



Tokyo Stock Exchange (Prime Market)  
Securities Code : 7438

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FY2026 Q1

# Financial Results

August 8, 2025



## Notes on forward-looking statements

This document contains forward-looking statements and business plans. These statements were made based on economic environment and business policies at the time of the release. Actual results may differ materially from these forward-looking statements due to various factors and changes.

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## **1. Highlights of Q1 FY2026 Financial Results**

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# Summary of Q1 FY2026 Consolidated Financial Results



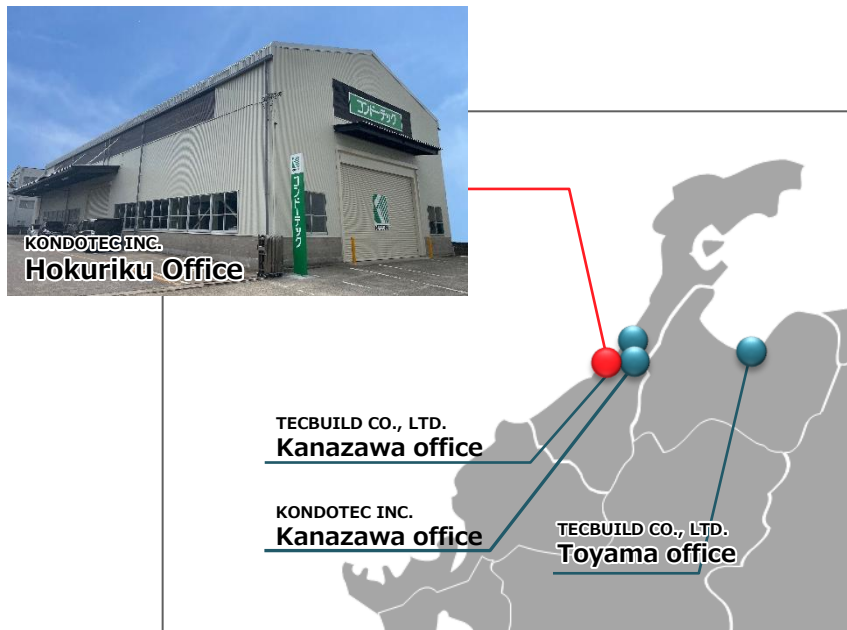
- Net sales increased due to capturing demand from relatively growing demand field.
- Sales growth could not offset lower gross profit margin and higher rent and personnel expenses as well as an increase in SG&A expenses associated with the acquisition of UEDA CONSTRUCTION CO., LTD.

Net sales	20,170 million yen	YoY	+5.4%
Operating income	904 million yen	YoY	△0.9%
Ordinary income	963 million yen	YoY	△0.6%
Profit attributable to owner of parent	601 million yen	YoY	△3.4%
EBITDA	1,393 million yen	YoY	+1.0%

※Note: EBITDA= Income before income taxes + Interest expenses + Depreciation + Amortization of goodwill

## Opening of Hokuriku Office

- In April 2025, we have opened the Hokuriku Office to further expand our business in the Hokuriku region. We aim to strengthen sales force in the Hokuriku region and establish a system that can immediately respond to user needs with the aim of expanding our share.

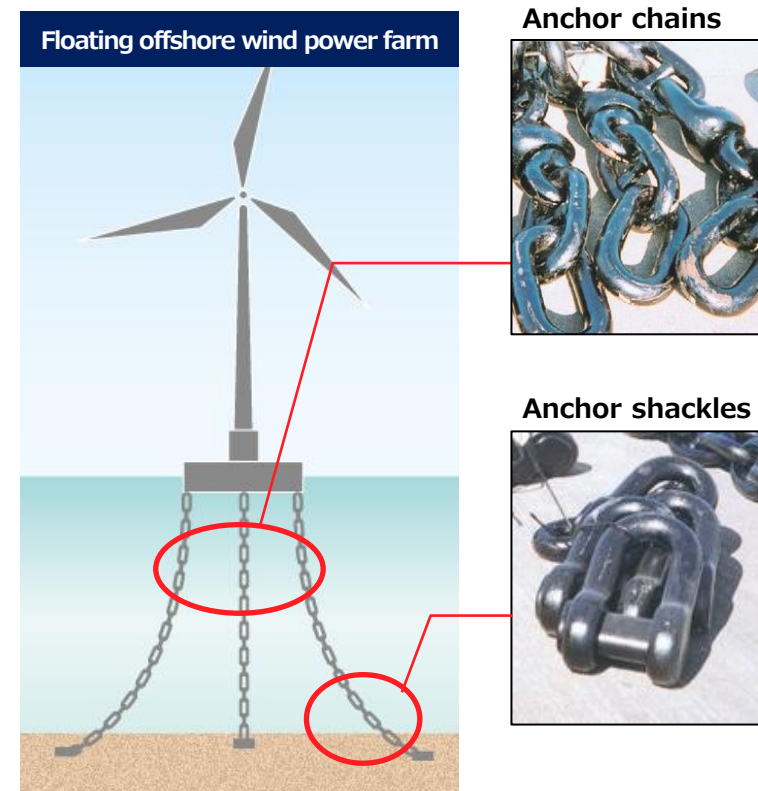


Office name in Hokuriku area		Segment
KONDOTEC INC.	Kanazawa office	Industrial Materials
	<b>Hokuriku Office</b>	<b>Structural Steel Materials</b>
TECBUILD CO., LTD.	Kanazawa office Toyama office	Scaffolding Construction

## Establishment of Environment & Energy Group

- In April 2025, we have established the Environment & Energy Group to strengthen the supply of renewable energy-related products and merchandise to various fields such as offshore wind power farm projects. We aim to strengthen our business by expanding into fields with growth prospects in domestic and overseas markets.

### Examples of products and merchandise used in the construction of an offshore wind farm

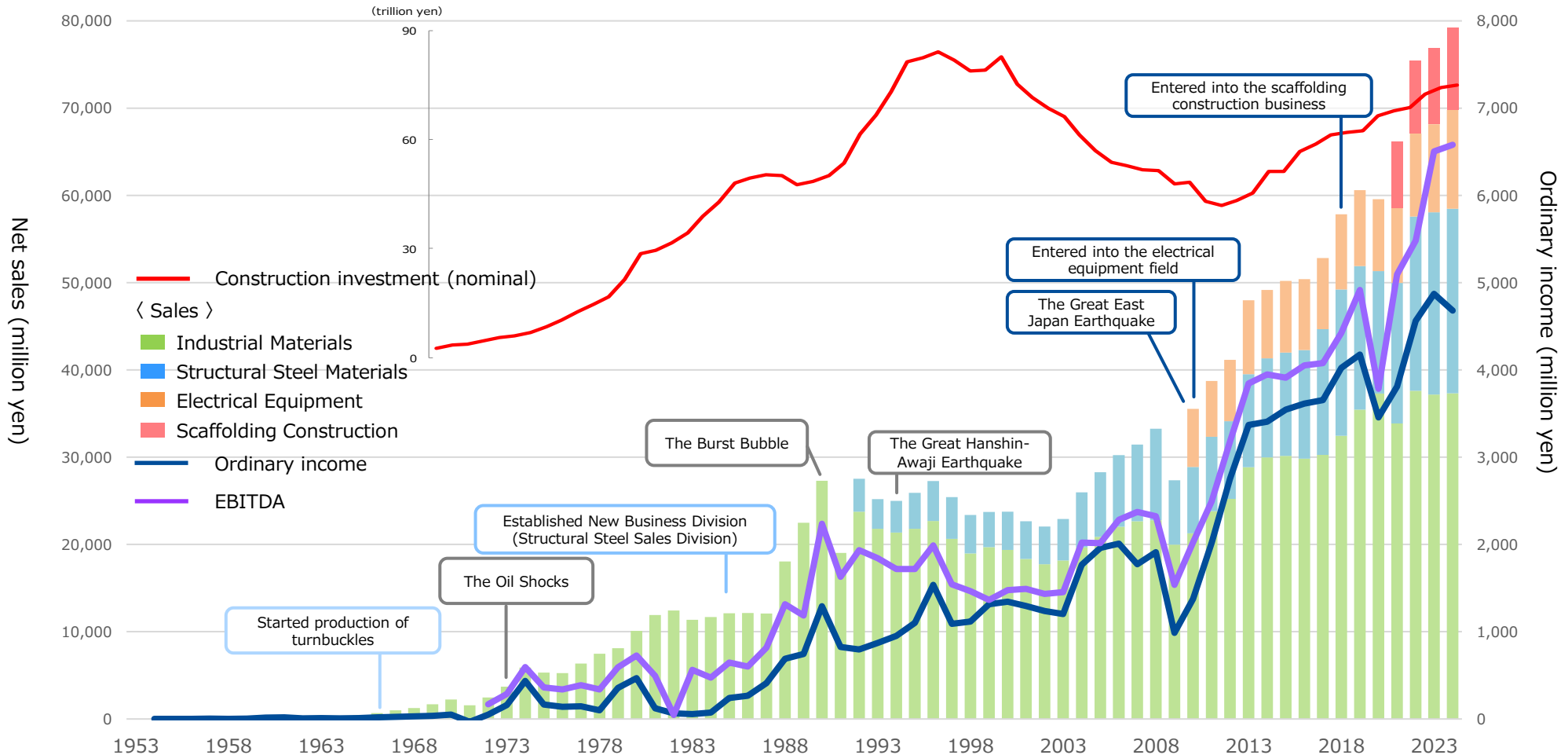


## **2. Company Overview**

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# Performance Trends

Since establishment in 1953, we have not incurred an ordinary loss as a result of efforts to supply products and merchandise to various industries in response to changes of the times and customer needs.



Established and Gaining ground in Tokyo, "shifting from sea to land", Kyushu Factory Opened

Started the expansion of operations across Japan and selling directly to customers and move towards the next growth stage

Reborn KONDOTEC/ stock market listing and business expansion

Entering a new stage by M&A

# Company Overview

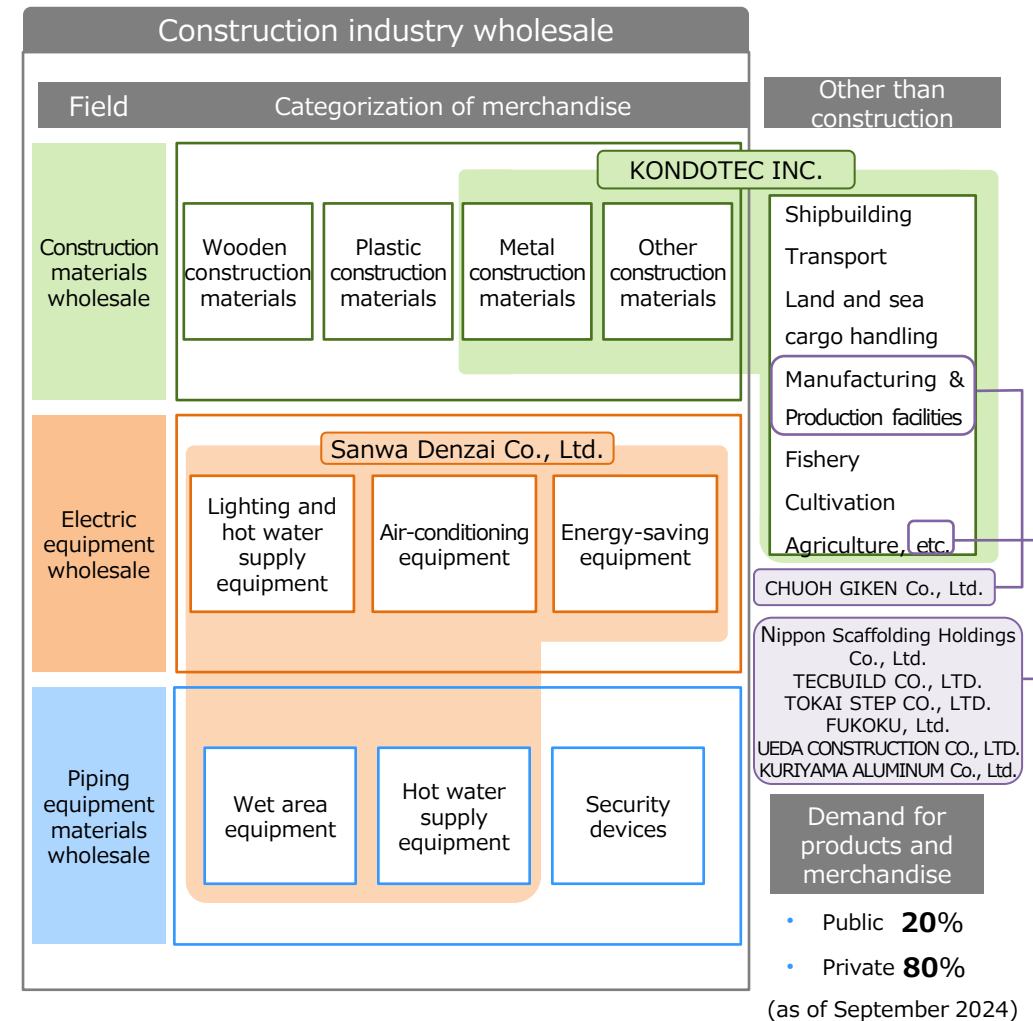
<b>Company name</b>	KONDOTEC INC.
<b>Group companies</b>	Sanwa Denzai Co., Ltd. KONDOTEC INTERNATIONAL (THAILAND) CO., LTD. CHUOH GIKEN Co., Ltd. Nippon Scaffolding Holdings Co., Ltd. TECBUILD CO., LTD. TOKAI STEP CO., LTD. FUKOKU, Ltd. KURIYAMA ALUMINUM Co., Ltd. UEDA CONSTRUCTION CO., LTD. (as of June 30, 2025)
<b>Established</b>	January 1953
<b>President and Representative Director</b>	Noboru Hamano
<b>Head office</b>	2-2-90 Sakaigawa, Nishi-ku, Osaka 550-0024 Japan
	Tokyo Headquarters : 1-9-3 Minami Suna, Koto-ku, Tokyo
<b>Number of employees</b>	Consolidated:1,423 Parent:815 (as of March 31, 2025)
<b>Capital stock</b>	2,666 million yen
<b>Listed stock market</b>	Tokyo Stock Exchange (Prime Market) (Securities Code :7438)
<b>Business areas</b>	<ul style="list-style-type: none"> <li>■ Manufacturing, procurement and sales of industrial materials mainly for hardware retailers, wholesalers, manufactures.</li> <li>■ Manufacturing, procurement, and sale of structural steel materials mainly for steel fabricators.</li> <li>■ Procurement and sales of electrical equipment for electrical construction contractors and electronics retailers.</li> <li>■ Procurement, sale and rentals of temporary scaffolding materials and providing scaffolding construction services for building contractors and medium-sized general contractors.</li> </ul>
<b>Major items handled</b>	<ul style="list-style-type: none"> <li>■ <b>Products</b> Turn buckles, braces, scaffolding chains, screws, anchor bolts, closed-die forged products, construction materials, machinery, equipment, and aluminum extrusions etc.</li> <li>■ <b>Merchandise</b> Hardware, chains, wire ropes, screws, construction materials, lighting equipment, panel board, air-conditioning equipment, and eco items etc.</li> </ul>

# Company History and Business Areas

## Company history

<b>January 1953</b>	Established Kondo Shoten Co., Ltd.
<b>January 1989</b>	Changed the company name to KONDOTEC INC.
<b>April 1995</b>	Listed on the Second Section of the Osaka Stock Exchange
<b>July 1999</b>	Listed on the Second Section of the Tokyo Stock Exchange
<b>April 2010</b>	Acquired shares of Sanwa Denzai Co., Ltd.
<b>April 2011</b>	Designated as the First Section stock by the Tokyo Stock Exchange and the Osaka Stock Exchange
<b>May 2011</b>	Established a representative office (Bangkok, Thailand)
<b>November 2012</b>	Established KONDOTEC INTERNATIONAL (THAILAND) CO., LTD. (Joint venture)
<b>August 2014</b>	Turned KONDOTEC INTERNATIONAL (THAILAND) CO., LTD. into a consolidated subsidiary and acquired shares of CHUOH GIKEN Co., Ltd.
<b>February 2019</b>	Acquired shares of TECBUILD CO., LTD.
<b>February 2020</b>	Acquired shares of TOKAI STEP CO., LTD.
<b>January 2021</b>	Acquired shares of FUKOKU, Ltd.
<b>April 2021</b>	Established Nippon Scaffolding Holdings Co., Ltd.
<b>October 2021</b>	Acquired shares of KURIYAMA ALUMINUM Co., Ltd.
<b>April 2022</b>	Shifted to the Prime Market from the First Section under the previous Tokyo Stock Exchange structure.
<b>October 2024</b>	Acquired shares of UEDA CONSTRUCTION CO., LTD.

## Business areas



# Sales by Segment (FY2025)

## Industrial Materials



Net sales  
**37,328** million yen

Sales weighting  
**47 %**

### Customers

Hardware stores, Wholesalers, Home improvement centers

### Products/ Merchandise



## Structural Steel Materials



Net sales  
**21,131** million yen

Sales weighting  
**27 %**

### Customers

Steel structure fabricators

### Products/ Merchandise



## Electrical Equipment



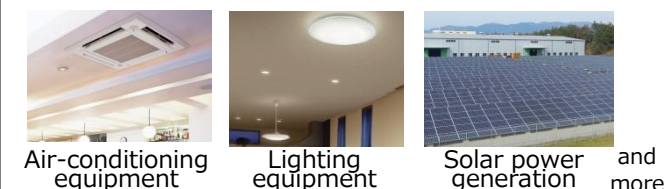
Net sales  
**11,335** million yen

Sales weighting  
**14 %**

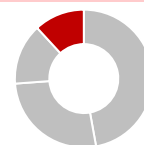
### Customers

Electrical construction contractors, Electronics appliance stores

### Products/ Merchandise



## Scaffolding Construction



Net sales  
**9,380** million yen

Sales weighting  
**12 %**

### Customers

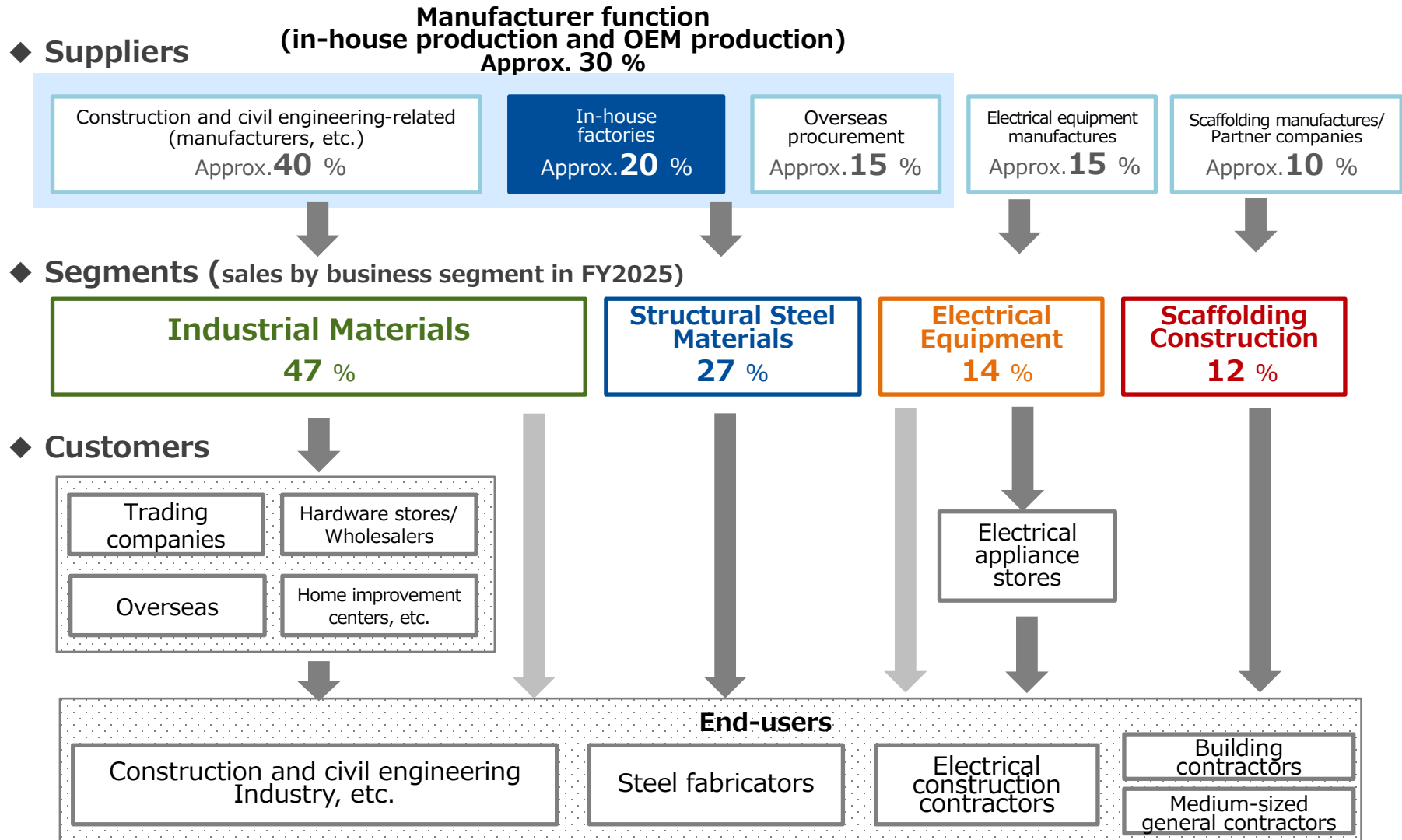
building contractors, medium-sized general contractors

### Business description



# Distribution Channels

- By offering in-house products with added value and sourcing products and merchandise from various suppliers, we have adopted a structure that allows it to meet the diversifying needs of customers.



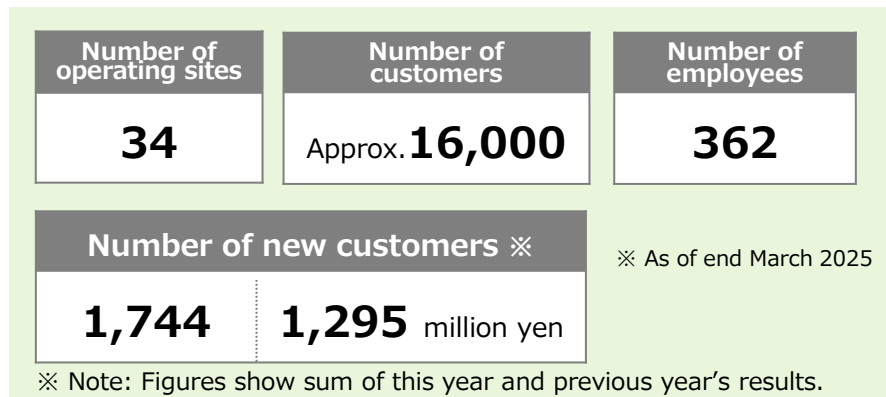
# Segment Overview : Industrial Materials

## Business areas

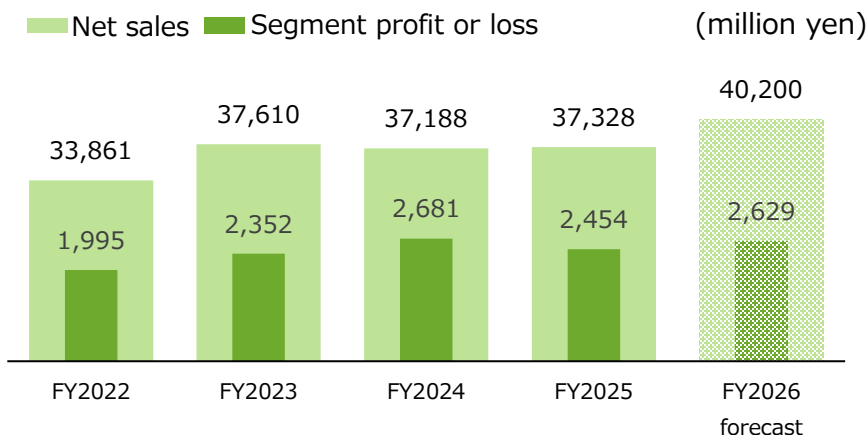
The Industrial Materials Segment manufactures, procures, and sells civil engineering and construction materials (primarily metal fittings through retail).

## Strengths

By selling products and merchandise to a wide range of industries, the segment has built up a diverse customer base that is not skewed toward any particular industry, it is able to generate stable earnings that do not hinge on any particular customer.

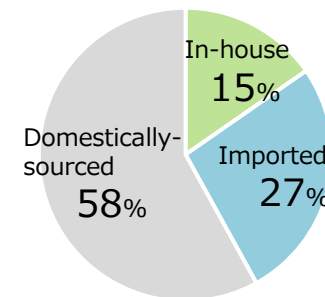


## Results in the past 5 years

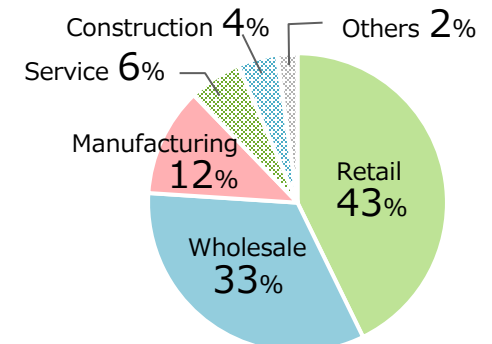


## Ratio of segment sales FY2025

### Procurement source(consolidated)



### Customers by industry(parent)



## Initiatives

- Cultivate new customers, expand sales channels and expand product lineup
- Capture the demands for renewable energy and large-scale projects such as urban redevelopment projects.
- Develop new aluminum products in response to the need for lightweight materials.

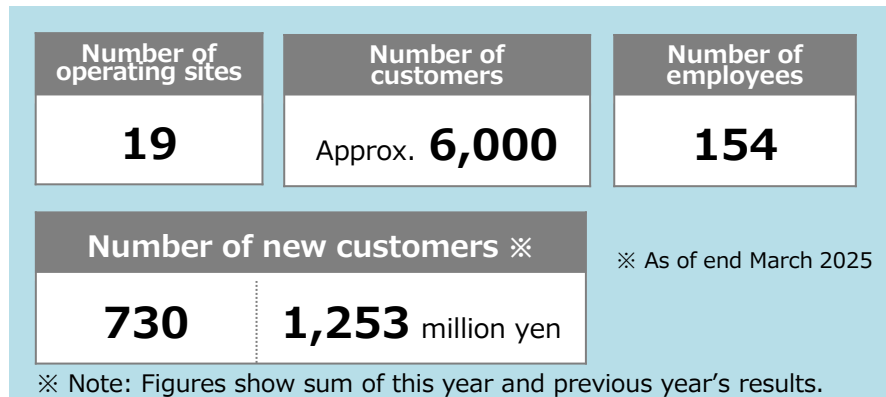
# Segment Overview : Structural Steel Materials

## Business areas

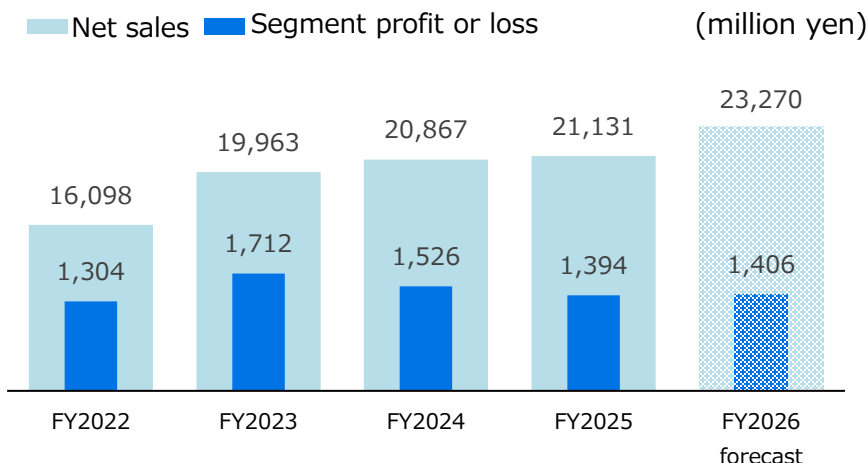
The Structural Steel Materials Segment manufactures, procures, and sells construction-related materials to nationwide steel structure fabricators.

## Strengths

High-margin business maintained through supply of high market share products with a high percentage of in-house production.

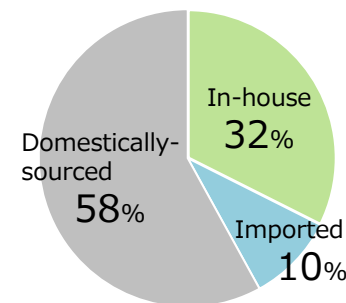


## Results in the past 5 years

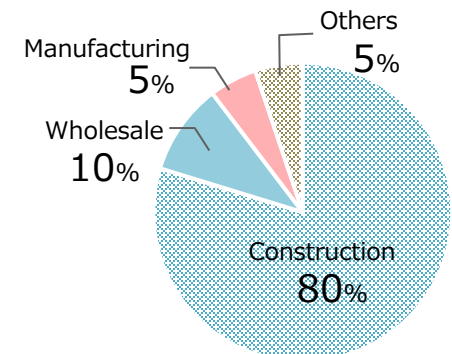


## Ratio of segment sales FY2025

### Procurement source



### Customers by industry



## Initiatives

- Cultivate new customers and expand product lineup
- Plan to open new operating sites seeking to capture the demands in unexplored areas.
- Expand anchor bolt installation business.

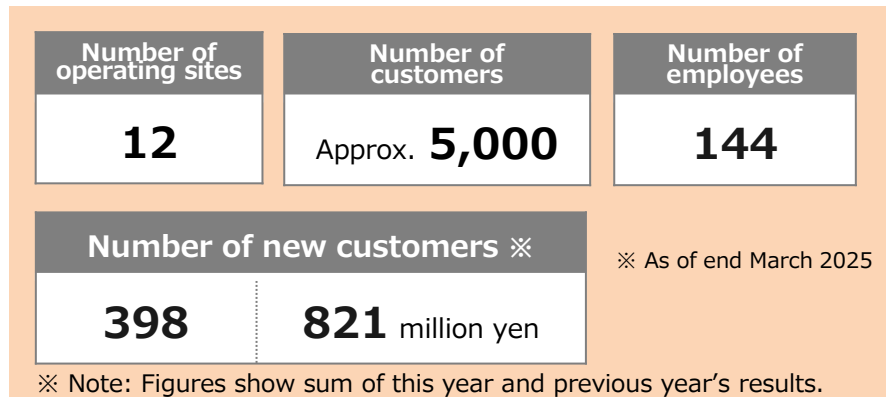
# Segment Overview : Electrical Equipment

## Business areas

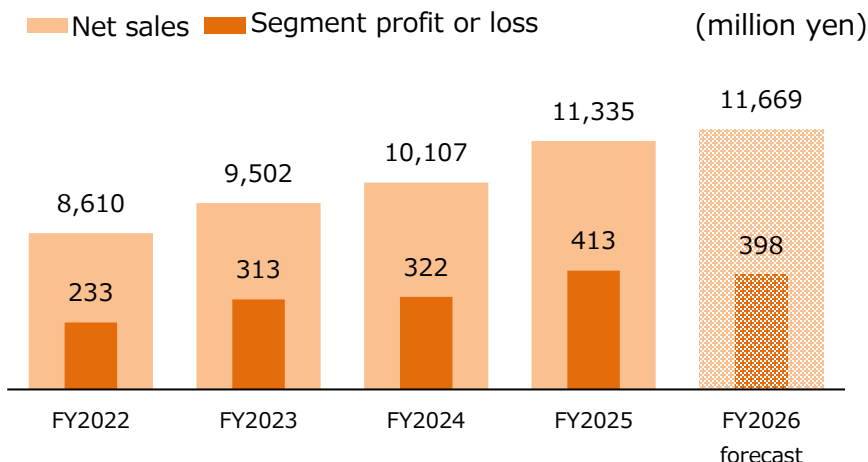
The Electrical Equipment Segment procures and sells electrical equipment to consumer electrical appliance stores and electrical construction contractors.

## Strengths

The segment generates steady earnings through providing a wide range of merchandise from electrical materials to building materials to various industries.



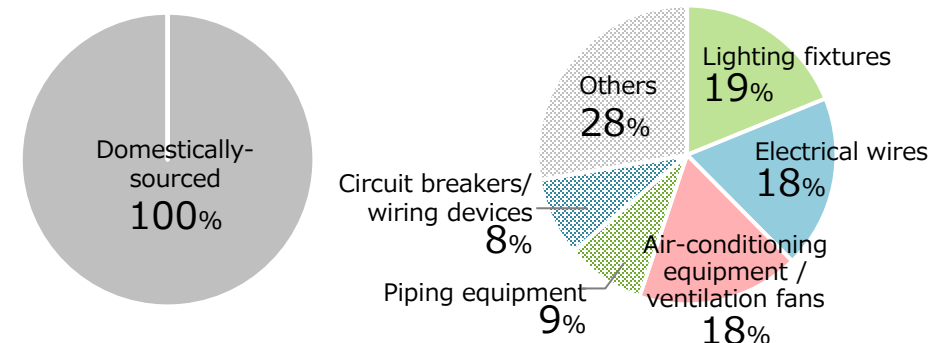
## Results in the past 5 years



## Ratio of segment sales FY2025

### Procurement source

### Merchandise category



## Initiatives

- Cultivate new customers and expand merchandise lineup
- Expand the electrical work-related construction business and capture demands from end users(such as electrical construction contractors).
- Enter into new fields such as factory automation and equipment engineering.
- Expand sales of Eco-friendly and environment-related merchandise.

# Segment Overview : Scaffolding Construction

## Business areas

The Scaffolding Construction Segment provides scaffolding construction services and procures, sells and rents out temporary scaffolding materials to building contractors and medium-sized general contractors

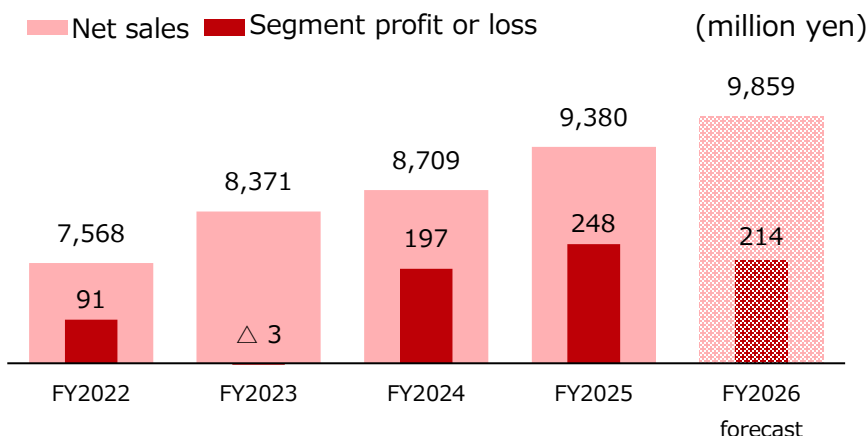
## Strengths

The segment provides a wide range of construction services from residential buildings and medium-rise properties to civil engineering structures (such as bridges)

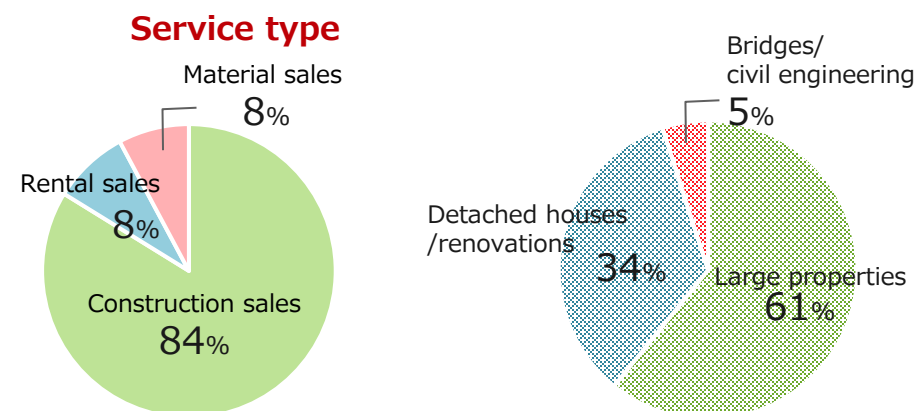
Number of operating sites	Number of employees
<b>38</b>	<b>387</b> (construction workers: <b>173</b> )
Capex for scaffolding materials	Book value of scaffolding materials
<b>564</b> million yen	<b>1,022</b> million yen

※ As of end March 2025  
 ※ The amount of investment as of end March 2025

## Results in the past 5 years



## Ratio of segment sales FY2025



## Initiatives

- Step up orders with higher unit prices for plant construction sites, large properties such as medium-rise buildings, and civil engineering projects.
- Expand sales of scaffolding materials and sales of scaffolding rental.
- Expand customer base through developing new customers.

# Market Size for Main Products and Merchandise

## Market size for main products, merchandise and corresponding market shares (FY2024)

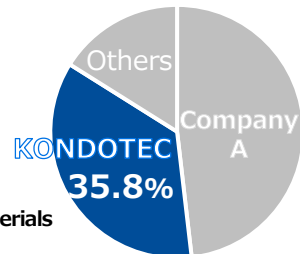
## Market overview and initiatives

### JIS certification Turnbuckle braces

Markets size  
About **11** billion yen

They are seismic bracing products used in steel constructions

Segment  Structural Steel Materials  
 Industrial Materials

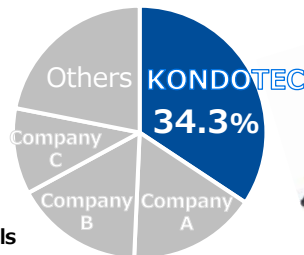


### JIS certification Anchor bolts

Markets size  
About **3** billion yen

They are important materials used to connect a building structure to a concrete foundation.

Segment  Structural Steel Materials  
 Industrial Materials

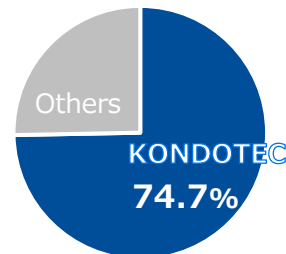


### Scaffolding suspension chains

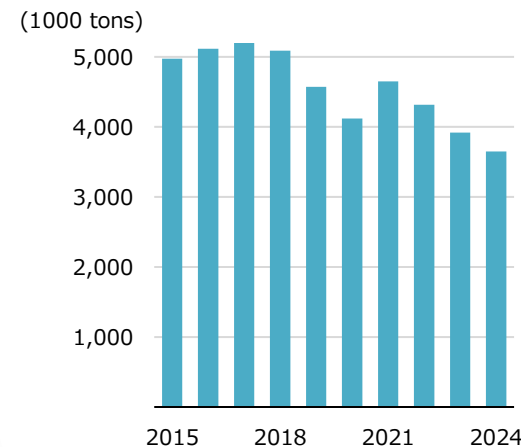
Markets size  
About **1** billion yen

They are scaffolding materials to provide a safe working platform for work at height in bridge and expressway construction.

Segment  Industrial Materials



### ■ Estimated volume of steel frame demand



※Source: The website of Ministry of Land, Infrastructure, Transport and Tourism

### ➤ Market overview

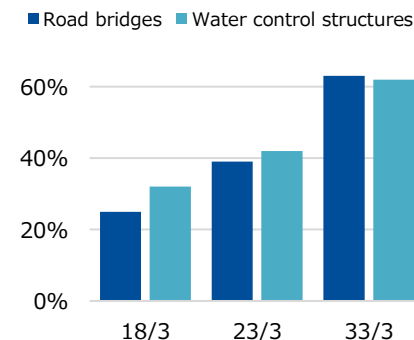
The robust demand for large low-rise properties such as logistics facilities, data centers and factories remained robust, but overall demand trend has been sluggish due to mainly the impact of inflation in Japan, rising construction costs, and labor shortages

### ➤ initiatives to maintain and expand the market share

- Strengthen upstream sales
- Expand anchor bolt installation work
- Plan to open new operating sites

### ■ Demand for maintenance and repair of deteriorating social infrastructure

#### Percentage of 50+ year old infrastructure



※Source: The website of Ministry of Land, Infrastructure, Transport and Tourism

### ➤ Market overview

The number of 50-plus-year-old infrastructure is expected to increase exponentially in the next decade.

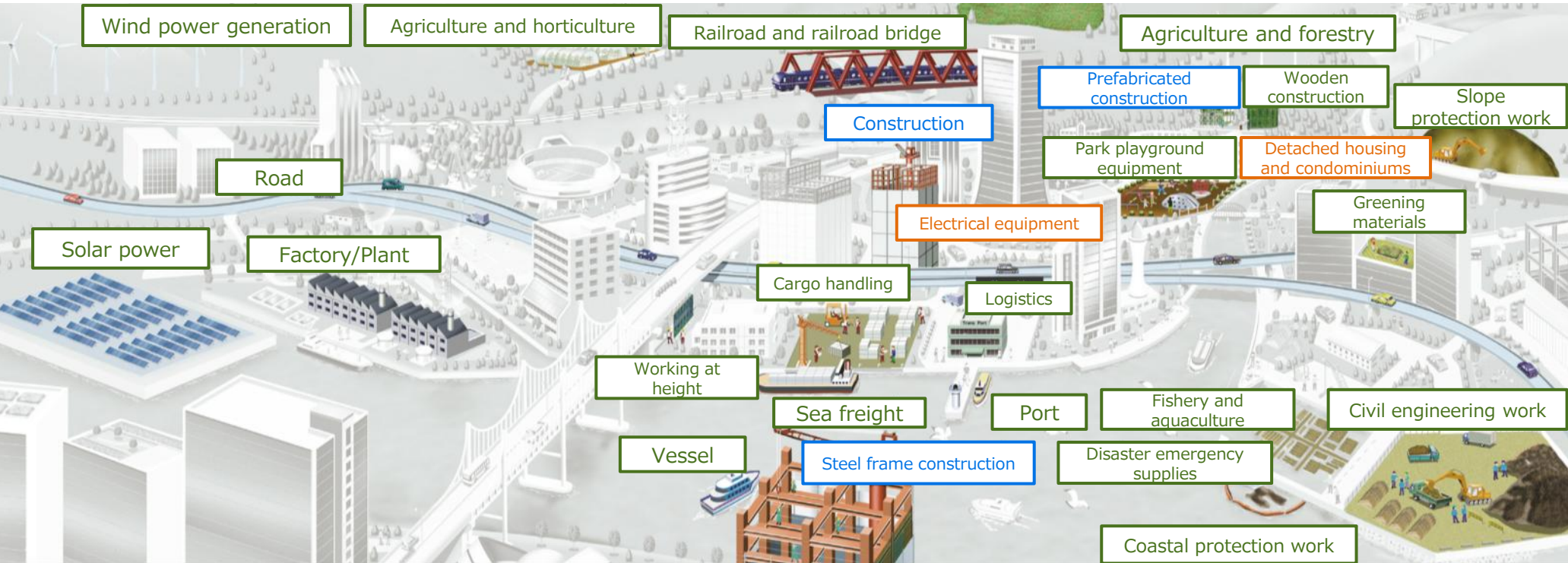
### ➤ initiatives to maintain and expand the market share

- Develop new products (such as lightweight chains)
- Expand sales of products and merchandise through cooperation between Industrial Materials and Scaffolding Construction segments.

### **3. Main Products and Merchandise**

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We supply roughly 50,000 products and merchandise to various industries in response to changes of the times and customer needs.



## Construction

The construction field is one of the biggest sales field. Materials for Steel-frame structures such as turnbuckle braces and round separators for reinforced concrete buildings are main products manufactured in-house. We obtained Z-mark certification and X-mark certification in wooden construction field. We offer various temporary scaffolding materials used in a wide range of constructions.

- Lifting equipment
- Turnbuckle braces
- Steel frame materials
- Foundation materials
- Formwork materials
- Architectural hardware

## Railroads

When railroad construction has specific requirements that differ from other constructions, we offer specific products to Japan Railways Group and other railway companies.

- Screws
- Lifting equipment
- Materials for river improvement and slope protection

## Civil engineering

There are various fields with growth prospects in civil engineering including infrastructure-related projects (such as road construction and port engineering), slope protection and river engineering. Demand for materials for urgent post-disaster reconstruction is growing along with the increasing frequency of natural disasters in recent years. We keep inventory at all of our operating sites to facilitate quick delivery in the event of a disaster.

- Street materials and greening materials
- Materials for river improvement and slope protection
- Lifting equipment
- Worksite equipment
- Nets and sheets
- Port materials

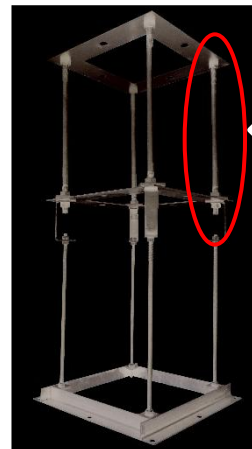
# Turnbuckle Braces

- Turnbuckle braces are connected cornerwise to prevent the collapse of buildings exposed to lateral pressure.
- Turnbuckle braces are used as seismic bracing products in prefabricated steel-frame houses and steel constructions such as shopping centers, factories and warehouses. They can also be seen in everyday locations, including on ceilings of railway station platforms.



# Anchor Bolts

- Anchor bolts are important materials used to connect a building structure to a concrete foundation. Their main purpose is to prevent the building connected to the concrete foundation from tilting and falling over.



Anchor bolts



Anchor frame (Kon-base Eco)

# Container Bags

- Container bags are used in a wide range of settings such as 1) transportation and storage of feedstuff, fertilizer, plastic pellets, and industrial waste; 2) rubble disposal and decontamination work; and 3) post-disaster reconstruction work (used as large sandbags).



# Scaffolding Installation

- Our group provide scaffolding services for various projects – from houses to medium-rise buildings and civil-engineering works such as bridges.

## Overpass repair



## Condominium construction



## **4. Q1 FY2026 Financial Results and Analysis**

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# Q1 FY2026 Consolidated Financial Results

(million yen)

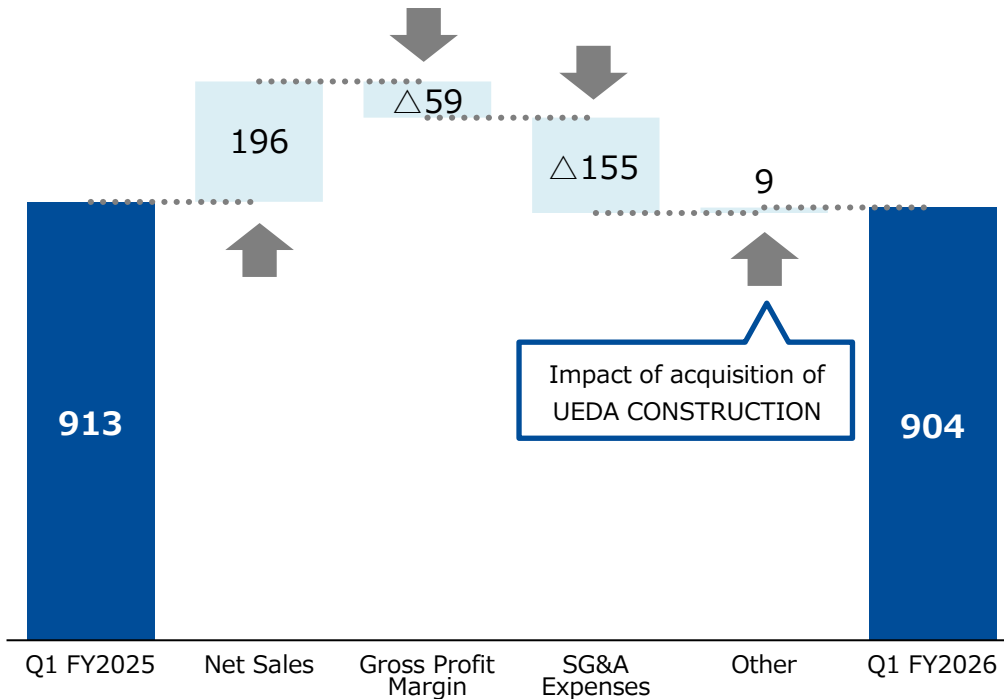
	Q1 FY2025	Q1 FY2026	YoY	
			Amount	%
Net sales	19,134	20,170	+1,036	+5.4%
Gross profit	4,207	4,396	+188	+4.5%
SG&A expenses	3,294	3,491	+197	+6.0%
Operating income	913	904	△8	△0.9%
Ordinary income	969	963	△6	△0.6%
Profit attributable to owner of parent	622	601	△21	△3.4%
EBITDA	1,379	1,393	+14	+1.0%

※ Note: EBITDA= Income before income taxes + Interest expenses + Depreciation + Amortization of goodwill

# Operating Income Analysis (Consolidated)

## Operating income analysis

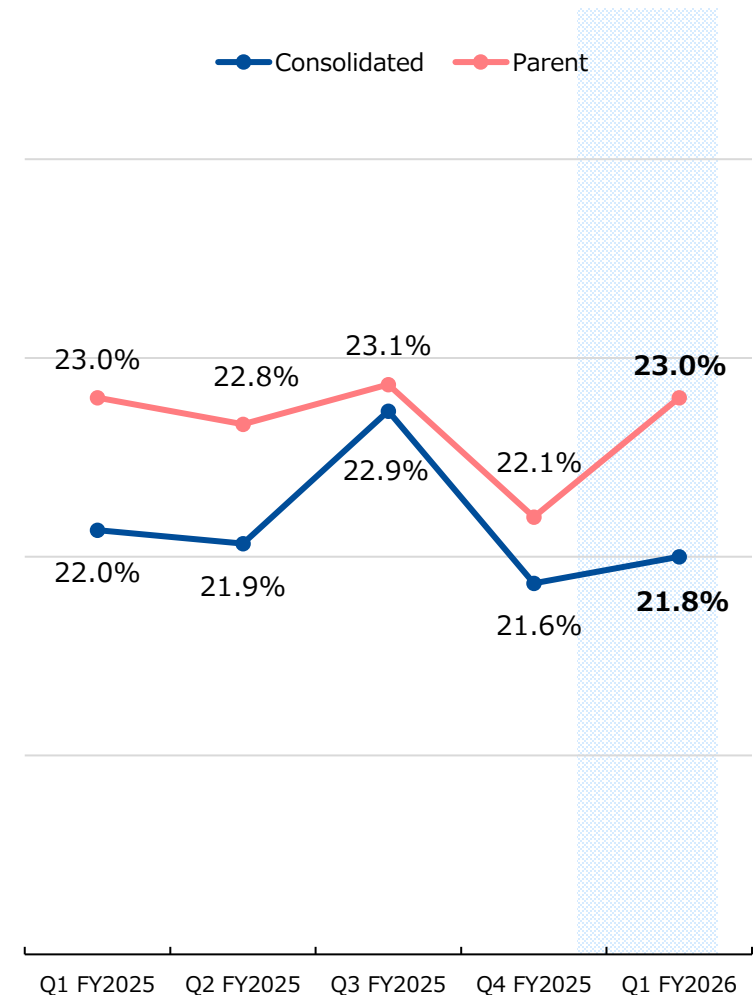
(million yen)



※ Note: The following figures do not include **UEDA CONSTRUCTION CO., LTD.**

Gross Profit Margin	22.0% → 21.7%
SG&A Expenses	Salaries +44 million yen Rent expenses +37 million yen Supplies expenses +29 million yen Freight and packing costs +12 million yen

## Quarterly GPM



# Q1 FY2026 Consolidated Financial Results

## Progress for FY2026 Forecast

### Progress for FY2026 forecast

(million yen)

■ Q1 FY2026 ■ Full-year forecast

#### Net sales



#### Gross profit



#### Operating income



#### Ordinary income

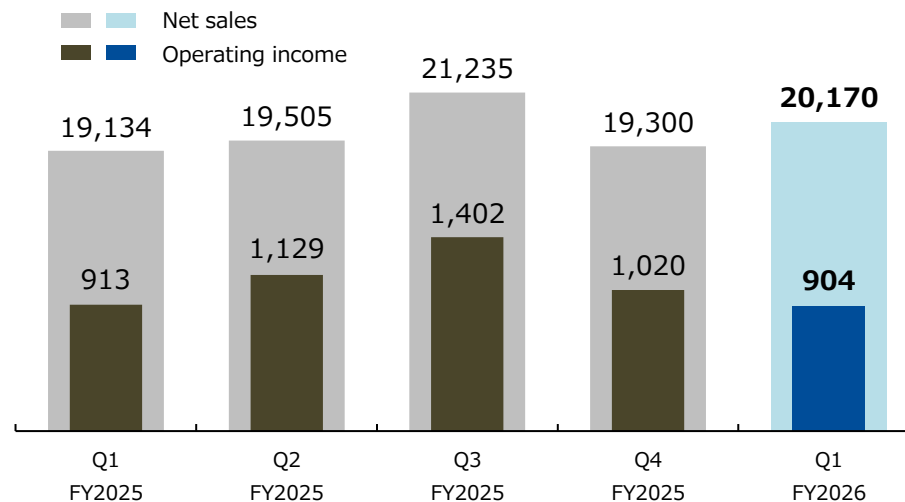


#### Profit attributable to owner of parent

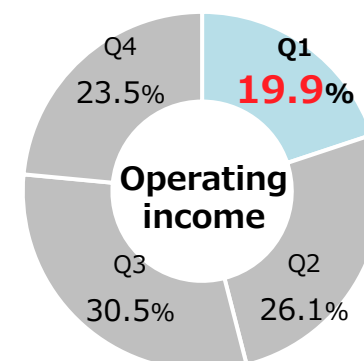
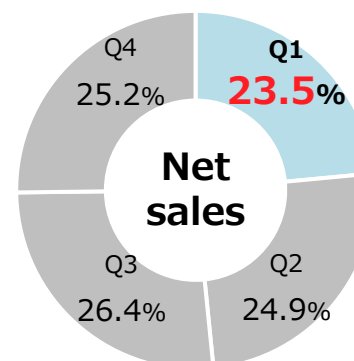


### Net sales and operating income

(million yen)



### Quarterly percentage breakdown (5-year average)



# Consolidated Balance Sheet [Assets]

(million yen)

		<b>FY2025</b>	<b>Q1 FY2026</b>	<b>Change</b>
<b>Current assets</b>	Cash and deposits	15,476	<b>13,646</b>	△1,829
	Notes and receivable-trade, and contract assets	11,578	<b>11,866</b>	+287
	Electronically recorded monetary claims operating	4,828	<b>5,092</b>	+263
	Inventories	8,227	<b>8,461</b>	+234
	Other	628	<b>636</b>	+7
	Total current assets	40,740	<b>39,704</b>	△1,036
<b>Non-current assets</b>	Property, plant and equipment	18,991	<b>19,331</b>	+339
	Intangible assets	3,861	<b>3,750</b>	△111
	Investments and other assets	1,654	<b>1,648</b>	△5
	Total non-current-assets	24,507	<b>24,730</b>	+222
	<b>Total assets</b>	65,247	<b>64,434</b>	△813

# Consolidated Balance Sheet [Liabilities and Net Assets]

(million yen)

		FY2025	Q1 FY2026	Change
Current liabilities	Notes and accounts payable-trade	4,685	4,923	+238
	Electronically recorded obligations-operations	9,648	9,138	△510
	Breakdown			
	Electronically recorded obligations-operations	10,933	10,397	△535
	Repayment before maturity	△1,284	△1,259	+25
	Short-term loans payable	3,605	3,505	△100
	Income taxes payable	763	230	△533
	Other	4,699	4,681	△17
	<b>Total current liabilities</b>	23,401	22,478	△923
	<b>Non-current liabilities</b>	3,494	3,586	+91
	<b>Total liabilities</b>	26,896	26,064	△831
Net assets	Shareholder's equity	37,316	37,330	+13
	Accumulated other comprehensive income	△988	△984	+3
	Non-controlling interests	2,022	2,024	+1
	<b>Total net assets</b>	38,350	38,369	+18
	<b>Total liabilities and net assets</b>	65,247	64,434	△813

## **5. Q1 FY2026 Financial Results and Analysis by Segment**

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# Q1 FY2026 Financial Results by Segment



(million yen)

		Q1 FY2025	Q1 FY2026	Change (%)	Full-year forecast	Progress
Industrial Materials	Net sales	9,235	9,441	+2.2%	40,200	23.5%
	Segment profit or loss	590	606	+2.7%	2,629	23.0%
	EBITDA	677	693	+2.3%	—	—
Structural Steel Materials	Net sales	5,280	5,418	+2.6%	23,270	23.3%
	Segment profit or loss	342	306	△10.6%	1,406	21.8%
	EBITDA	359	323	△10.0%	—	—
Electrical Equipment	Net sales	2,706	3,164	+16.9%	11,669	27.1%
	Segment profit or loss	62	127	+104.0%	398	32.0%
	EBITDA	76	141	+85.4%	—	—
Scaffolding Construction	Net sales	1,912	2,145	+12.2%	9,859	21.8%
	Segment profit or loss	△73	△123	—	214	—
	EBITDA	109	86	△20.9%	—	—

※ Note: Segment profit or loss has been adjusted with operating income on the semi-annual consolidated financial statements.

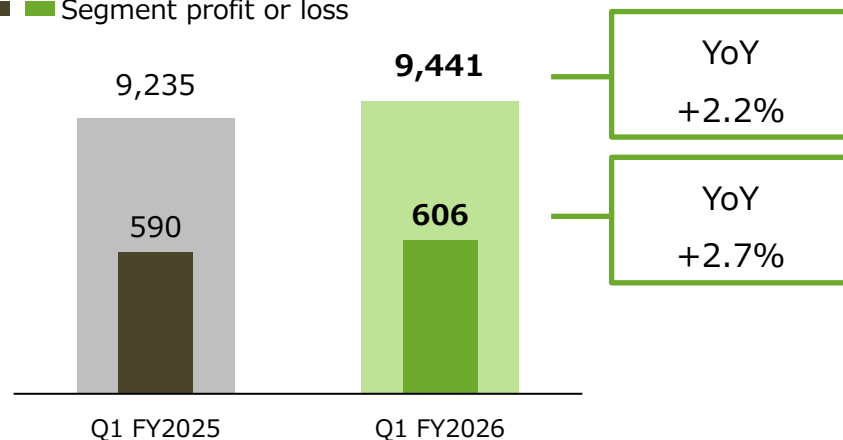
※ Note: EBITDA= Segment profit or loss + Depreciation + Amortization of goodwill

## Net sales and segment profit or loss

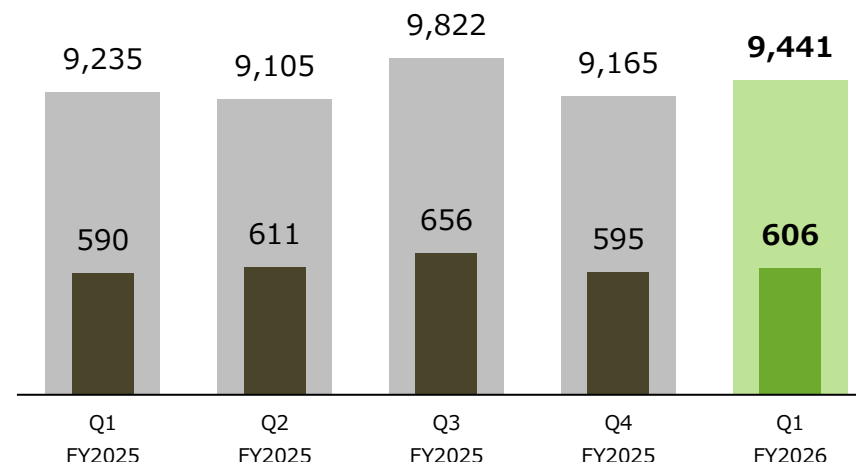
(million yen)

### YoY

■ Net sales  
■ Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 210 million yen YoY.

Despite the slump in sales volume due to the stagnation in construction demand, sales increased on the back of higher selling prices owing to an increase in the ratio of large-scale projects.

### Increased/decreased amount in net sales (million yen)

Products (approx.)	+15	Cargo handling equipment	+17	Sales increased due to some large orders.
Merchandise (approx.)	+195	Temporary scaffolding materials	+138	Sales increased due to some large orders and the concentration of construction works.

# Industrial Materials

## Segment profit or loss analysis

(million yen)



※ Note: The following figures do not include subsidiaries.

Sales Volume	Products △11 million yen Merchandise △11 million yen
Sales Price	Products +6 million yen Merchandise +53 million yen
Gross Profit Margin	Products 29.0% → 26.8% Merchandise 22.5% → 23.1% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Rent expenses +22 million yen Salaries +20 million yen Supplies expenses +7 million yen Freight and packing costs +6 million yen

## Quarterly GPM

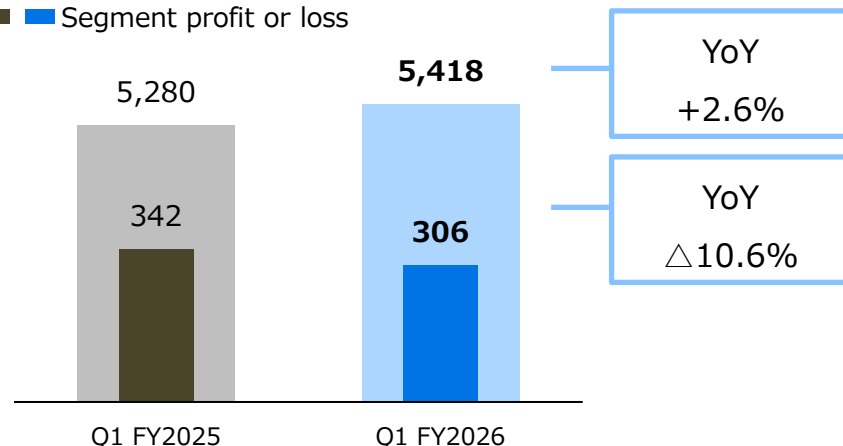


## Net sales and segment profit or loss

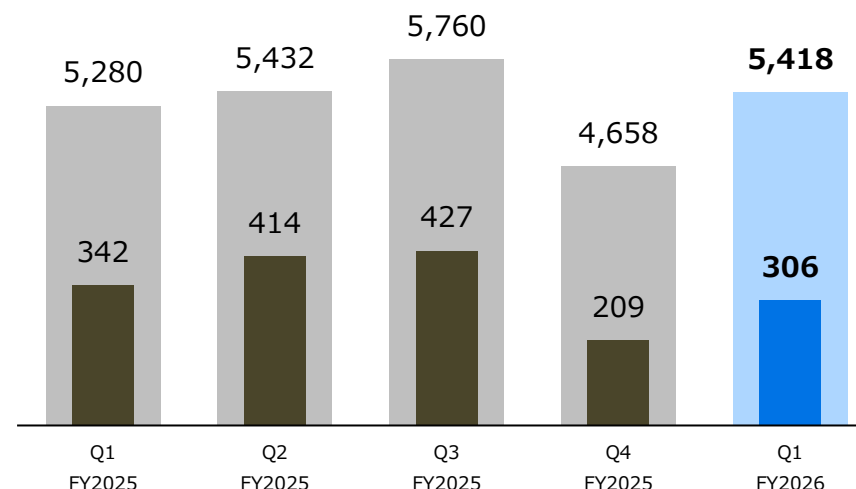
(million yen)

### YoY

■ Net sales  
■ Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 140 million yen YoY.

Despite slower growth in selling price due to intensified price competition with competitors and a shift toward smaller properties, sales increased due to an increase in anchor bolt installation-related sales and sales volume of processed products.

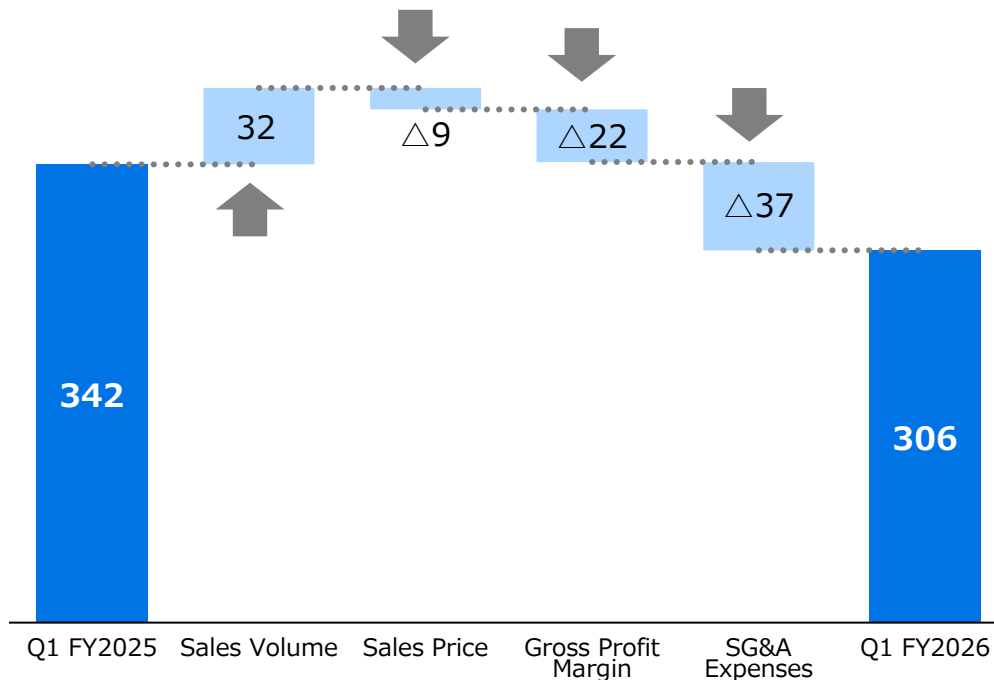
### Increased/decreased amount in net sales (million yen)

Products (approx.)	$\Delta$ 70	Braces	$\Delta$ 93	The number of properties dropped due to sluggish demand for steel frames.
Merchandise (approx.)	+210	Steel frame materials	+128	Sales increased due to higher sales of anchor bolt installation and processed products.

# Structural Steel Materials

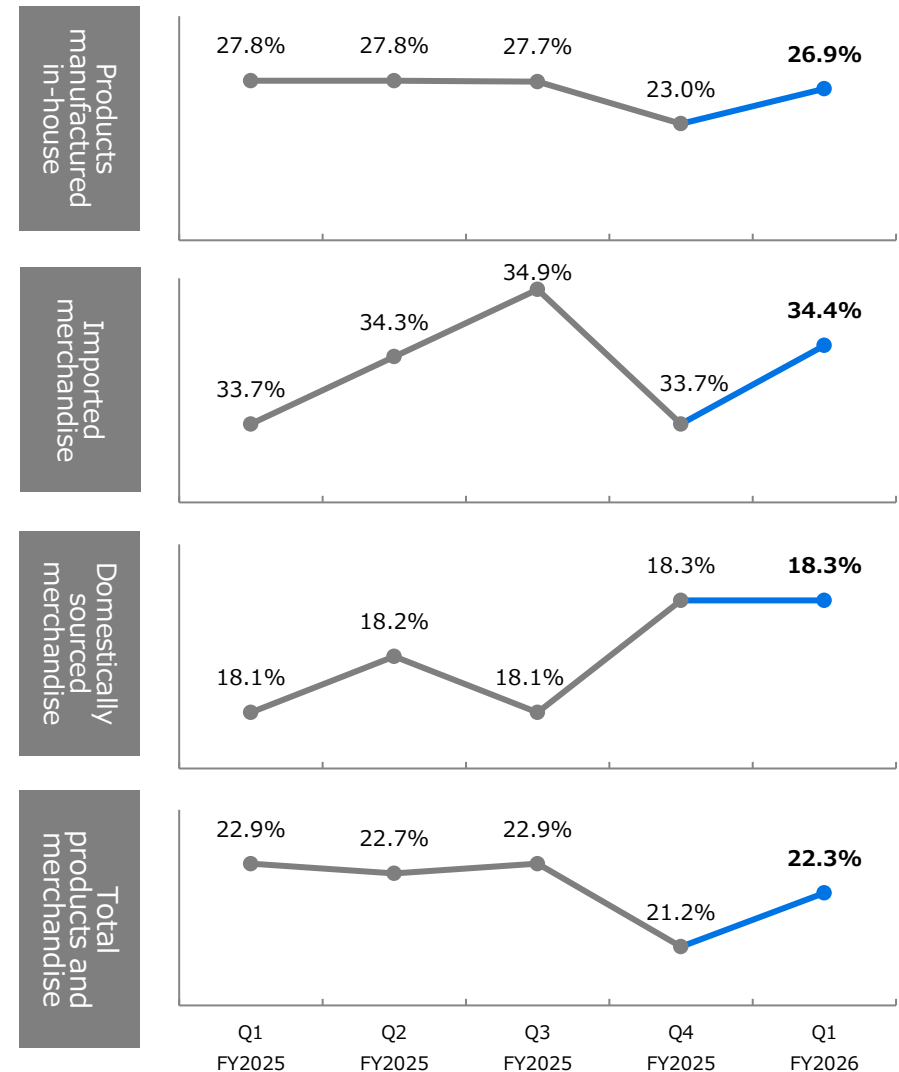
## Segment profit or loss analysis

(million yen)



Sales Volume	Products $\Delta 32$ million yen Merchandise +65 million yen
Sales Price	Products +13 million yen Merchandise $\Delta 22$ million yen
Gross Profit Margin	Products 27.8% $\rightarrow$ 26.9% Merchandise 20.5% $\rightarrow$ 20.3% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Salaries +11 million yen Supplies expenses +6 million yen Rent expenses +4 million yen Bonuses +4 million yen

## Quarterly GPM

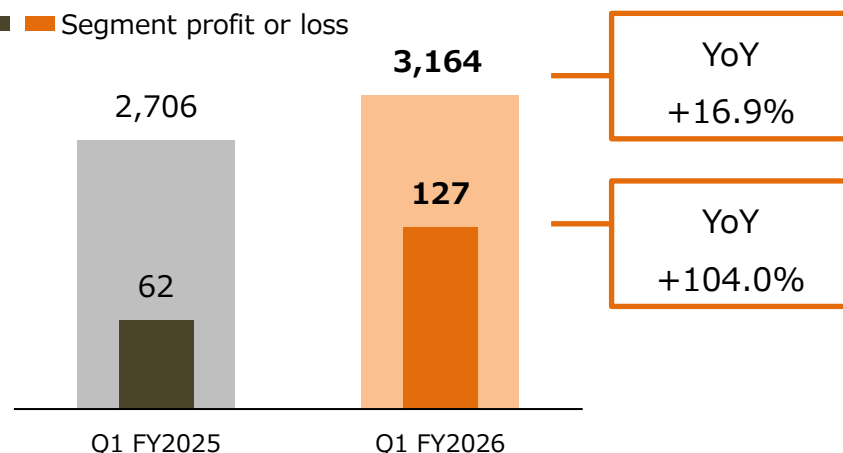


## Net sales and segment profit or loss

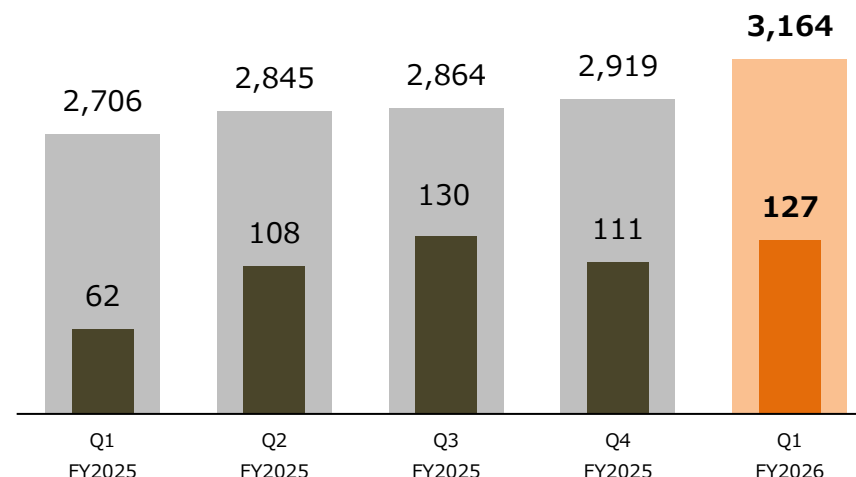
(million yen)

### YoY

■ Net sales  
■ Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 460 million yen YoY.

Sales increased due to robust sales of commercial electrical panels, electrical wires, solar power equipment, and air-conditioning equipment for large-scale capital investment projects ahead of the 2027 Building Energy Efficiency Act and the acquisition of orders for LED lighting installation projects for drugstore chains.

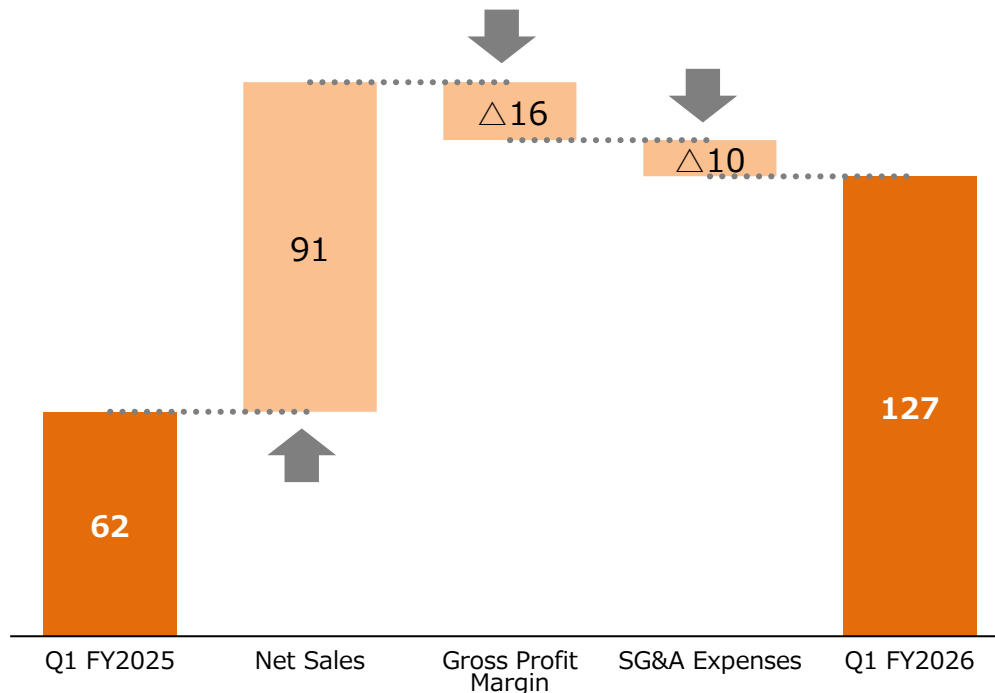
### Increased/decreased amount in net sales (million yen)

Piping equipment	+101	Sales increased due to higher orders for piping equipment, backed by the rise in small and medium-sized projects.
Lighting fixtures	+93	Sales increased due to LED lighting installation projects and some large-lot projects.

# Electrical Equipment

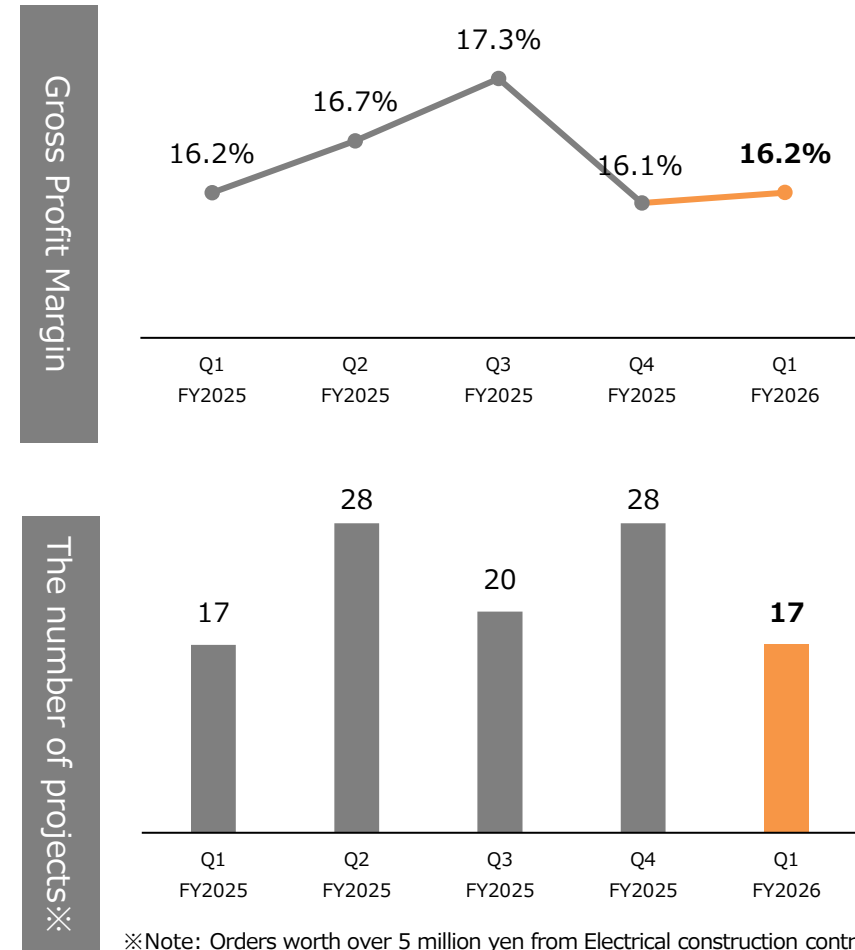
## Segment profit or loss analysis

(million yen)



Gross Profit Margin	16.2% → 16.2%
SG&A Expenses	Salaries +7 million yen Promotion expenses +4 million yen

## Quarterly GPM and the number of projects



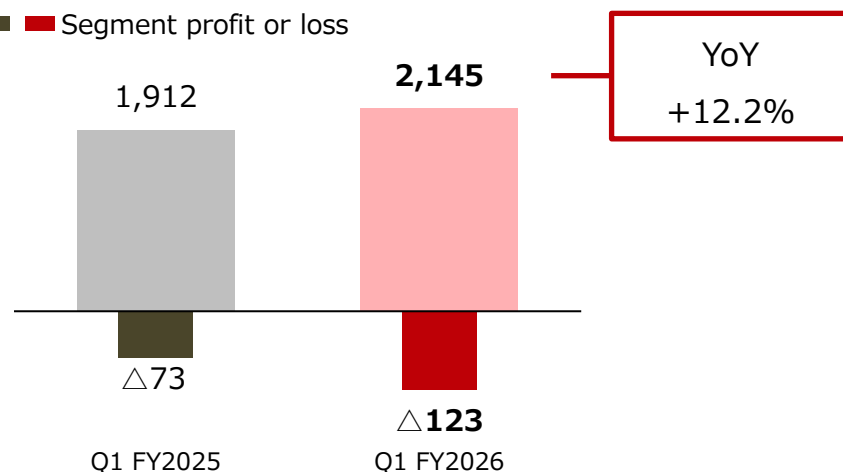
※Note: Orders worth over 5 million yen from Electrical construction contractors.

## Net sales and segment profit or loss

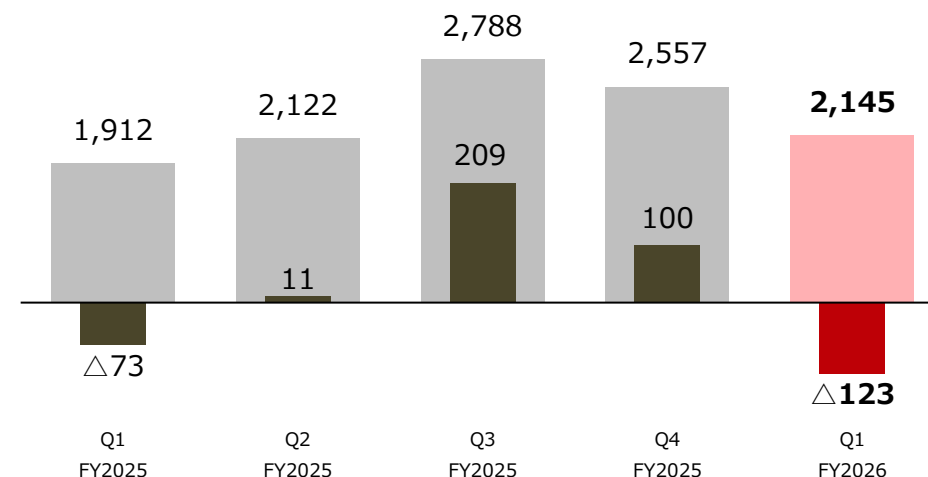
(million yen)

### YoY

■ Net sales  
■ Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 230 million yen YoY.

Despite a decrease in material sales amid rising scaffolding material prices, sales increased due to favorable construction sales for bridges and civil engineering projects as well as a sales contribution from making UEDA CONSTRUCTION a subsidiary in 2024.

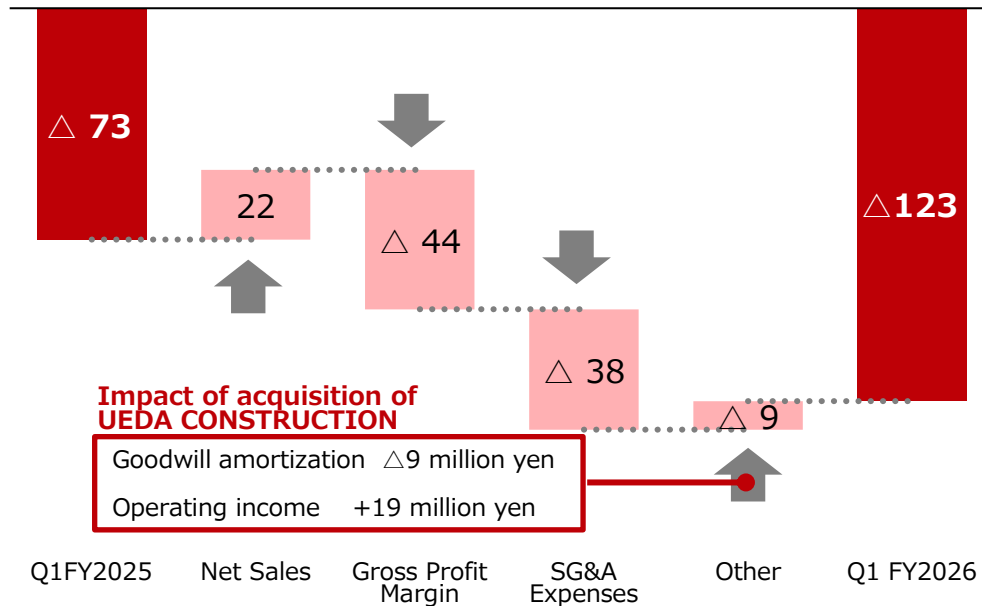
#### Increased/decreased amount in net sales (million yen)

Material sales	△37	Sales decreased due to a reluctance to make purchases of scaffolding materials amid soaring material prices.
Construction sales	+108	Sales increased due to favorable construction sales for bridges and civil engineering projects.
Acquisition of a new subsidiary	+140	The acquisition of UEDA CONSTRUCTION contributed to sales growth.

# Scaffolding Construction

## Segment profit or loss analysis

(million yen)

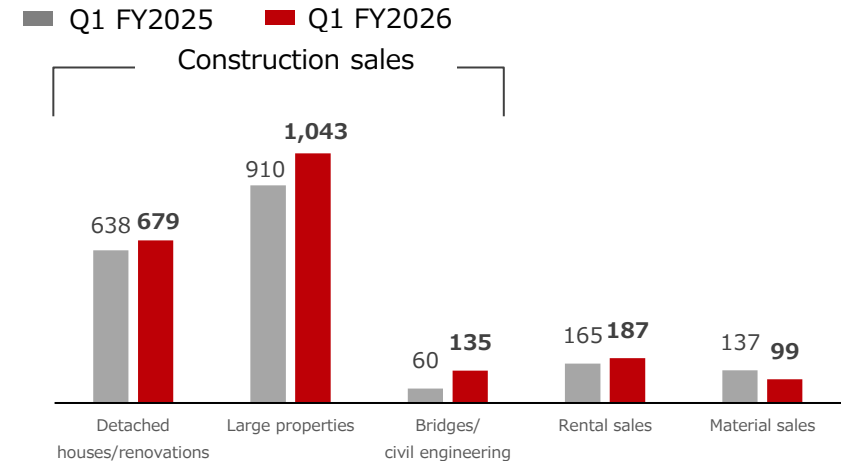


※ Note: The following figures do not include **UEDA CONSTRUCTION CO., LTD.**

Gross Profit Margin	25.7% → 23.5%
SG&A Expenses	Bonuses +11 million yen Depreciation +9 million yen Rent expenses +7 million yen

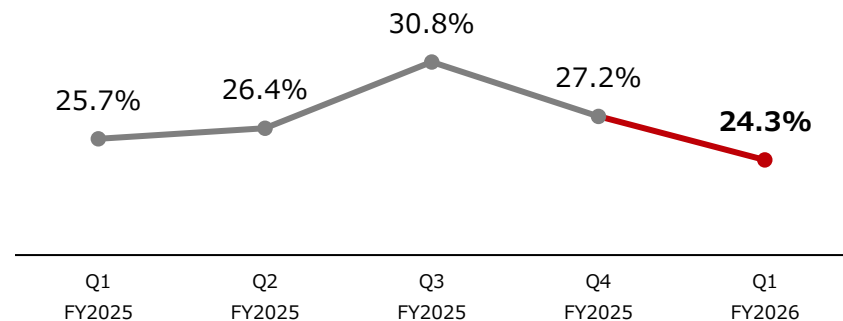
## Sales fluctuations by service type

(million yen)



Unfilled orders	As of end June 2024	As of end June 2025
	2,912 million yen	2,781 million yen

## Quarterly GPM



## **6. Management Strategies**

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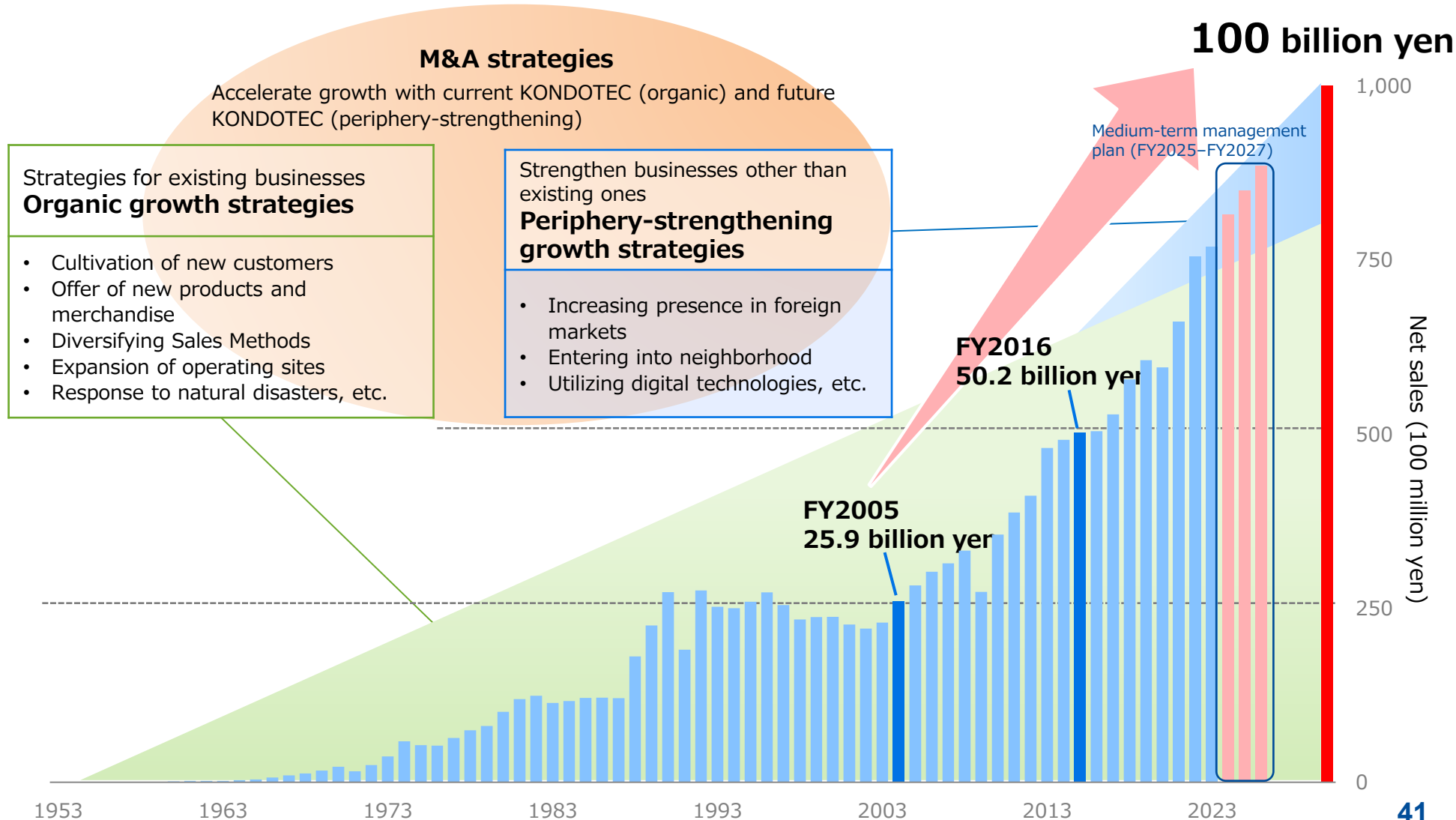
# Materiality

- In engaging in corporate activities, we recognize that management that takes social sustainability into consideration leads to the sustainable growth.
- We have identified our materiality and link it to sustainable corporate growth by incorporating it in the management strategy.



# Towards Achieving 100 Billion Yen Sales Target

- We target consolidated **sales of 100 billion yen** in the 2020s by strengthening the earnings capability of existing core businesses and expanding into fields with growth prospects.



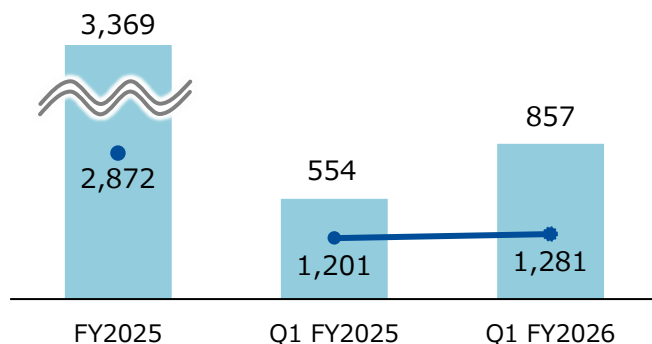
# Organic Growth

## Cultivation of New Customers

- We achieve a monthly average of one new customer per sales representative. In addition, we exploit a yearly average of 10 dormant customers per sales representative. These activities from the source for 20,000 sales customers.
- We are working to expand into markets with growing demand, such as Home improvement centers and railroad companies, in addition to the existing sales routes.
- We have in place a sales force dedicated to the Tokyo metropolitan area to accommodate bulk purchasing from large trading companies and headquarters of general construction companies from which orders have been increasing in recent years.

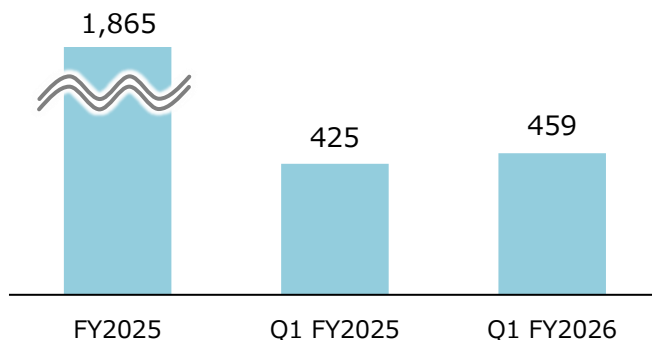
### ■ Cultivation of new customers

■ Net sales (million yen)    ● New customers



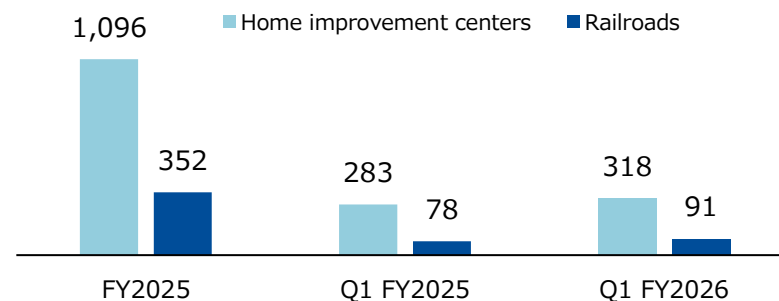
### ■ Cultivation of dormant customers

■ Net sales (million yen)

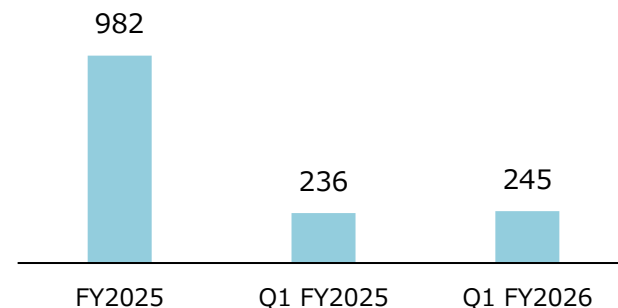


### ■ Cultivation of distribution routes

➤ Home improvement centers·railway companies-related sales (million yen)







➤ Tokyo metropolitan sales (million yen)



## Offer of new products and merchandise

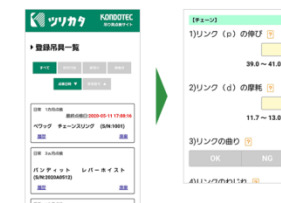
- For the purpose of developing new merchandise, joint New Products and Merchandise Committee meeting are held between the sales division and the manufacturing division periodically to discuss requests from customers and proposals for improvement. We will continue to develop and cultivate products and merchandise with even higher added value in order to offer such products and merchandise.

Net sales (million yen)		Q1 FY2025	Q1 FY2026
KONDO furring bolts		120	102
Square shaped hook bolts for railroad tie		20	34
Lightweight clamps "HI TEN CLAMPS"		28	28
Heavy duty chain		1	2

## Diversifying sales methods and services

### ■ Launch of website, "Tsurikata" for lifting equipment inspection

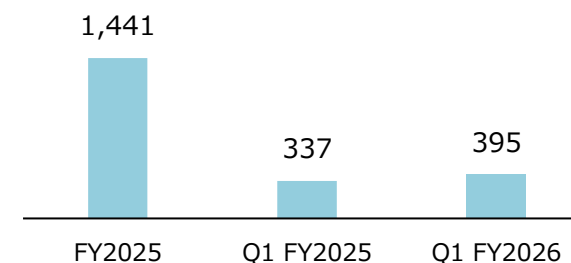
We operate the "Tsurikata" inspection site for lifting equipment to simplify the individual management and inspection of merchandise centered on cargo handling equipment. We will continue to not only sell products and merchandise but to also provide high-value-added services.



### ■ Engaging in anchor bolt installation work

By engaging in anchor bolt installation work and thus gaining early-stage access to construction sites, we are able to rapidly collect information on required construction materials and leverage it in sales.

Net sales of anchor construction work (million yen)



# Expansion of Operating Sites

- We strive for expansion of operating sites which maintained a local-community-oriented sales structures in order to respond quickly to customer needs. Recently, we have opened the Hokuriku Office and established Environment & Energy Group in April 2025. We will continue to execute quick deliveries in an effort to realize customer-focused management.

## Expanding sales network:

**105 operating sites** (as of end June 2025)

Industrial Materials **35**

Structural Steel Materials **20**

Electrical Equipment **12**

Scaffolding Construction **38**

<Operating sites>

- Industrial Materials
- Structural Steel Materials
- Industrial and Structural Steel Materials
- Electrical Equipment
- Scaffolding Construction
- Factory

★ ★ ★ New operating site



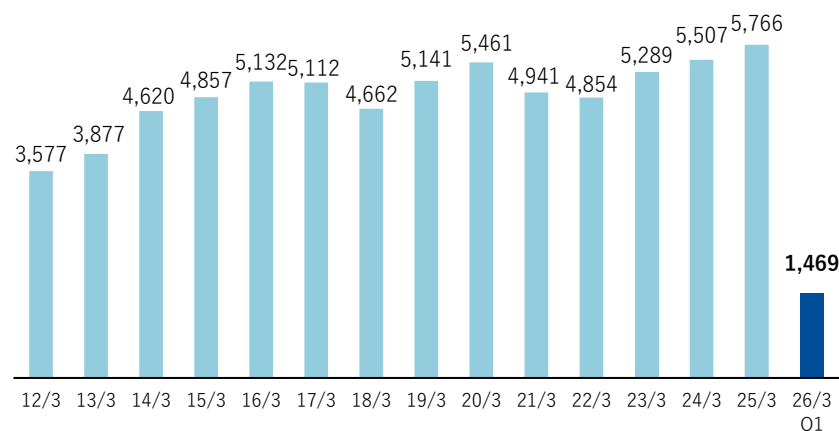
## History of operating site network expansion

- 2006** Akita Office, Fukushima Office
- 2012** Tohoku Office
- 2015** Morioka Office
- 2016** Nagano Office, Kumamoto Office
- 2017** <Relocation>  
Shizuoka Office, Tokai Office
- 2017** Sanwa Denzai Co., Ltd.  
Aihoku Office
- 2018** Okayama Office
- 2021** <Relocation>  
Chukyo Branch
- 2022** Gunma Office
- 2023** Sanwa Denzai Co., Ltd.  
Nagoya-Higashi Branch
- 2024** Hokkaido Office
- 2024** <Relocation>  
Kyushu Office
- 2025** Hokuriku Office, Environment & Energy Group

# Organic Growth Response to Natural Disasters

## Response to natural disasters

- We have established a structure that allows it to rapidly respond to demand for products and merchandise that are generally urgently required for reconstruction work in the wake of natural disasters that affect various regions throughout Japan, such as earthquakes or abnormal weather conditions, including extremely heavy rainfall.
- Net sales of disaster-related products and merchandise (million yen)



## Related merchandise

Flexible container bags Tarpaulins, Sandbags etc. Net, Sheet etc.



## Response to “New stage” published by Ministry of Land, Infrastructure, Transport and Tourism

- The Ministry of Land, Infrastructure, Transport and Tourism has acknowledged that rainfall patterns are clearly changing and is therefore calling on companies to remain alert and prepare for a “new stage” of disaster prevention/mitigation measures.
- To respond to the “New Stage”, we will also focus on advance preparation to minimize damage.

### Extraordinary climate in recent years

Heavy rains with hourly rainfall exceeding 50mm have increased across Japan, raining locally, intensively and severely

→ **Recognized as a “New Stage”**

### Examples of weather conditions bringing disasters

August 2014 heavy rain	Heavy rainfall in a wide range of areas from west to eastern Japan (Landslide disaster occurred in Hiroshima prefecture)
July 2018 heavy rain	Record-breaking heavy rainfall in a wide range of areas across Japan centered on western Japan
October 2019 Typhoon No.19	Rain storm centered on eastern Japan
July 2020 heavy rain	Heavy rainfall in a wide range of areas centered on northern Kyushu

To respond to the “New Stage”, we need mitigate damage to infrastructures as much as possible and make advance preparations for early recovery.

Source: The website of Ministry of Land, Infrastructure, Transport and Tourism

# Periphery-Strengthening Growth Increasing Presence in Foreign Markets

- Based on our view that increasing presence in foreign markets where growth is expected will contribute to enhancing our earning capability, we established a subsidiary in Thailand in November 2012. We executed a capital increase in August 2014, acquired all shares from the two joint venture companies and subsidiary.
- Currently, we are moving ahead with activities to expand our business in ASEAN countries with Thailand as our base location.
- We will further strengthen our sales & marketing capabilities by widening our sales network and reinforcing manpower with a view to increasing the ratio of net sales from our overseas business.

## Subsidiary in Thailand

Company name	KONDOTEC INTERNATIONAL (THAILAND) CO.,LTD.
Location	Bangkok, Thailand
Business areas	Import, export, and local sales of industrials, structural steel materials and electrical equipment, etc. in Thailand
Paid-in capital	102 million baht (approximately 316 million yen)
Date established	November 1, 2012

## Net sales of overseas business (Q1 FY2026)

(million yen)	Q1 FY2025	Q1 FY2026	FY2026 forecast
International Sales Division	25	<b>3</b>	119
Local Subsidiary in Thailand	54	<b>60</b>	330
Total	79	<b>63</b>	449

※Note: Amounts of inter-company transaction are not included.

## Percentage of sales by country (Q1 FY2026)

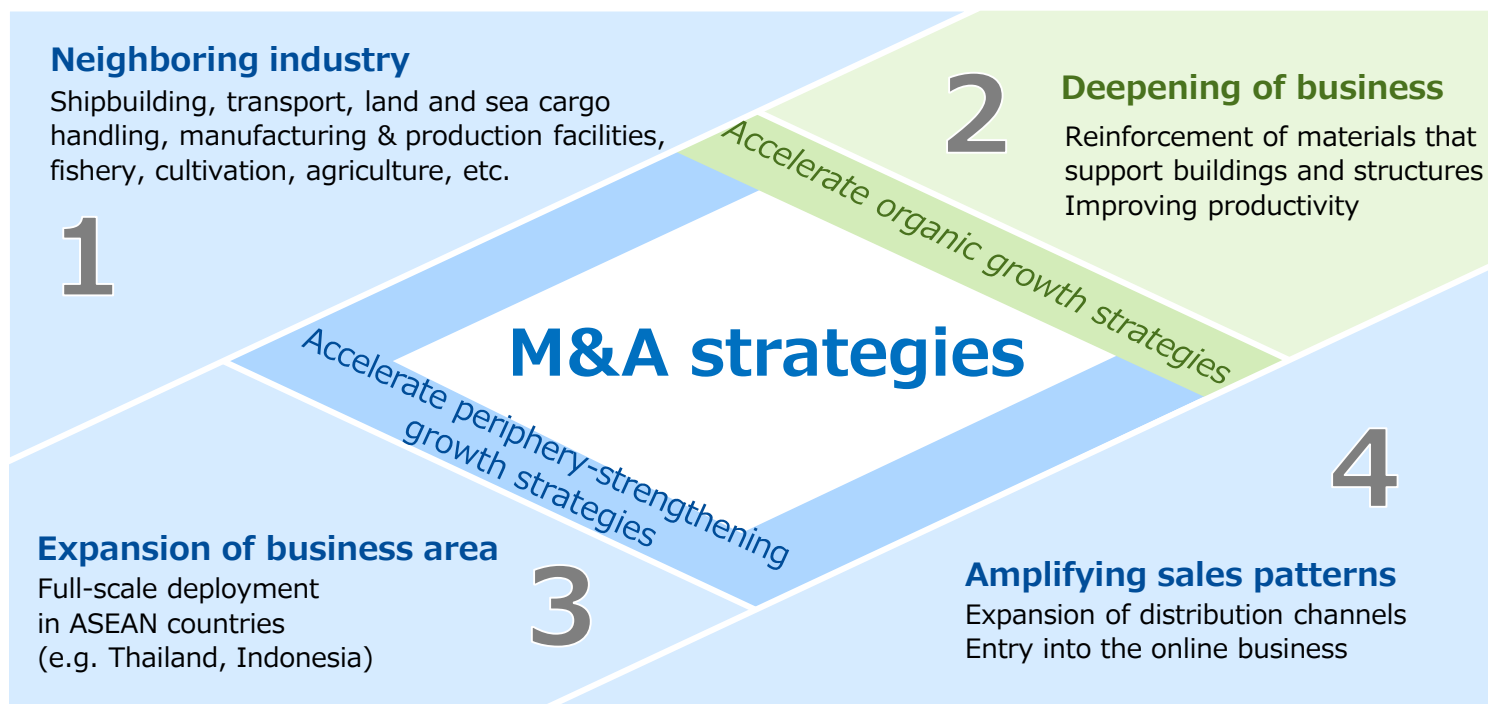
<b>ASEAN</b>	<b>97%</b>	Indonesia	38%
East Asia/China	3%	Singapore	28%
Near and Middle East	0%	Thailand	24%
		Vietnam	7%



# M&A Strategy (Corporate Acquisitions and Capital/Business Tie-Ups )

- We view that pursuing corporate acquisitions and capital/business tie-ups is an important strategy to strengthen our business platform.

## Four perspective in pursuing M&A



### 1. Neighboring industry

Pursue M&A with companies associated with industries other than the construction industry and promote business expansion.

**Actual case :**

**Sanwa Deazai Co., Ltd.**  
**KURIYAMA ALUMINUM Co., Ltd.**

### 2. Deepening of business

Pursue M&A with material manufactures, etc.

**Actual case :**

**CHUOH GIKEN Co., Ltd.**  
**TECBUILD CO., LTD.**  
**TOKAI STEP CO., LTD.**  
**FUKOKU, Ltd.**  
**UEDA CONSTRUCTION CO., LTD.**

### 3. Expansion of business area

Pursue M&A with companies that maintain overseas sites to promote business area expansion.

### 4. Amplifying sales patterns

Pursue M&A with companies that operates different sales patterns from those of KONDOTEC, such as retail, catalog-based selling, and online sales.

# Business Activities Paying Attention to the Environment

## Provision of optimal products and merchandise for environment measures

### ■ Box wall

This is a cost-effective flood prevention system that can be easily moved and used repeatedly, providing a high degree of protection to prevent buildings and household goods from flooding.



### ■ Mash-up cover

Joints in building materials intentionally create rust to fix building materials to each other through friction bonding. For this reason, masking tape or other means that was used on surfaces as covering to prevent paint from coating the joints. Our development of the mash-up cover makes this covering possible without generating tape waste.

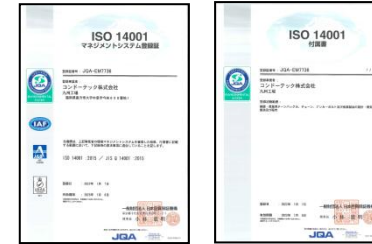


(SAKUMIGUMI Co., Ltd.'s co-developed product with KONDOTEC)

## Initiatives for reducing environmental burdens

### ■ Acquisition of ISO14001

We obtained ISO14001 certification for all parent factories. We will continue to work on business activities with full consideration for environmental preservation.



### ■ Initiatives for environmental conservation

- As part of efforts to reduce CO2 emissions, KONDOTEC has begun plans to replace Company cars with EVs, and to switch to renewable energy sources to power company facilities.
- As one of our initiatives to reduce waste, from 2023 we are running a trial program to circulate wooden pallets used in-house among our locations.



# Enhancement of human capital

- We view that developing and securing diverse human resources as the core pillar of our management policy to pursue human capital management.

## Diversity indicators and targets

- Based on our recognition of the need to ensure diversity, particularly among the managerial-position staff who play central roles in management, we have set the following best-effort targets in managerial positions.
- In hiring employees, we respect the diverse characteristics of individuals, including age, gender, and nationality. Moreover, with the introduction of year-round recruitment, we have been hiring employees with various careers and experience.

Indicator	As of end March 2024	Target	Target completion date
Rate of experienced hires in management positions	55.7%	30% ~ 50%	March 2030
Rate of women with job titles (excluding management positions)	16.1%	15% or more	March 2030

## Male-female ratio of new employees with main career track

(※ as of end March 2025)

Year of employment	Male	Female	Total	Nationality of international student	Number of turnover (※)
April-2025	11 persons	5 persons	16 persons		0 person
April-2024	10 persons	8 persons	18 persons	China	0 person
April-2023	13 persons	6 persons	19 persons	China	2 persons
April-2022	8 persons	5 persons	13 persons		2 persons
April-2021	10 persons	10 persons	20 persons		2 persons

## Support for athletes

We have been supporting our employees in competitive sports.



◀ Discus Throw

Mika Yamamoto



◀ Hammer Throw

Sara Fujimoto



◀ Pole Vault

Yuki Noshi



◀ 400m Hurdles

Mio Tsujii

(Joined in Apr. 2025)

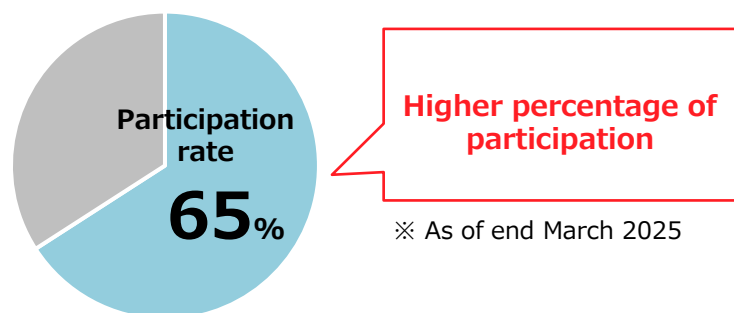


Please check latest updates and Track & Field Club's activity reports on our website.

# Initiatives for Enhancing Employees' Motivation

- We have introduced an employee restricted stock program. By issuing shares as an incentive to employees, we encourage employees to boost their motivation and morale toward enhancing performance.
- We target DOE of at least 4.0% and looks to pay continuously raise dividends. We have not lowered dividend since listing, and increased dividend for the 14th consecutive year. This target serves as a benchmark aimed at improving employee incentives, which improves employee awareness of stock price.

## Percentage of participation in employees shareholding association



※ As of end March 2025

### Average ratio for listed companies



### Average ratio for the wholesale trade



## Shareholding status (excluding the founding family)

- The shareholding ratios of executive members, employees and former employees exceeded the average ratios for listed companies and the wholesale trade.
- KONDOTEC has not lowered its dividend since its listing, and plans to increase its dividend for the 14th consecutive year. Dividends can serve the same function as pensions for former employees.

	Executive members Excluding the founding family	Employees Including the employees shareholding association	Former employees	Total
<b>KONDOTEC</b>	<b>1.0%</b>	<b>7.6%</b>	<b>11.3%</b>	<b>19.9%</b>
Average ratio for listed companies	—	1.0%	—	1.0%
Average ratio for the wholesale trade	—	1.2%	—	1.2%

※ As of end March 2025

※ Shareholding ratio is calculated based on all outstanding shares (treasury stock is not included).

※ For details on average ratio/participation rate for listed companies and the wholesale trade, refer to "Summary of 2023 Employee Stock Ownership Plan," published by Japan Exchange Group, Inc., February 2025.

# Strengthening of Corporate Governance

- KONDOTEC recognizes that strengthening and enhancing corporate governance through increasing soundness, transparency and efficiency of management and maximizing corporate value is one of the most important management objectives.

## **Determination of compensation for executive members**

KONDOTEC has introduced a restricted stock compensation plan to promote its shared values with its shareholders and increase the contribution of its Directors (excluding Outside Directors and Directors who are Audit & Supervisory Committee Members) and Executive Officers to performance and enhancement of corporate value.

## **Establishment of Audit & Supervisory Committee**

KONDOTEC works to enhance corporate governance and corporate value by increasing soundness and transparency of management. Furthermore, we grant voting rights for the Board of Directors to Directors who are Audit & Supervisory Committee members with the aim of strengthening supervisory functions.

## **Formulation and announcement of management strategy and management plan**

The KONDOTEC Group has established a long-term vision, "We deliver five inspirations," to become a company that delivers these inspirations to the five targets to realize sustainable growth and improvement in long-term corporate value, while responding to changes in the business environment.

The company accurately tracks its cost of capital (Weighted Average Cost of Capital [WACC]), formulates a medium-term management plan for achieving the long-term vision, and releases targets for sales, operating profit, ROE, and DOE on its website and other platforms. In addition, it explains concrete measures for achieving its targets at financial results briefings.

The company reviews its medium-term plan each year in light of earnings and anticipated social and economic trends. In cases when the company revises its plans, it explains the changes and the reasons for them at financial results briefings.

## **7. Shareholder Return**

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# Dividends and Shareholder Incentive Plan

- We target ROE of 10% or more and DOE of 4.0% or more with the aim of continuing to increase dividends.

## Transition in dividends

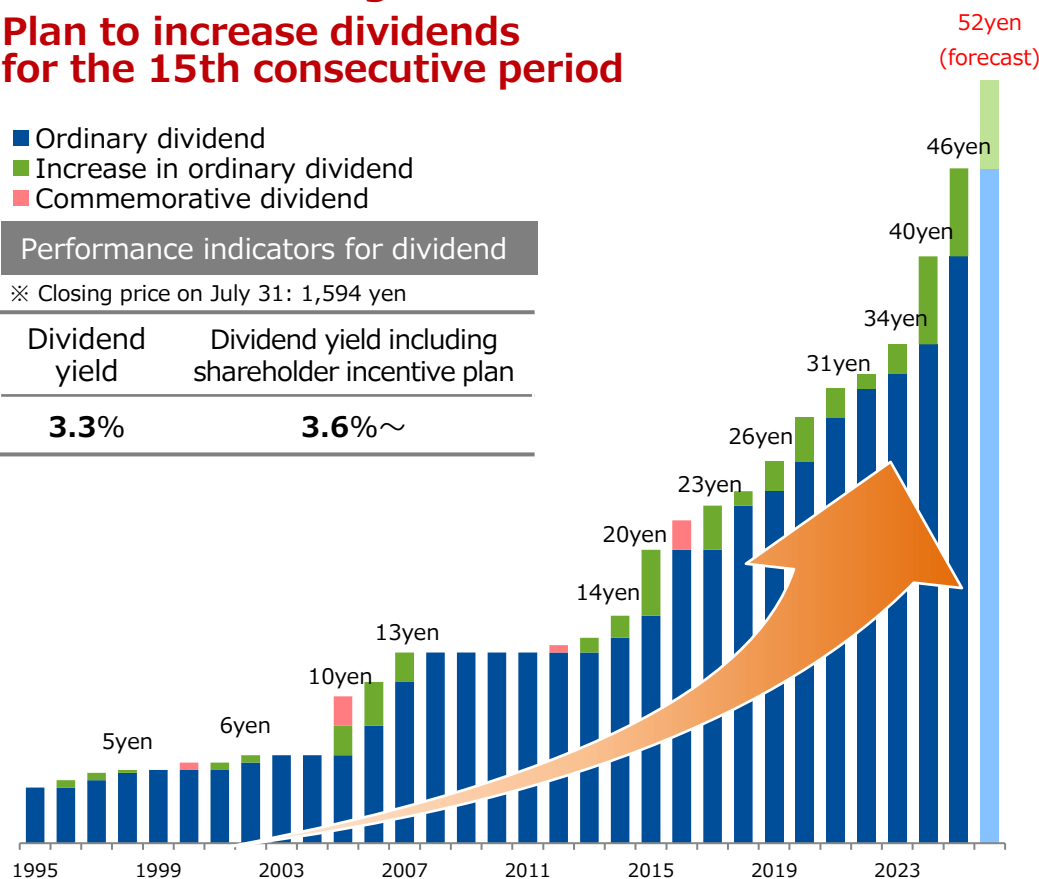
**Since initial listing: No decrease in dividends**  
**Plan to increase dividends**  
**for the 15th consecutive period**

- Ordinary dividend
- Increase in ordinary dividend
- Commemorative dividend

### Performance indicators for dividend

※ Closing price on July 31: 1,594 yen

Dividend yield	Dividend yield including shareholder incentive plan
<b>3.3%</b>	<b>3.6%~</b>



Note: Dividend per share have been retroactively adjusted to reflect the impact of the stock split effective January 1, 2012.

## Shareholder incentive plan

- Shareholders can redeem reward points for over 4,000 choices (including food, appliances, electronics, travel, activities and much more) through the Premium Special Club PORTAL.

  
**Amass**  
 points

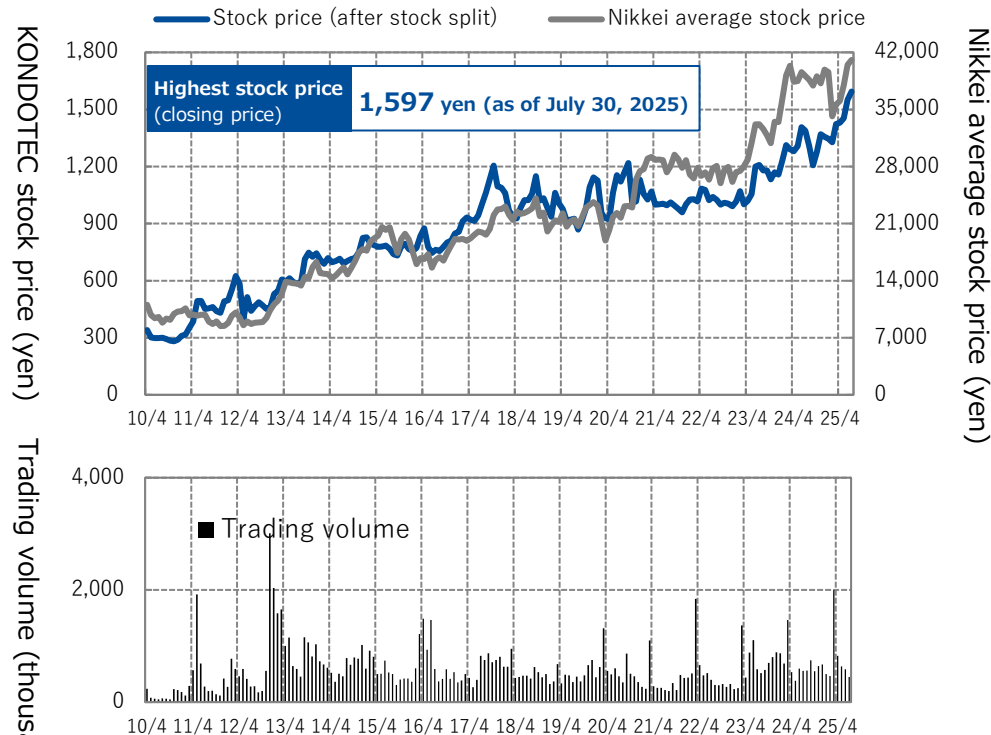
  
**Redeem points**  
 for gifts

Number of shares held	Reward points
500 to less than 600	3,000 points
600 to less than 700	4,000 points
700 to less than 800	5,000 points
800 to less than 900	6,000 points
900 to less than 1,000	7,000 points
1,000 or more	10,000 points

※Note: 1 point is worth 1 yen.

# Transition of Stock Price

## Transition of stock price (as of July 31, 2025)



Closing price on July 31

**1,594 yen**

**PER : 12.2 PBR : 1.1**

EPS : 130.91 yen (FY2026 forecast)

BPS : 1,419.62 yen (as of end March 2025)

## Ranking among listed companies

Among **4,049** listed companies ...

ROE	1,644th
Profit attributable to owner of parent	1,251st
Ordinary income	1,270th
Net assets	1,384th
Market capitalization	1,389th
PBR	2,140th
PER	2,302nd

Source: Mizuho Securities Co., Ltd. (as of June 30, 2025)

## **8. Highlights of Results**

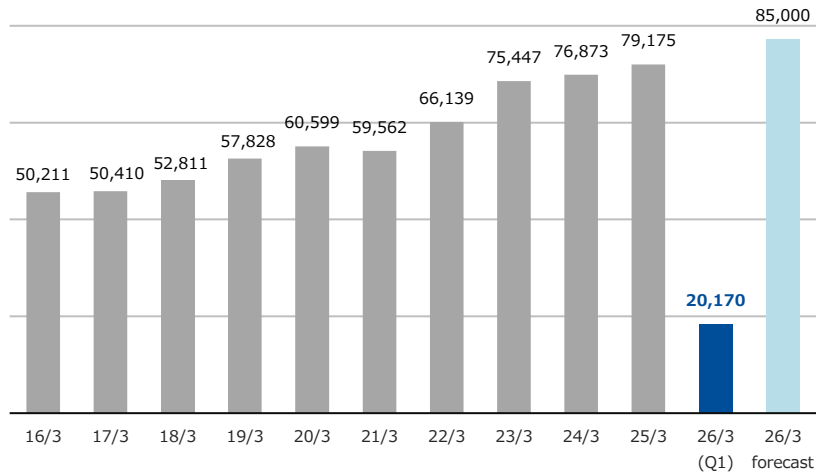
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# Highlights of Consolidated Financial Results

**Net sales**  
(million yen)

**20,170** million yen

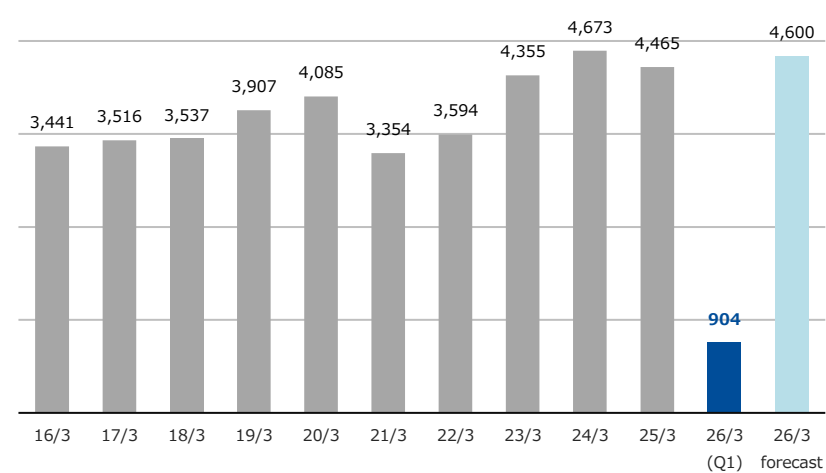
Progress **23.7%**



**Operating income**  
(million yen)

**904** million yen

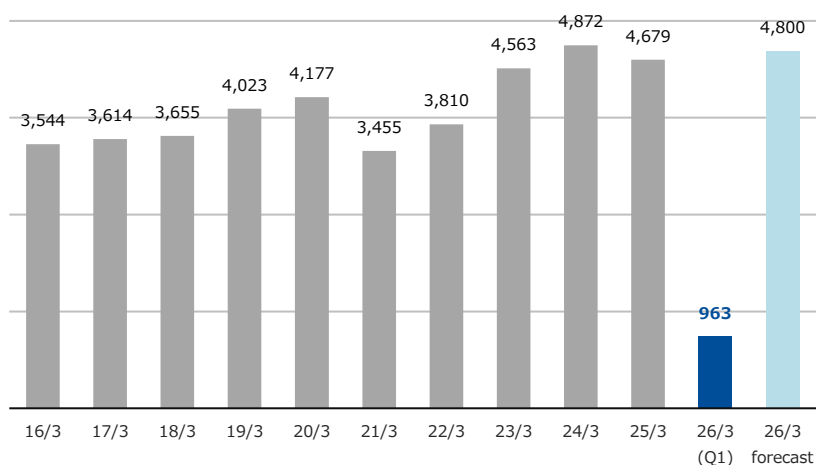
Progress **19.7%**



**Ordinary income**  
(million yen)

**963** million yen

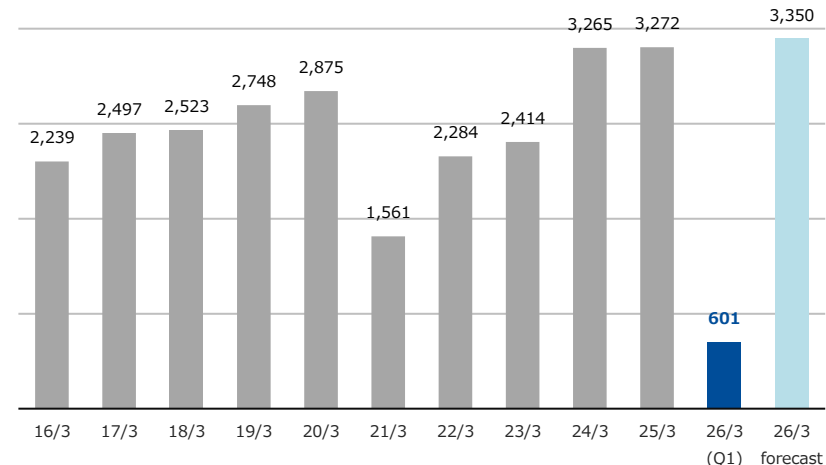
Progress **20.1%**



**Profit attributable to owner of parent**  
(million yen)

**601** million yen

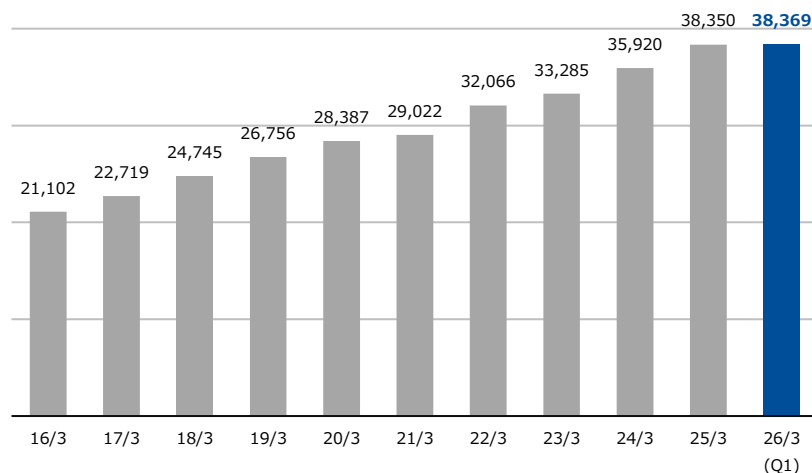
Progress **18.0%**



# Highlights of Consolidated Financial Results

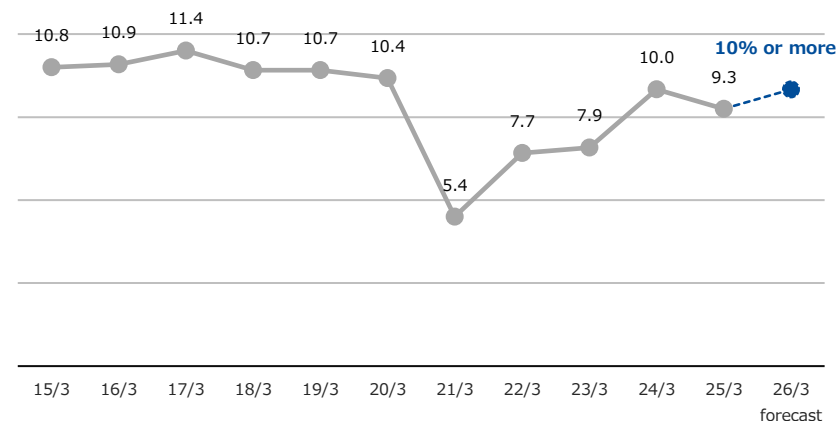
Net assets (million yen)

**38,369** million yen



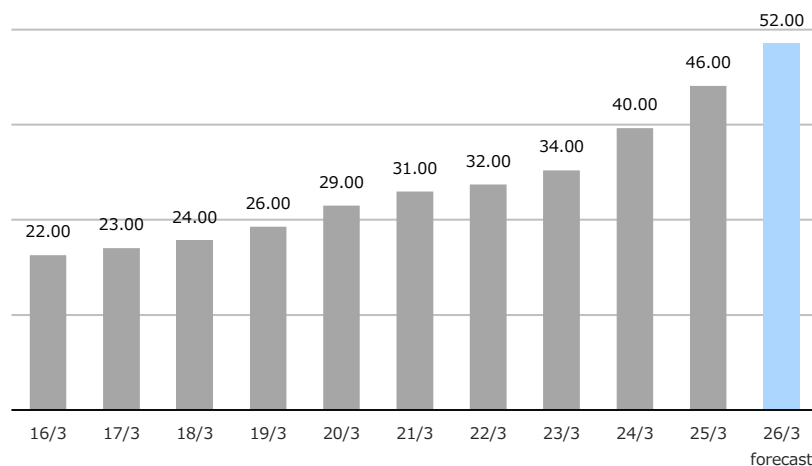
ROE (%)

Target **10** % or more



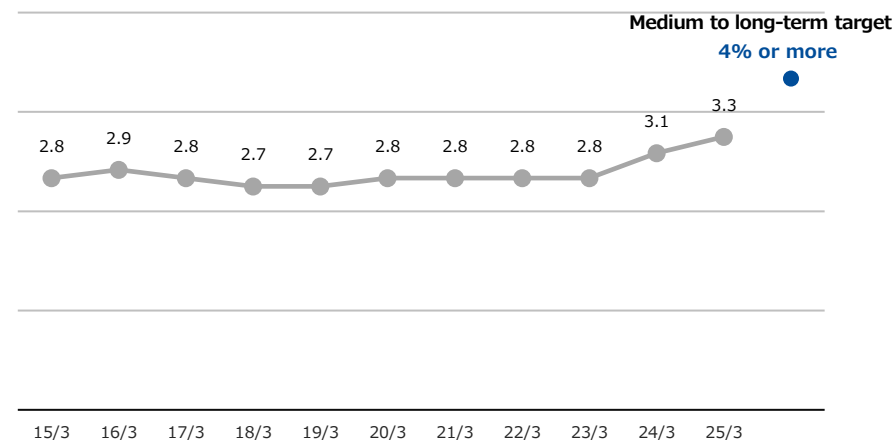
Dividend per share (yen)

**52.00** yen



DOE (%)

Medium to long-term target **4.0** % or more



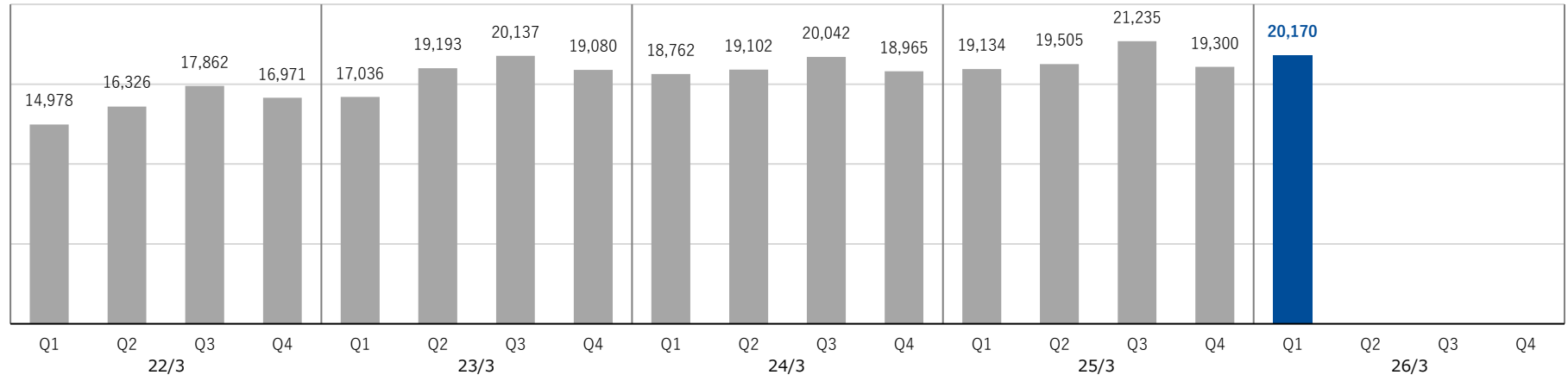
# Highlights of Consolidated Financial Results

	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	25/3	26/3 Q1	26/3 (forecast)
Result of Operations (million yen)												
Net sales	50,211	50,410	52,811	57,828	60,599	59,562	66,139	75,447	76,873	79,175	20,170	85,000
Operating income	3,441	3,516	3,537	3,907	4,085	3,354	3,594	4,355	4,673	4,465	904	4,600
Ordinary income	3,544	3,614	3,655	4,023	4,177	3,455	3,810	4,563	4,872	4,679	963	4,800
Profit attributable to owner of parent	2,239	2,497	2,523	2,748	2,875	1,561	2,284	2,414	3,265	3,272	601	3,350
EBITDA	3,910	4,052	4,079	4,425	4,916	3,783	5,095	5,482	6,503	6,580	1,393	-
Capital investment	842	695	423	981	917	1,097	1,694	1,453	2,728	3,325	-	-
Depreciation	405	438	423	404	697	897	1,091	1,134	1,181	1,310	-	-
Financial Position (million yen)												
Total assets	34,645	36,524	39,313	43,820	46,335	49,426	56,009	58,163	60,975	65,247	64,434	-
Net assets	21,102	22,719	24,745	26,756	28,387	29,022	32,066	33,285	35,920	38,350	38,369	-
Interest-bearing debt	508	501	500	853	1,106	3,875	5,315	4,513	4,880	6,061	-	-
Cash Flows (million yen)												
Cash flows from operating activities	1,945	2,737	2,429	2,699	4,385	4,196	1,227	3,961	4,214	5,840	-	-
Cash flows from investing activities	△ 829	△ 646	△ 506	△ 1,551	△ 5,205	△ 2,264	△ 2,373	△ 1,389	△ 2,054	△ 1,693	-	-
Cash flows from financing activities	△ 1,092	△ 1,032	△ 703	△ 915	△ 992	1,060	△ 22	△ 2,025	△ 1,083	△ 531	-	-
Cash and cash equivalents, end of year	7,594	8,660	9,893	10,133	8,305	11,317	10,164	10,733	11,836	15,476	13,646	-
Per Share Information (yen)												
Profit attributable to owners of parent per share	81.01	93.29	94.25	102.65	107.46	59.60	87.26	94.75	128.02	128.02	23.52	130.91
Net assets per share	774.18	846.59	922.62	996.99	1,071.09	1,110.01	1,170.84	1,227.81	1,327.57	1,419.62	-	-
Dividend per share	22.00	23.00	24.00	26.00	29.00	31.00	32.00	34.00	40.00	46.00	-	52.00
Financial Indicators												
Operating profit margin (%)	6.9	7.0	6.7	6.8	6.7	5.6	5.4	5.8	6.1	5.6	4.5	5.4
ROE (%)	10.9	11.4	10.7	10.7	10.4	5.4	7.7	7.9	10.0	9.3	-	10% or more
Equity ratio (%)	60.8	62.1	62.8	61.0	61.2	58.7	53.7	53.8	55.6	55.7	56.4	-
DOE (%)	2.9	2.8	2.7	2.7	2.8	2.8	2.8	2.8	3.1	3.3	-	-
Stock Price Index												
Stock closing price (yen)	834	933	939	1,006	929	1,069	1,017	1,002	1,290	1,424	1,551	-
Price earnings ratio (times)	10.3	10.0	10.0	9.8	8.6	17.9	11.7	10.6	10.1	11.1	-	-

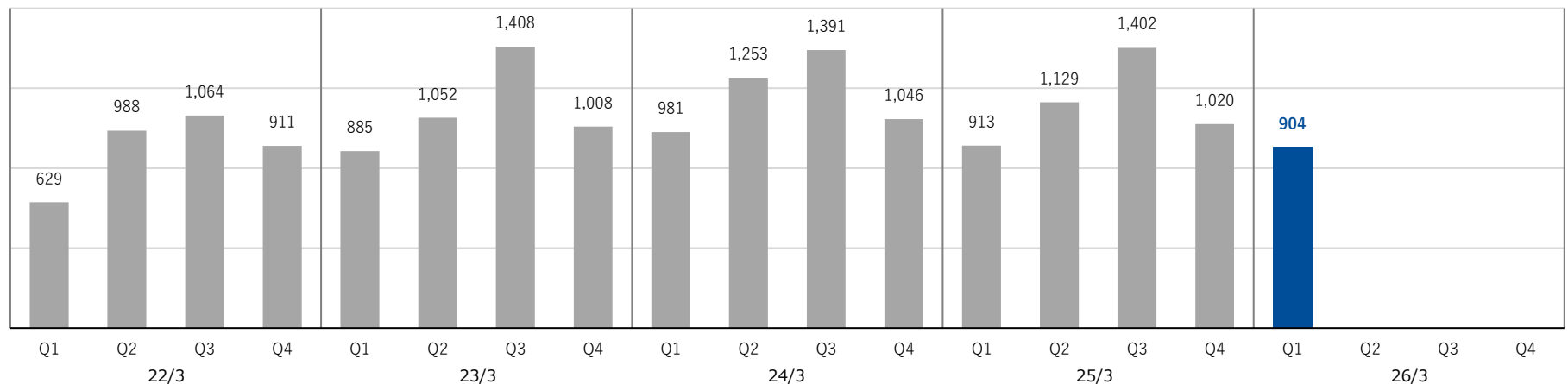
# Quarterly Highlights

## Consolidated

### Net sales (million yen)

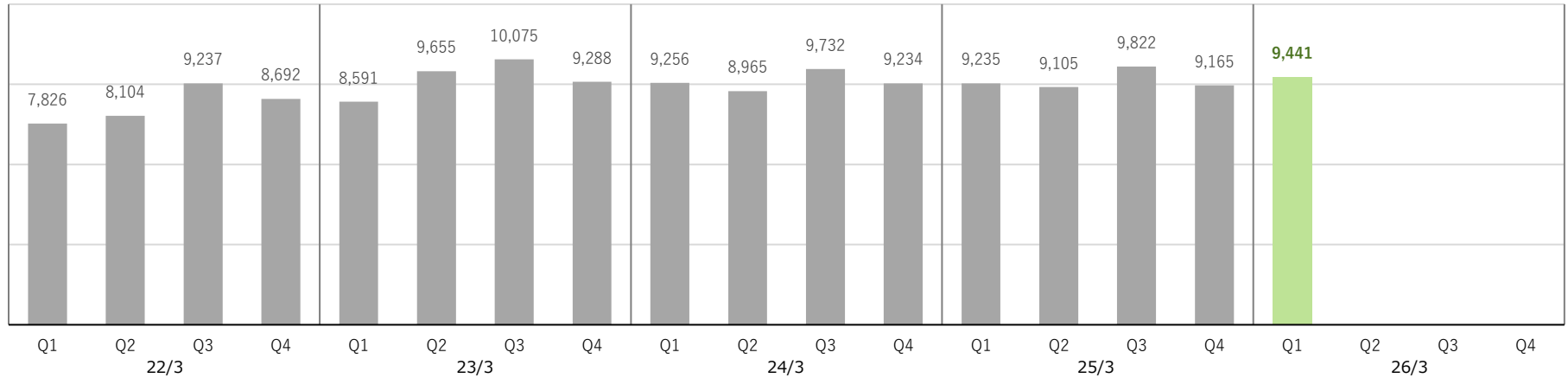


### Operating income (million yen)

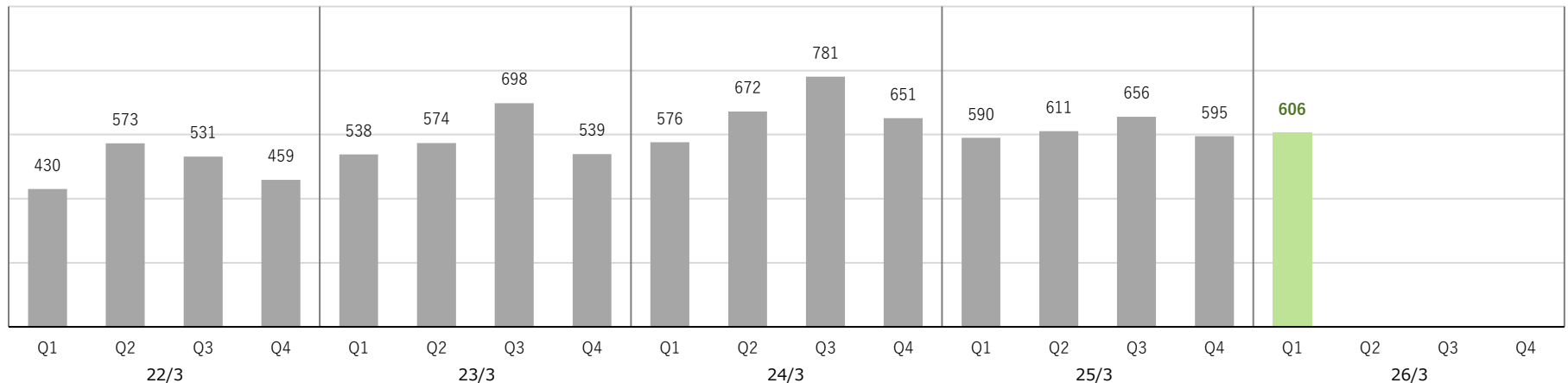


## Industrial Materials

### Net sales (million yen)



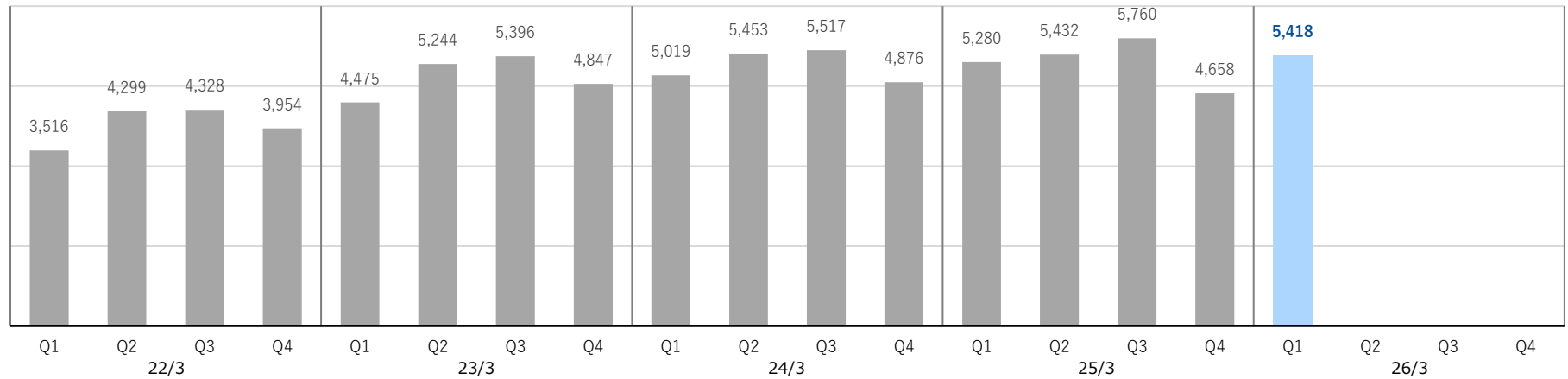
### Segment profit or loss (million yen)



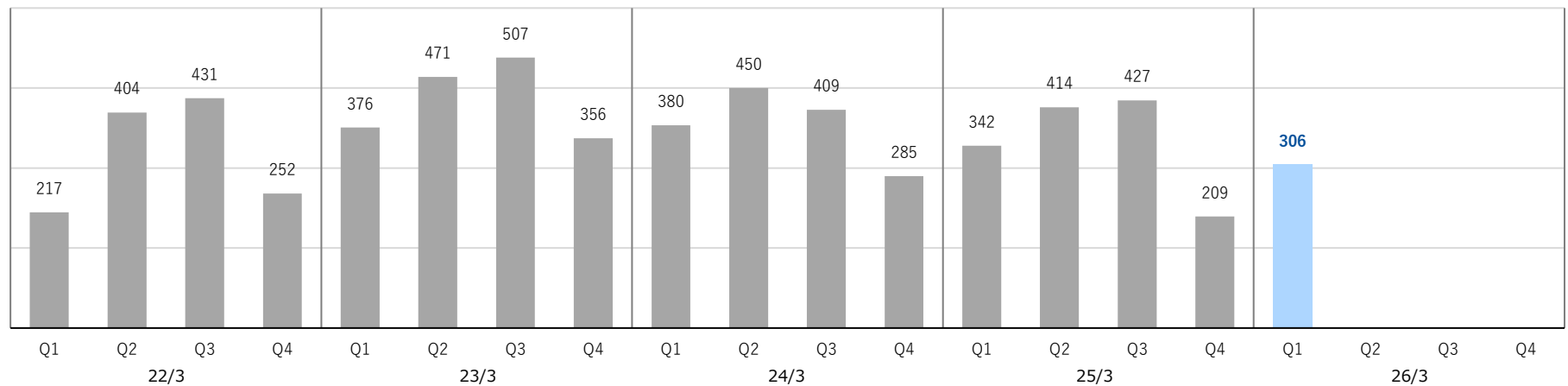
※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

## Structural Steel Materials

**Net sales** (million yen)

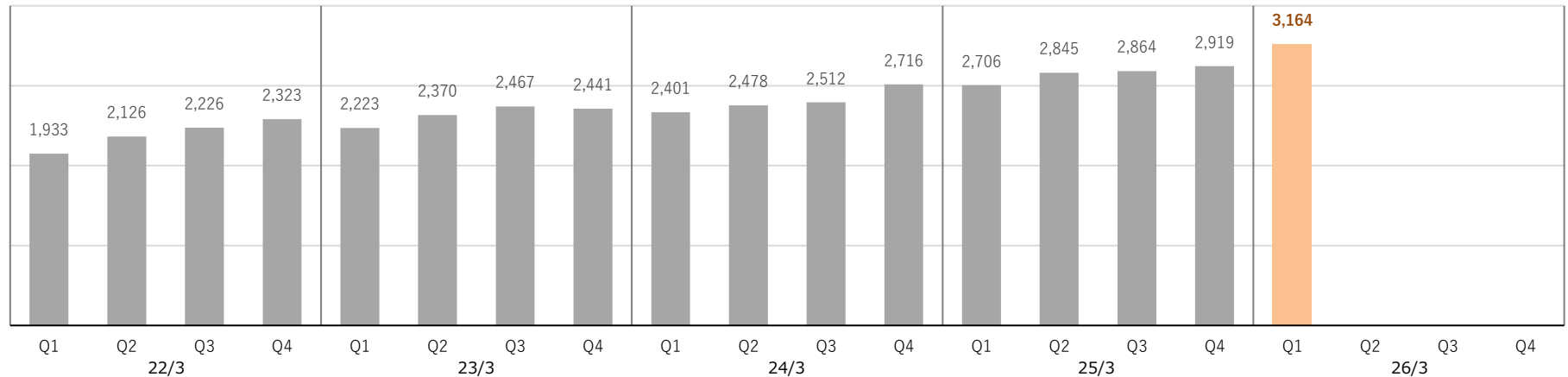


**Segment profit or loss** (million yen)

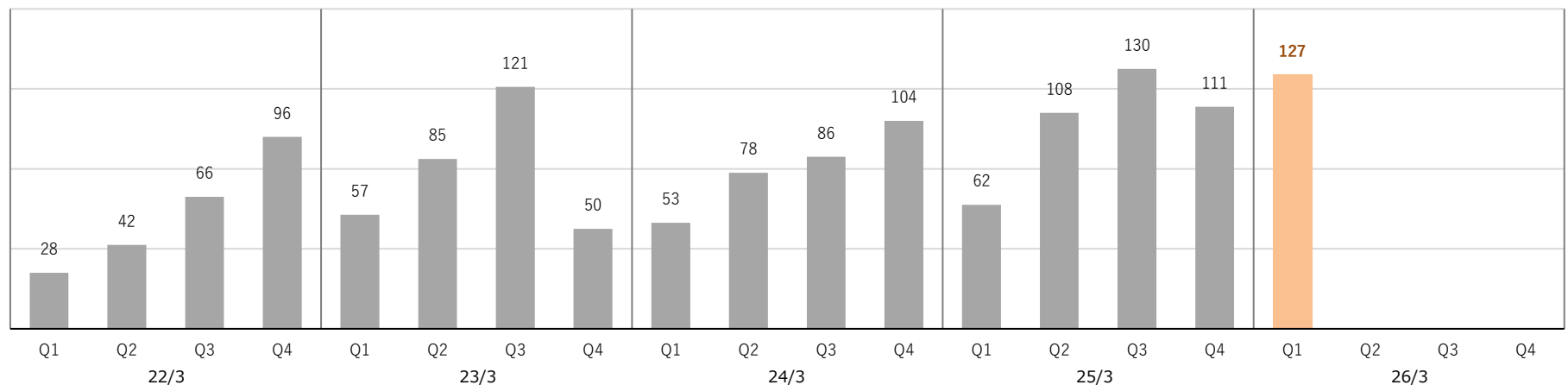


## Electrical Equipment

**Net sales** (million yen)

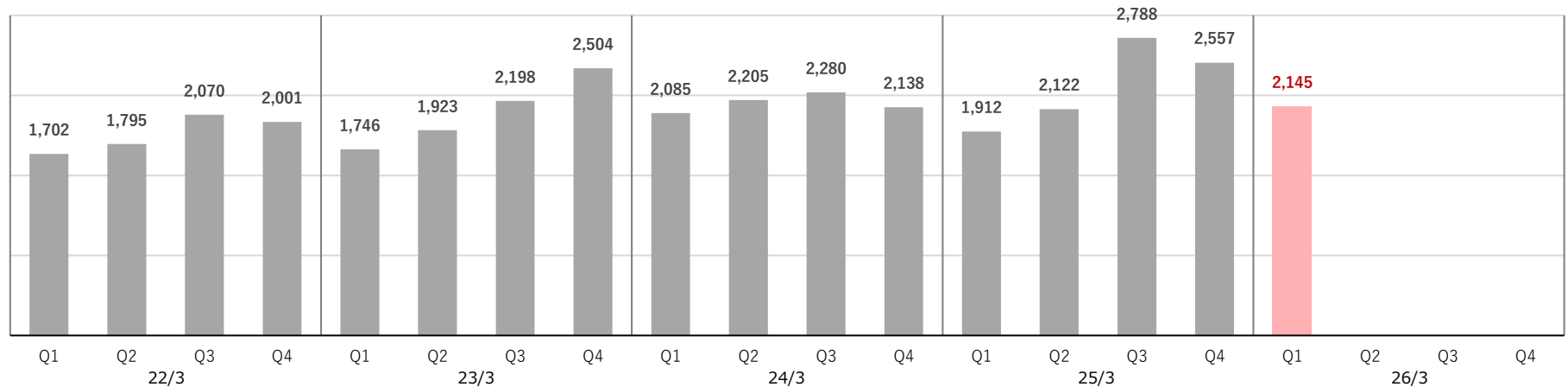


**Segment profit or loss** (million yen)

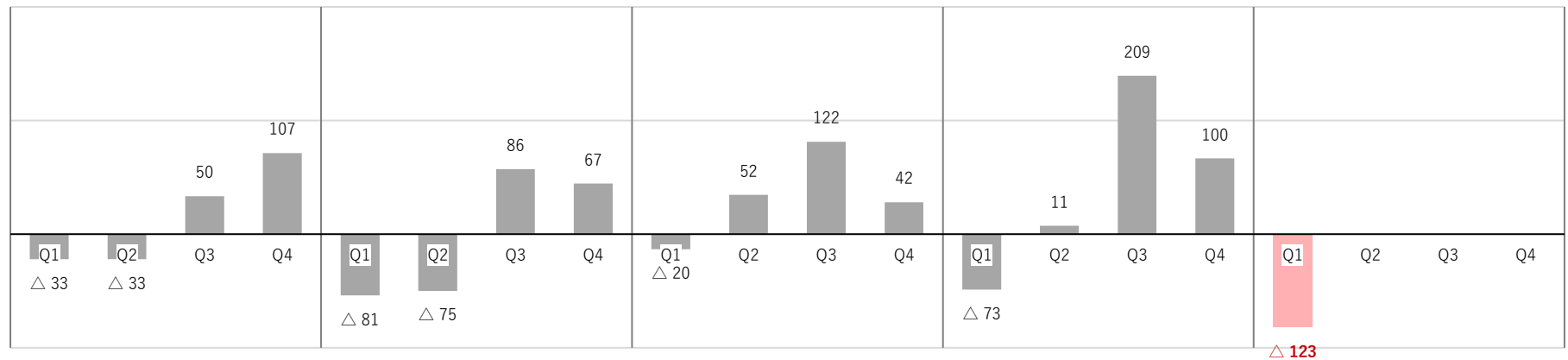


## Scaffolding Construction

Net sales (million yen)



Segment profit or loss (million yen)



※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

### Official SNS accounts

KONDTEC opened official Instagram and Facebook accounts. Please follow us to get to know us better and for information and updates on our products and merchandise.



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URL : <https://www.facebook.com/kondotec.official/>



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