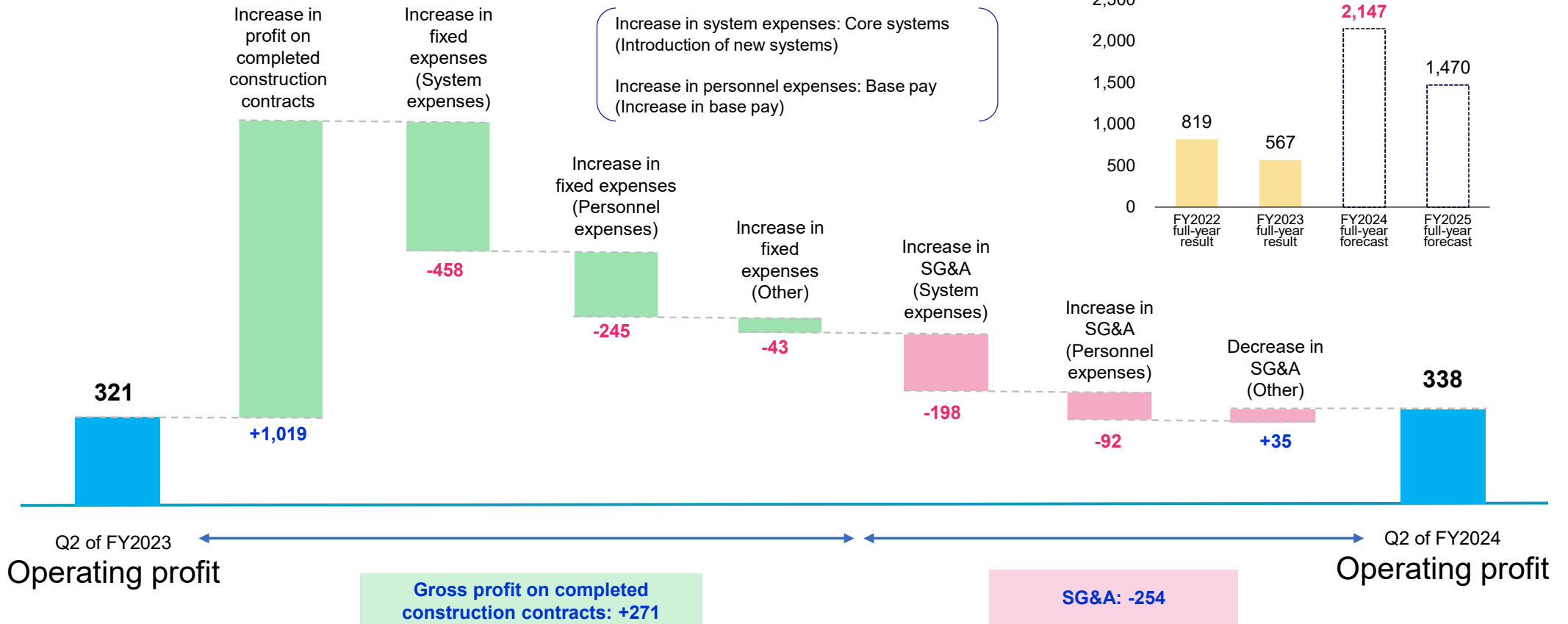
- Orders were received for large-scale construction related to a wind power plant project and a station-front redevelopment project that involves electrical, air conditioning, and sanitation work in one.
- Net sales declined as projects for which we are likely to receive orders are in planning stages, and sales from renewable energy projects dropped after large sales.
- Operating profit currently shows a decline as there is a tendency for more changes in contracts with customers associated with rising costs to be deferred to the second half.
- Backlog carried over to next half increased.

Trends in Quarterly Financial Results



Factors for Changes in Operating Profit (Year on year)

(Unit: million yen)



3 Segment Overview

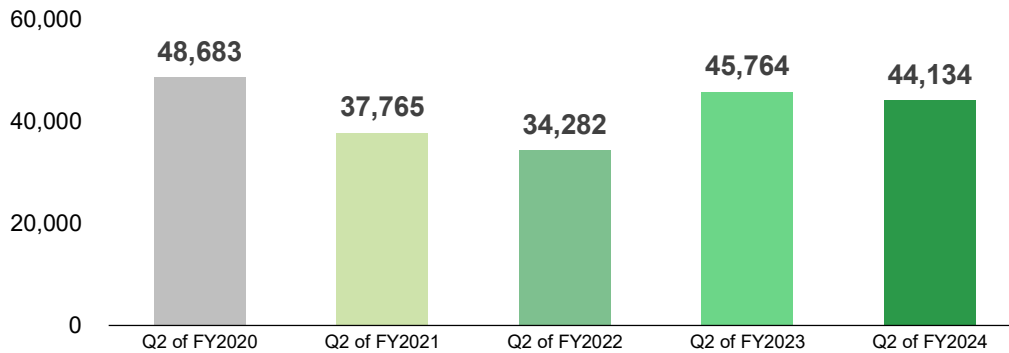


Financial Results for Construction of Electrified Railway Equipment Segment

(Unit: million yen)

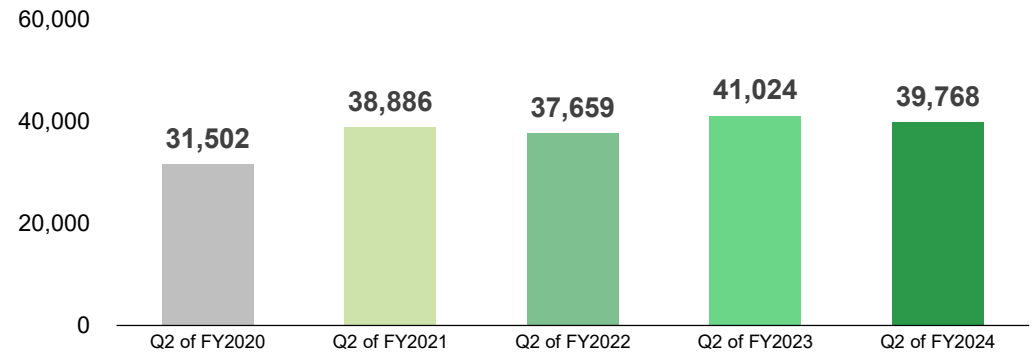
Orders

Compared to Q2 of FY2023: -¥1.6 bn



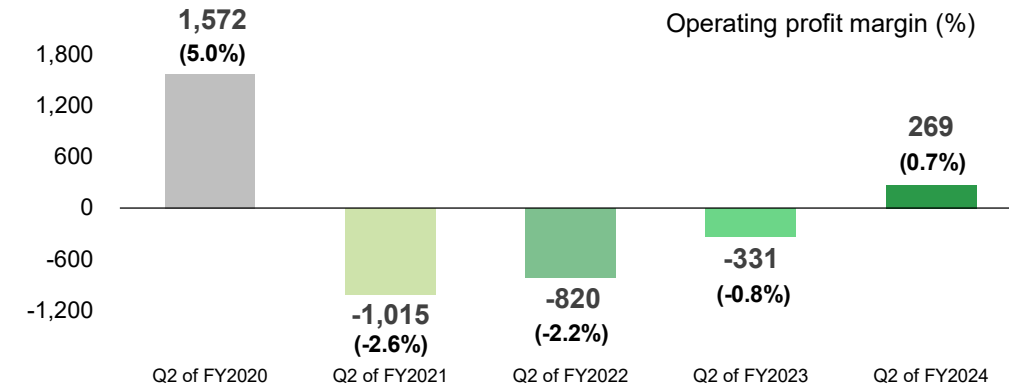
Net sales

Compared to Q2 of FY2023: -¥1.2 bn



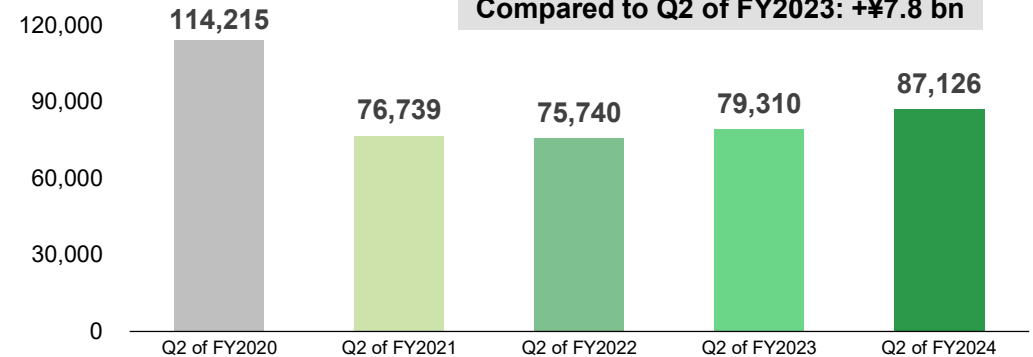
Operating profit

Compared to Q2 of FY2023: +¥0.6 bn



Backlog carried over to next half

Compared to Q2 of FY2023: +¥7.8 bn



* We have revised segment classifications effective Q2 of FY2024. Results for Q2 of FY2023 are based on the segment classifications after the revision.

Financial Results for Construction of Electrified Railway Equipment Segment

Orders and Net Sales (Disaggregated)

(Unit: billion yen)

JR		FY2021	FY2022	FY2023	FY2024
	Orders		19.9	20.7	29.2
		54.8	56.0	69.9	64.8
Net sales		21.7	19.6	21.1	20.9 (forecast)
		57.3	54.4	58.7	64.7

Public railway companies JR TT		FY2021	FY2022	FY2023	FY2024
	Orders		5.4	1.4	1.0
		11.1	3.4	4.4	4.4
Net sales		2.8	3.4	4.8	2.0 (forecast)
		7.6	9.6	9.3	6.5

* JR TT stands for Japan Railway Construction, Transport and Technology Agency.

Other private railway companies		FY2021	FY2022	FY2023	FY2024
	Orders		4.9	4.4	4.6
		7.3	8.0	8.4	9.7
Net sales		2.4	2.7	2.6	2.5 (forecast)
		6.8	7.5	8.0	7.4

Total		FY2021	FY2022	FY2023	FY2024
	Orders		30.3	26.6	34.9
		73.4	67.5	82.8	79.0
Net sales		27.1	25.8	28.6	25.5 (forecast)
		71.8	71.6	76.1	78.7

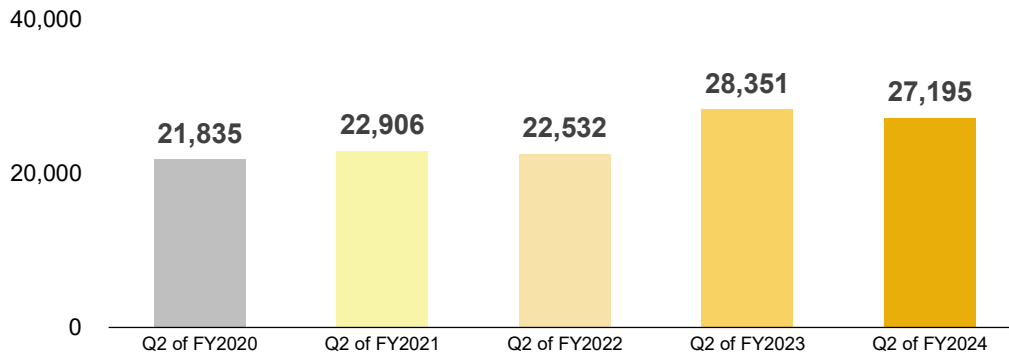
* Figures at the top: Q2 results; figures at the bottom: full-year results (forecasts for FY2024)

Financial Results for Construction of Electrical Facilities for Buildings Segment

(Unit: million yen)

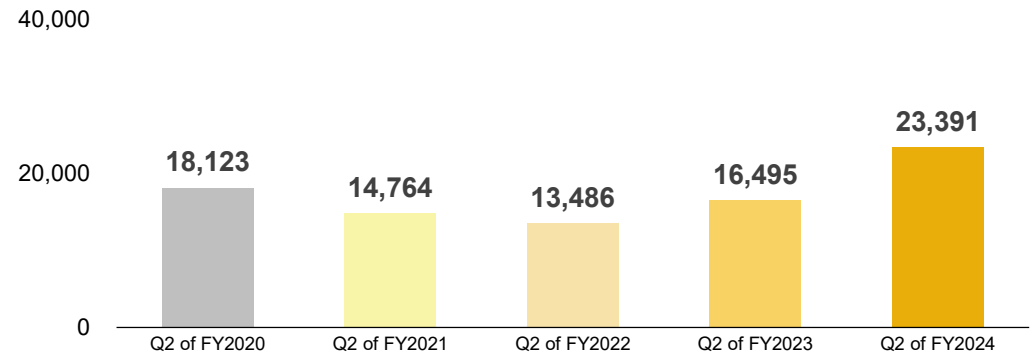
Orders

Compared to Q2 of FY2023: -¥1.1 bn



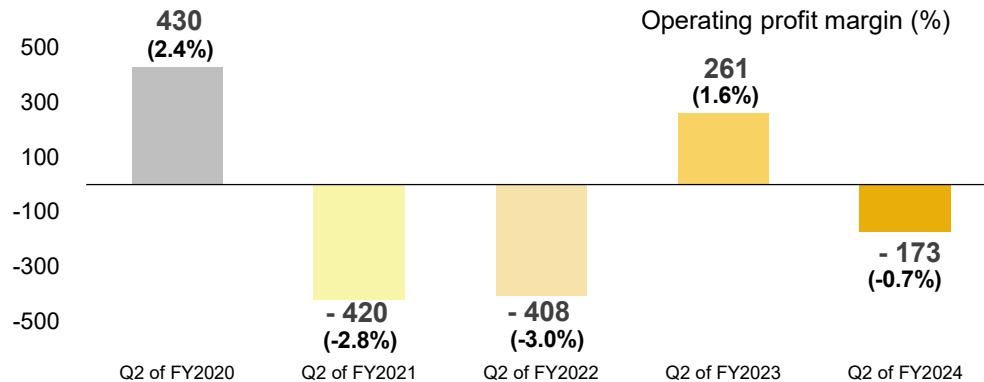
Net sales

Compared to Q2 of FY2023: +¥6.8 bn



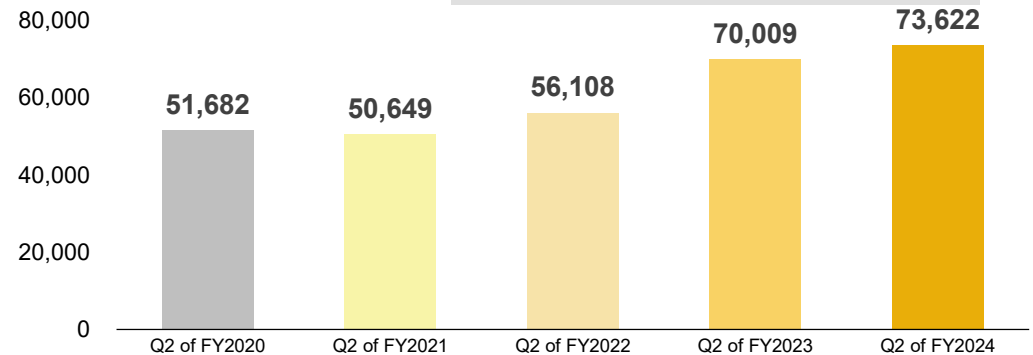
Operating profit

Compared to Q2 of FY2023: -¥0.4 bn



Backlog carried over to next half

Compared to Q2 of FY2023: +¥3.6 bn



* We have revised segment classifications effective Q2 of FY2024. Results for Q2 of FY2023 are based on the segment classifications after the revision.

* Results for Q2 of FY2020, FY2021 and FY2022, and backlog for Q2 of FY2023 include those for the construction for environmental energy segment.

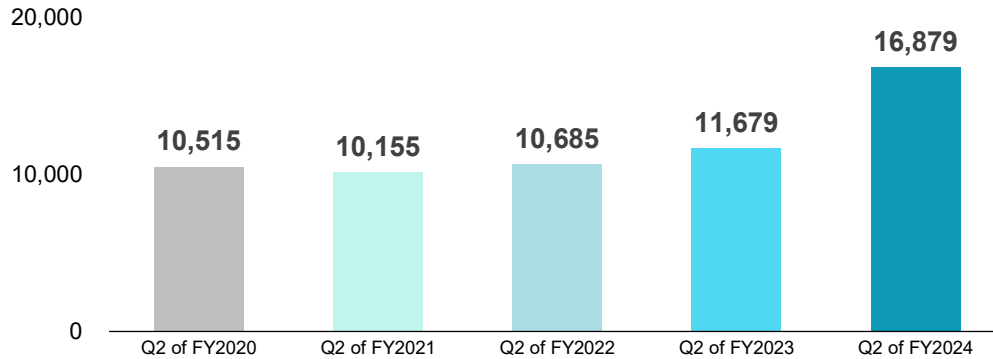
Financial Results for Construction of Information and Communication Systems Segment



(Unit: million yen)

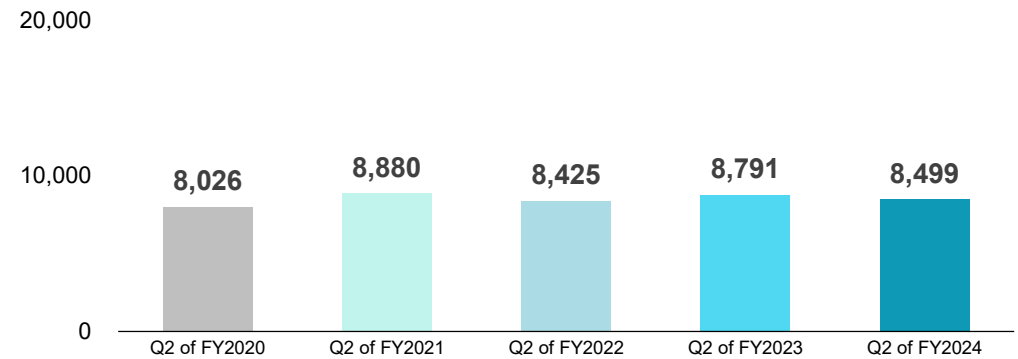
Orders

Compared to Q2 of FY2023: +¥5.2 bn



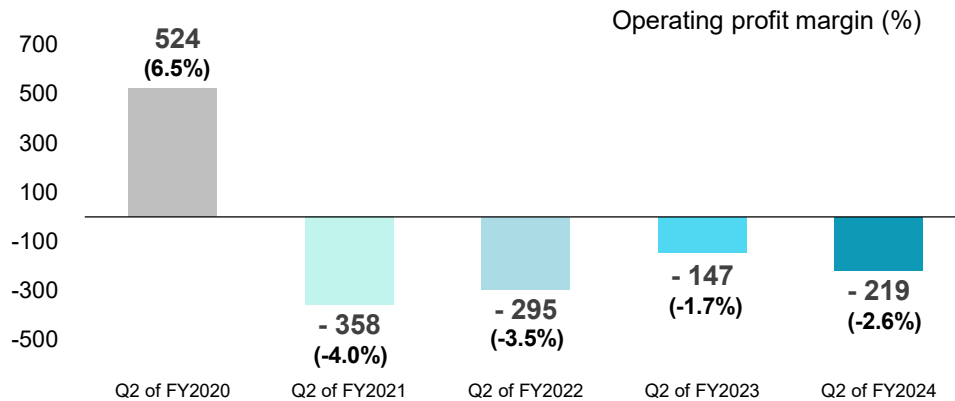
Net sales

Compared to Q2 of FY2023: -¥0.2 bn



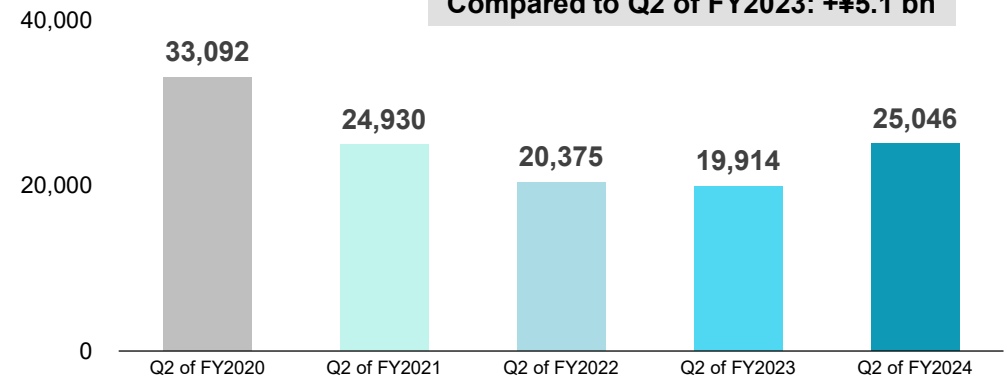
Operating profit

Compared to Q2 of FY2023: -¥0.0 bn



Backlog carried over to next half

Compared to Q2 of FY2023: +¥5.1 bn



* We have revised segment classifications effective Q2 of FY2024. Results for Q2 of FY2023 are based on the segment classifications after the revision.



(Unit: million yen)

Orders

Compared to Q2 of FY2023: +¥2.5 bn



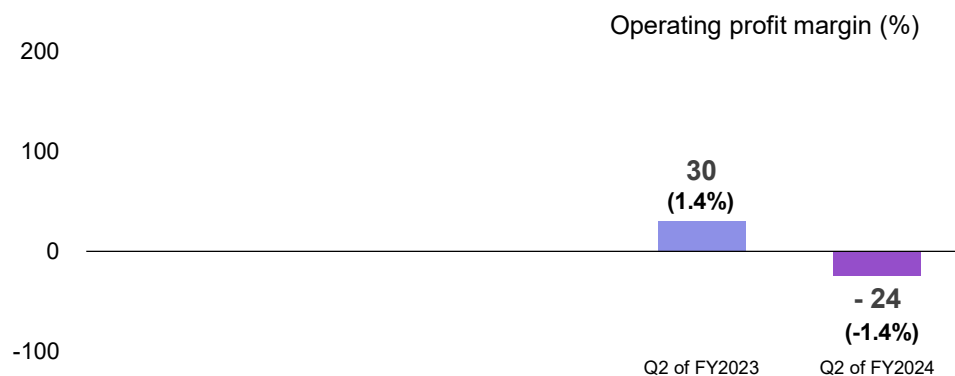
Net sales

Compared to Q2 of FY2023: -¥0.4 bn



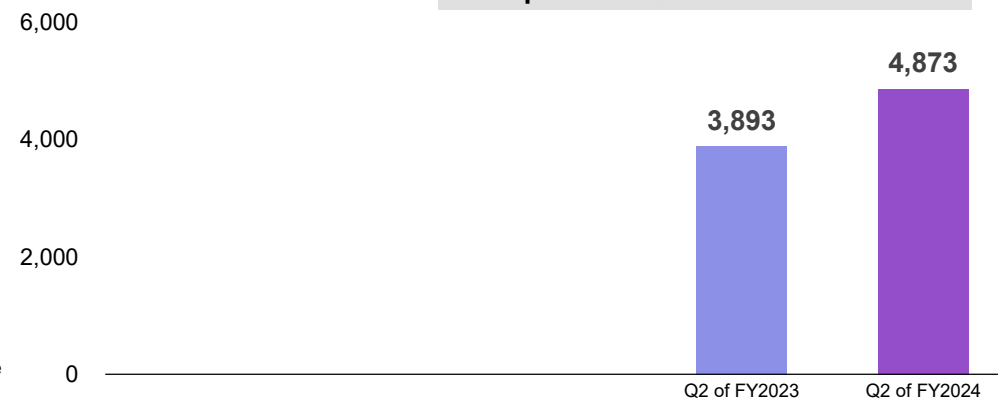
Operating profit

Compared to Q2 of FY2023: -¥0.0 bn



Backlog carried over to next half

Compared to Q2 of FY2023: +¥0.9 bn



* We have revised segment classifications effective Q2 of FY2024. Results for Q2 of FY2023 are based on the segment classifications after the revision.

* Results for Q2 of FY2020, FY2021, and FY2022 are not presented as they are included in the results of the construction of electrical facilities for buildings segment.

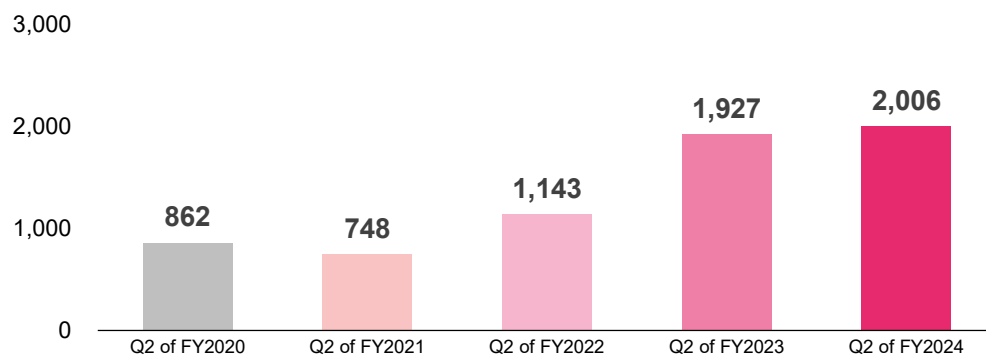
Financial Results of Associated Business Segment

* Associated Business includes real estate business, total building management, maintenance and inspection of electrical facilities, sale of materials, software development, and design of electrical facilities. Figures for real estate leasing, management, etc. are not included in Orders as they do not involve order-based production.

(Unit: million yen)

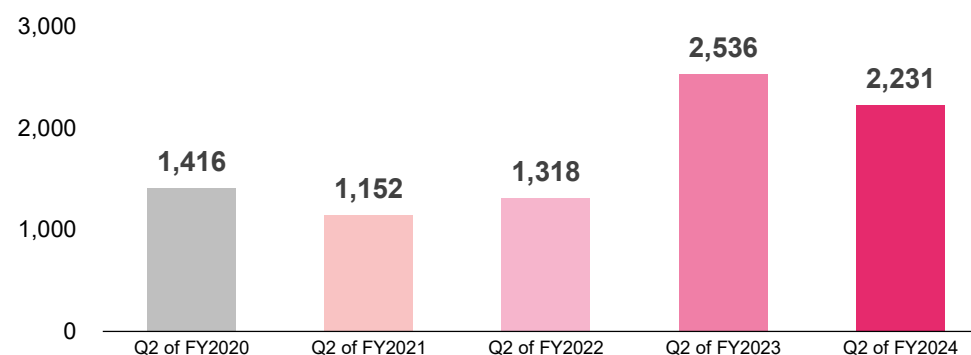
Orders

Compared to Q2 of FY2023: +¥0.0 bn



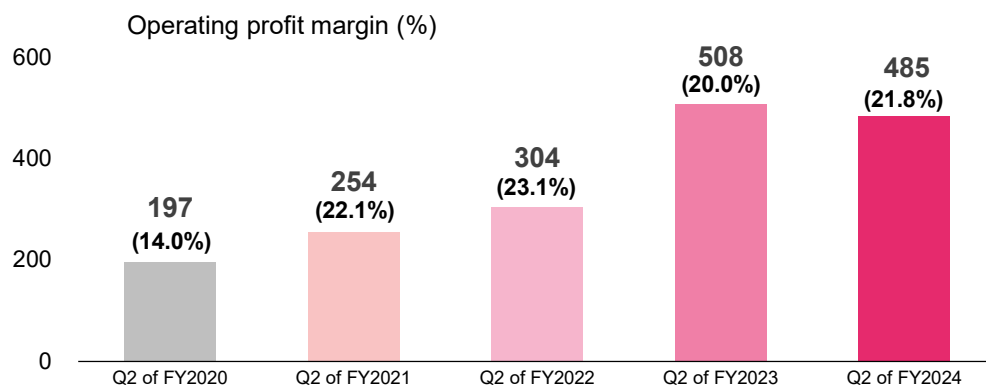
Net sales

Compared to Q2 of FY2023: -¥0.3 bn



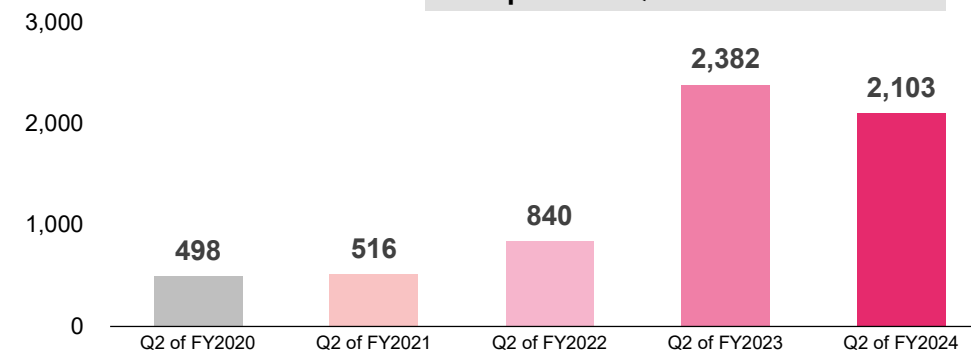
Operating profit

Compared to Q2 of FY2023: +¥0.0 bn



Backlog carried over to next half

Compared to Q2 of FY2023: -¥0.2 bn



* We have revised segment classifications effective Q2 of FY2024. Results for Q2 of FY2023 are based on the segment classifications after the revision.

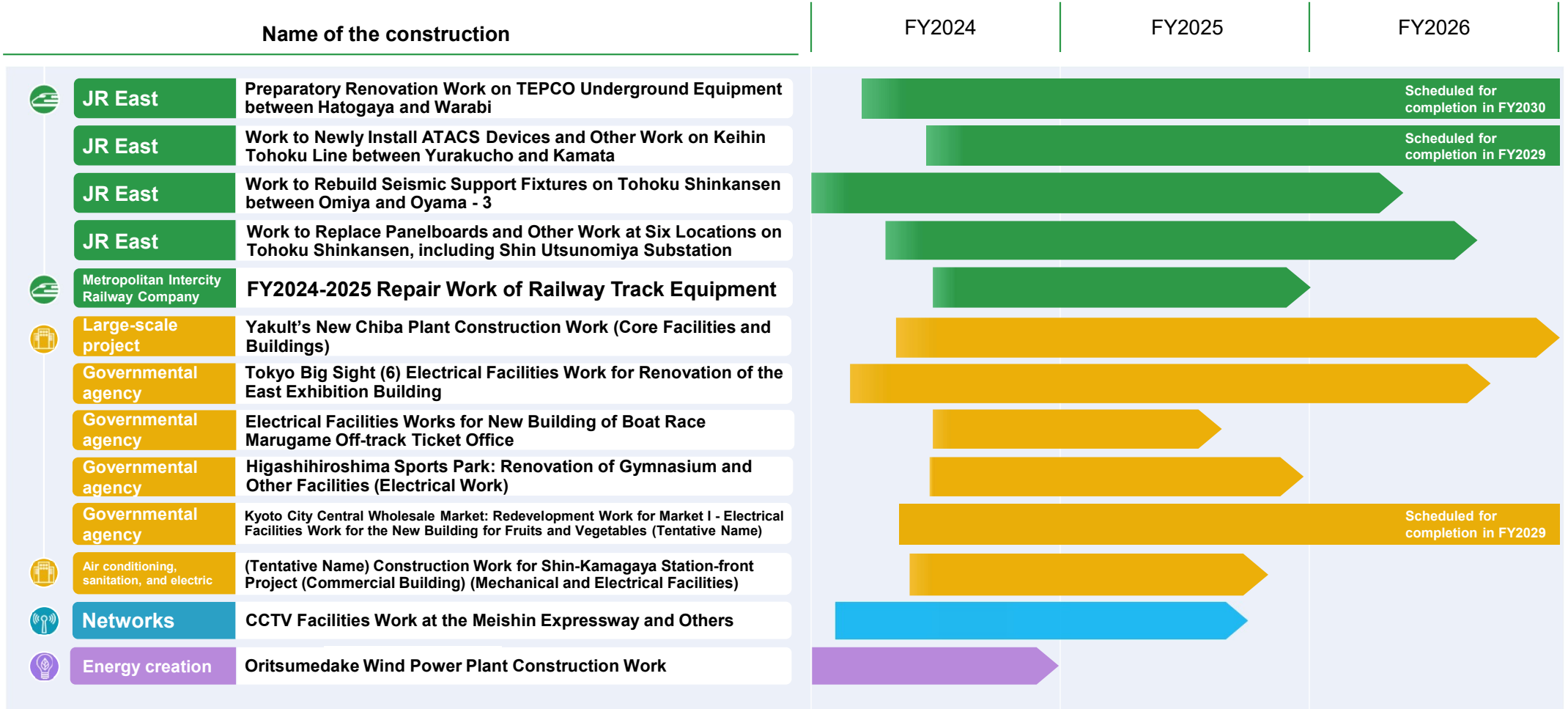
3 Construction Overview by Segment

Major Railway-Related Construction Projects

Name of the construction		FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Projects by JR	Haneda Airport Access Lines (East Yamanote Route and New Access Lines)	Works to relocate obstructions			Scheduled to start operation in FY2031 (JR East)		
	Wireless Train Control System (Advanced Train Administration and Communications System [ATACS])	Keihin Tohoku Line: between Kawaguchi and Omiya, Yurakucho and Kamata, Nippori and Oji, etc.					
	Seismic Reinforcement of Shinkansen's Overhead Line Mast (Replacement of Steel Pipe Mast)	Tohoku Shinkansen: between Omiya and Oyama, Fukushima and Ichinoseki, etc.			Plan to replace approx. 4,000 masts from FY2021 to 2027 and approx. 4,000 masts from FY2028 to 2033 (JR East)		
	Shinkansen Speed Enhancement (Introduction of Simplified Overhead Contact Lines)	Tohoku Shinkansen: between Ueno and Omiya, and Furukawa and Morioka			Construction planned for Joetsu Shinkansen: between Omiya and Honjo-waseda (JR East)		
	Measures for Aging Railway Electrical Facilities (Maintenance and Renewal)	Renovation and Other Works for Various Facilities Due to Aging of Railway Electrical Facilities					
	New Suica Gate System (Networks and Monitoring and Maintenance)				Tokyo Metropolitan Area, Sendai Area, and Niigata Area The system planned to be introduced gradually from the summer of 2023 (JR East)		
	New Construction for Infrastructure Sharing at TAKANAWA GATEWAY CITY						
	Station-front Redevelopment Projects (Tokyo Metropolitan Area, Hokkaido, etc.)	Collecting information					
Projects by other public and private railways	Renewal Work of Substation Facilities						
	Start Business with New Customers and in New Industries						
	New Line Extensions (Tokyo Metro: Extensions of Yurakucho Line and Namboku Line)	Collecting information: Scheduled to start operation in the mid-2030s					
	New Line Extensions (Utsunomiya LRT: Extension to the West)	Collecting information: Scheduled to start construction in or after FY2027 and start operation in the early 2030s					
	New Line Extensions (Hokkaido Shinkansen: Extension to Sapporo)	Collecting information: Scheduled for completion in or after FY2030					

3 Construction Overview by Segment

Major Orders Received (First Half)



3 Construction Overview by Segment

Major Orders Received (First Half)



Work to Replace Panelboards and Other Work at Six Locations on Tohoku Shinkansen, including Shin Utsunomiya Substation



Yakult's New Chiba Plant Construction Work



Kyoto City Central Wholesale Market: Redevelopment Work for Market I - Electrical Facilities Work for the New Building for Fruits and Vegetables (Tentative Name)



Tokyo Big Sight (6) Electrical Facilities Work for Renovation of the East Exhibition Building

©TOKYO BIG SIGHT Inc

④ Efforts Toward Sustainability



4 Efforts Toward Sustainability

Basic Policy on Sustainability

Based on our corporate philosophy, “We execute our duties safely, reliably, and with a customer-first spirit to strengthen customers’ confidence in us and contribute to society by creating infrastructure that is important to society and supports people’s lives and the economy,” we, at the NDK Group, aim to contribute to the realization of a sustainable society through sustainable growth and business activities of the Group.

Issuance of Integrated Report

We started issuing an Integrated Report this fiscal year (September 2024) for all stakeholders, including shareholders and investors, with the aim of fostering deeper understanding of the Group’s business and efforts to increase corporate value.



Integrated Report
2024

Materiality Efforts

Environment

Materiality

1. Contributing to a decarbonized society
2. Promoting resource circulation

Achievements (First Half)

- Building NDK Nagano Building as a ZEB
CO₂ reduction: Approx. 13 t-CO₂/year
- Working to improve energy efficiency of NDK Oji Building through the introduction of high-efficiency air conditioners and others.
CO₂ reduction: Approx. 33 t-CO₂/year
- Promoting a shift to hybrid vehicles (HVs) for use at the Company
Introduced 150 HVs
(Proportion of HVs to all company-owned vehicles: Approx. 23%)



**NDK Nagano Building
(under construction)**

Society

Materiality

- 3. Pursuit of maintaining and improving safety and quality
- 4. Maintaining comfortable social infrastructure
- 5. Securing and developing human resources
- 6. Respect for human rights and diversity
- 7. Building a healthy and comfortable workplace
- 8. Creation of new value

Achievements (First Half)

- Serious workplace injuries and serious accidents: 0
- Prompt responses to requests for emergency restorations from railway companies and others
Response to the July 2024 Yamagata Prefecture heavy rain disaster (Yamagata Shinkansen) and others
- Efforts to raise recognition using the radio, YouTube, etc.
- Promotion of investment for health: Recognized as a 2024 Certified KENKO Investment for Health Outstanding Organization
Holding of events to promote health (expanded to the Oji and Tamagawa areas)
Participation in the Corporate Action to Promote Measures against Cancer as a promotion partner company
- Support for activities of Tetsudou Kousaikai and partial assistance for sports prosthetics for student para-athletes
- Participation in Tokyo Greenship Action (activities to conserve natural environment)



Broadcasting of our first commercial video advertisement to increase recognition



Event to promote health (Tamagawa area)

Governance

Materiality

- 9. Reinforcing corporate governance
- 10. Strengthening risk management

Achievements (First Half)

- Formulation of the NDK Group Action Guidelines (revisions to the Employees Code of Conduct and other standards)
- Revision to the Whistleblowing Rules - Establishment of an external reporting desk
- Conducting of business continuity drills based on the NDK Business Continuity Plan (BCP)



5 Financial Results Forecast FY2024 (Consolidated)

Key Points in the Financial Results Forecast

- Having JR East and other customers as our foundation, we will secure a high level of orders by monetizing new domains and strategically taking orders with a focus on profitability.
- We expect net sales of ¥205.1 billion, which will be a record high, as investments by railway companies recover and constructions for large-scale projects begin in earnest.
- We will minimize the impact of rising personnel and other expenses by increasing productivity and engaging in discussions with customers and secure an operating profit of ¥14.6 billion.

(Figures in parentheses are ratios to net sales. Unit: million yen)

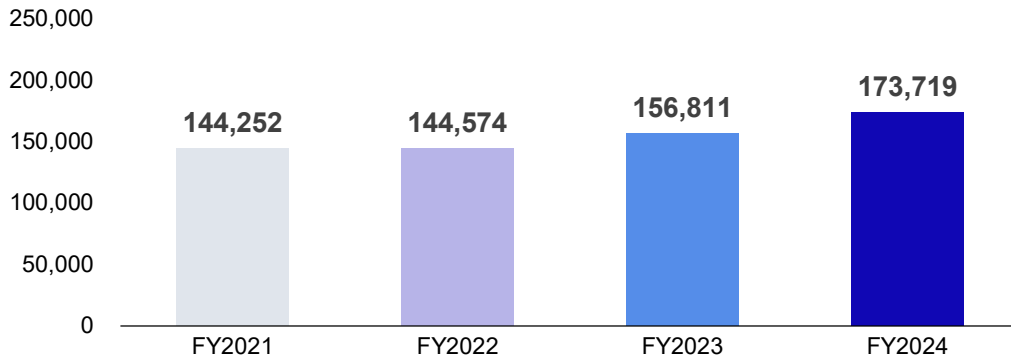
	FY2023 Result		FY2024 Forecast		Year on year	
Backlog at beginning of period	156,811		173,719		16,907	10.8%
Orders	208,036		197,100		-10,936	-5.3%
Net sales	194,031		205,160		11,128	5.7%
Gross profit	28,509	(14.7%)	31,540	(15.4%)	3,030	10.6%
SG&A	15,060	(7.8%)	16,870	(8.2%)	1,809	12.0%
Operating profit	13,448	(6.9%)	14,670	(7.2%)	1,221	9.1%
Non-operating income and expenses	1,452	(0.7%)	1,160	(0.6%)	-292	-20.1%
Ordinary profit	14,900	(7.7%)	15,830	(7.7%)	929	6.2%
Extraordinary income and losses	540	(0.3%)	30	(0.0%)	-510	-94.4%
Profit attributable to owners of parent	10,042	(5.2%)	10,500	(5.1%)	457	4.6%
Backlog carried over to next period	173,719		168,883		-4,836	-2.8%

5 Financial Results Forecast FY2024 (Consolidated)

(Unit: million yen)

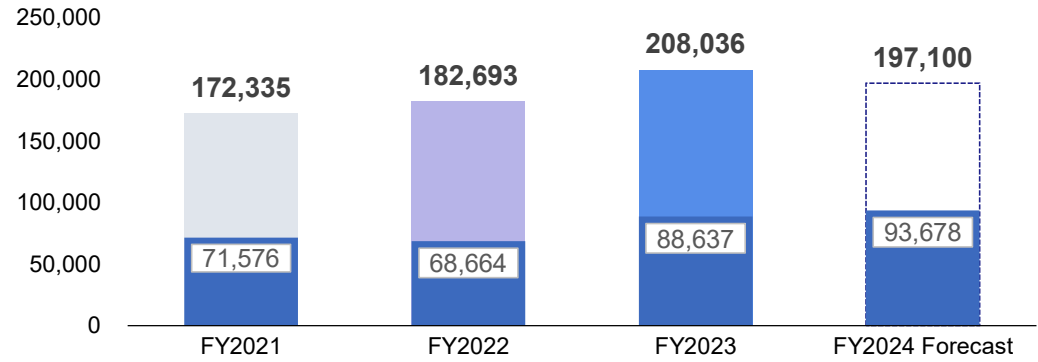
Backlog

Compared to FY2023: +¥16.9 bn



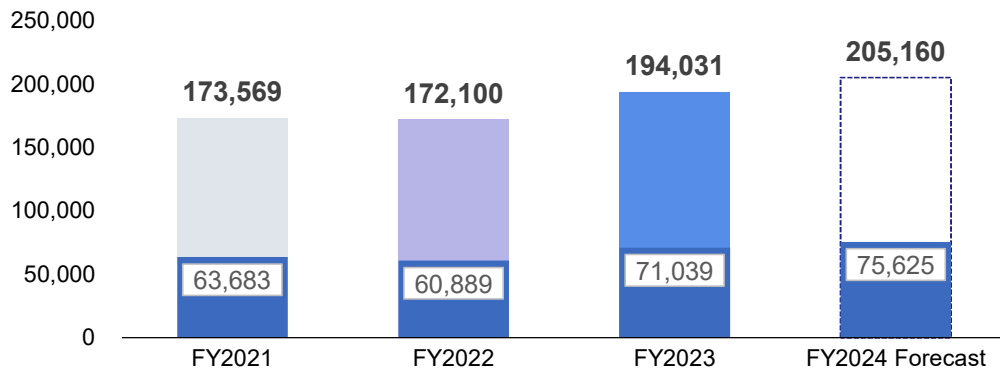
Orders

Compared to FY2023: -¥10.9 bn



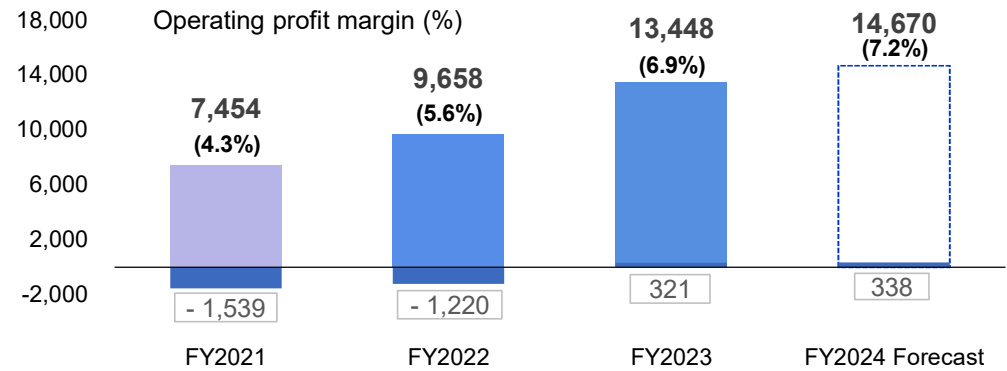
Net sales

Compared to FY2023: +¥11.1 bn



Operating profit

Compared to FY2023: +¥1.2 bn



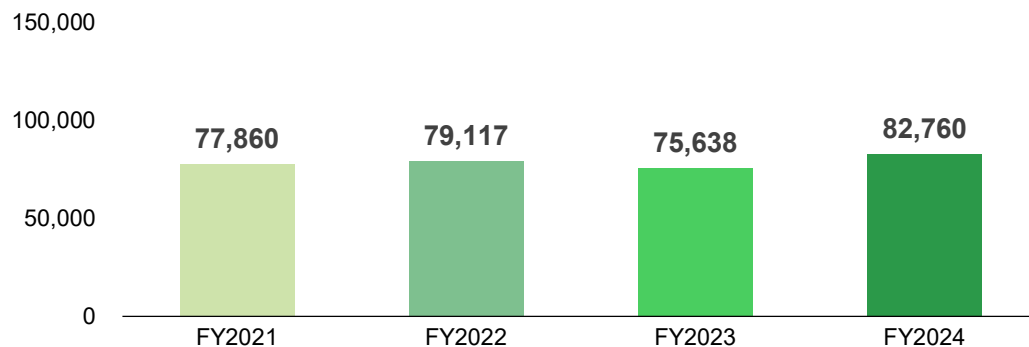
* The figures near the lower parts of the bars are results for Q2 of the respective fiscal years.

Financial Results Forecast for Construction of Electrified Railway Equipment Segment

(Unit: million yen)

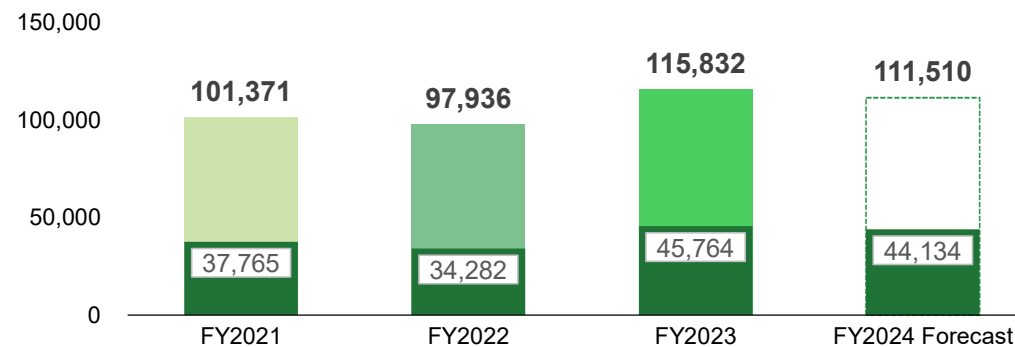
Backlog

Compared to FY2023: +¥7.1 bn



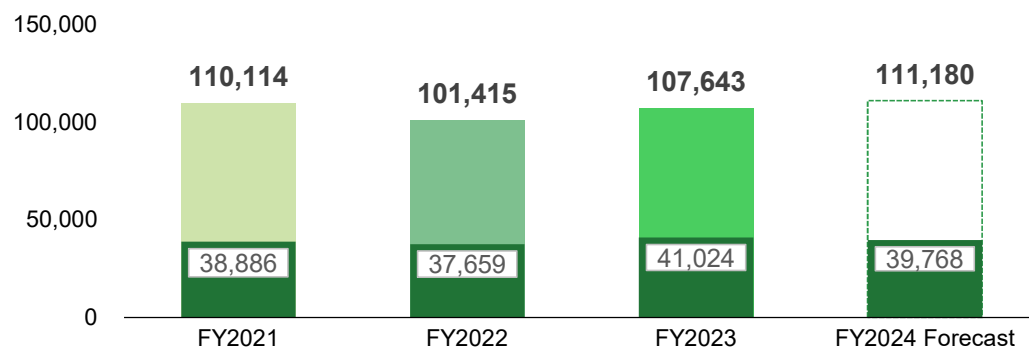
Orders

Compared to FY2023: -¥4.3 bn



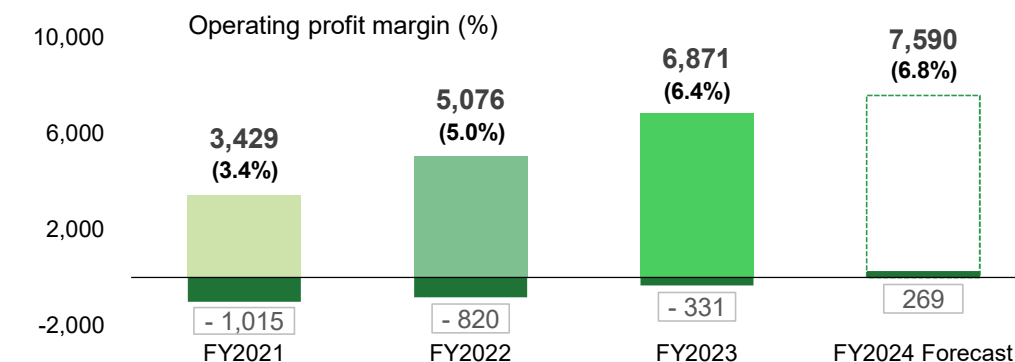
Net sales

Compared to FY2023: +¥3.5bn



Operating profit

Compared to FY2023: +¥0.7 bn



- While construction orders from JR East declined after large orders in the last period, orders from other private railway companies are robust.
- Orders from JR East, which are on a recovery trend, are likely to help improve profitability. We expect increases in net sales and operating profit.

* The figures near the lower parts of the bars are results for Q2 of the respective fiscal years.

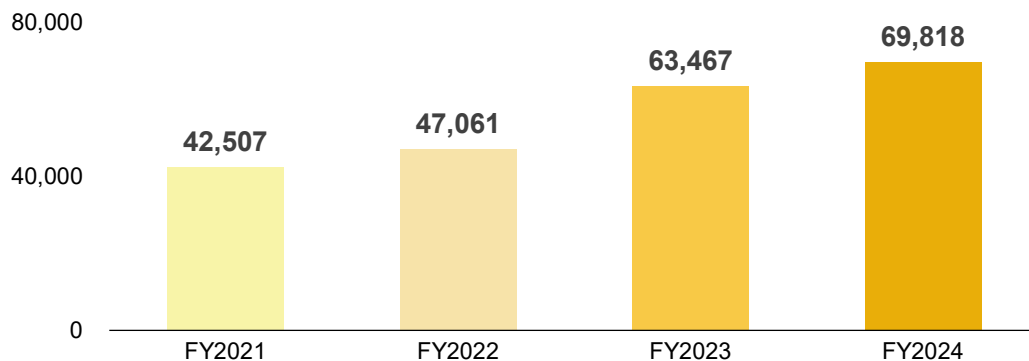
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Financial Results Forecast for Construction of Electrical Facilities for Buildings Segment

(Unit: million yen)

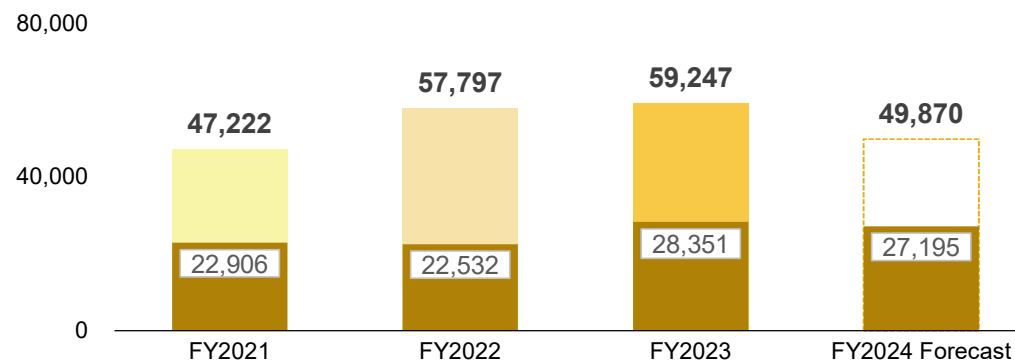
Backlog

Compared to FY2023: +¥6.3 bn



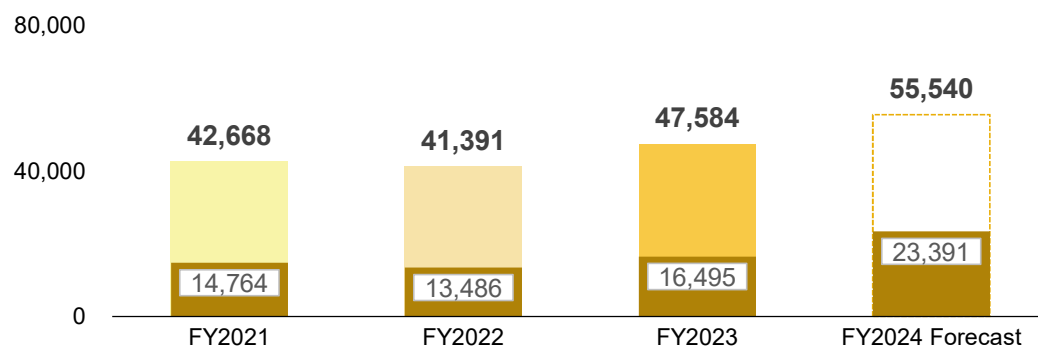
Orders

Compared to FY2023: -¥9.3 bn



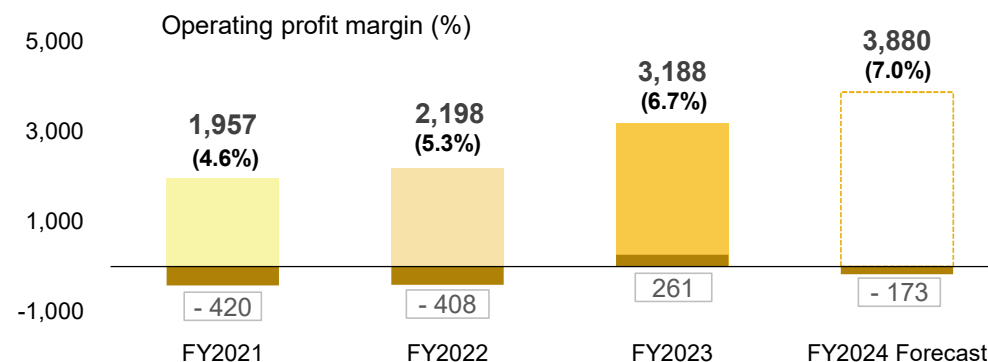
Net sales

Compared to FY2023: +¥7.9 bn



Operating profit

Compared to FY2023: +¥0.6 bn



- We have maintained a high level of construction work in hand and will continue to take orders strategically with a focus on profitability and operational conditions.
- We expect an increase in net sales as constructions of large-scale projects begin in earnest. We also expect an increase in operating profit as we pass rising costs on to customers.

* The figures near the lower parts of the bars are results for Q2 of the respective fiscal years.

* Results for FY2021 and FY2022 and backlog for FY2023 include those for the construction for environmental energy segment.

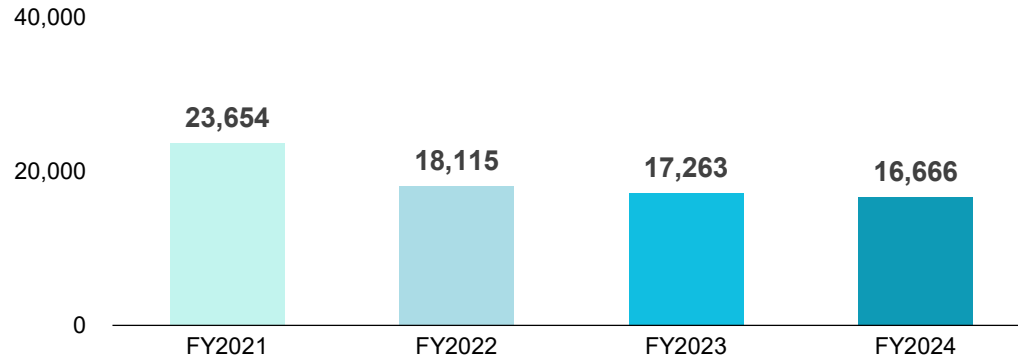
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Financial Results Forecast for Construction of Information and Communication Systems Segment

(Unit: million yen)

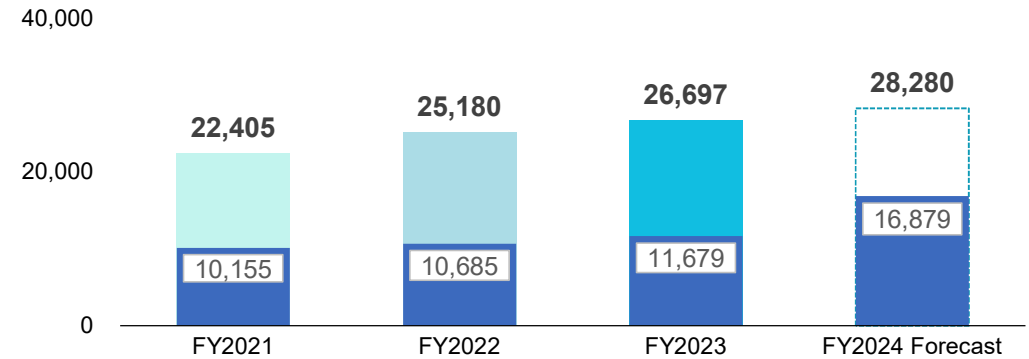
Backlog

Compared to FY2023: -¥0.5 bn



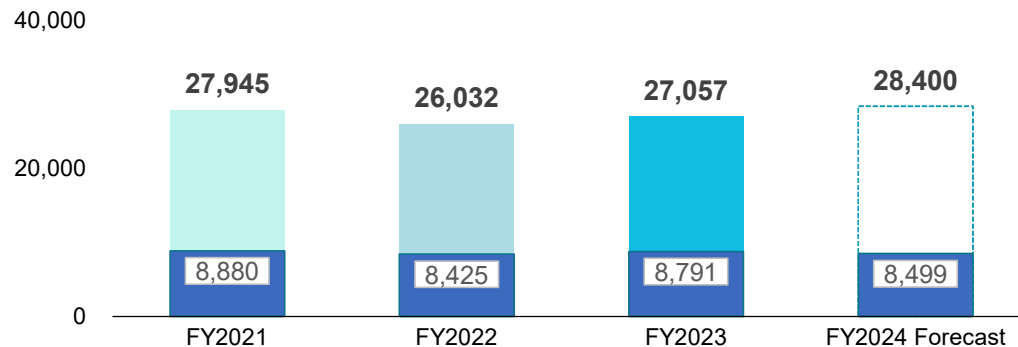
Orders

Compared to FY2023: +¥1.5 bn



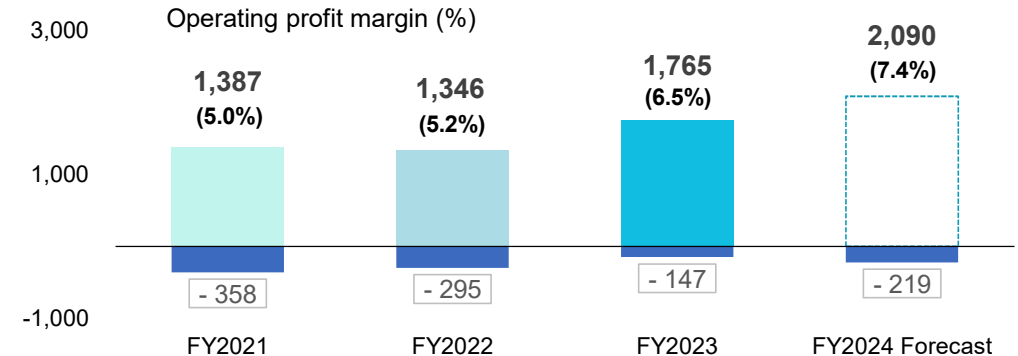
Net sales

Compared to FY2023: +¥1.3 bn



Operating profit

Compared to FY2023: +¥0.3 bn



- Orders are strong due to a successful bid for a large-scale network project and a recovery in orders from JR East.
- We expect increases in net sales and operating profit as an increase in orders from JR East is likely to make up for the decline in investment by mobile communications companies.

* The figures near the lower parts of the bars are results for Q2 of the respective fiscal years.

Financial Results Forecast for Construction for Environmental Energy Segment

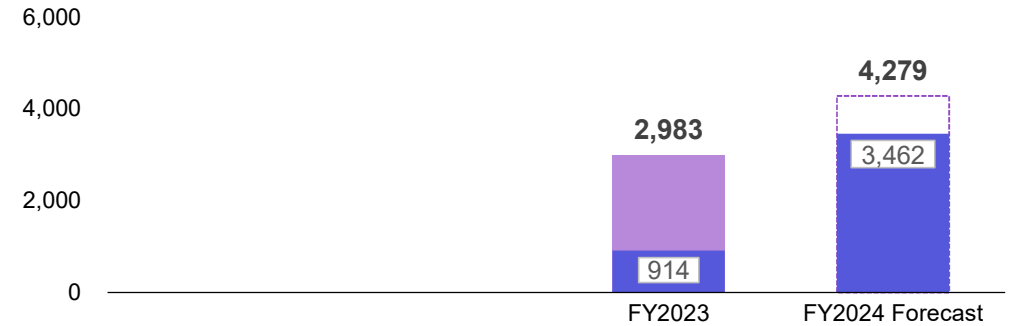
(Unit: million yen)

Backlog



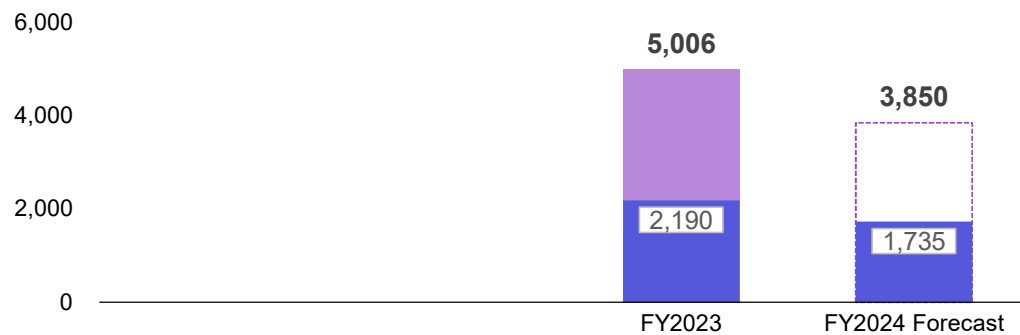
Orders

Compared to FY2023: +¥1.2 bn



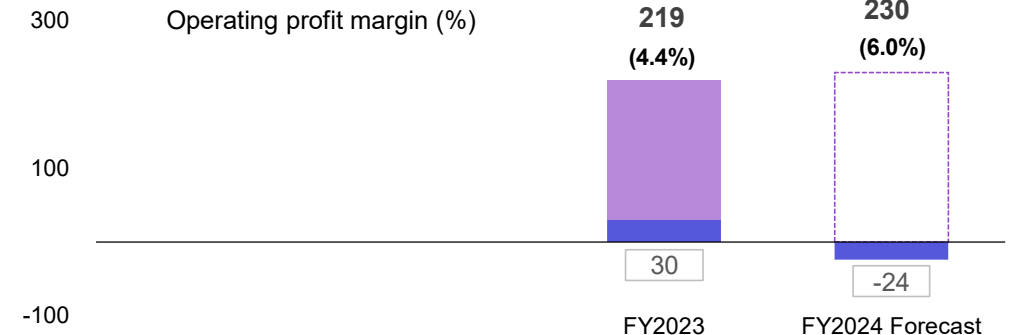
Net sales

Compared to FY2023: -¥1.1 bn



Operating profit

Compared to FY2023: +¥0.0 bn



- Orders will increase due to large-scale construction related to a wind power plant and a station-front redevelopment project that involves electrical, air conditioning, and sanitation work in one.
- While net sales is likely to decline after large sales from renewable energy projects, we expect an increase in operating profit as profitability improves.

* The figures near the lower parts of the bars are results for Q2 of the respective fiscal years.

* Results for FY2020, FY2021, and FY2022 and backlog for FY2023 are not presented as they are included in the results of the Construction of Electrical Facilities for Buildings Segment.

5 Financial Results Forecast for Associated Business Segment

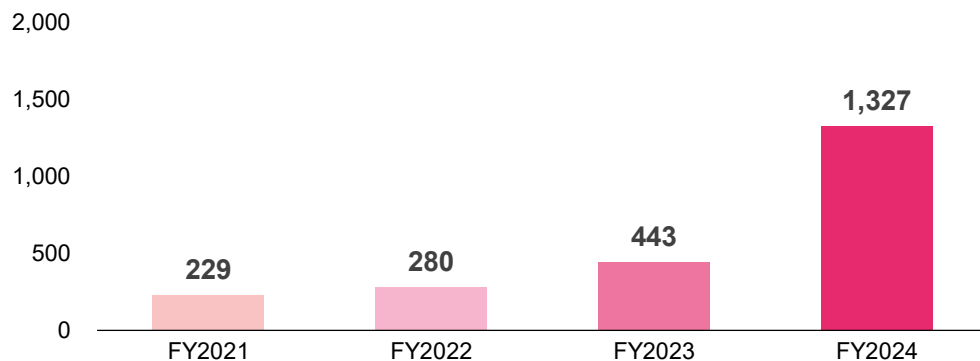
* Associated Business includes real estate business, total building management, maintenance and inspection of electrical facilities, sale of materials, software development, and design of electrical facilities. Figures for real estate leasing, management, etc. are not included in Orders as they do not involve order-based production.



(Unit: million yen)

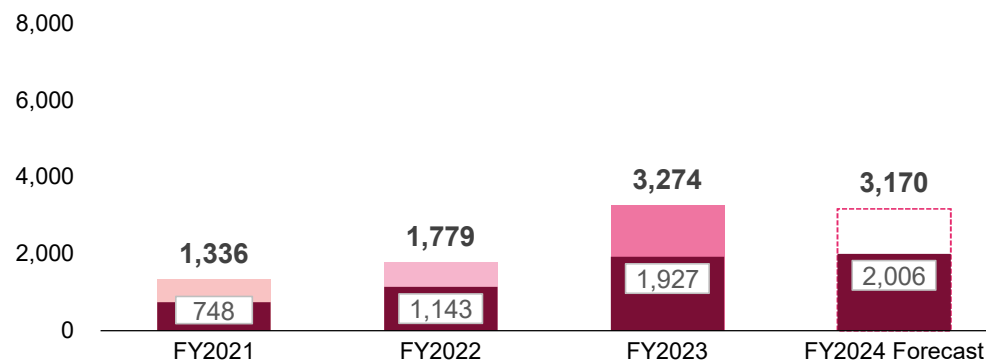
Backlog

Compared to FY2023: +¥0.8 bn



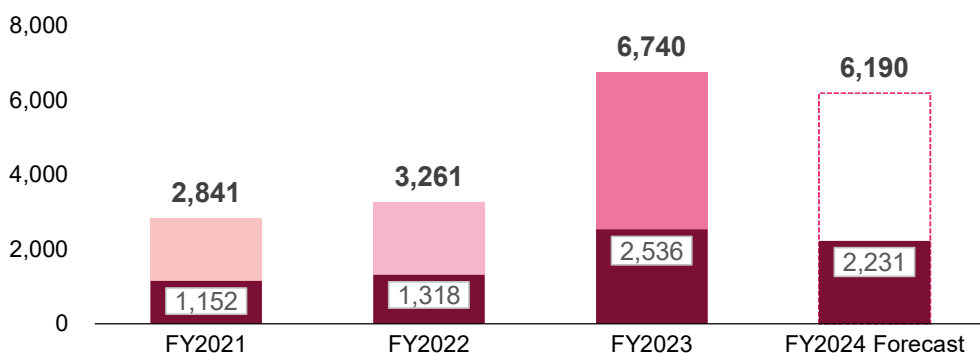
Orders

Compared to FY2023: -¥0.1 bn



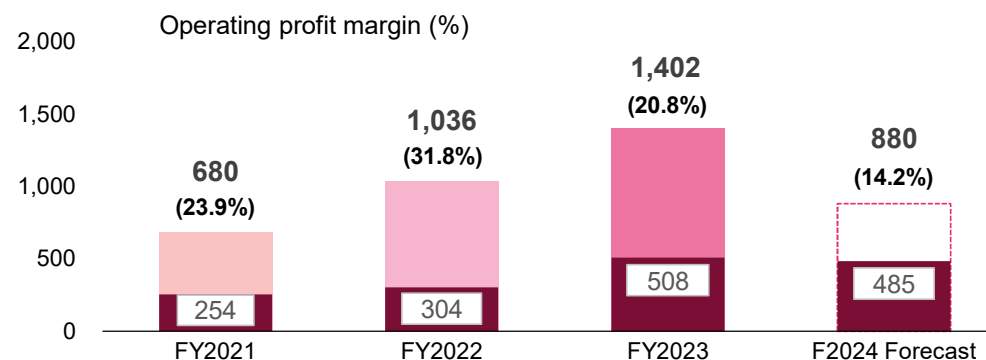
Net sales

Compared to FY2023: -¥0.5 bn



Operating profit

Compared to FY2023: -¥0.3 bn



- Two rental apartment buildings are scheduled to open which take an advantage of an excellent location of the former site of the company building.
- We will focus on creating new businesses, in addition to maintenance and inspection work for electrical facilities, sales business, etc., and work to increase net sales.

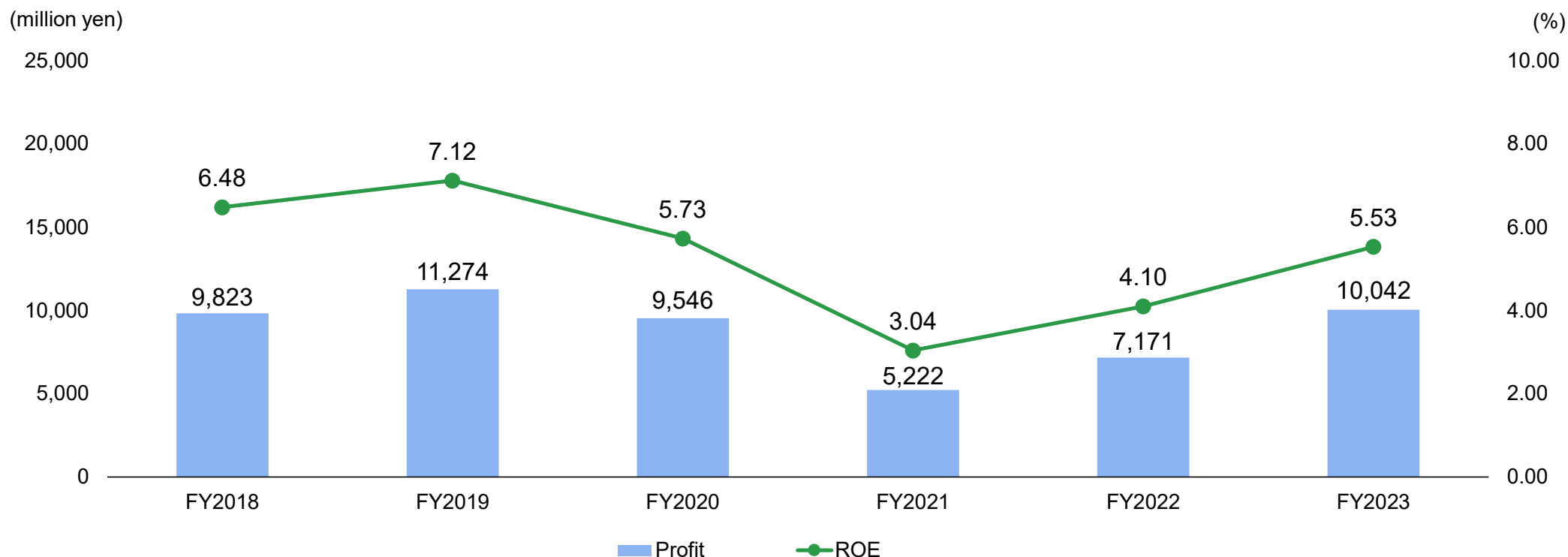
* The figures near the lower parts of the bars are results for Q2 of the respective fiscal years.



⑥ Implementing Management That Is Conscious of Cost of Capital and Stock Price

Understanding the current status for enhancing capital efficiency

ROE and Profit

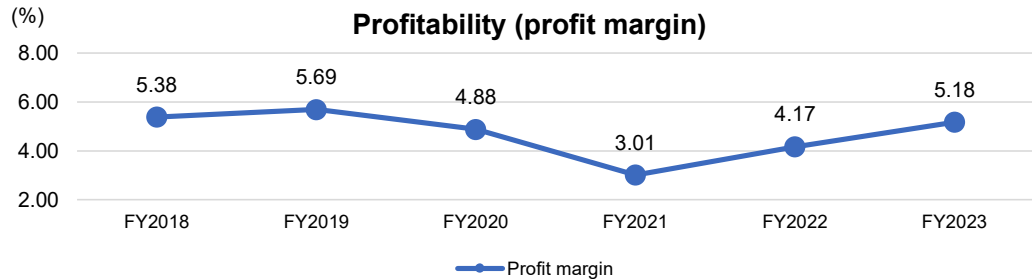


● ROE of the Company has recently been below the cost of shareholders' equity. We recognize that improving ROE is an important management issue.

* We understand that the cost of capital for FY2023, calculated using the CAPM, was approx. 6%

Understanding current status of ROE

- While our financial soundness is solid, we recognize that we need to improve efficiency and further enhance profitability.



Profitability (profit margin)

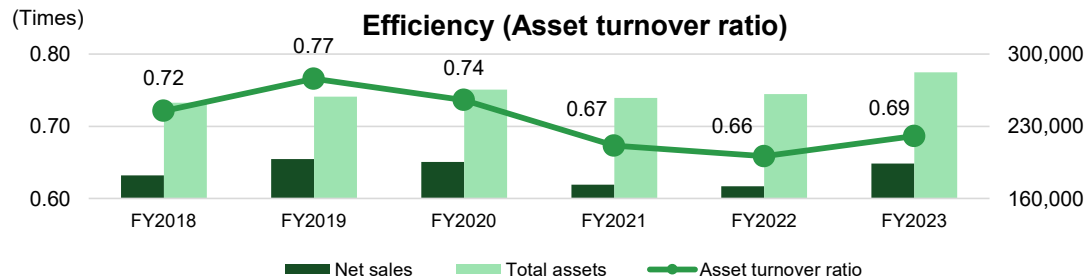
- We have continued our efforts to enhance profitability. While profitability temporarily declined due to the COVID-19 pandemic, we achieved a V-shaped recovery in profit.

[FY2023 Operating profit margin]

The Company:

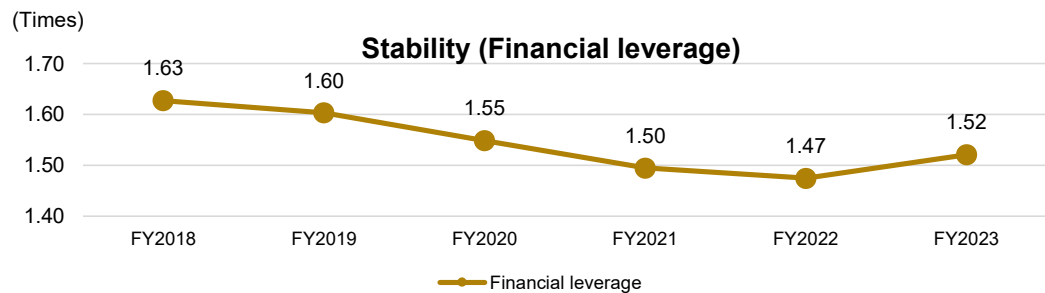
6.9%

Average of the companies in the construction sector in the Prime Market of the TSE: 5.5%



Efficiency (Asset turnover ratio)

- The pace of growth in total assets exceeded growth in net sales, representing a downward trend in efficiency. Increase in net sales: 6%; increase in total assets: 12% (compared to FY2018)
- Liabilities have remained roughly constant, and net assets have trended upward.



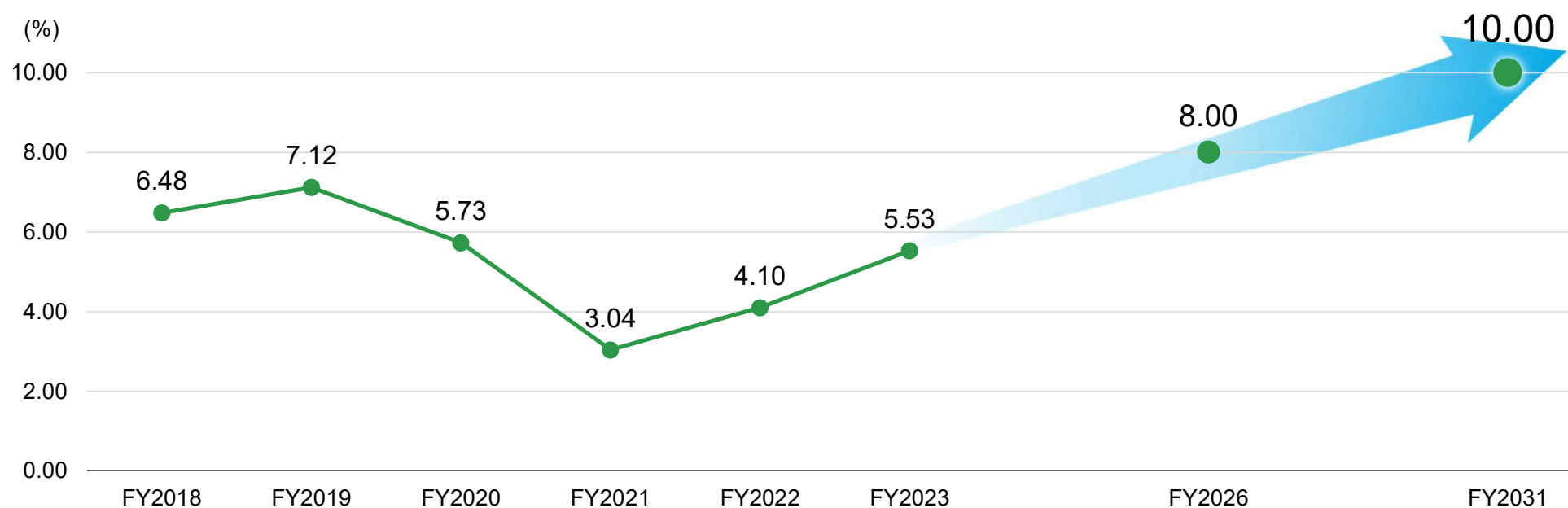
Stability (Financial leverage)

- As a company that supports social infrastructure, we work to secure internal reserves necessary to continue our business activities. Stability is thus high.

Target ROE and Target Market Capitalization in NDK Vision90

- We aim for an ROE of 10% or higher by expanding our revenue base, growing our business through growth investments, and improving capital efficiency.
- We also aim for a market capitalization of ¥230 billion by generating returns that exceed the cost of shareholders' equity.

Trend in ROE



Toward Further Enhancing Profitability

- Based on the solid revenue base we have established, we will make growth investments in areas of human resources, productivity improvement, and business.
- We aim to balance the proportions of business segments by capturing business opportunities in growth areas and strengthen our corporate structure by increasing the scales of our businesses and diversifying risks.

NDK Vision90

With pride and responsibility as a leading company in the field of construction of electrified railway equipment, we aim to become a **comprehensive infrastructure facilities construction company** by expanding our business in construction segments of electrical facilities for buildings, information and communication systems, and environmental energy.

Balance the proportions of business segments

Expand construction segments of electrical facilities for buildings, information and communication systems, and environmental energy

Strengthen the revenue base by further solidifying relationships with regular customers

Creation of New Businesses
Expansion of Business Areas



Secure orders from JR East and other JR companies



Increase orders from regular customers, including station buildings and schools



Secure orders from the mobile field and increase orders from the network field



Increase business with public and private railways nationwide to expand the market presence



Participate in large-scale development projects nationwide



Nationwide expansion of the infrastructure sharing business



Expand business nationwide in the fields of air conditioning and sanitation, ZEB, and energy creation



Enter new businesses (recycling business and local communities-related business)

Growth investment plan: Make growth investments of ¥75.0 billion from FY2024 to FY2031

Human resources

- Secure human resources through attractive performance-based remuneration
- Strengthen human resource development by various measures, including renewing and adding practical training facilities
- Improve the workplace environment

Productivity improvement

- Develop and introduce new technologies
- Strengthen DX education and utilize generative AI
- Enhance safety and save labor through renewing construction vehicles and machinery

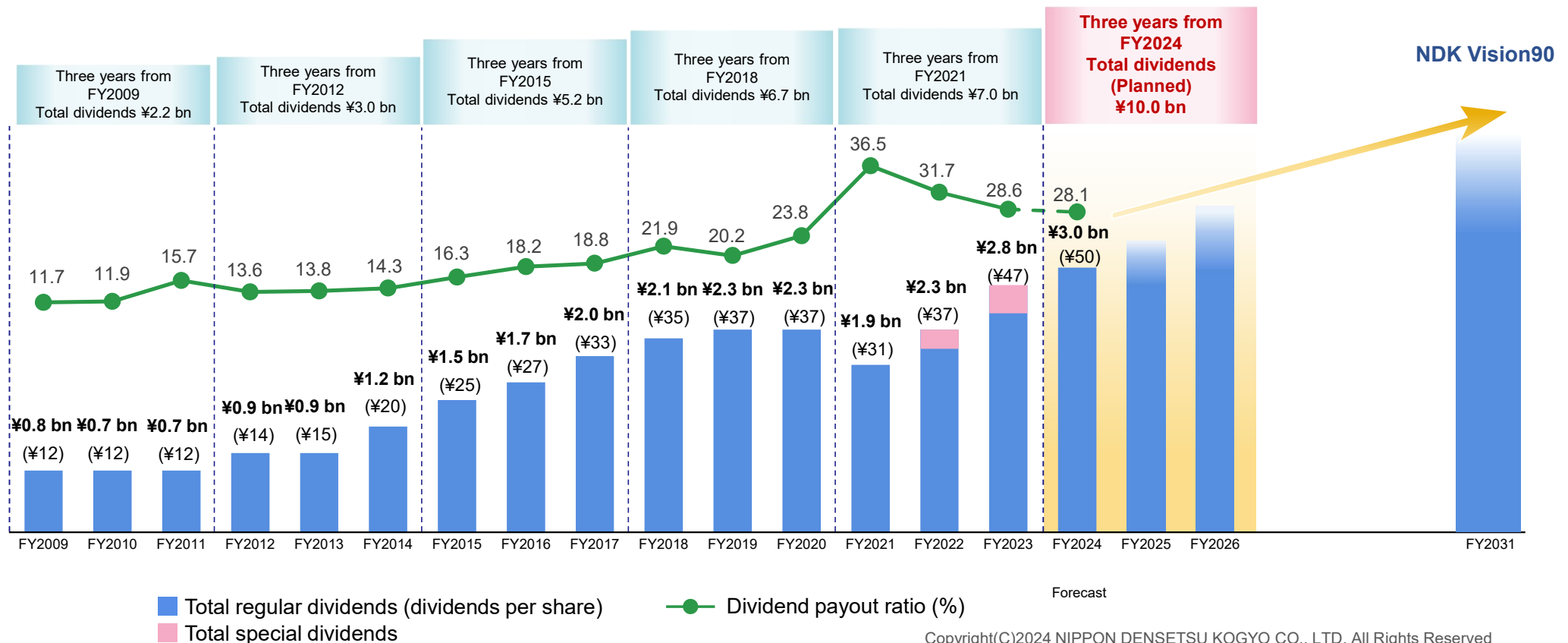
Business-related

- Conduct M&As aimed at strengthening the construction systems and entering new businesses
- Establish in-house venture systems and collaborate with startups
- Enhance support for partner companies in recruitment and business succession
- Reduce environmental impact and contribute to local communities

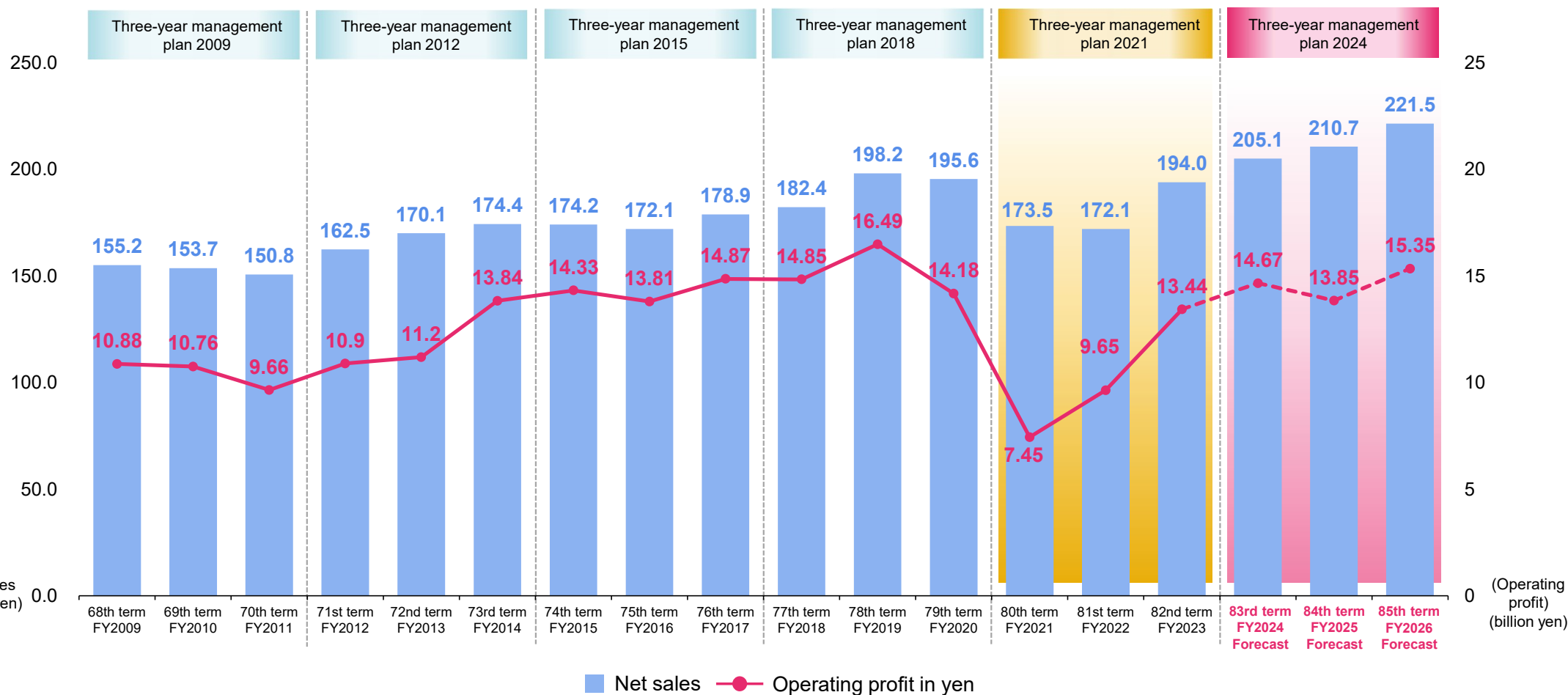
6 Return Profit to Shareholders

Toward Further Enhancing Efficiency

- We will promote the reduction of net assets by various measures, including accelerating the sale of strategically-held shares.
- With a basic policy of a three-year total dividends of ¥10.0 billion, **we will consider and carry out acquisitions of treasury shares and dividend increases.**



V-shaped recovery achieved in FY2023 Secure profit to grow sustainably



Please note that the forecast figures presented in this document were prepared based on the information available to the Company at the time they were prepared, and actual results may differ from the forecasts in the document due to fluctuation of the levels of various risks and uncertainties and changes in economic conditions, among other factors, in future.



Please direct inquiries to:

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