



## **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.

<b>1. Highlights of Q2 FY2025 Financial Results</b>	<b>P. 4</b>
<b>2. Company Overview</b>	<b>P. 7</b>
<b>3. Main Products and Merchandise</b>	<b>P. 18</b>
<b>4. Q2 FY2025 Financial Results and Analysis</b>	<b>P. 24</b>
<b>5. Q2 FY2025 Financial Results and Analysis by Segment</b>	<b>P. 30</b>
<b>6. Sustainability</b>	<b>P. 40</b>
<b>7. Growth Strategies</b>	<b>P. 47</b>
<b>8. Shareholder Return</b>	<b>P. 56</b>
<b>9. Highlights of Results</b>	<b>P. 59</b>

# **1. Highlights of Q2 FY2025 Financial Results**

---

# Summary of Q2 FY2025 Consolidated Financial Results



- Net sales increased due to capturing demand for large-scale properties.
- Operating results decreased because sales were not sufficient to absorb an increase in SG&A expenses including freight costs and personnel expenses due to a slight decline in GPM.

<b>Net sales</b>	<b>38,640</b> million yen	YoY	<b>+2.0%</b>
<b>Operating income</b>	<b>2,042</b> million yen	YoY	<b>△8.6%</b>
<b>Ordinary income</b>	<b>2,157</b> million yen	YoY	<b>△7.4%</b>
<b>Profit attributable to owner of parent</b>	<b>1,525</b> million yen	YoY	<b>△1.3%</b>
<b>EBITDA</b>	<b>3,163</b> million yen	YoY	<b>+0.9%</b>

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

# Topics in Q2 FY2025

## Opening of Hokkaido Office and completion of Sapporo Factory No. 3

- In April 2024, we have opened the Hokkaido Office to further expand our business in the Hokkaido region.
- We have built the new third factory, which has began operations in April 2024 to meet growing construction demand in Japan.

### ■ Purpose of opening Hokkaido Office

Strengthen sales force in the Hokkaido region and establish a system that can immediately respond to user needs with the aim of expanding our share.

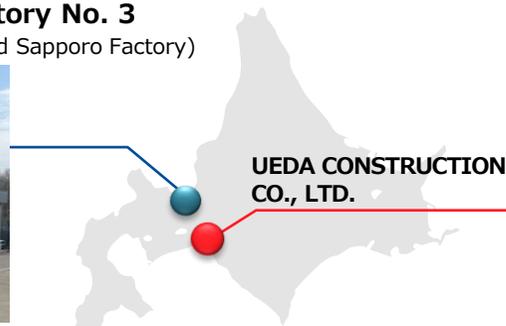
Office name in Hokkaido	Segment
Sapporo Branch	Industrial Materials
<b>NEW</b> > Hokkaido Office	Structural Steel Materials

### ■ Purpose of opening Sapporo Factory No. 3

Strengthen our production capacity by expanding the scale of production sites.

### Hokkaido Office·Sapporo Factory No. 3

(on the premises of Sapporo Branch and Sapporo Factory)



## Acquisition of UEDA CONSTRUCTION CO., LTD.

- In October 2024, Nippon Scaffolding Holdings Co., Ltd., has acquired all shares of Ueda Construction Co., Ltd. engaged in scaffolding installation for plant construction sites in the Hokkaido region, making it a subsidiary of Nippon Scaffolding Holdings (a second-tier subsidiary of Kondotec).
- We will strive for sustainable growth and mid- to long-term corporate value enhancement by expanding scaffolding installation business through collaboration with scaffolding group companies.

### ■ Company overview

Company name	UEDA CONSTRUCTION CO., LTD.
Location	Tomakomai, Hokkaido
Business areas	<ul style="list-style-type: none"> <li>•Scaffolding construction service for civil engineering and architecture</li> <li>•Machine and equipment installation work</li> </ul>
Capital stock	3 million yen (as of March 2024)

### ■ Past installation projects

Wharf construction site (hanging scaffolding)



Biomass power plant construction site



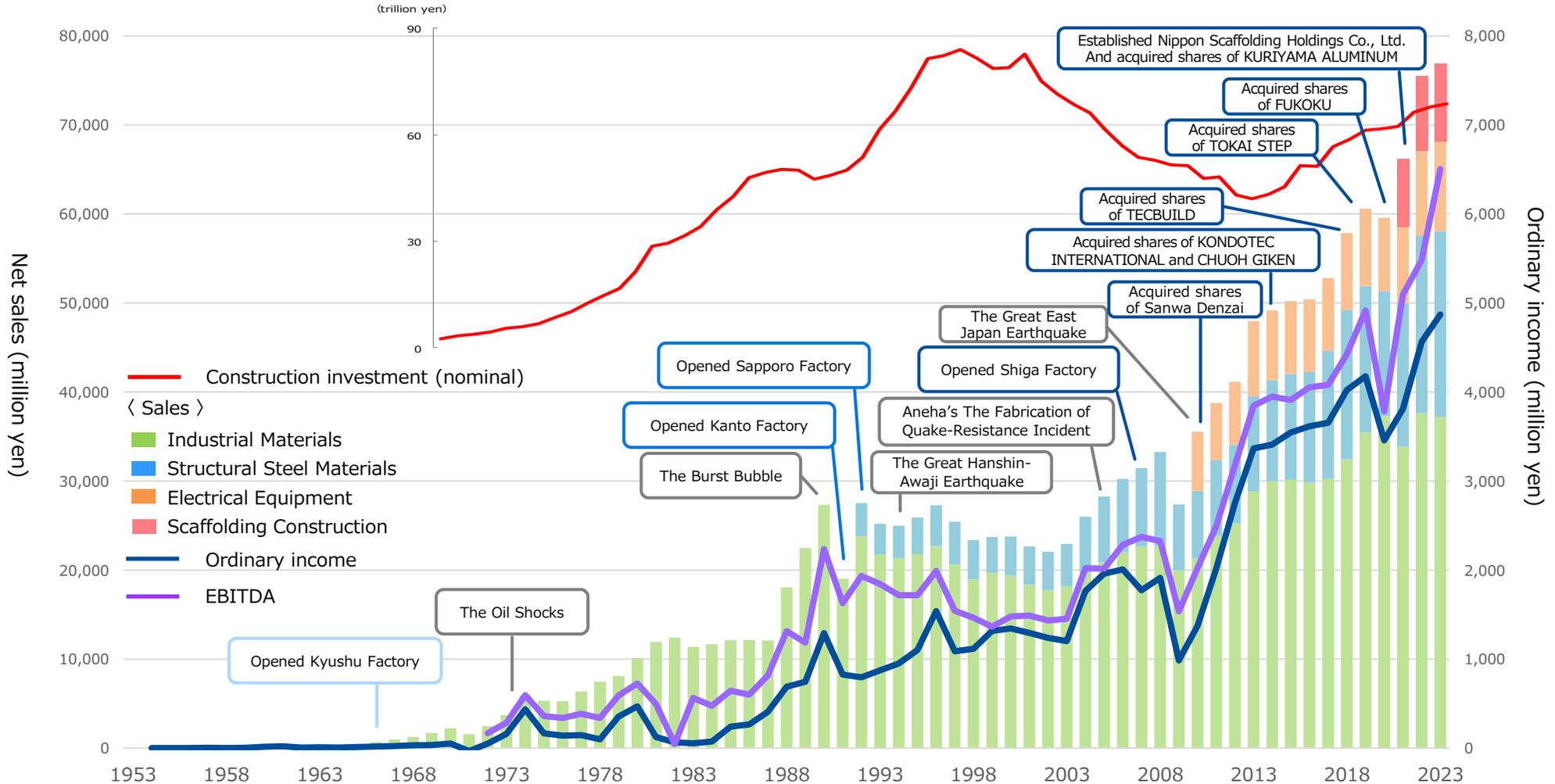
## **2. Company Overview**

---

# 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**      **From the expansion across Japan and completion of the head office building to the next stage**      **Reborn KONDO TEC/ developed the base of leap toward a stock listing**      **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 October 31, 2024)
<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:1,373 Parent:801 (as of March 31, 2024)
<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>

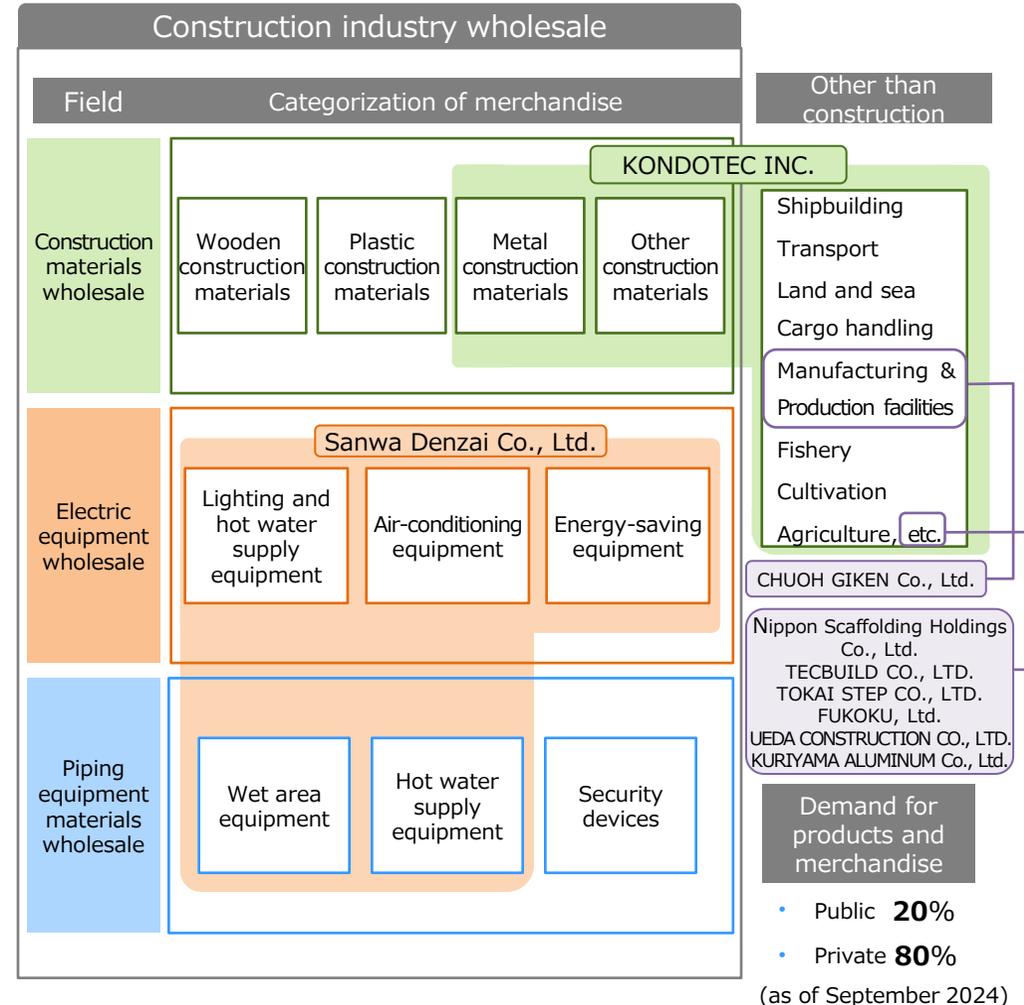
# Company History and Business Areas



## Company history

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

## Business areas



# Sales by Segment

(as of end March 2024)

## Industrial Materials



Net sales **37,188** million yen  
Sales weighting **49 %**

Customers Hardware stores, Wholesalers, Home improvement centers

Products/  
Merchandise



## Structural Steel Materials



Net sales **20,867** million yen  
Sales weighting **27 %**

Customers Steel structure fabricators

Products/  
Merchandise



## Electrical Equipment



Net sales **10,107** million yen  
Sales weighting **13 %**

Customers Electrical construction contractors, Electronics appliance stores

Products/  
Merchandise



## Scaffolding Construction



Net sales **8,709** million yen  
Sales weighting **11 %**

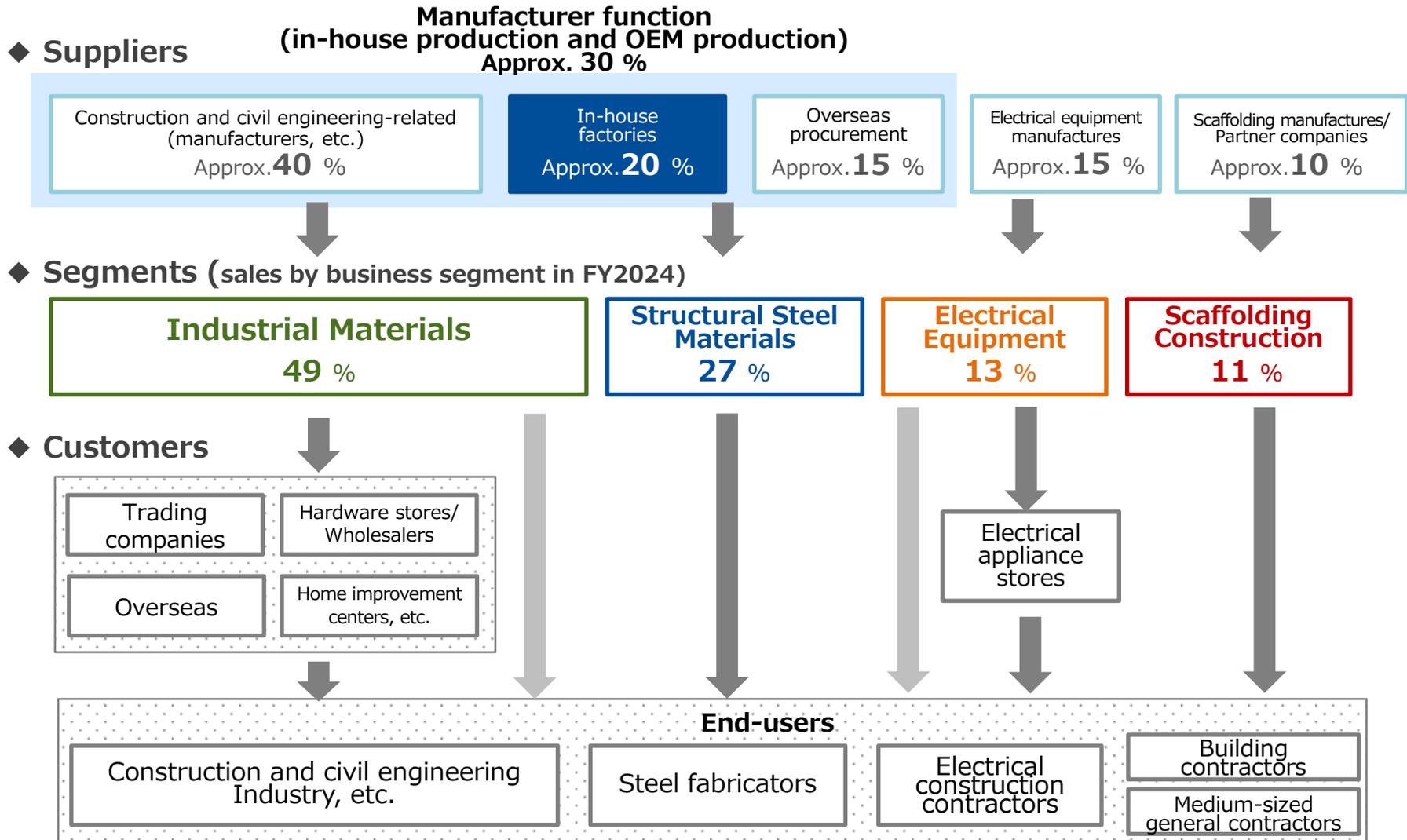
Customers building contractors, medium-sized general contractors

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.



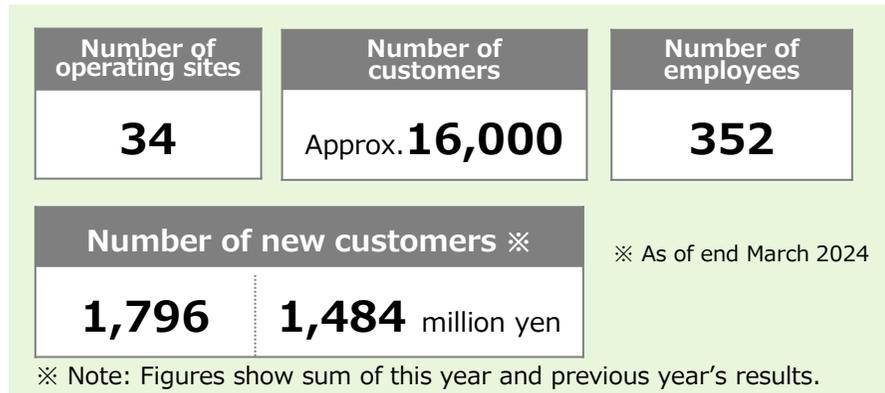
# Segment Overview : Industrial Materials

## Business areas

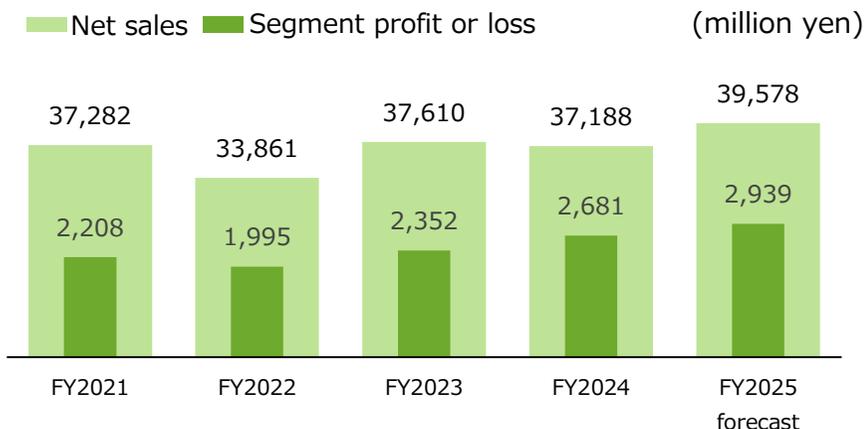
The Industrial Materials Segment manufactures, procures, and sells civil engineering and construction materials (primarily metal fittings through retail).

## 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.



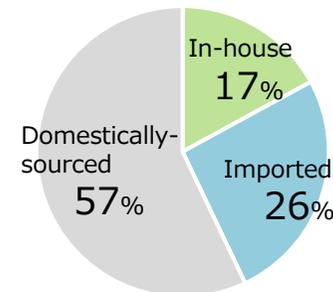
## Results in the past 5 years



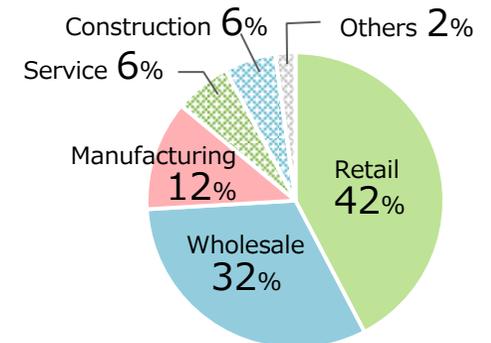
※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

## Ratio of segment sales FY2024

### 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

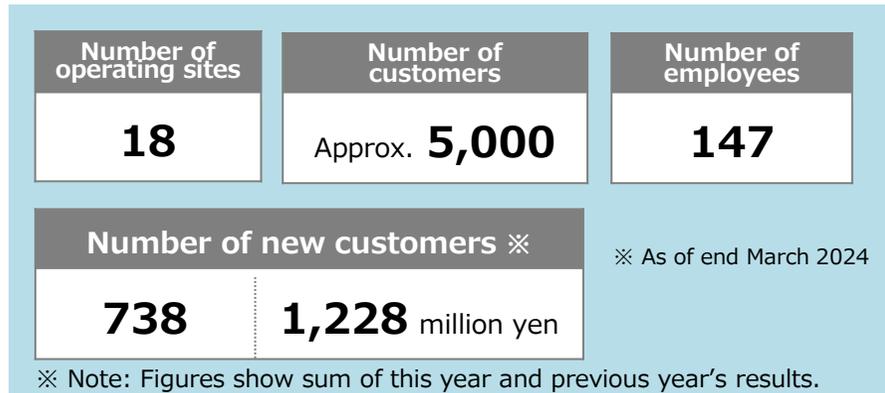


## Business areas

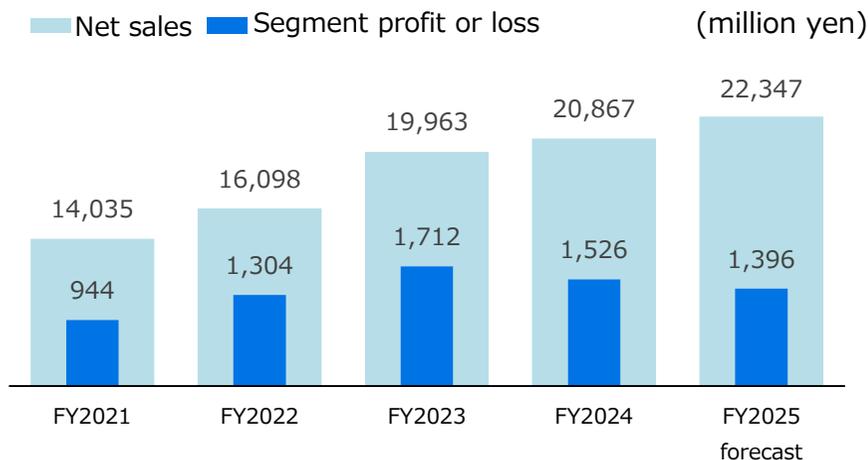
The Structural Steel Materials Segment manufactures, procures, and sells construction-related materials to nationwide steel structure fabricators.

## Strengths

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

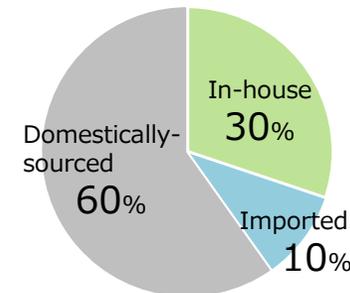


## Results in the past 5 years

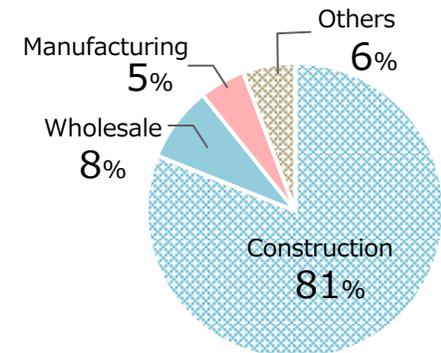


## Ratio of segment sales FY2024

### 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.

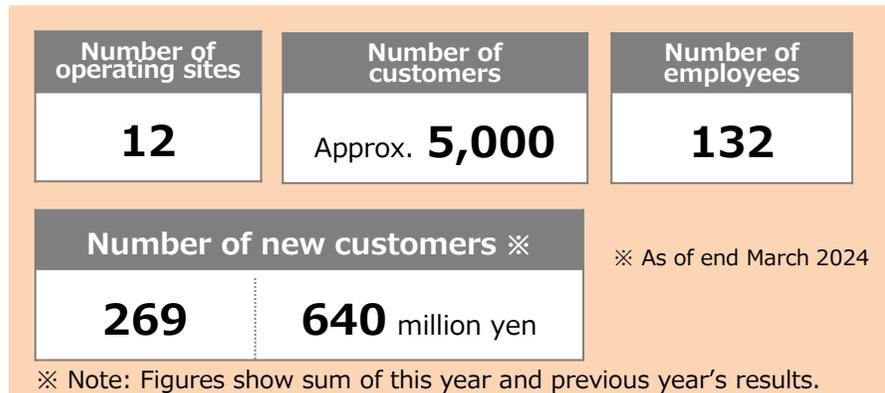
# Segment Overview : Electrical Equipment

## Business areas

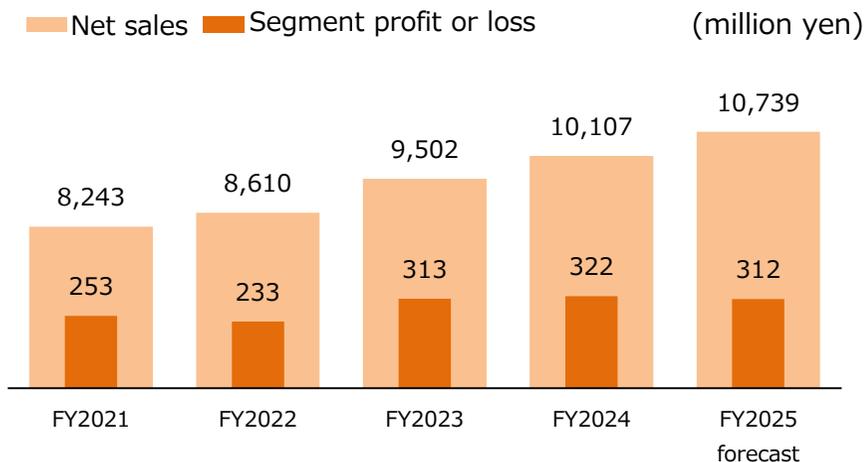
The Electrical Equipment Segment procures and sells electrical equipment to consumer electrical appliance stores and electrical construction contractors.

## Strengths

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



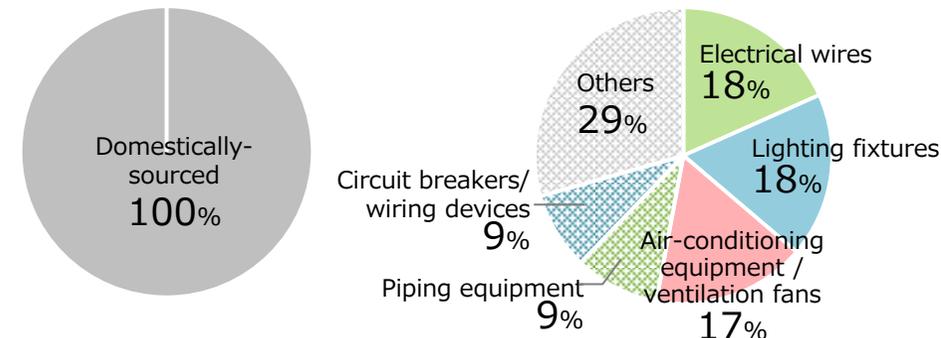
## Results in the past 5 years



## Ratio of segment sales FY2024

### 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

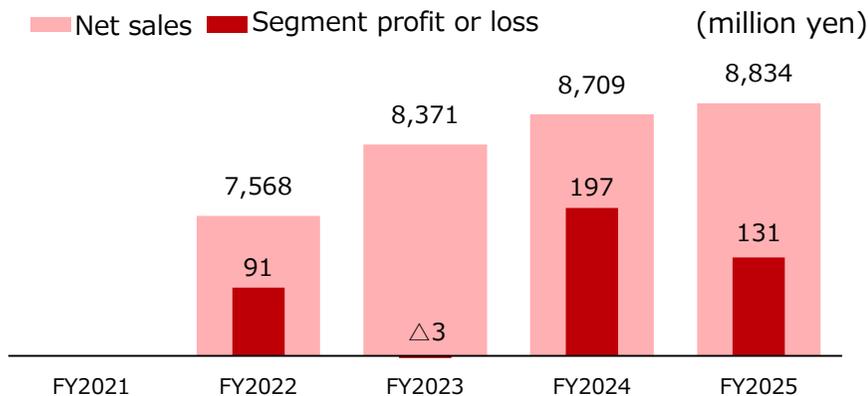
The segment provides a wide range of construction services from residential buildings and medium-rise properties to civil engineering structures (such as bridges)

Number of operating sites	Number of employees
<b>38</b>	<b>362</b> (construction workers: <b>155</b> )
Capex for scaffolding materials	Book value of scaffolding materials
<b>264</b> million yen	<b>585</b> million yen

※ As of end March 2024

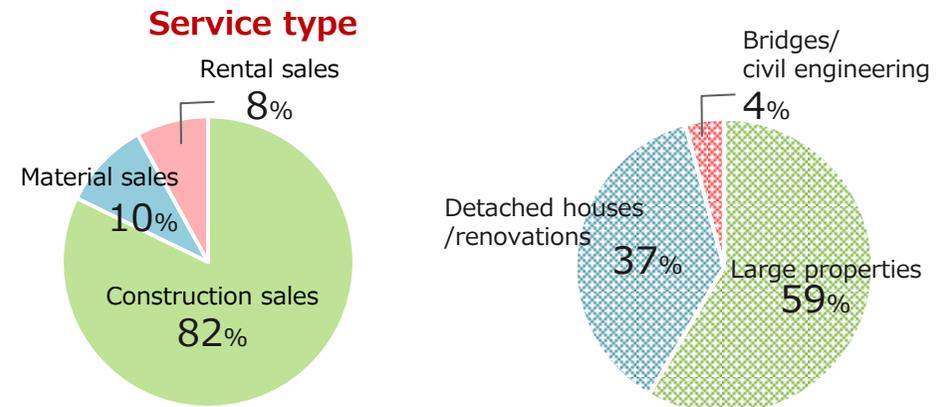
※ The amount of investment as of end March 2024

## Results in the past 5 years



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

## Ratio of segment sales FY2024



## Initiatives

- Step up orders with higher unit prices for medium-rise properties and civil engineering structures.
- 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

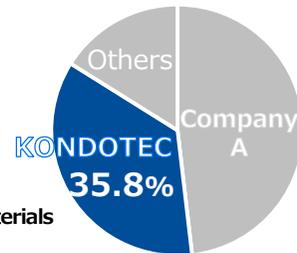
### JIS certification Turnbuckle braces

Markets size  
About **11** billion yen

They are seismic bracing products used in steel constructions

Segment

- Structural Steel Materials
- Industrial Materials



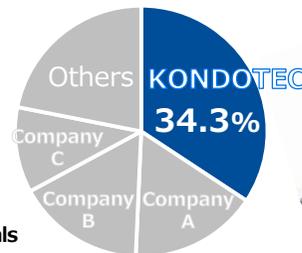
### JIS certification Anchor bolts

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



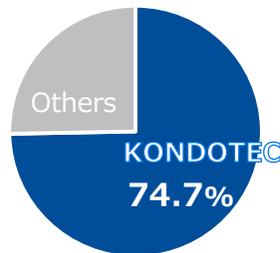
### Scaffolding suspension chains

Markets size  
About **1** billion yen

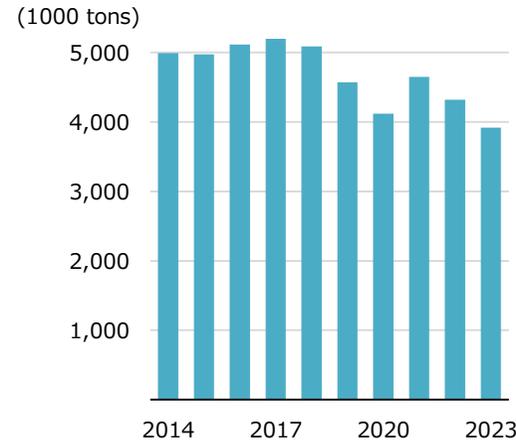
They are scaffolding materials to provide a safe working platform for work at height in bridge and expressway construction.

Segment

- Industrial Materials



### Estimated volume of steel frame demand



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

#### ➤ Market overview

The demand is gradually recovering after the COVID pandemic.

The robust demand for large low-rise properties such as logistics facilities, data centers and factories is expected to continue.

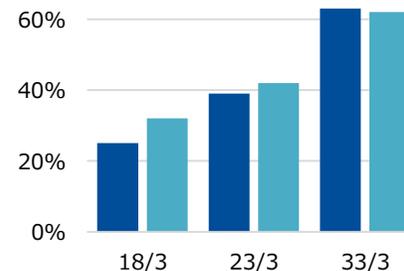
#### ➤ initiatives to maintain and expand the market share

- 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

■ Road bridges ■ Water control structures



※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.

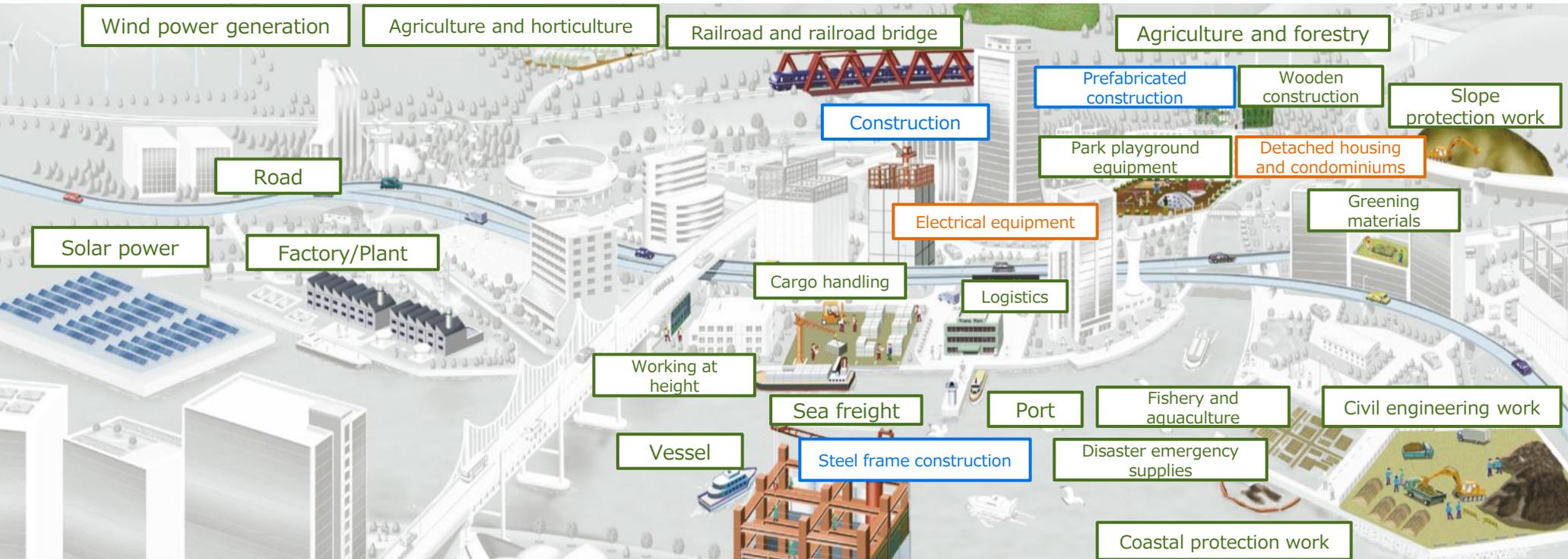
#### ➤ initiatives to maintain and expand the market share

- 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**

---

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 fields. 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.

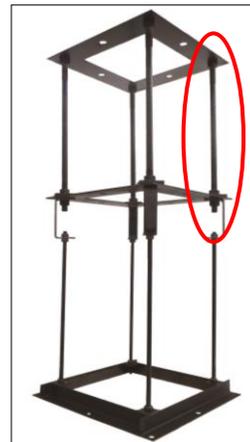


# Anchor Bolts

- 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.



After construction work



Anchor frame (Kon-base Eco)



Anchor bolts



# 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).



- 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. Q2 FY2025 Financial Results and Analysis**

---

# Q2 FY2025 Consolidated Financial Results



(million yen)

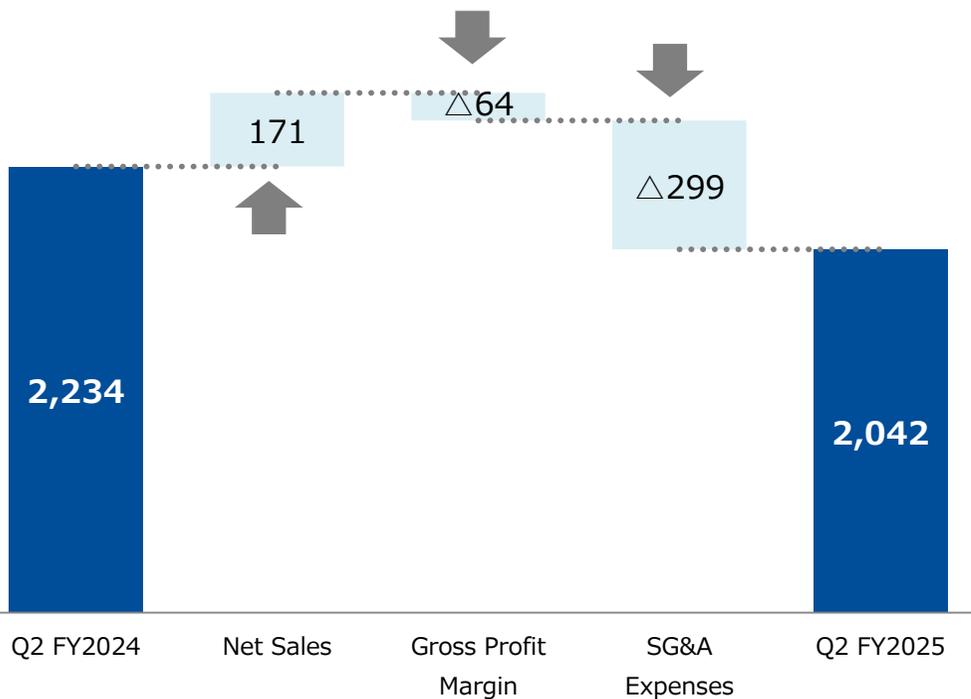
	Q2	Q2	YoY	
	FY2024	FY2025	Amount	%
<b>Net sales</b>	37,864	<b>38,640</b>	+775	+2.0%
<b>Gross profit</b>	8,368	<b>8,475</b>	+107	+1.3%
<b>SG&amp;A expenses</b>	6,133	<b>6,433</b>	+299	+4.9%
<b>Operating income</b>	2,234	<b>2,042</b>	△192	△8.6%
<b>Ordinary income</b>	2,330	<b>2,157</b>	△173	△7.4%
<b>Profit attributable to owner of parent</b>	1,545	<b>1,525</b>	△19	△1.3%
<b>EBITDA</b>	3,135	<b>3,163</b>	+28	+0.9%

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

# Operating Income Analysis (Consolidated)

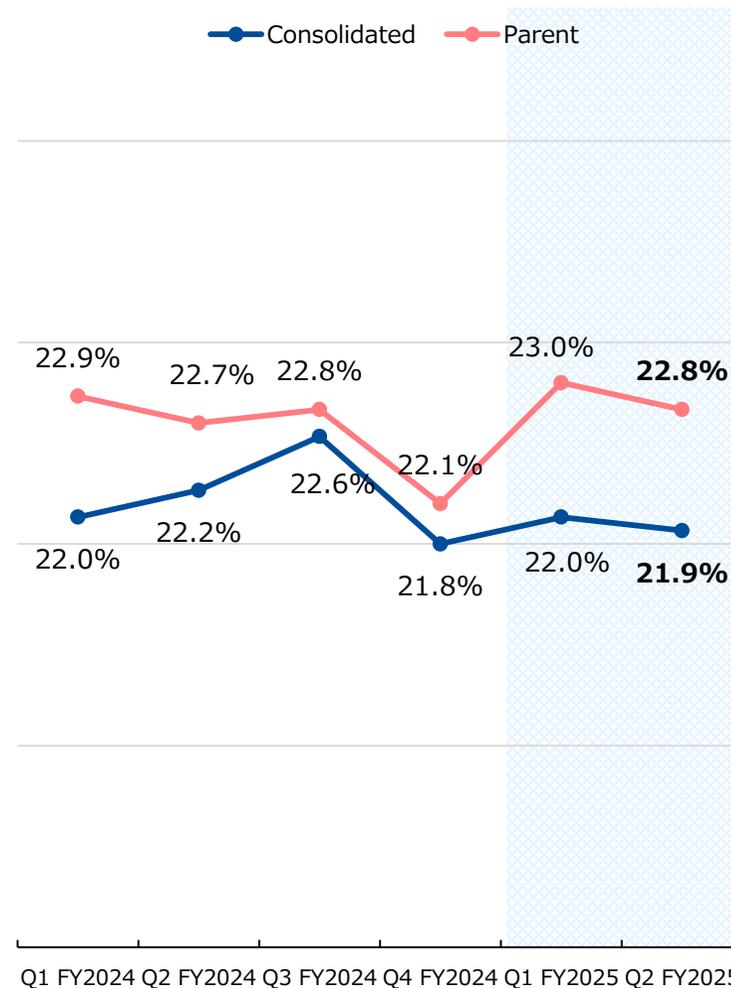
## Operating income analysis

(million yen)



Gross Profit Margin	22.1% → 21.9%
SG&A Expenses	Salaries +126 million yen Freight and packing costs +53 million yen Bonuses +30 million yen

## Quarterly GPM



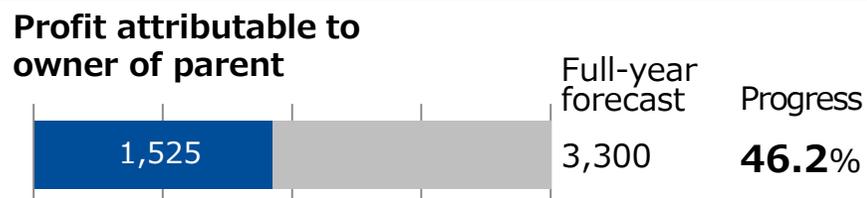
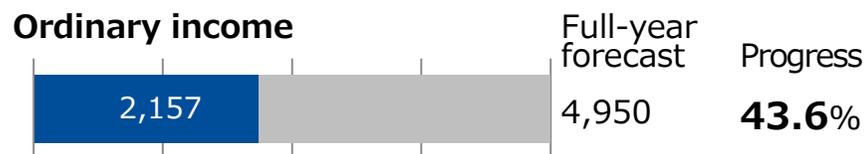
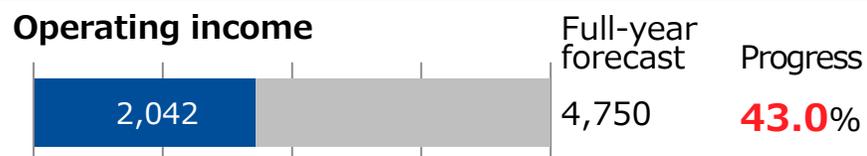
# Q2 FY2025 Consolidated Financial Results Progress for FY2025 Forecast



## Progress for FY2025 forecast

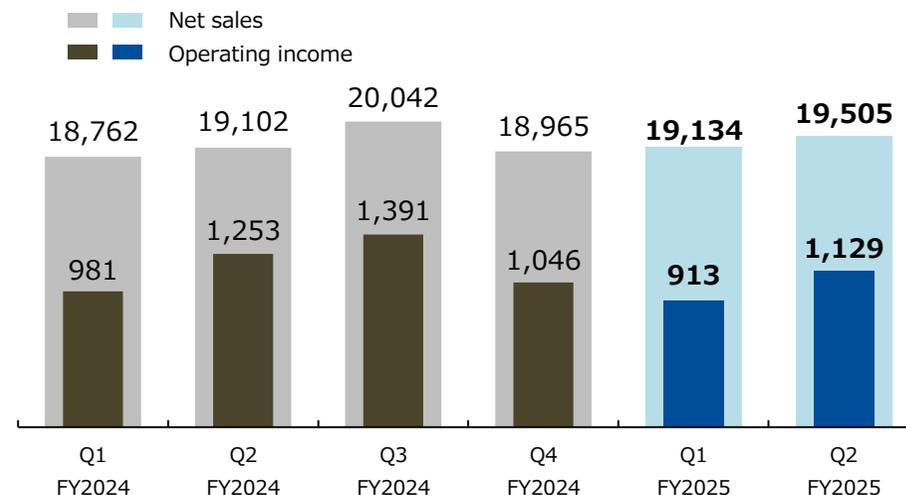
(million yen)

■ Q2 FY2025 ■ Full-year forecast

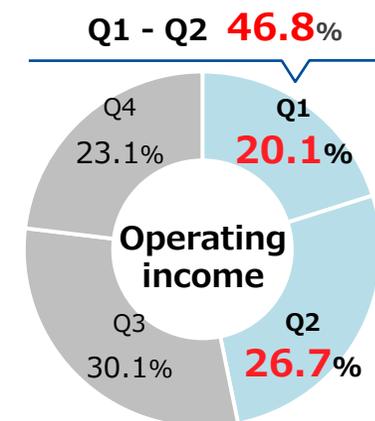
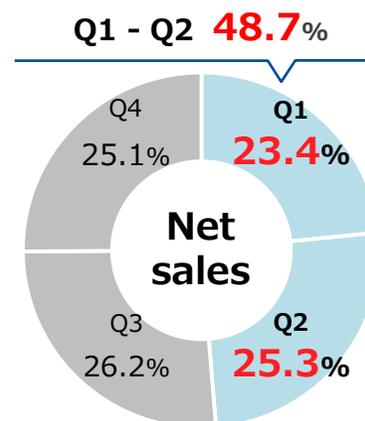


## Net sales and operating income

(million yen)



## Quarterly percentage breakdown (5-year average)



# Consolidated Balance Sheet [Assets]

(million yen)

		FY2024	Q2 FY2025	Change
Current assets	Cash and deposits	11,836	<b>11,956</b>	+119
	Notes and receivable-trade, and contract assets	13,642	<b>12,533</b>	△1,109
	Electronically recorded monetary claims operating	4,993	<b>4,747</b>	△246
	Inventories	7,758	<b>8,060</b>	+302
	Other	534	<b>796</b>	+262
	Total current assets	38,766	<b>38,094</b>	△671
Non-current assets	Property, plant and equipment	16,792	<b>17,886</b>	+1,094
	Intangible assets	4,003	<b>3,792</b>	△210
	Investments and other assets	1,413	<b>1,366</b>	△47
	Total non-current-assets	22,208	<b>23,046</b>	+837
	<b>Total assets</b>	60,975	<b>61,140</b>	+165

# Consolidated Balance Sheet [Liabilities and Net Assets]



(million yen)

		FY2024	Q2 FY2025	Change
Current liabilities	Notes and accounts payable-trade	4,769	4,464	△304
	Electronically recorded obligations-operations	9,618	9,439	△179
	Breakdown			
	Electronically recorded obligations-operations	11,053	10,870	△183
	Repayment before maturity	△1,435	△1,431	+4
	Short-term loans payable	3,610	3,605	△5
	Income taxes payable	1,079	869	△210
Other	3,432	3,252	△179	
<b>Total current liabilities</b>		22,509	21,630	△879
<b>Non-current liabilities</b>		2,545	2,583	+38
<b>Total liabilities</b>		25,054	24,214	△840
Net assets	Shareholder's equity	35,063	36,130	+1,067
	Accumulated other comprehensive income	△1,166	△1,226	△59
	Non-controlling interests	2,022	2,022	△0
	<b>Total net assets</b>	35,920	36,926	+1,006
<b>Total liabilities and net assets</b>		60,975	61,140	+165

## **5. Q2 FY2025 Financial Results and Analysis by Segment**

---

# Q2 FY2025 Financial Results by Segment



(million yen)

		Q2 FY2024	Q2 FY2025	Change (%)	Full-year forecast	Progress
Industrial Materials	Net sales	18,221	<b>18,340</b>	+0.7%	39,578	46.3%
	Segment profit or loss	1,248	<b>1,201</b>	△3.7%	2,939	40.9%
	EBITDA	1,384	<b>1,379</b>	△0.4%	–	–
Structural Steel Materials	Net sales	10,472	<b>10,712</b>	+2.3%	22,347	47.9%
	Segment profit or loss	831	<b>756</b>	△9.0%	1,396	54.2%
	EBITDA	851	<b>791</b>	△7.1%	–	–
Electrical Equipment	Net sales	4,879	<b>5,551</b>	+13.8%	10,739	51.7%
	Segment profit or loss	131	<b>171</b>	+29.8%	312	54.8%
	EBITDA	157	<b>199</b>	+26.4%	–	–
Scaffolding Construction	Net sales	4,291	<b>4,034</b>	△6.0%	8,834	45.7%
	Segment profit or loss	31	△ <b>62</b>	–	131	–
	EBITDA	372	<b>308</b>	△17.3%	–	–

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

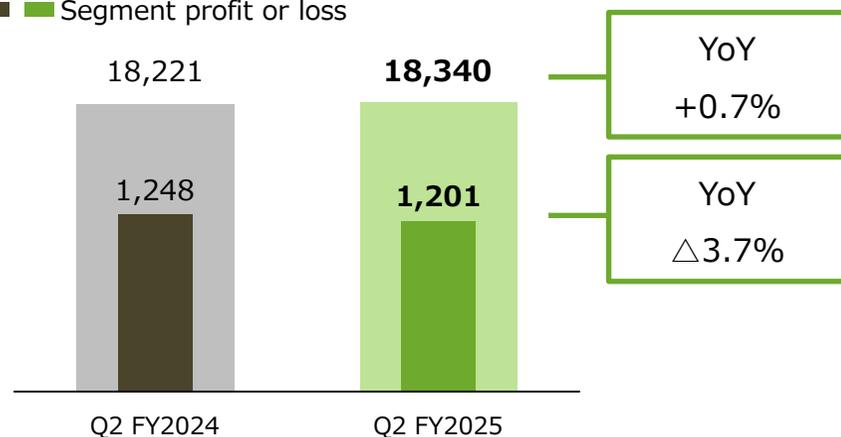
※ Note: EBITDA= Segment profit or loss + Depreciation + Amortization of goodwill

## Net sales and segment profit or loss

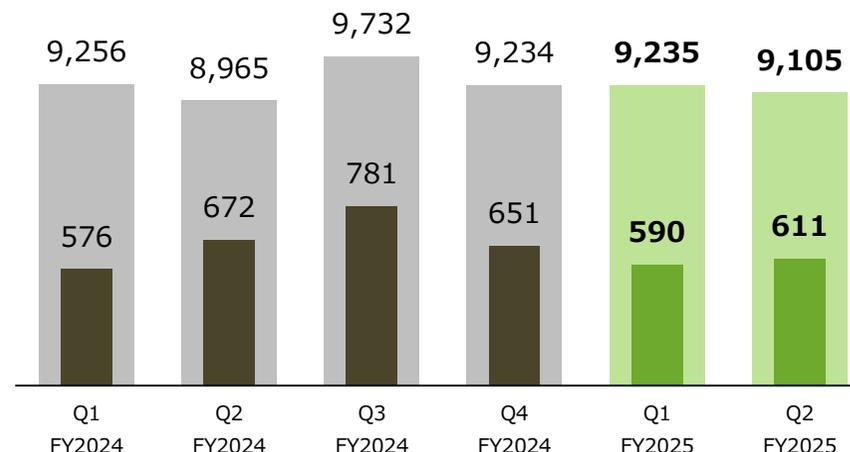
(million yen)

### YoY

- Net sales
- Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 120 million yen YoY.

Despite sluggish sales prices owing to intensifying price competition with competitors in some fields, sales increased due to a rise in sales volume thanks to the robust public investment and large properties.

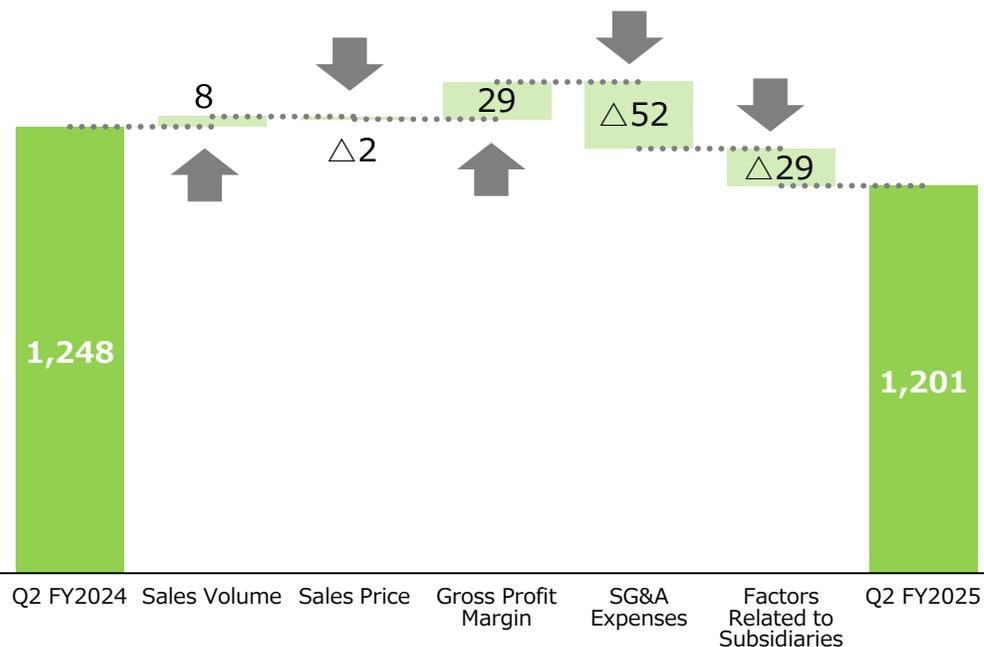
### Increased/decreased amount in net sales (million yen)

Products (approx.)	$\Delta$ 250	JIS wire ropes	$\Delta$ 119	Sales decreased due to switching to outside procurement of low value-added products.
Merchandise (approx.)	+370	worksite equipment	+173	Orders increased due to a rise in the number of large-scale projects.

# Industrial Materials

## Segment profit or loss analysis

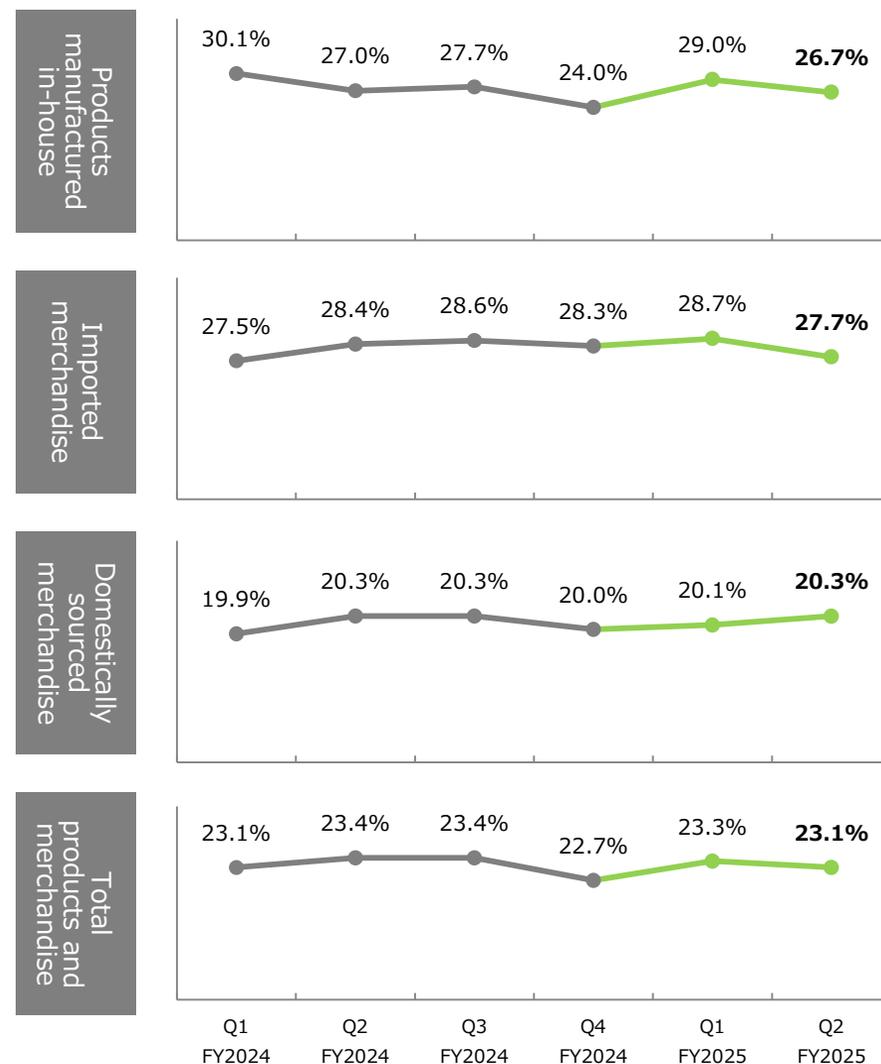
(million yen)



※ Note: The following figures do not include subsidiaries.

Sales Volume	Products Δ82 million yen Merchandise +90 million yen
Sales Price	Products +4 million yen Merchandise Δ6 million yen
Gross Profit Margin	Products 28.5% → 27.8% Merchandise 22.3% → 22.5% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Freight and packing costs +36 million yen Depreciation +28 million yen

## Quarterly GPM

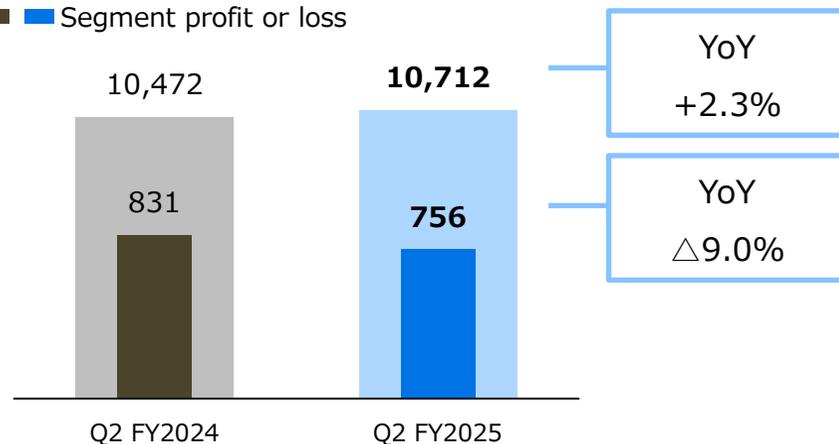


## Net sales and segment profit or loss

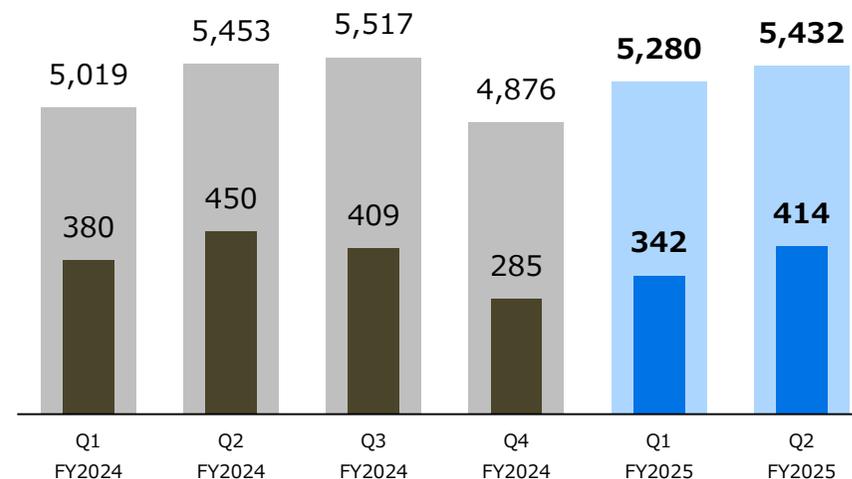
(million yen)

### ■ YoY

- Net sales
- Segment profit or loss



### ■ Quarterly



## Factors affecting net sales

### Net sales increased by about 240 million yen YoY.

Demand for large properties continued to recover, although demand for small- and medium-sized properties remained stagnant with the slump in sales volume. As a result, sales increased on the back of higher selling prices owing to an increase in the ratio of large-scale projects amid ongoing robust demand.

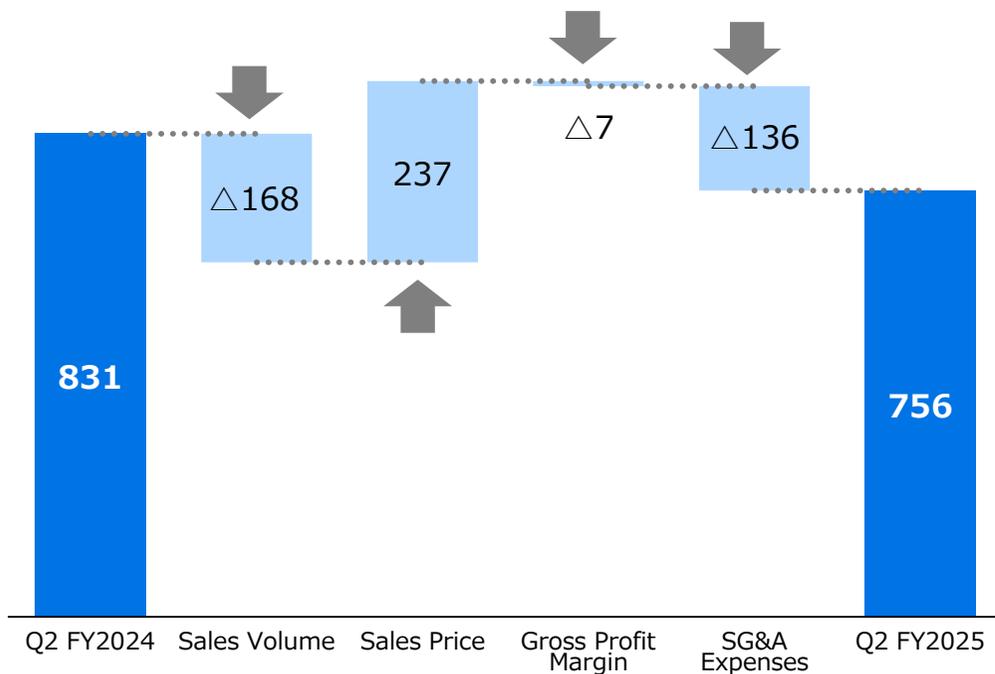
#### Increased/decreased amount in net sales (million yen)

Products (approx.)	+310	Braces	+305	Sales increased due to some large orders and higher selling prices.
Merchandise (approx.)	△70	Steel frame materials	△151	Sales decrease due to the absence of one-time large-lot orders received in FY2024

# Structural Steel Materials

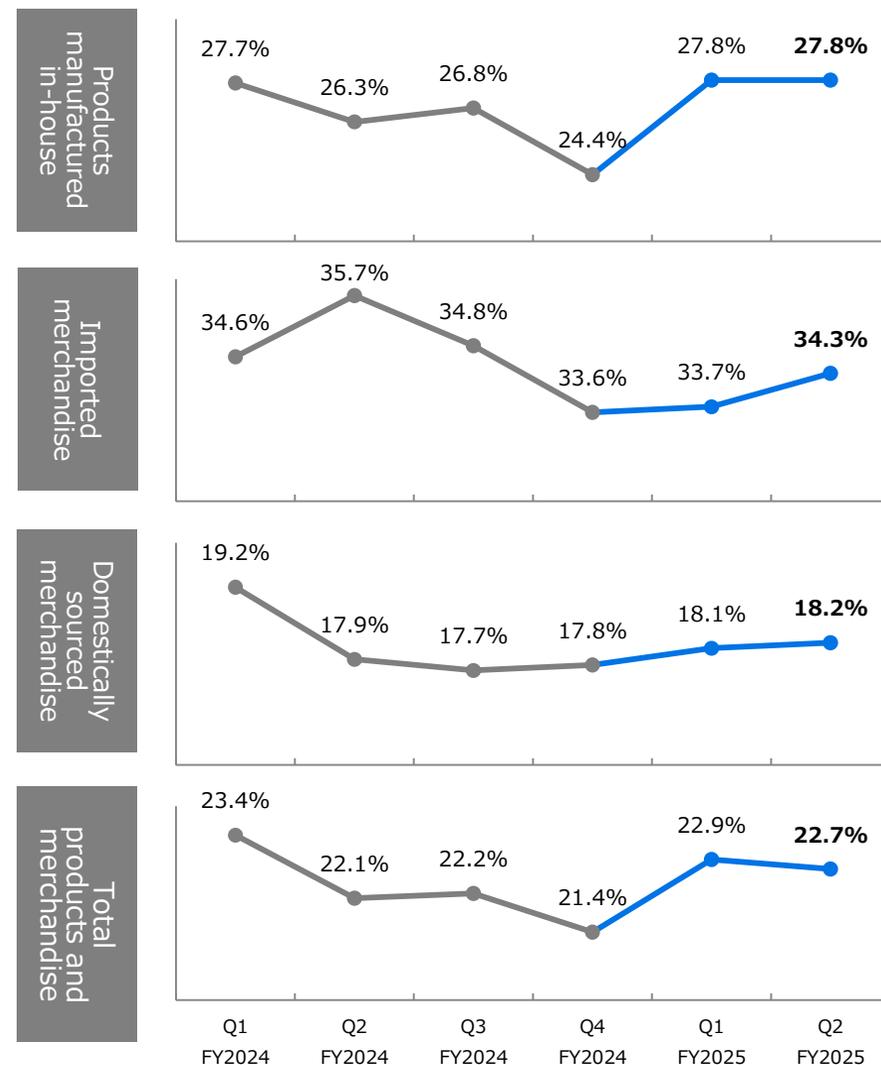
## Segment profit or loss analysis

(million yen)



Sales Volume	Products Δ65 million yen Merchandise Δ103 million yen
Sales Price	Products +148 million yen Merchandise +89 million yen
Gross Profit Margin	Products 27.0% → 27.8% Merchandise 20.8% → 20.4% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Salaries +43 million yen Bonuses +23 million yen Depreciation +14 million yen Freight and packing costs +12 million yen

## Quarterly GPM

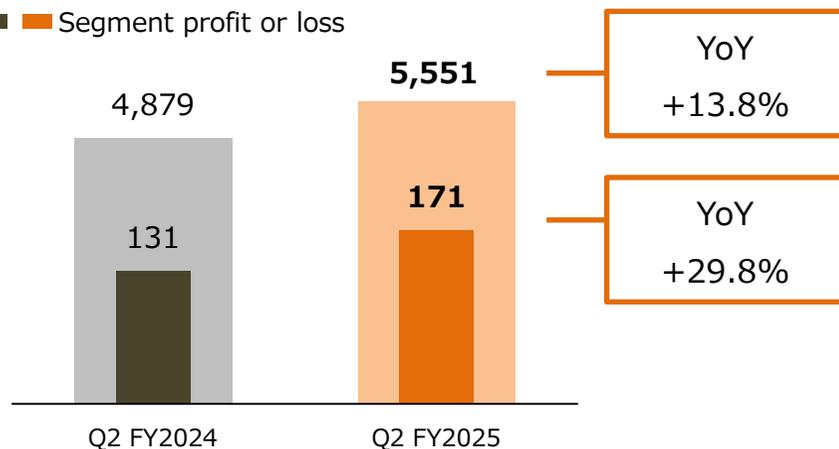


## Net sales and segment profit or loss

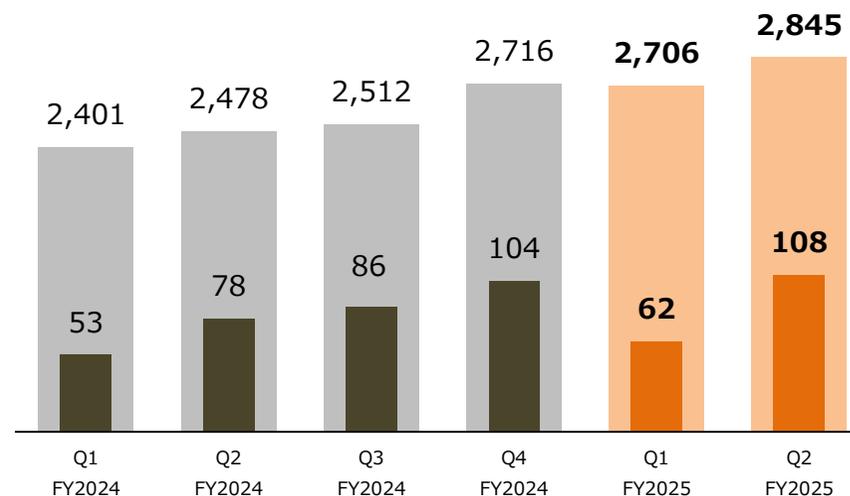
(million yen)

### YoY

- Net sales
- Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 670 million yen YoY.

Sales increased due to robust sales of lighting fixtures, electrical wires, and air-conditioning equipment on the back of a strong sales of room air conditioners due to high temperatures in addition to increases in large-scale project orders for lighting fixtures, electrical wires, and piping equipment and unit prices due to price hikes by manufactures.

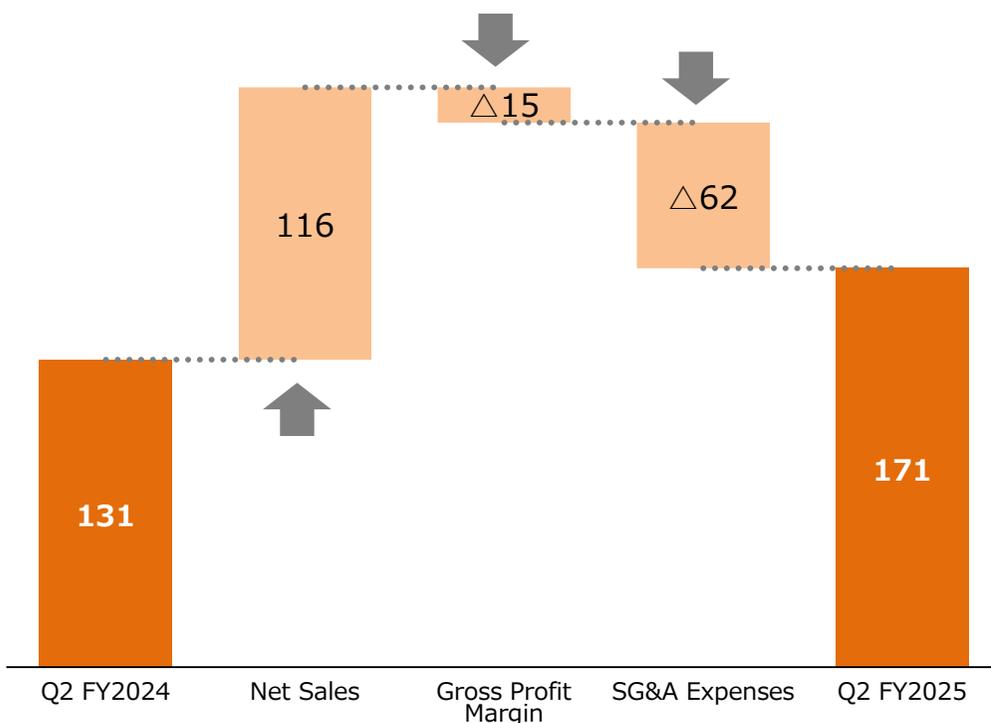
### Increased/decreased amount in net sales (million yen)

Lighting fixtures	+194	Orders increased due to a rise in LED lighting renewal work and large-scale projects.
Electrical wires	+187	Sales increased due to some large orders.

# Electrical Equipment

## Segment profit or loss analysis

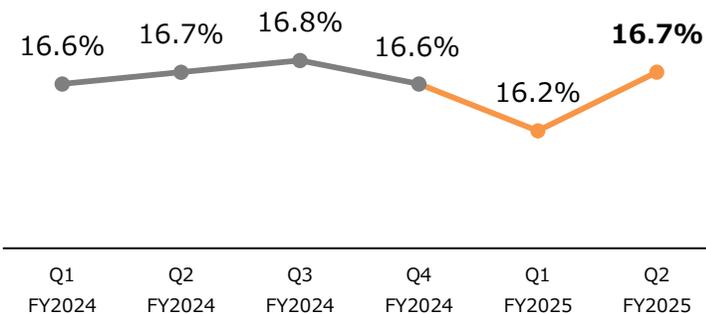
(million yen)



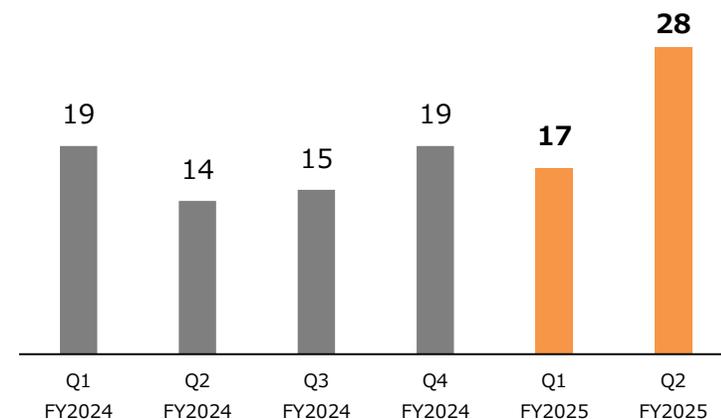
Gross Profit Margin	16.7% → 16.5%
SG&A Expenses	Salaries +33 million yen Bonuses +28 million yen

## Quarterly GPM and the number of projects

Gross Profit Margin



The number of projects\*



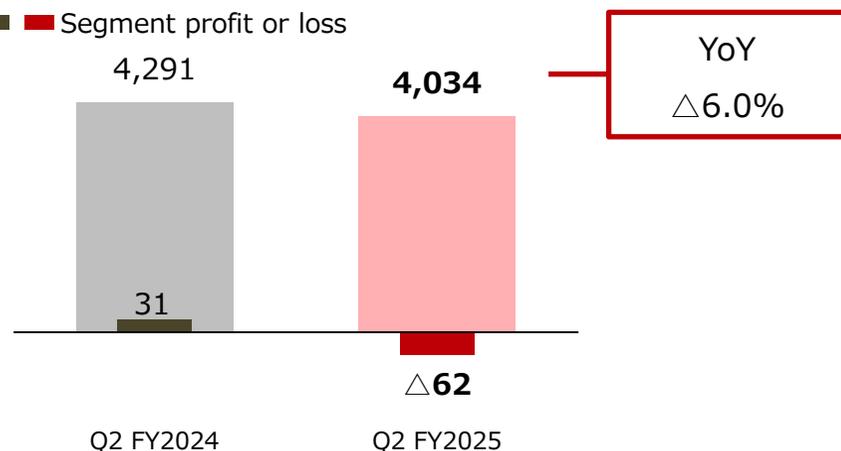
\*Note: Orders worth over 5 million yen from Electrical construction contractors.

## Net sales and segment profit or loss

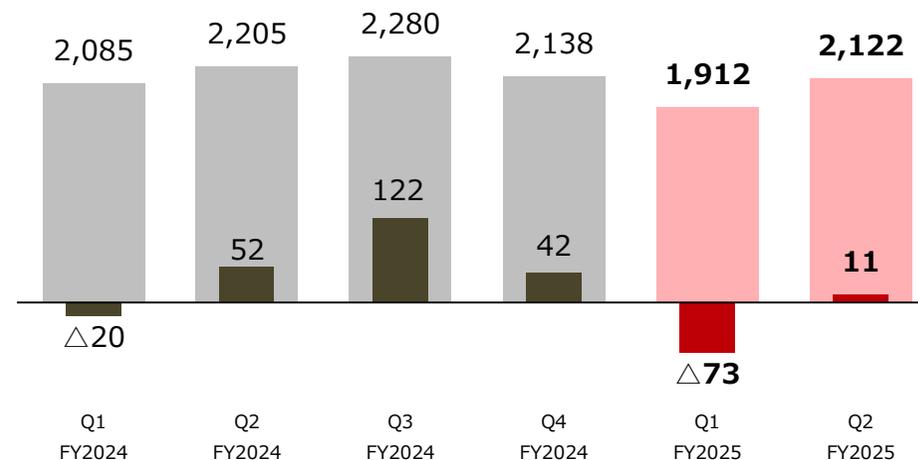
(million yen)

### YoY

- Net sales
- Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales decreased by about 260 million yen YoY.

Sales decreased due to the absence of one-time large-lot orders received in FY2024, despite higher construction-related sales for large properties and rental sales due to an increase in demand reflecting price hikes for scaffolding materials against the backdrop of solid public investment and private-sector capital investment.

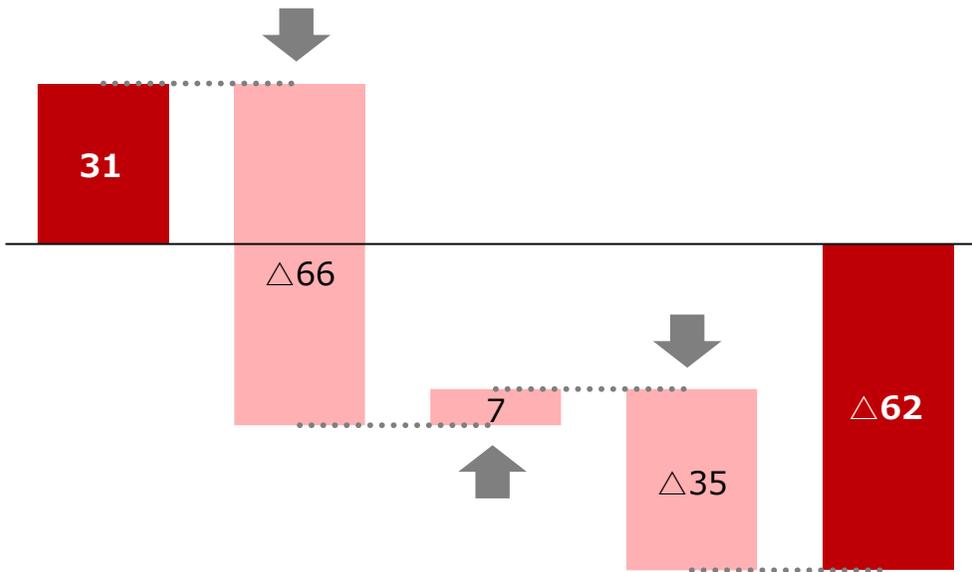
#### Increased/decreased amount in net sales (million yen)

Material sales	Δ226	Sales decreased due to the absence of one-time sales booked in FY03/24.
Rental sales	+49	Rental demand rose thanks to soaring scaffolding material prices.

# Scaffolding Construction

## Segment profit or loss analysis

(million yen)

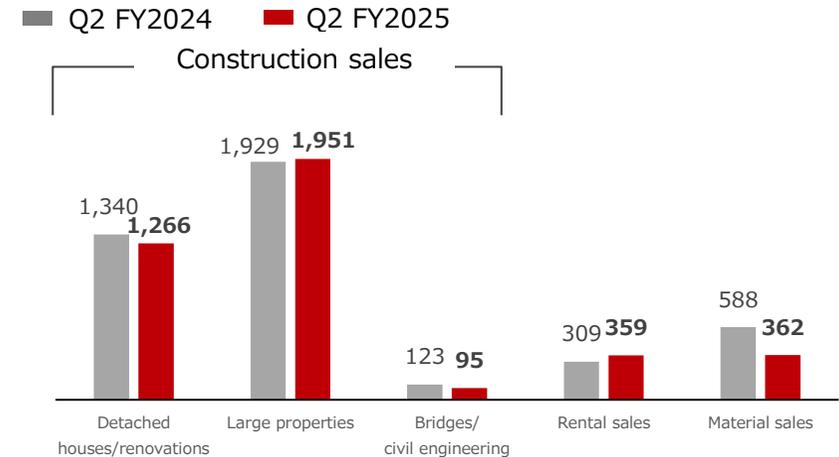


Q2 FY2024      Net Sales      Gross Profit Margin      SG&A Expenses      Q2 FY2025

Gross Profit Margin	25.9% → 26.1%
SG&A Expenses	Salaries +15 million yen Welfare expenses +14 million yen Commission expenses +13 million yen

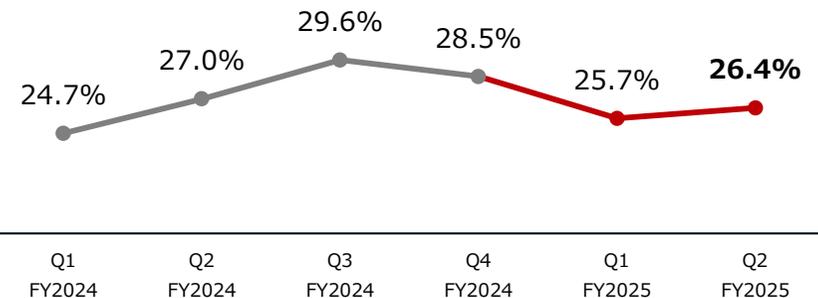
## Sales fluctuations by service type

(million yen)



Unfilled orders	As of end September 2023	As of end September 2024
	2,500 million yen	2,636 million yen

## Quarterly GPM



## **6. Sustainability**

---

- 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.



### Provision of optimal products and merchandise for environment measures

#### ■ Oil hunter

This is an eco-mark certified oil absorption mat using recycled materials. It is used for the disposing of oil at the time of marine pollution caused by oil spills and at factories which use oil.



#### ■ 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

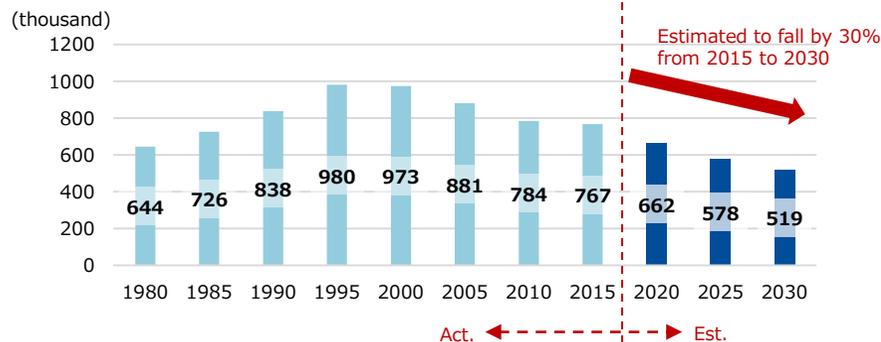
- As part of efforts to reduce CO2 emissions, KONDOTEC has begun plans to replace Company cars with EVs, and to switch to renewable energy sources to power company facilities.
- As one of our initiatives to reduce waste, from 2023 we are running a trial program to circulate wooden pallets used in-house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



## The 2024 problem in the logistics industry

- Logistics function is as an important element to maintain our rapid-delivery system, one of the KONDO TEC's strengths.
- Regulations on truckers' overtime went into effect in 2024. The regulations are expected to cause problems in the logistics industry, including truck driver shortages.

### Number of drivers in the road haulage industry



Source: "Logistics Concepts 2030" (Japan Institute of Logistics Systems, February 2020)

### Introduction of regulations to limit overtime for drivers in the logistics industry

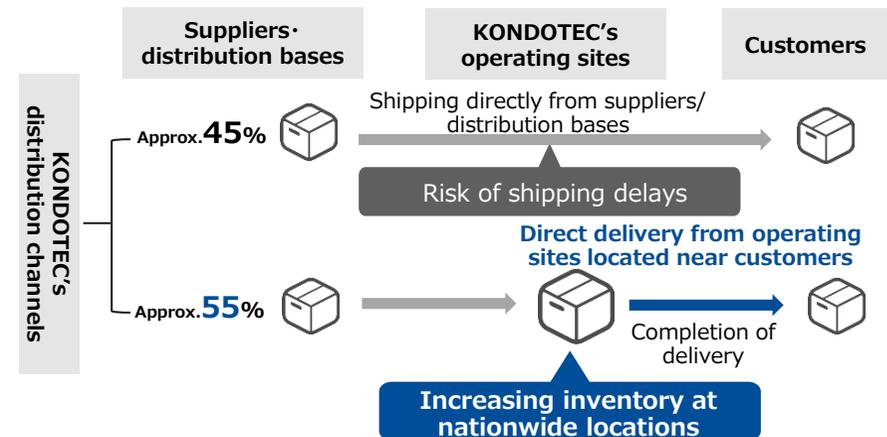


#### Concerns

- Unable to secure long-distance transportation services
- Take a long time for transportation and more

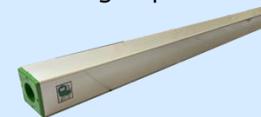
## Response to the 2024 problem in the logistics industry

- In response to the 2024 problem in the logistics industry, we plan to expand inventory at all of our nationwide locations to facilitate rapid delivery of products and merchandise against potential risks such as shipping delays.



### Our initiatives

- We will expand inventory of long products that are considered more difficult than previously to transport.
- Also, we will expand existing warehouses and storage spaces of long-products.



▲ Example of long product: Alpaca (collaborative product with KURIYAMA ALUMINUM Co., Ltd.)



▲ Inventory space for long objects

- We aim to create a working environment in which employees with diverse backgrounds fully demonstrate their respective abilities and are motivated to work.

## 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	31.4%	20% ~ 40%	March 2025
Rate of women with job titles (excluding management positions)	9.6%	15% or more	March 2030

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

(※ as of end March 2024)

Year of employment	Male	Female	Total	Nationality of international student	Number of turnover (※)
April-2024	10 persons	8 persons	18 persons	China	0 person
April-2023	13 persons	6 persons	19 persons	China	1 person
April-2022	8 persons	5 persons	13 persons		1 person
April-2021	10 persons	10 persons	20 persons		2 persons
April-2020	11 persons	7 persons	18 persons		6 persons

## Support for athletes

We have been supporting our employees in competitive sports.



◀ **Javelin Throw**

Kiho Kuze  
 (retired in Oct. 2024)



◀ **Discus Throw**

Mika Yamamoto



◀ **Pole Vault**

Yuki Noshi



◀ **Hammer Throw**

Sara Fujimoto

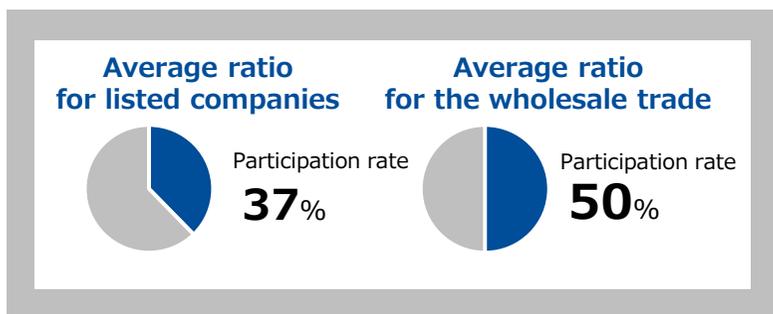
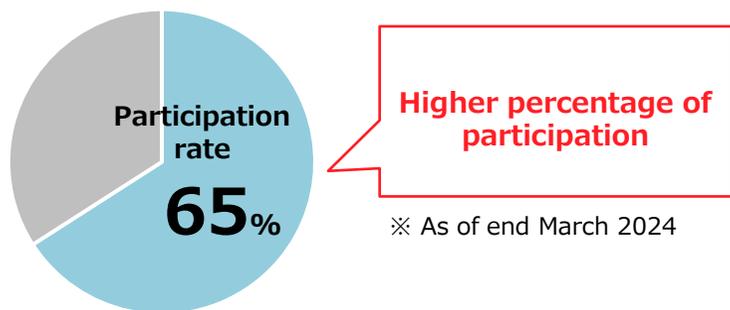


Please check latest updates and Track & Field Club's activity reports on our website.

# 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 13th 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



## 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.
- KONDOTEK has not lowered its dividend since its listing, and plans to increase its dividend for the 13th 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	
Shareholding ratio	KONDOTEK	0.9%	8.2%	11.3%	<b>20.4%</b>
	Average ratio for listed companies	—	1.1%	—	1.1%
	Average ratio for the wholesale trade	—	1.3%	—	1.3%

- ※ As of end March 2024
- ※ 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 2022 Employee Stock Ownership Plan," published by Japan Exchange Group, Inc., January 2024.

# 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.

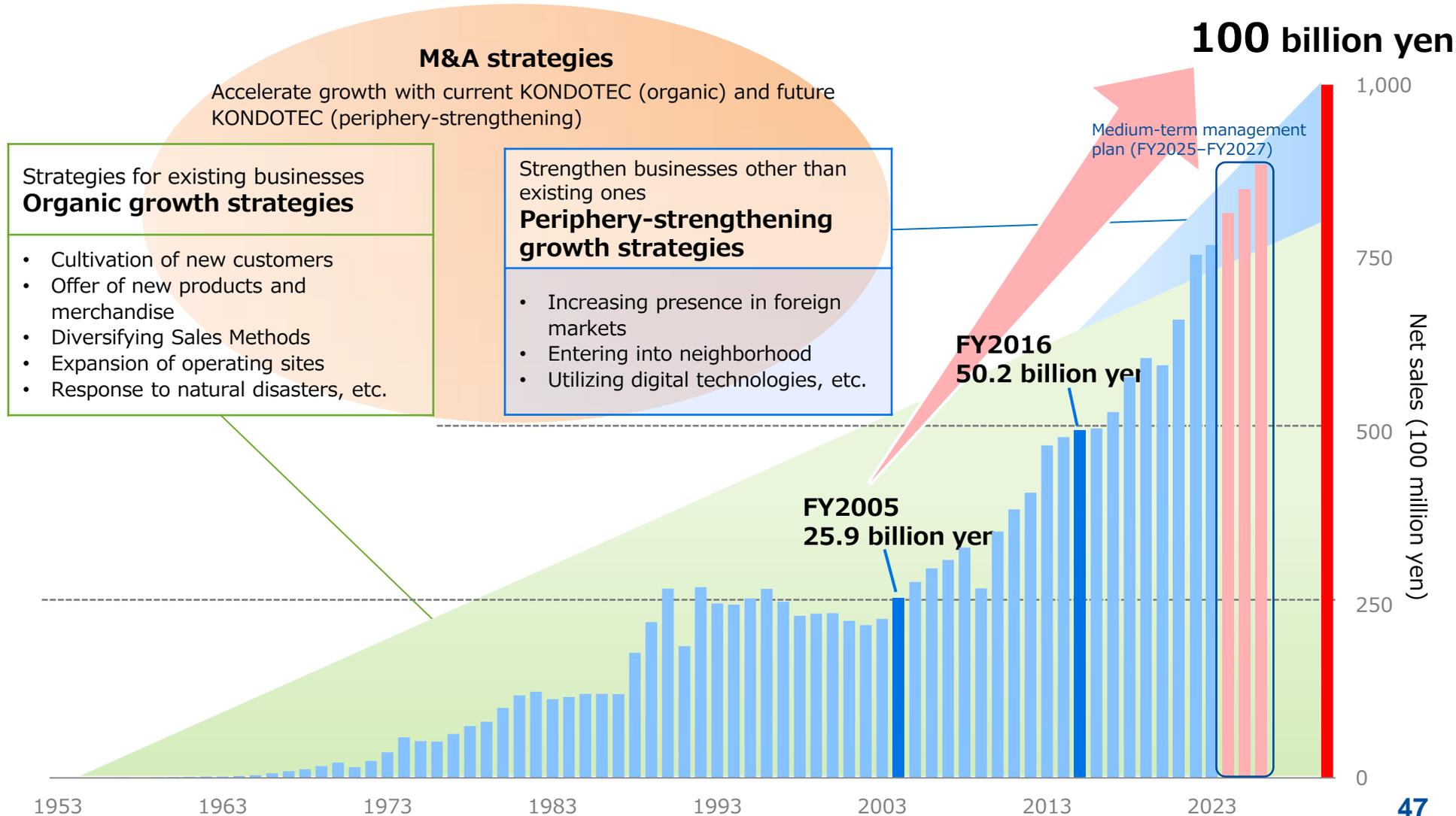
The company reviews its medium-term plan each year in light of earnings and anticipated social and economic trends. In cases when the company revises its plans, it explains the changes and the reasons for them at financial results briefings.

## **7. Growth Strategies**

---

# 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.



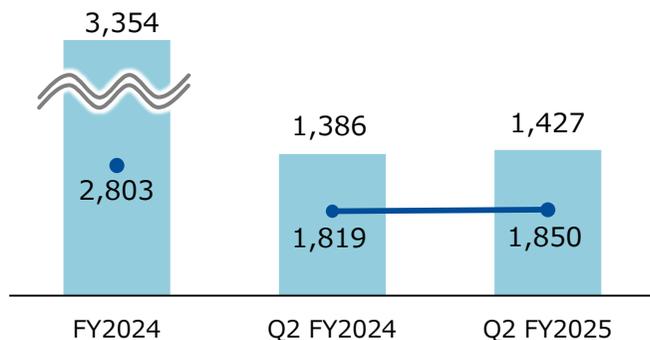
# Organic Growth

## 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.

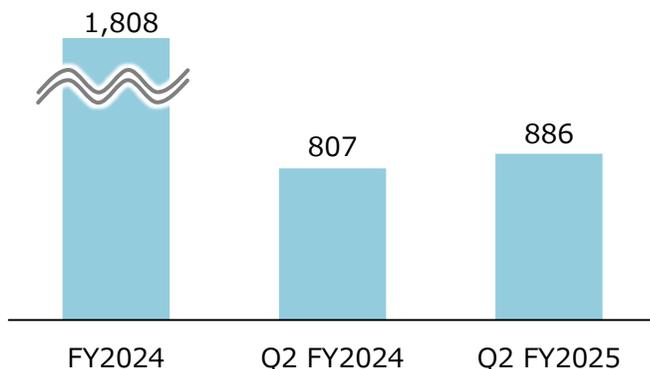
### ■ Cultivation of new customers

■ Net sales (million yen)    ● New customers



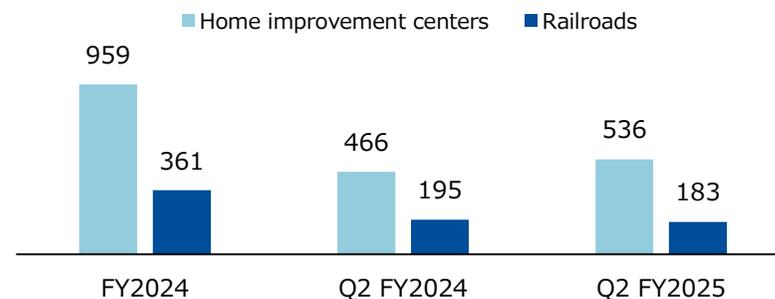
### ■ Cultivation of dormant customers

■ Net sales (million yen)

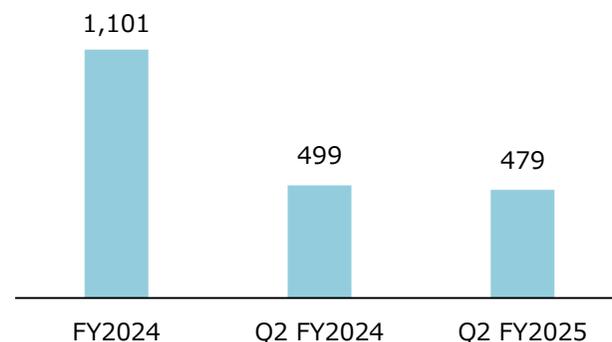


### ■ Cultivation of distribution routes

➤ 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)	Q2 FY2024	Q2 FY2025
KONDO furring bolts 	200	228
Square shaped hook bolts for railroad tie 	78	82
Lightweight clamps "HI TEN CLAMPS" 	10	56
Heavy duty chain 	14	21

## Diversifying sales methods and services

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

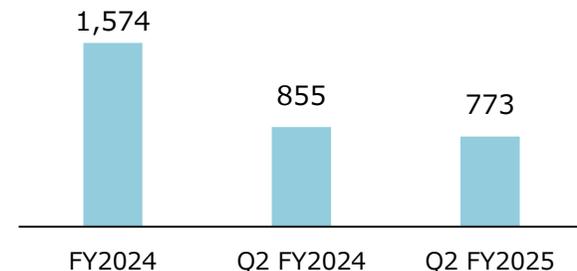
We operate the "Tsurikata" inspection site for lifting equipment to simplify the individual management and inspection of merchandise centered on cargo handling equipment. We will continue to not only sell products and merchandise but to also provide high-value-added services.



### 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 Hokkaido Office in April 2024. We will continue to execute quick deliveries in an effort to realize customer-focused management.

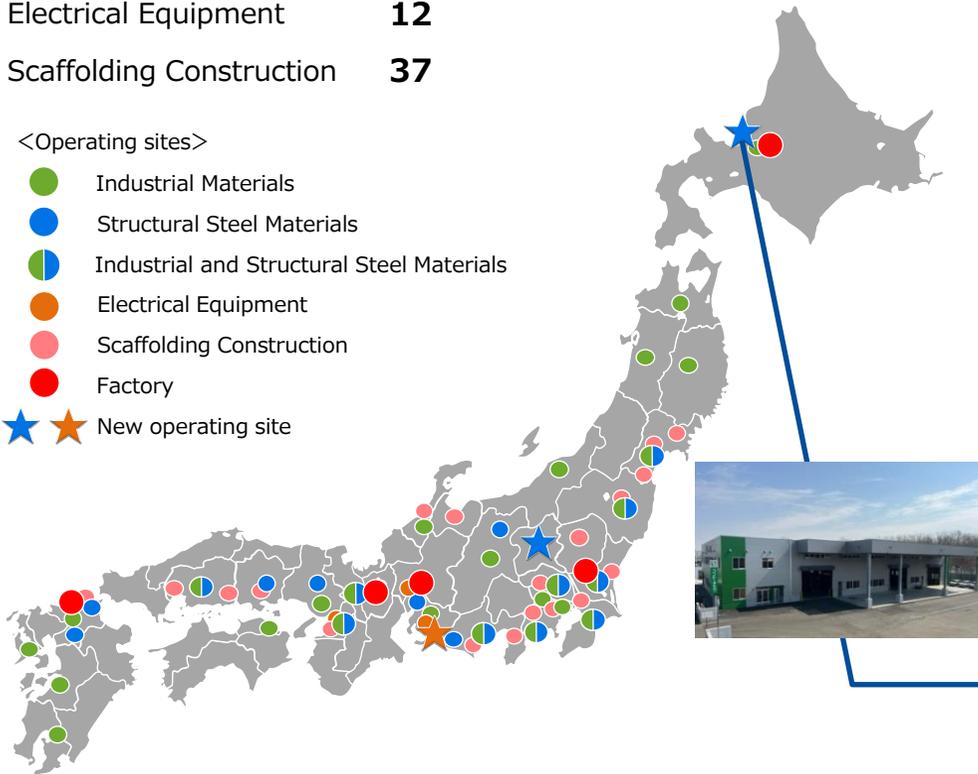
## Expanding sales network:

**102 operating sites** (as of end September 2024)

Industrial Materials	<b>34</b>
Structural Steel Materials	<b>19</b>
Electrical Equipment	<b>12</b>
Scaffolding Construction	<b>37</b>

<Operating sites>

- Industrial Materials
- Structural Steel Materials
- ● Industrial and Structural Steel Materials
- Electrical Equipment
- Scaffolding Construction
- Factory
- ★ ★ New operating site



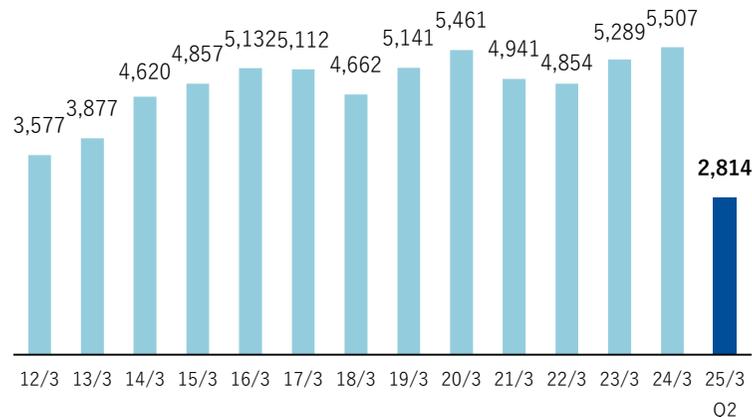
## History of operating site network expansion

<span style="color: blue;">●</span>	<b>2006</b>	Akita Office, Fukushima Office
<span style="color: blue;">●</span>	<b>2012</b>	Tohoku Office
<span style="color: blue;">●</span>	<b>2015</b>	Morioka Office
<span style="color: blue;">●</span>	<b>2016</b>	Nagano Office, Kumamoto Office
<span style="color: blue;">●</span>	<b>2017</b>	<Relocation> Shizuoka Office, Tokai Office
<span style="color: blue;">●</span>	<b>2017</b>	Sanwa Denzai Co., Ltd. Aihoku Office
<span style="color: blue;">●</span>	<b>2018</b>	Okayama Office
<span style="color: blue;">●</span>	<b>2021</b>	<Relocation> Chukyo Branch
<span style="color: blue;">●</span>	<b>2022</b>	Gunma Office
<span style="color: blue;">●</span>	<b>2023</b>	Sanwa Denzai Co., Ltd. Nagoya-Higashi Branch
<span style="color: blue;">●</span>	<b>2024</b>	Hokkaido Office
<span style="color: blue;">●</span>	<b>2024</b>	<Relocation> Kyushu Office

### ③ 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.
- We will respond to the demand for materials that are urgently needed for supporting infrastructure repair and restoration in the areas affected by the 2024 Noto Peninsula Earthquake.
- 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 (Q2 FY2025)

(million yen)	Q2 FY2024	Q2 FY2025	FY2025 forecast
International Sales Division	25	<b>46</b>	96
Local Subsidiary in Thailand	108	<b>118</b>	330
Total	134	<b>164</b>	426

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

## Percentage of sales by country (Q2 FY2025)

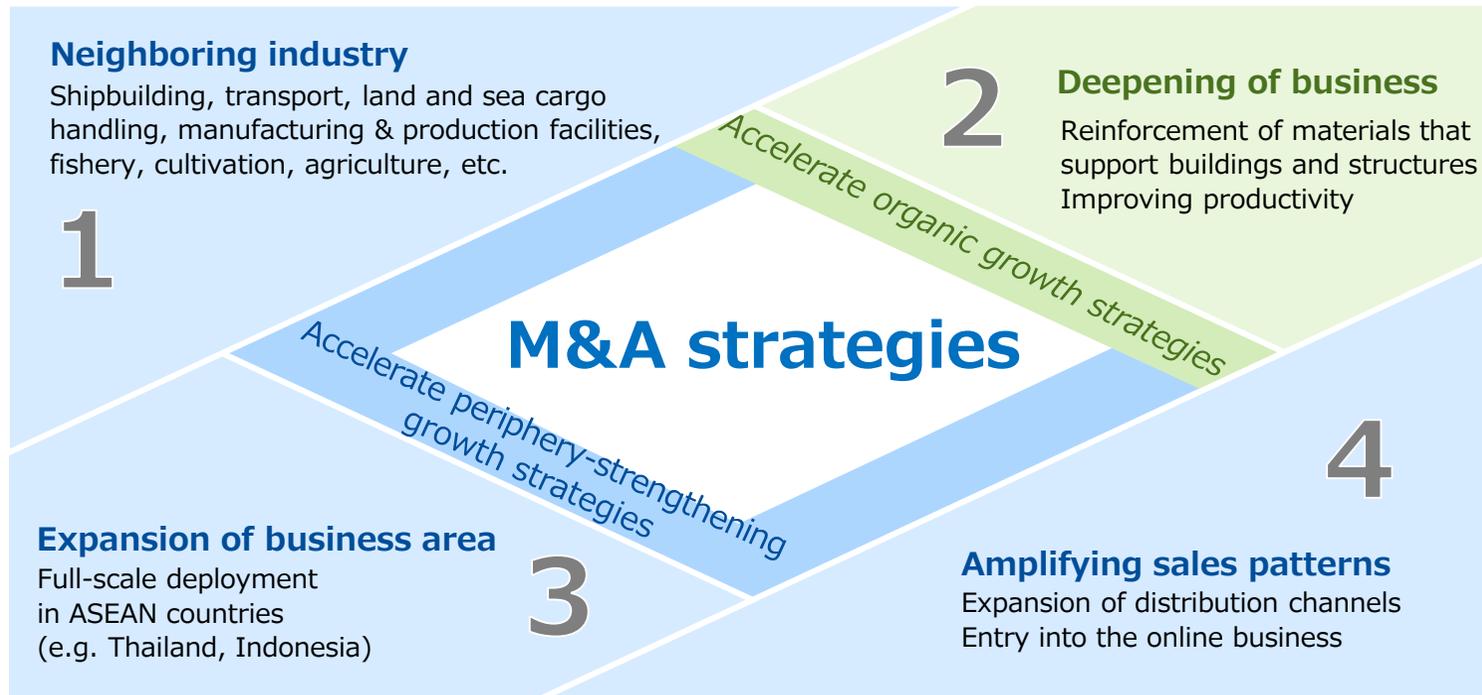
<b>ASEAN</b>	<b>73%</b>	Thailand	23%
Near and Middle East	15%	Singapore	23%
East Asia/China	12%	Indonesia	22%
Other countries	0%	Vietnam	4%
		Malaysia	1%



# 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.**

**NEW > 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 KONDOTEK, such as retail, catalog-based selling, and online sales.

- The KONDO TEC Group will strive for sustainable growth and mid- to long-term corporate value enhancement by expanding scaffolding installation business through collaboration with scaffolding group companies.

## Overview of UEDA CONSTRUCTION CO., LTD.

### Company overview

Company name	UEDA CONSTRUCTION CO., LTD.		
Location	Tomakomai, Hokkaido		
Business areas	<ul style="list-style-type: none"> <li>Scaffolding construction service for civil engineering and architecture</li> <li>Machine and equipment installation work</li> </ul>		
Capital stock	3 million yen (as of March 2024)		

### Recent financial results (FY2024) (million yen)

Net sales	486	Operating income	15
Ordinary income	14	EBITDA	26

※EBITDA=Operating income + Depreciation

### Past installation projects

Wharf construction site (hanging scaffolding)



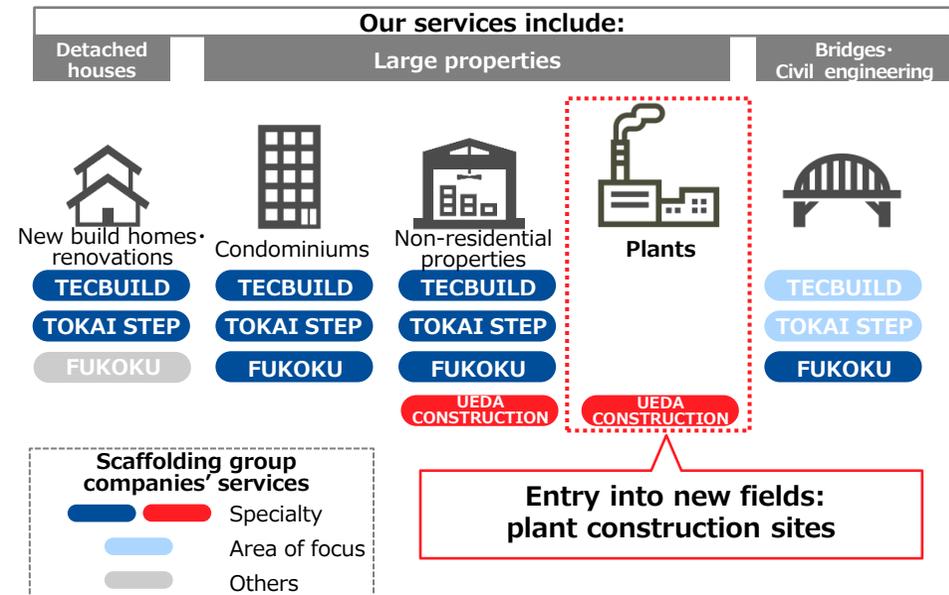
Biomass power plant construction site



## Focusing on large property projects

- Since entry into scaffolding industry, we have increased scaffolding installation ratio for large properties, bridges, and civil engineering structures, for which we expect the project demand to increase.
- We will expand scaffolding installation business and increase scaffolding installation ratio for large properties by entering into new field of plant construction sites through the acquisition of UEDA CONSTRUCTION.

### Our Group's range of scaffolding installation services



## **8. Shareholder Return**

---

# 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

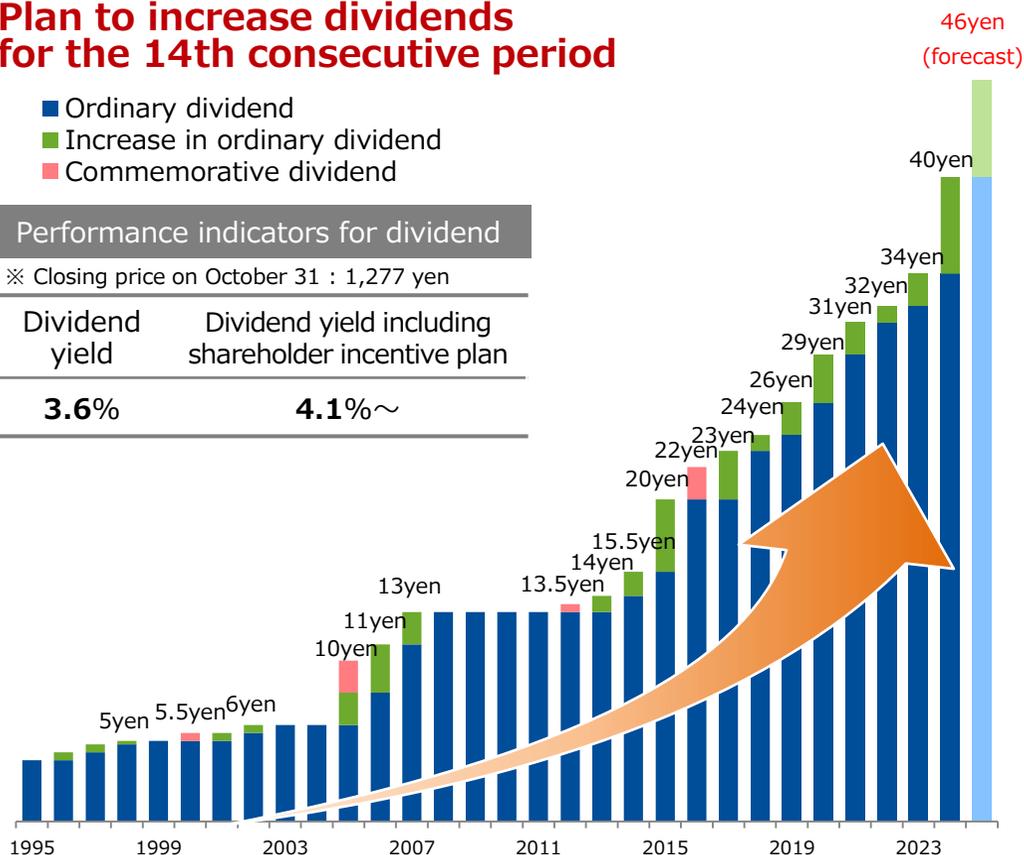
**Since initial listing: No decrease in dividends**  
**Plan to increase dividends for the 14th consecutive period**

- Ordinary dividend
- Increase in ordinary dividend
- Commemorative dividend

### Performance indicators for dividend

※ Closing price on October 31 : 1,277 yen

Dividend yield	Dividend yield including shareholder incentive plan
<b>3.6%</b>	<b>4.1%~</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.

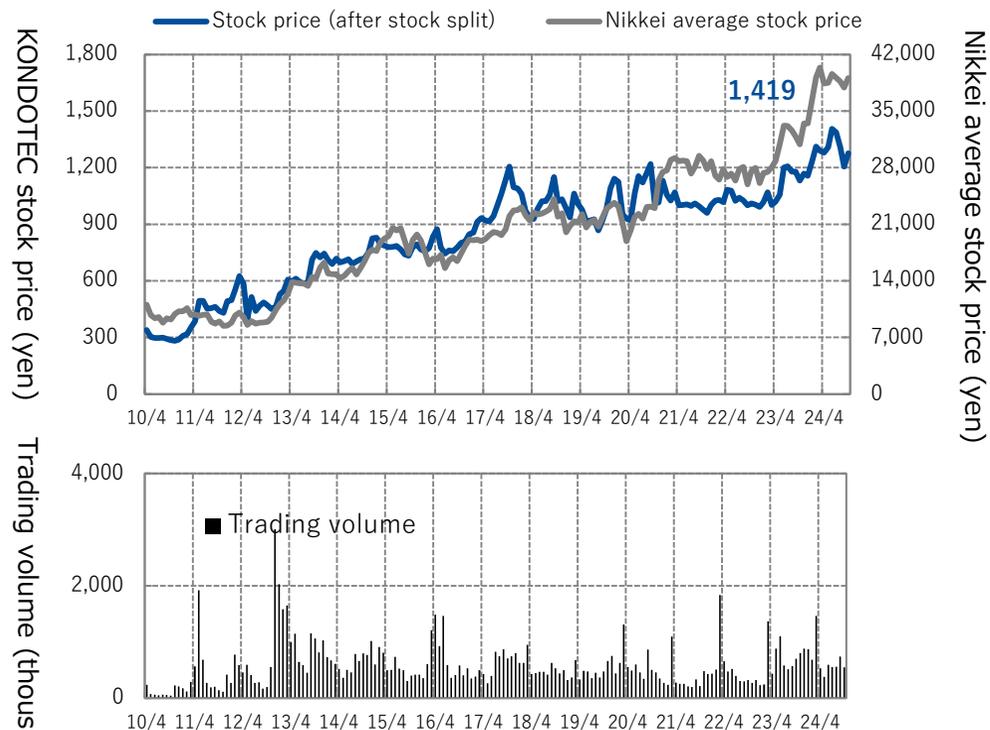


Number of shares held	Reward points
500 to less than 600	3,000 points
600 to less than 700	4,000 points
700 to less than 800	5,000 points
800 to less than 900	6,000 points
900 to less than 1,000	7,000 points
1,000 or more	10,000 points

※Note: 1 point is worth 1 yen.

# Transition of Stock Price

## Transition of stock price



Note: The closing prices and trading volumes have been retroactively adjusted to reflect the impact of the stock split effective January 1, 2012.

Note: In December 2012, KONDOTEC issued new shares through a public offering and third-party allotment.

Closing price on October 31

**1,277 yen**

**PER : 9.9 PBR : 1.0**

EPS : 129.10 yen (FY2025 forecast)

BPS : 1,327.57 yen (as of end March 2024)

## Ranking among listed companies

Among **4,044** listed companies ...

<b>ROE</b>	1,504th
<b>Profit attributable to owner of parent</b>	1,215th
<b>Ordinary income</b>	1,217th
<b>Net assets</b>	1,417th
<b>Market capitalization</b>	1,514th
<b>PBR</b>	2,427th
<b>PER</b>	2,867th

Source: Mizuho Securities Co., Ltd. (as of September 30, 2024)

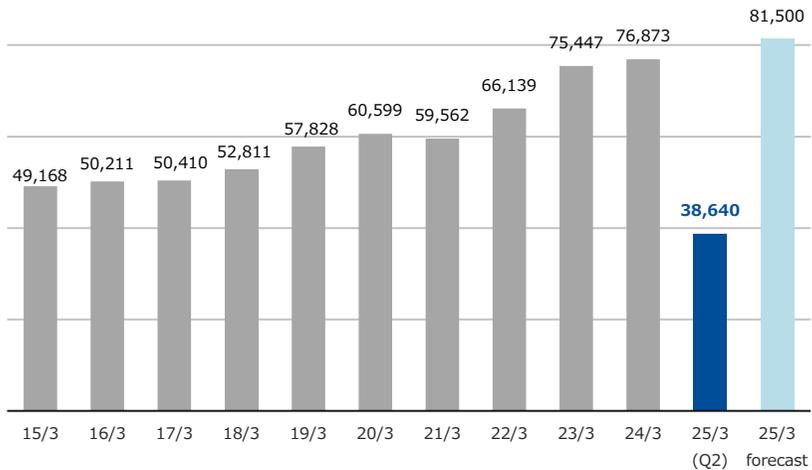
## **9. Highlights of Results**

---

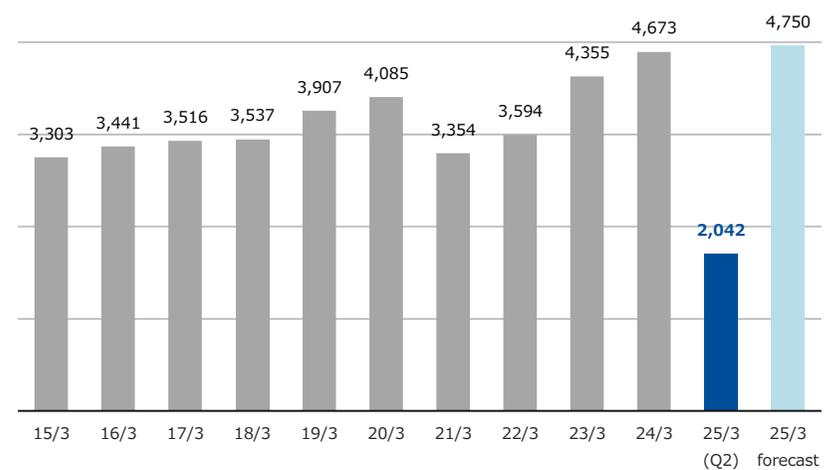
# Highlights of Consolidated Financial Results



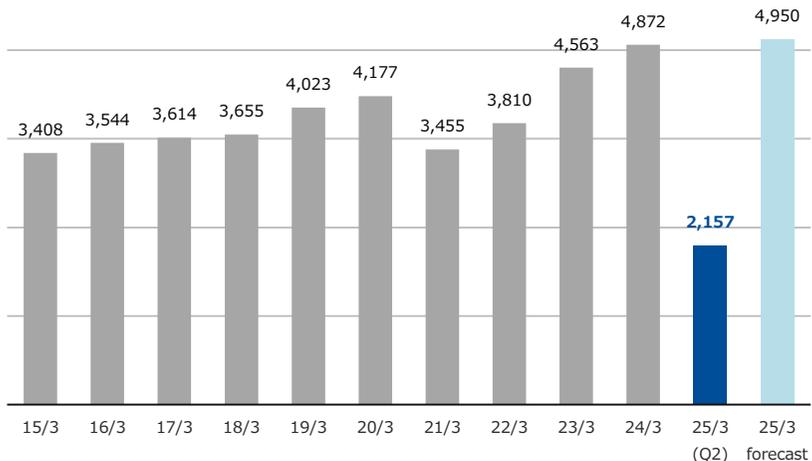
**Net sales**  
(million yen) **38,640** million yen **47.4%** Progress



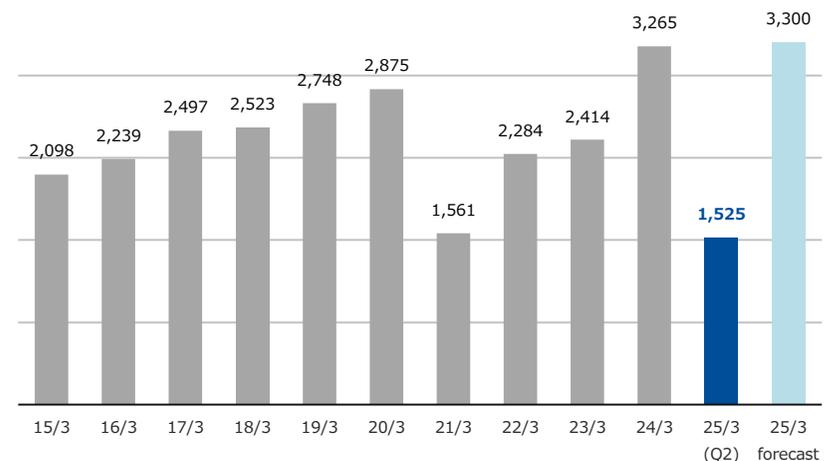
**Operating income**  
(million yen) **2,042** million yen **43.0%** Progress



**Ordinary income**  
(million yen) **2,157** million yen **43.6%** Progress



**Profit attributable to owner of parent**  
(million yen) **1,525** million yen **46.2%** Progress

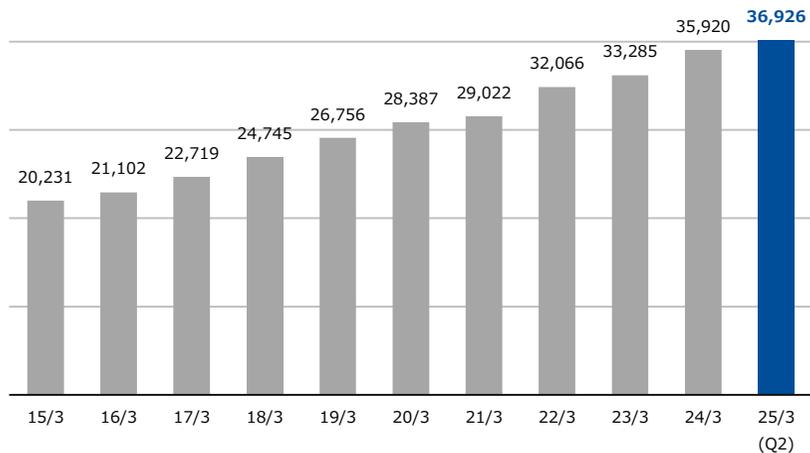


# Highlights of Consolidated Financial Results



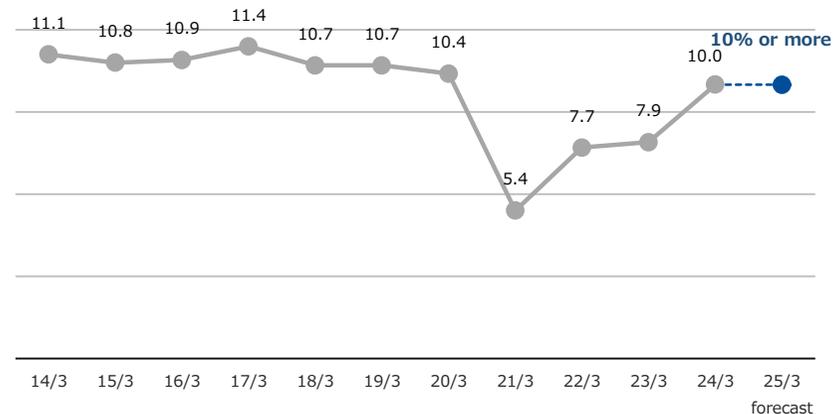
Net assets (million yen)

**36,926** million yen



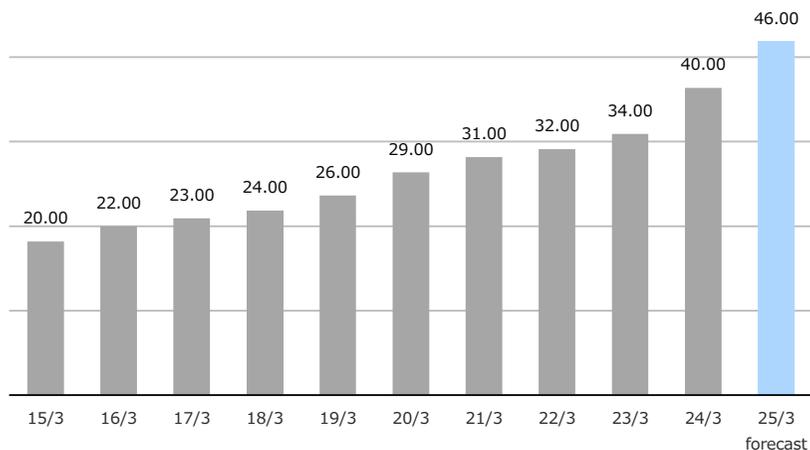
ROE (%)

Target **10** % or more



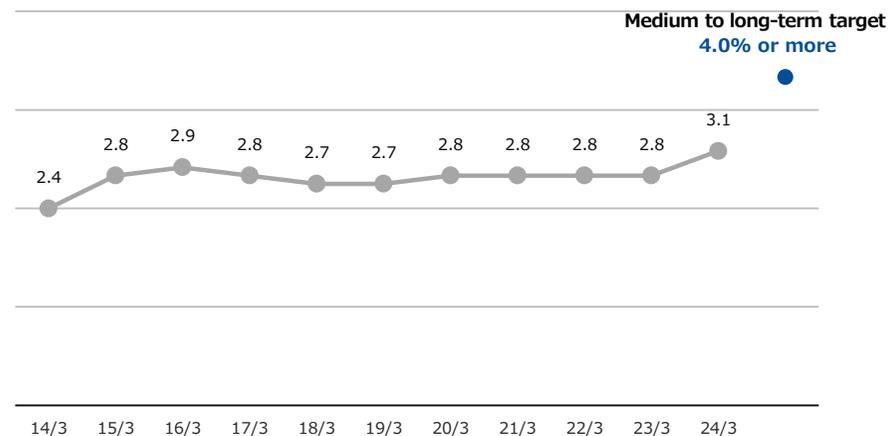
Dividend per share (yen)

**46.00** yen



DOE (%)

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



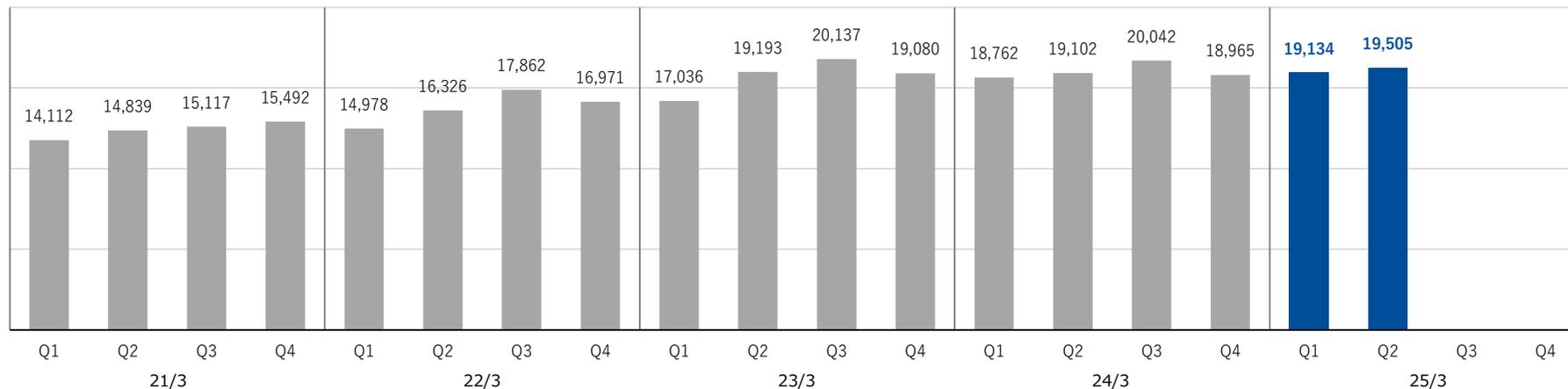
# Highlights of Consolidated Financial Results



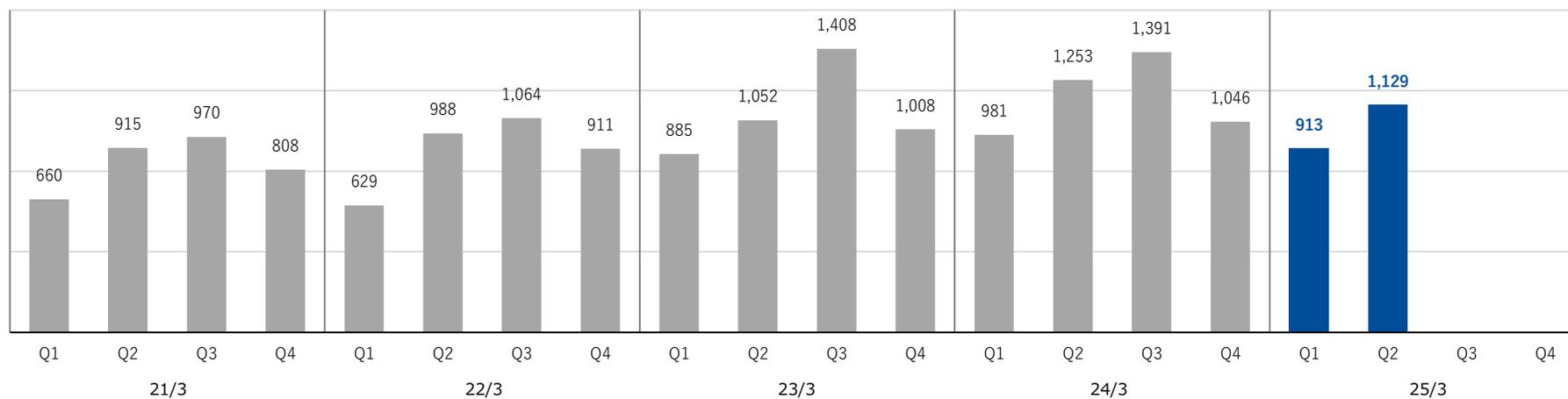
	15/3	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	25/3 Q2	25/3 (forecast)
<b>Result of Operations</b> (million yen)												
Net sales	49,168	50,211	50,410	52,811	57,828	60,599	59,562	66,139	75,447	76,873	38,640	81,500
Operating profit	3,303	3,441	3,516	3,537	3,907	4,085	3,354	3,594	4,355	4,673	2,042	4,750
Ordinary income	3,408	3,544	3,614	3,655	4,023	4,177	3,455	3,810	4,563	4,872	2,157	4,950
Profit attributable to owner of parent	2,098	2,239	2,497	2,523	2,748	2,875	1,561	2,284	2,414	3,265	1,525	3,300
EBITDA	3,948	3,910	4,052	4,079	4,425	4,916	3,783	5,095	5,482	6,503	3,163	-
Capital investment	403	842	695	423	981	917	1,097	1,694	1,453	2,728	-	-
Depreciation	449	405	438	423	404	697	897	1,091	1,134	1,181	-	-
<b>Financial Position</b> (million yen)												
Total assets	35,186	34,645	36,524	39,313	43,820	46,335	49,426	56,009	58,163	60,975	61,140	-
Net assets	20,231	21,102	22,719	24,745	26,756	28,387	29,022	32,066	33,285	35,920	36,926	-
Interest-bearing debt	636	508	501	500	853	1,106	3,875	5,315	4,513	4,880	-	-
<b>Cash Flows</b> (million yen)												
Cash flows from operating activities	1,818	1,945	2,737	2,429	2,699	4,385	4,196	1,227	3,961	4,214	1,977	-
Cash flows from investing activities	828	△ 829	△ 646	△ 506	△ 1,551	△ 5,205	△ 2,264	△ 2,373	△ 1,389	△ 2,054	△ 1,154	-
Cash flows from financing activities	△ 699	△ 1,092	△ 1,032	△ 703	△ 915	△ 992	1,060	△ 22	△ 2,025	△ 1,083	△ 728	-
Cash and cash equivalents, end of year	7,626	7,594	8,660	9,893	10,133	8,305	11,317	10,164	10,733	11,836	11,956	-
<b>Per Share Information</b> (yen)												
Profit attributable to owners of parent per share	75.91	81.01	93.29	94.25	102.65	107.46	59.60	87.26	94.75	128.02	59.70	129.10
Net assets per share	730.49	774.18	846.59	922.62	996.99	1,071.09	1,110.01	1,170.84	1,227.81	1,327.57	-	-
Dividend per share	20.00	22.00	23.00	24.00	26.00	29.00	31.00	32.00	34.00	40.00	-	46.00
<b>Financial Indicators</b>												
Operating profit margin (%)	6.7	6.9	7.0	6.7	6.8	6.7	5.6	5.4	5.8	6.1	5.3	5.8
ROE (%)	10.8	10.9	11.4	10.7	10.7	10.4	5.4	7.7	7.9	10.0	-	10% or more
Equity ratio (%)	57.4	60.8	62.1	62.8	61.0	61.2	58.7	53.7	53.8	55.6	57.1	-
DOE (%)	2.8	2.9	2.8	2.7	2.7	2.8	2.8	2.8	2.8	3.1	-	-
<b>Stock Price Index</b>												
Stock closing price (yen)	786	834	933	939	1,006	929	1,069	1,017	1,002	1,290	1,206	-
Price earnings ratio (times)	10.4	10.3	10.0	10.0	9.8	8.6	17.9	11.7	10.6	10.1	-	-

## Consolidated

### Net sales (million yen)

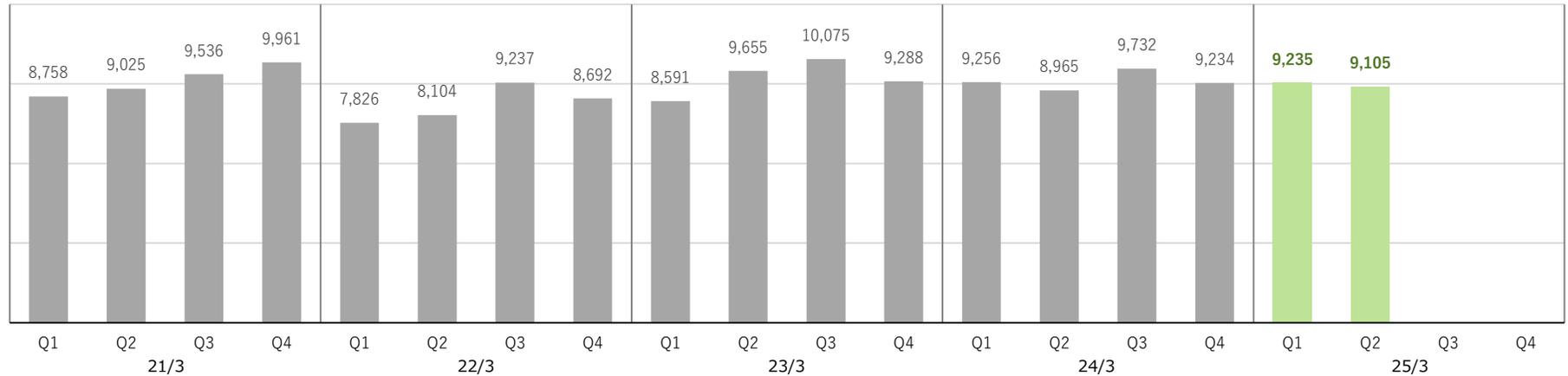


### Operating income (million yen)

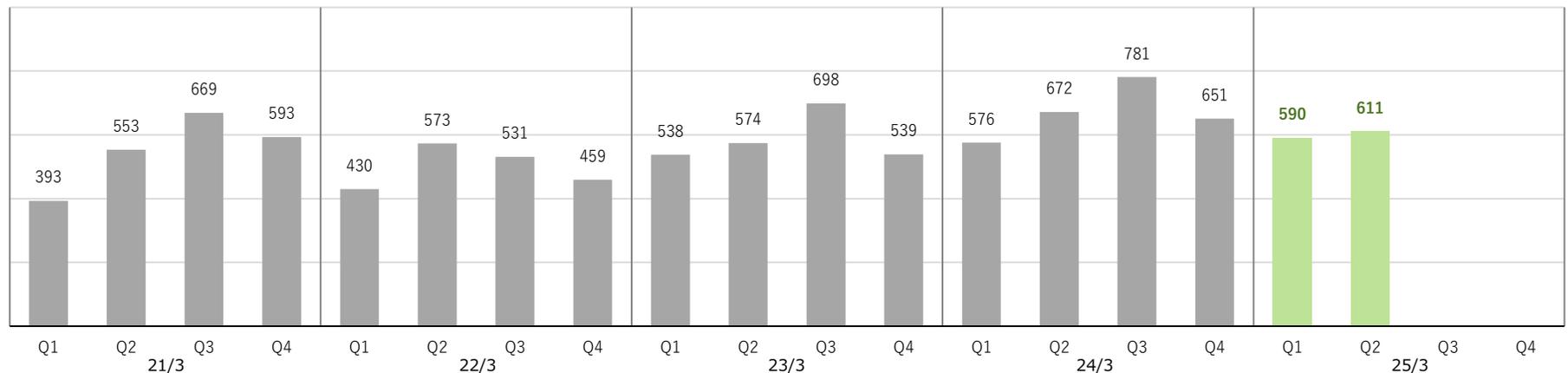


## Industrial Materials

Net sales (million yen)



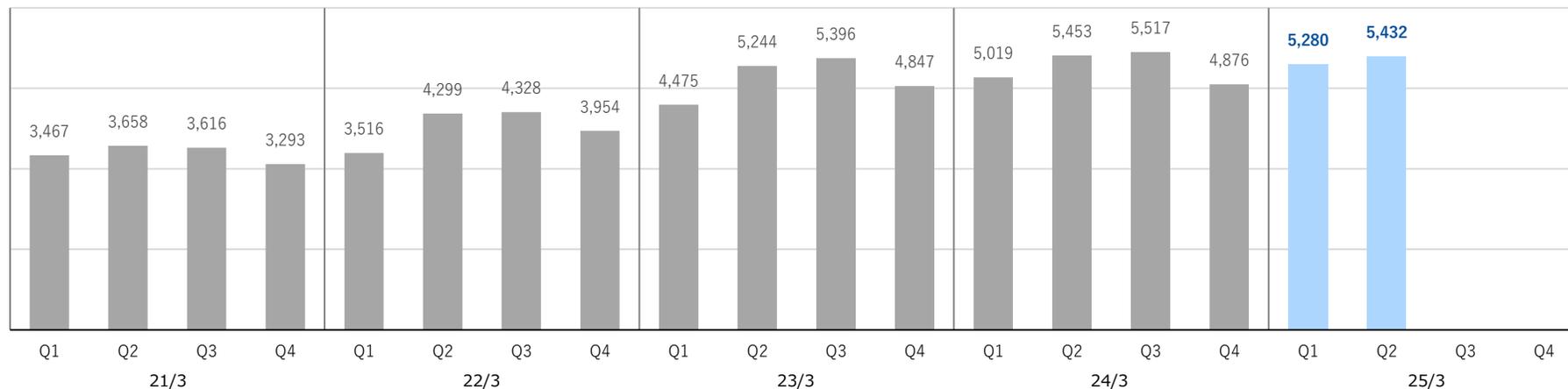
Segment profit or loss (million yen)



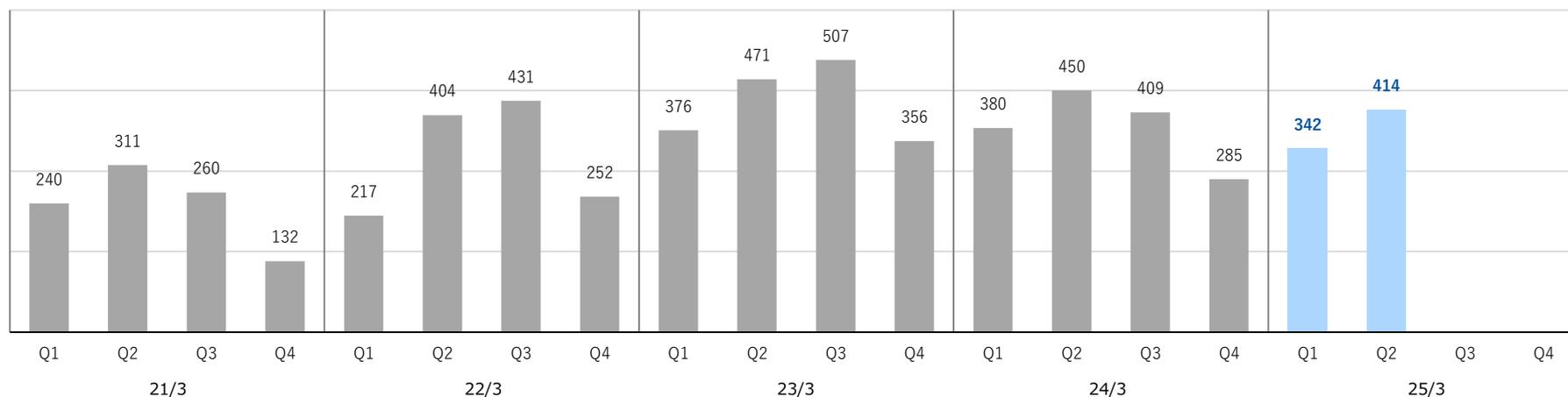
※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

## Structural Steel Materials

Net sales (million yen)

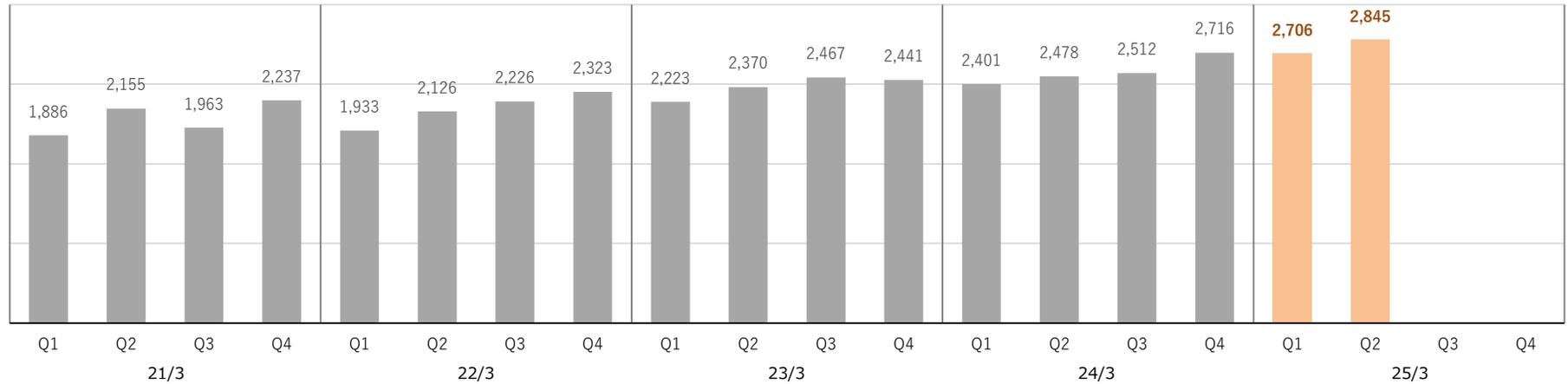


Segment profit or loss (million yen)

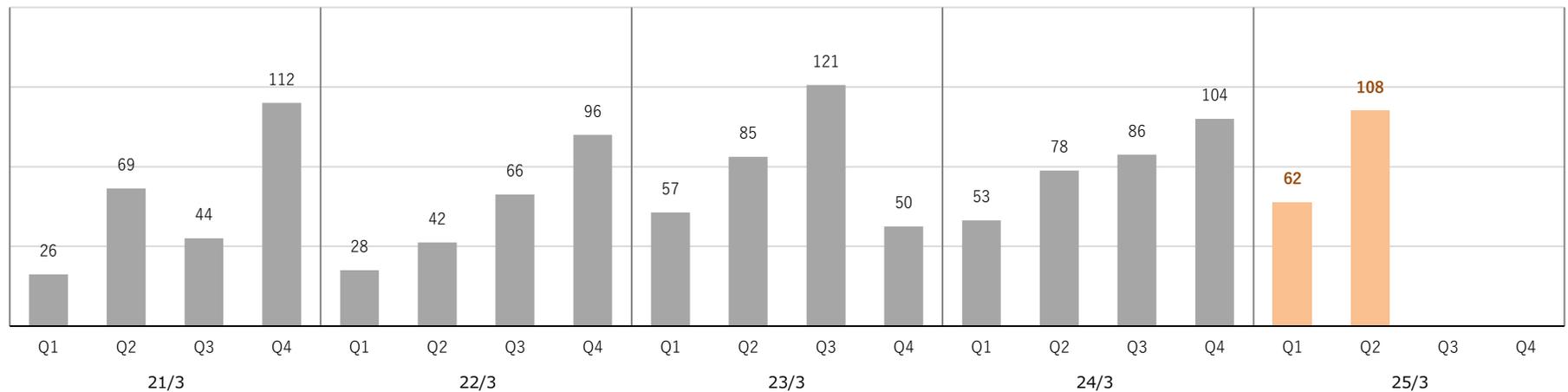


## Electrical Equipment

Net sales (million yen)

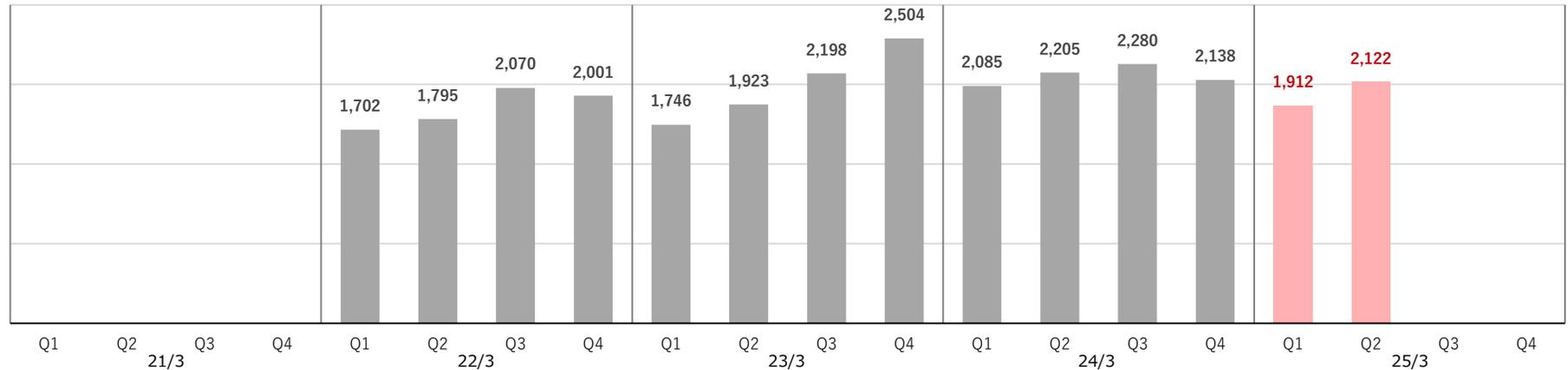


Segment profit or loss (million yen)

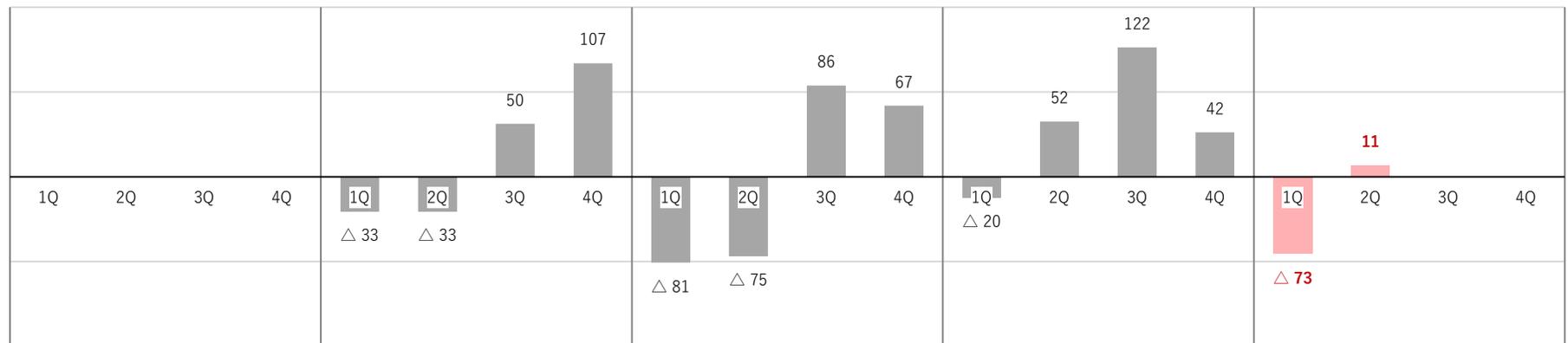


## Scaffolding Construction

Net sales (million yen)



Segment profit or loss (million yen)



21/3

22/3

23/3

24/3

25/3

※ 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.



### Instagram

URL : [https://www.instagram.com/kondotec\\_official/](https://www.instagram.com/kondotec_official/)



### Facebook

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



**2-2-90 Sakaigawa, Nishi-ku, Osaka  
550-0024 Japan**

**Telephone: +81-6-7654-6597**

**Website: <https://www.kondotec.co.jp>**

**E-mail : [kikaku@kondotec.co.jp](mailto:kikaku@kondotec.co.jp)**