



Tokyo Stock Exchange (Prime Market)  
Securities Code : 7438

FY2026 Q2

# Financial Results

November 11, 2025



<b>1. Highlights of Q2 FY2026 Financial Results</b>	<b>P. 3</b>
<b>2. Company Overview</b>	<b>P. 7</b>
<b>3. Main Products and Merchandise</b>	<b>P. 18</b>
<b>4. Q2 FY2026 Financial Results and Analysis</b>	<b>P. 24</b>
<b>5. Q2 FY2026 Financial Results and Analysis by Segment</b>	<b>P. 30</b>
<b>6. Management Strategies</b>	<b>P. 40</b>
<b>7. Shareholder Return</b>	<b>P. 53</b>
<b>8. Highlights of Results</b>	<b>P. 56</b>

## **1. Highlights of Q2 FY2026 Financial Results**

---

# Summary of Q2 FY2026 Consolidated Financial Results



- Net sales increased due to capturing demand from relatively growing demand field.
- Operating profit and ordinary profit increased due to sales growth and the margin improvement, which absorbed the higher rent and personnel expenses as well as an increased SG&A expenses associated with the acquisition of UEDA CONSTRUCTION CO., LTD. However, profit attributable to owners of parent decreased due to absence of gain on sales of investment securities recorded in the previous fiscal year.

Net sales	40,636 million yen	YoY	+5.2%
Operating profit	2,169 million yen	YoY	+6.2%
Ordinary profit	2,279 million yen	YoY	+5.7%
Profit attributable to owner of parent	1,459 million yen	YoY	△4.3%
EBITDA	3,159 million yen	YoY	△0.1%

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

# Topics in Q2 FY2026 (1)

## Planned Acquisition of SUZUTOH CO., LTD. in November 2025

- KONDOTEC decided to make SUZUTOH CO., LTD., a manufacturer and supplier of site hoardings “Safety steel site hoarding”, which are widely used across Japan on construction sites, a subsidiary. SUZUTOH CO., LTD. also sells and rents a wide range of products and merchandise.
- We anticipate enhancing our manufacturing functions of materials for construction sites, for which demand is expected to increase in the future and expanding sales methods (other than sales of products and merchandise), such as rentals, and we expect this, in turn, to support the group's sustainable growth and enhance our corporate value over the medium to long term.

## Overview of SUZUTOH CO., LTD.

### ■ Company overview

Company name	SUZUTOH CO., LTD.
Location	Chiyoda-ku, Tokyo
Business areas	Manufacturing and sales of construction materials, wholesale of steel products, lease of temporary construction materials, and construction of buildings
Capital stock	100 million yen (as of March 31, 2025)

### ■ Recent financial results (FY2025) (million yen)

Net sales	2,733	Operating profit	64
Ordinary profit	59	EBITDA	128

※EBITDA=Profit before income taxes + Interest expenses+ Depreciation

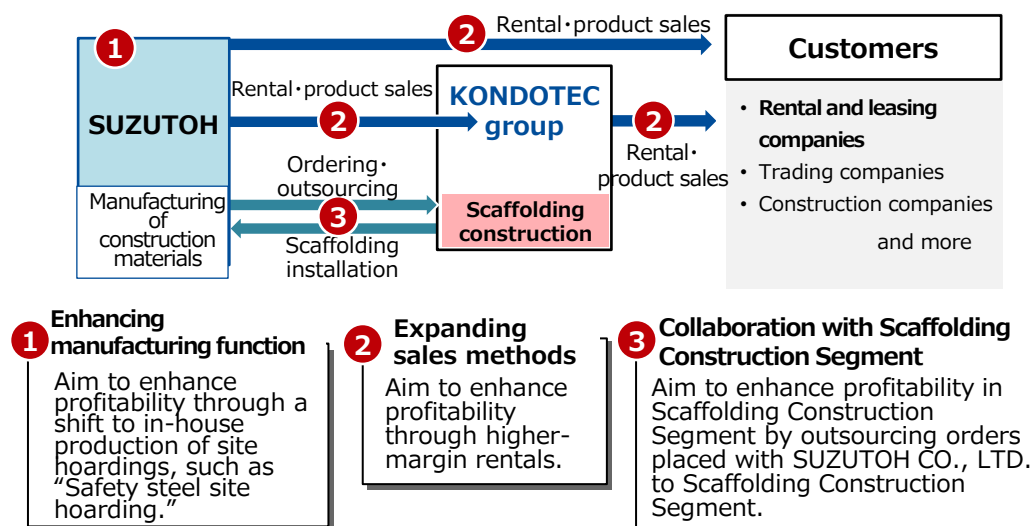
### ■ Mainstay products and merchandise

#### Safety steel site hoarding

Most commonly, site hoarding is a temporary fencing solution widely used on construction sites. Safety steel site hoardings are manufactured in-house and custom sizes to suit specific client requirements and needs.



## Anticipated synergies



## Timetable

- **October 24, 2025** Date of conclusion of the agreement
- **November 27, 2025** Date of commencement of share transfer (Scheduled)

# Topics in Q2 FY2026 (2)

## Planned Acquisition of RYUKYU BRIDGE LTD. in December 2025

- KONDOTEC decided to make RYUKYU BRIDGE LTD., which is engaged in the development, manufacturing, delivery, and sales of construction materials in house with a robust customer base in Okinawa, a subsidiary.
- By making RYUKYU BRIDGE LTD. a subsidiary, we anticipate capturing of steady construction demand in Okinawa and utilizes RYUKYU BRIDGE LTD.'s function of product development and overseas networks. We expect this, in turn, to support the group's sustainable growth and enhance our corporate value over the medium to long term.

## Overview of RYUKYU BRIDGE LTD.

### ■ Company overview

Company name	RYUKYU BRIDGE LTD.
Location	Urasoe, Okinawa
Business areas	Manufacturing and sales of construction materials
Capital stock	8 million yen (as of May 31, 2025)

### ■ Recent financial results (FY2025) (million yen)

Net sales	577	Operating profit	31
Ordinary profit	32	EBITDA	39

※EBITDA=Income before income taxes + Interest expenses+ Depreciation

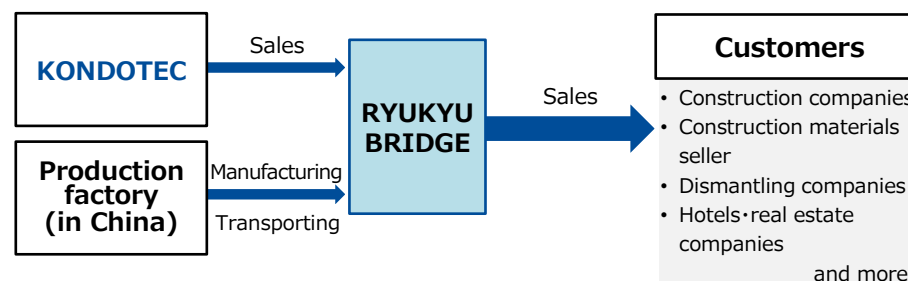
### ■ Mainstay products and merchandise

#### Flexible intermediate bulk containers

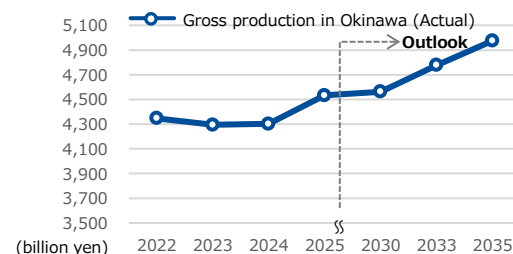
Flexible intermediate bulk containers are large flexible bags used to transport or store materials such as industrial waste products in construction and civil engineering projects. RYUKYU BRIDGE LTD. plans and designs products in Okinawa but manufactures products at production factory in China.



## Anticipated synergies



### ■ Long-term Okinawa economic outlook to 2035



#### Expanding sales areas

Aim to enhance profitability through capturing of steady construction demand in Okinawa.

※Source: Graph created based on "Long-term Okinawa economic outlook to 2035." (General Incorporated Foundation Nansei Shoto Industrial Advancement Center)

## Timetable

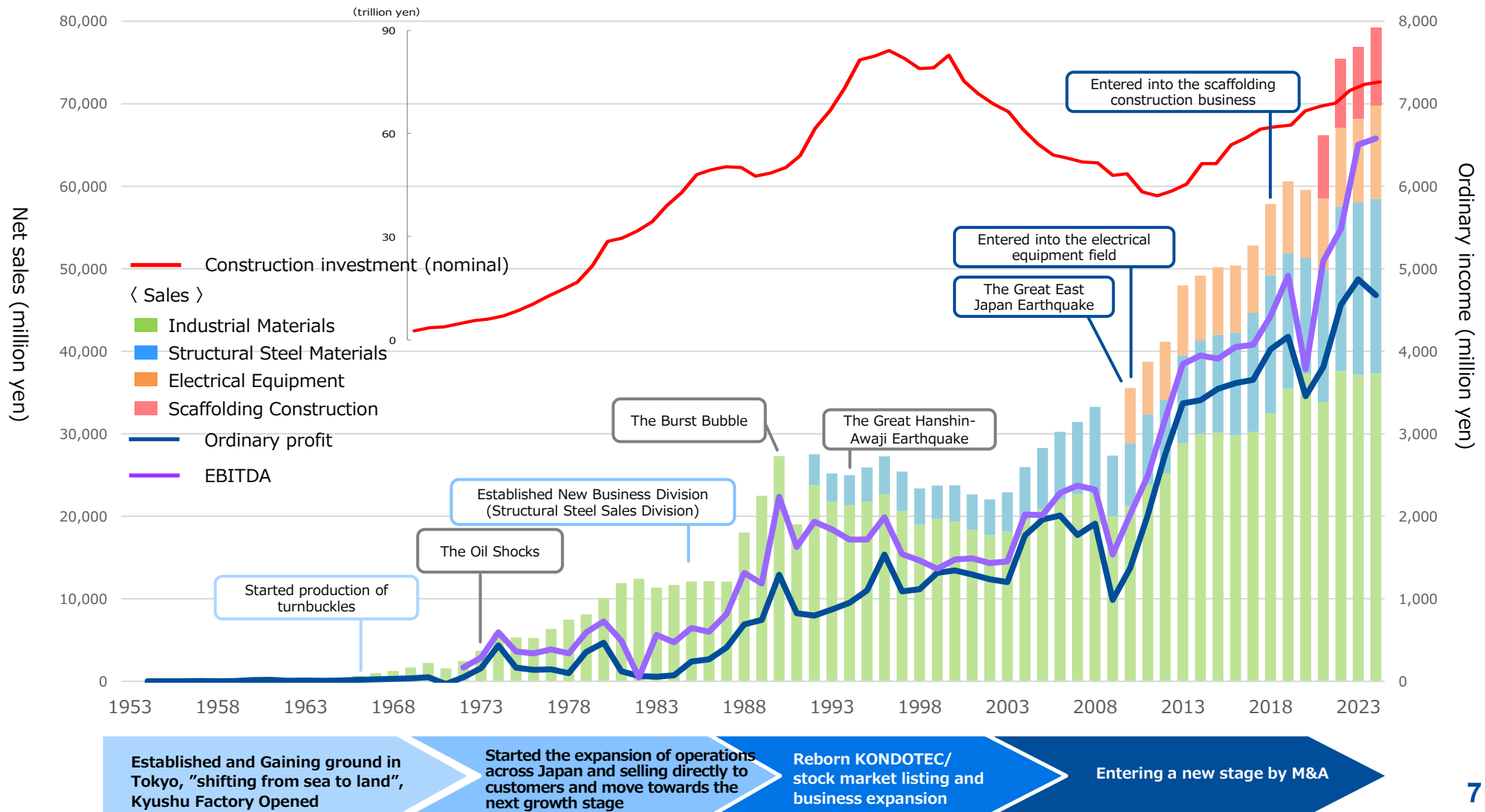
- **October 24, 2025** Date of conclusion of the agreement
- **December 3, 2025** Date of commencement of share transfer (Scheduled)

## **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.





# Company Overview

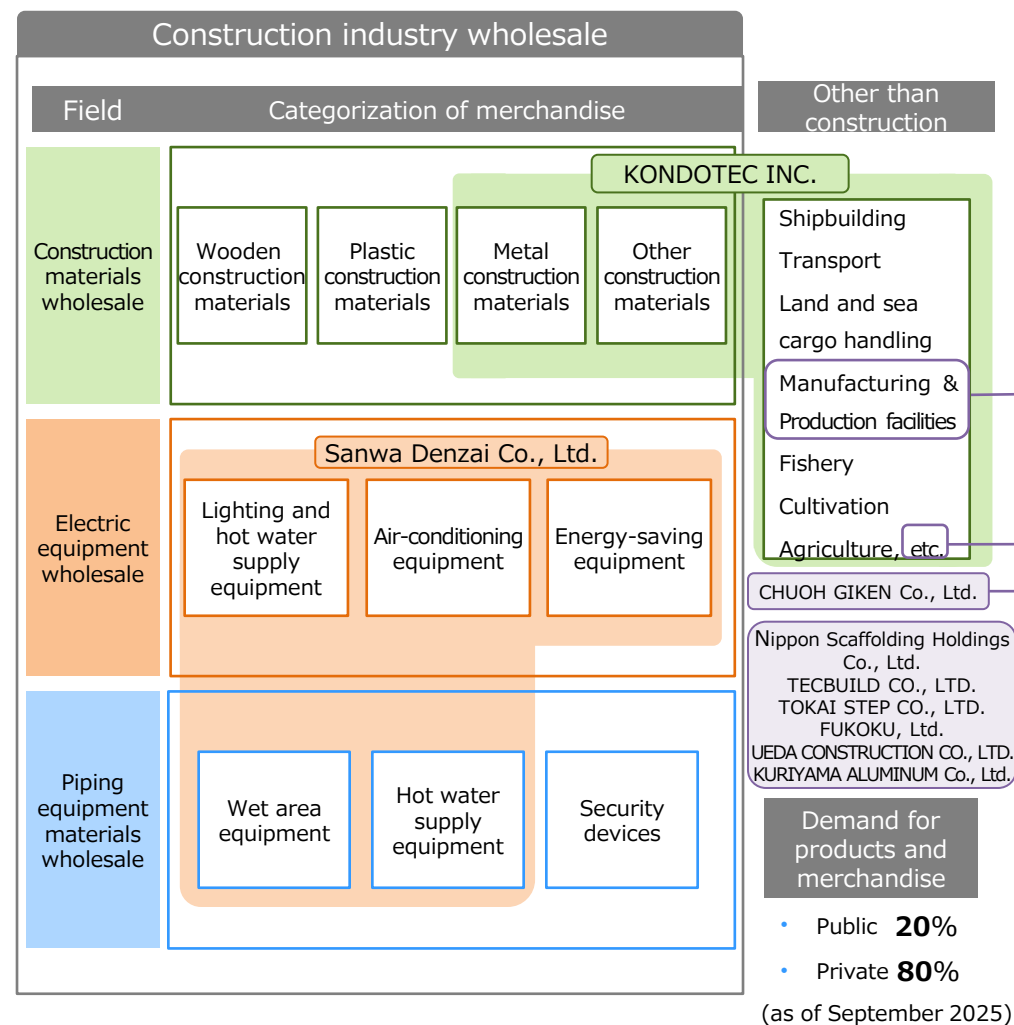
Company name	KONDOTEC INC.
Group companies	Sanwa Denzai Co., Ltd. KONDOTEC INTERNATIONAL (THAILAND) CO., LTD. CHUOH GIKEN Co., Ltd. Nippon Scaffolding Holdings Co., Ltd. TECBUILD CO., LTD. TOKAI STEP CO., LTD. FUKOKU, Ltd. KURIYAMA ALUMINUM Co., Ltd. UEDA CONSTRUCTION CO., LTD. (as of September 30, 2025)
Established	January 1953
President and Representative Director	Noboru Hamano
Head office	2-2-90 Sakaigawa, Nishi-ku, Osaka 550-0024 Japan
	Tokyo Headquarters : 1-9-3 Minami Suna, Koto-ku, Tokyo
Number of employees	Consolidated:1,423 Parent:815 (as of March 31, 2025)
Capital stock	2,666 million yen
Listed stock market	Tokyo Stock Exchange (Prime Market) (Securities Code :7438)
Business areas	<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>
Major items handled	<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 %**

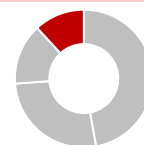
### Customers

Electrical construction contractors, Electronics appliance stores

### Products/ Merchandise



## Scaffolding Construction



Net sales  
**9,380** million yen

Sales weighting  
**12 %**

### Customers

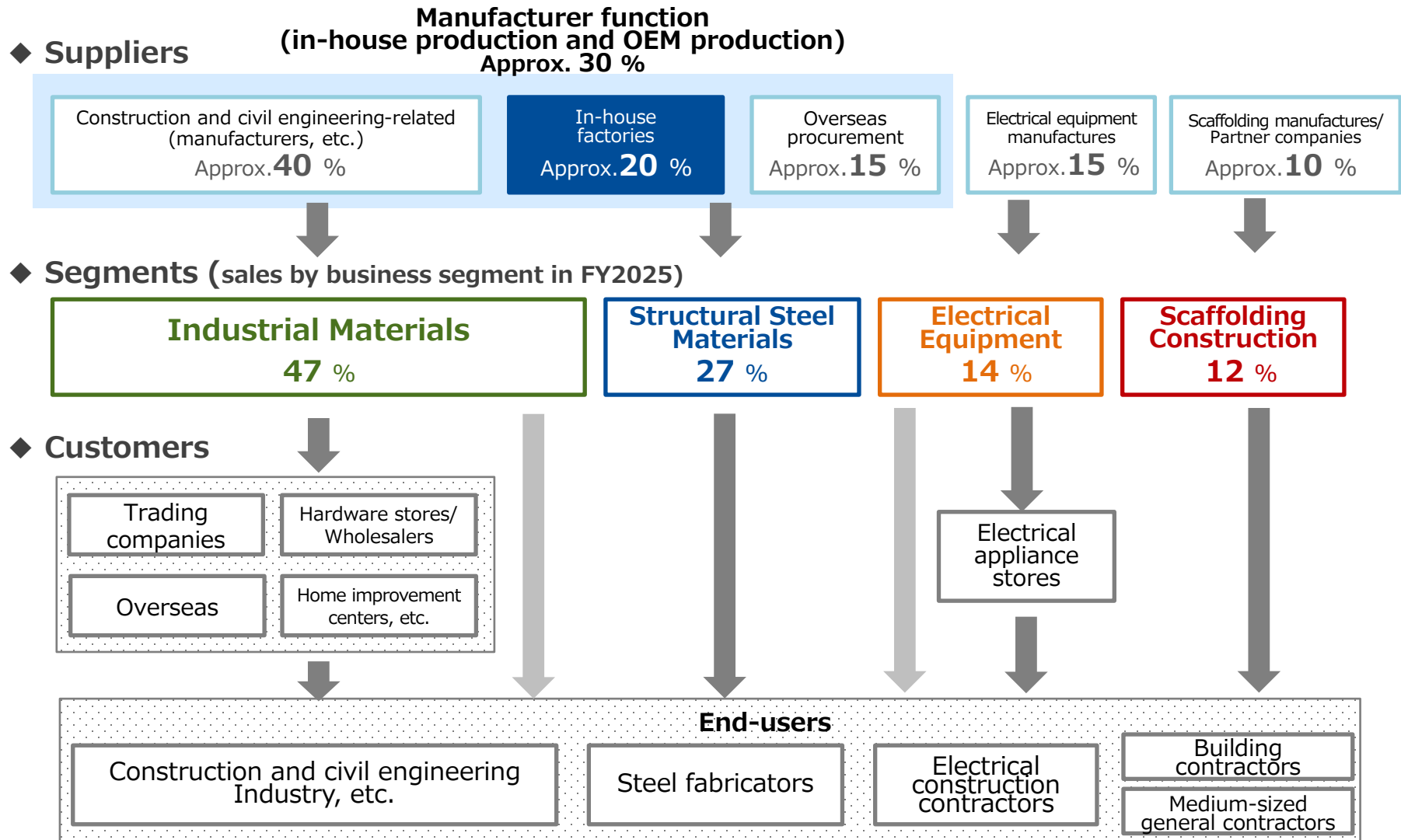
building contractors, medium-sized general contractors

### 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.



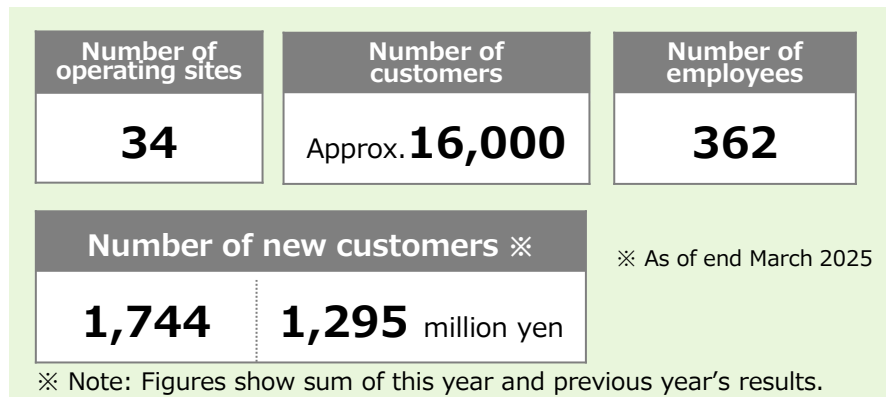
# Segment Overview : Industrial Materials

## Business areas

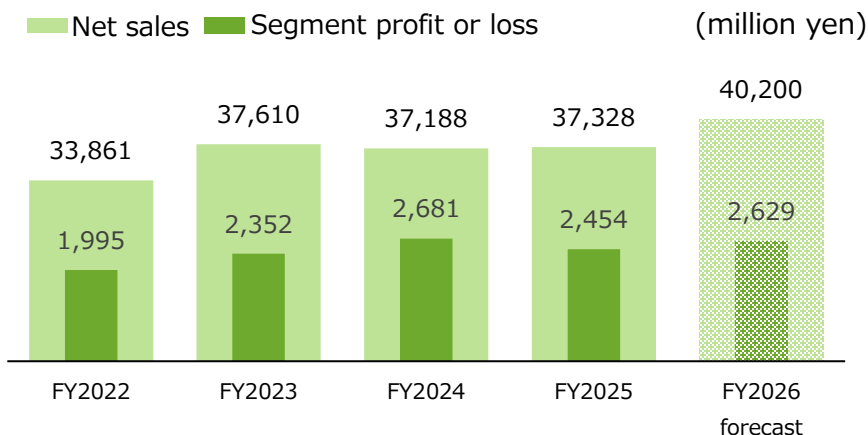
The Industrial Materials Segment manufactures, procures, and sells civil engineering and construction materials (primarily metal fittings through retail).

## 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.

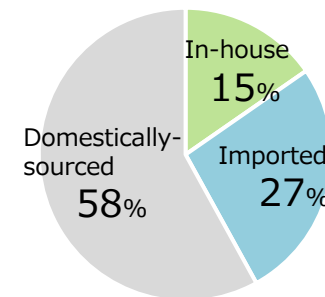


## Results in the past 5 years

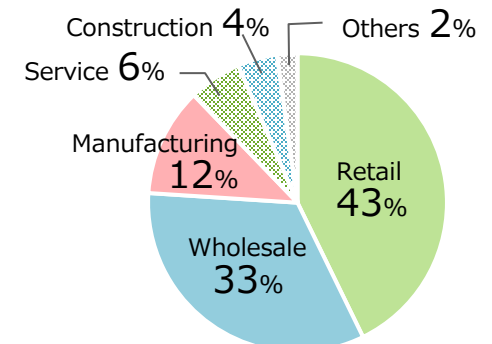


## Ratio of segment sales FY2025

### 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.

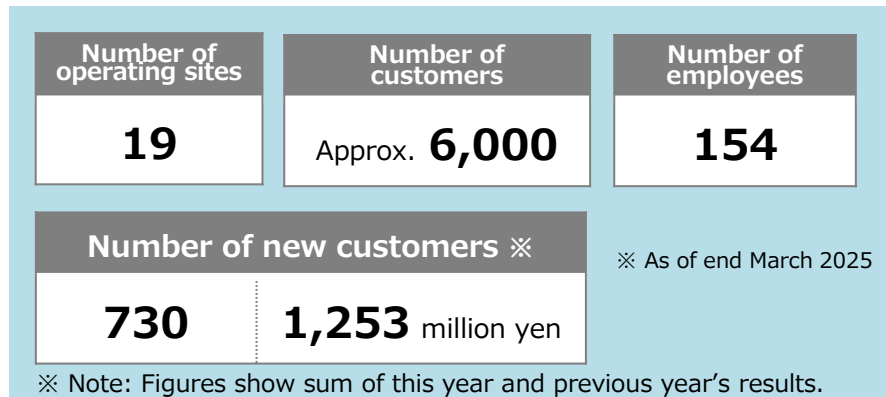
# Segment Overview : Structural Steel Materials

## Business areas

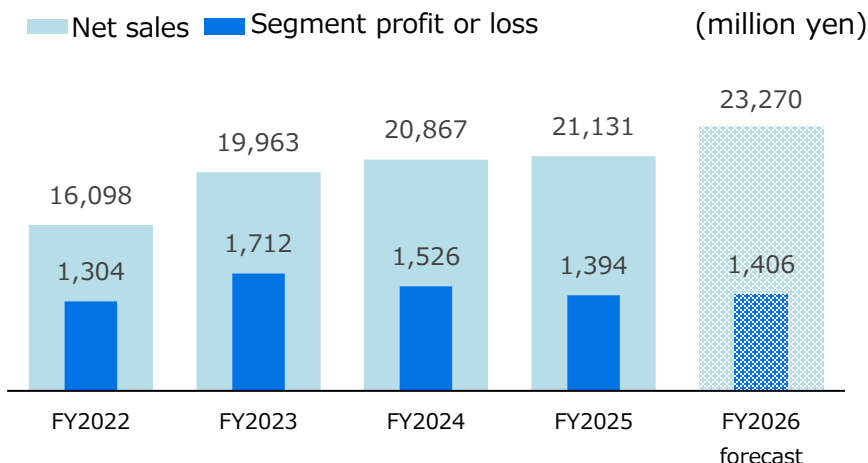
The Structural Steel Materials Segment manufactures, procures, and sells construction-related materials to nationwide steel structure fabricators.

## Strengths

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

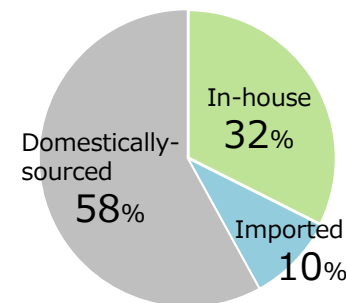


## Results in the past 5 years

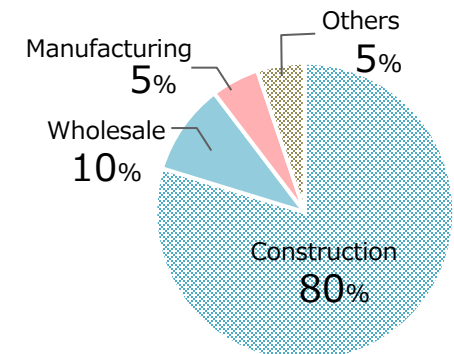


## Ratio of segment sales FY2025

### 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.

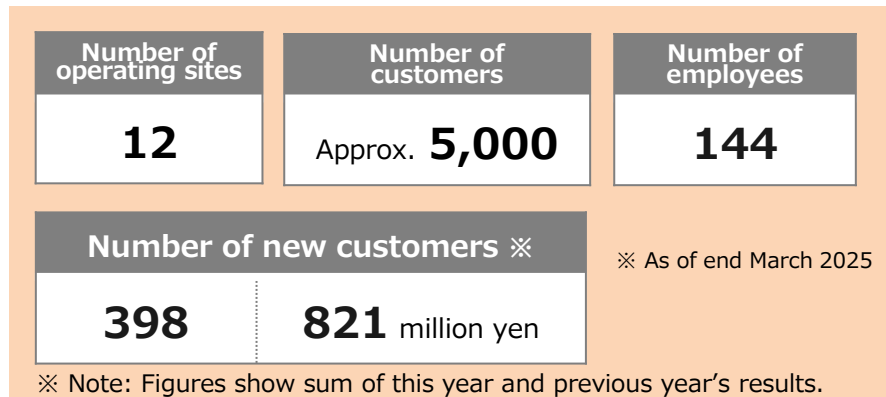
# Segment Overview : Electrical Equipment

## Business areas

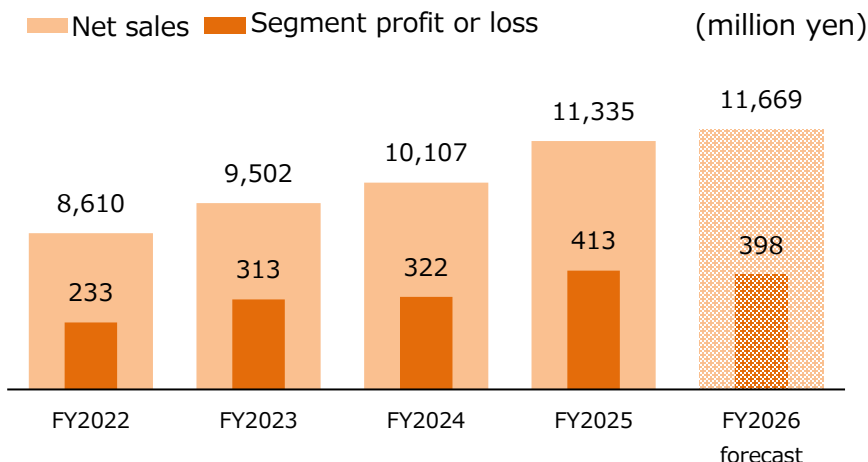
The Electrical Equipment Segment procures and sells electrical equipment to consumer electrical appliance stores and electrical construction contractors.

## Strengths

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



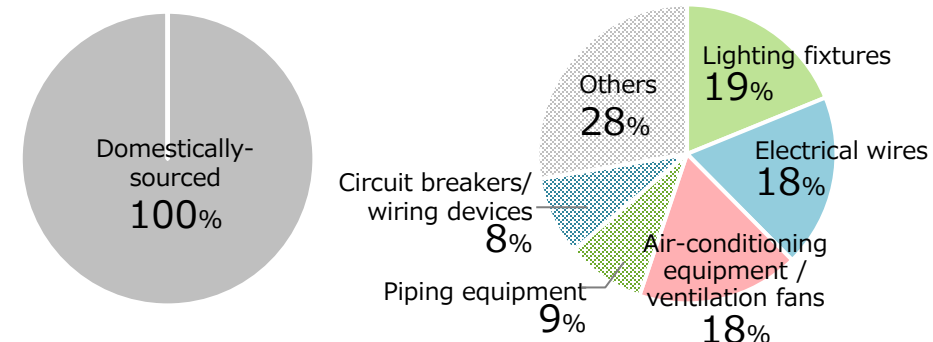
## Results in the past 5 years



## 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

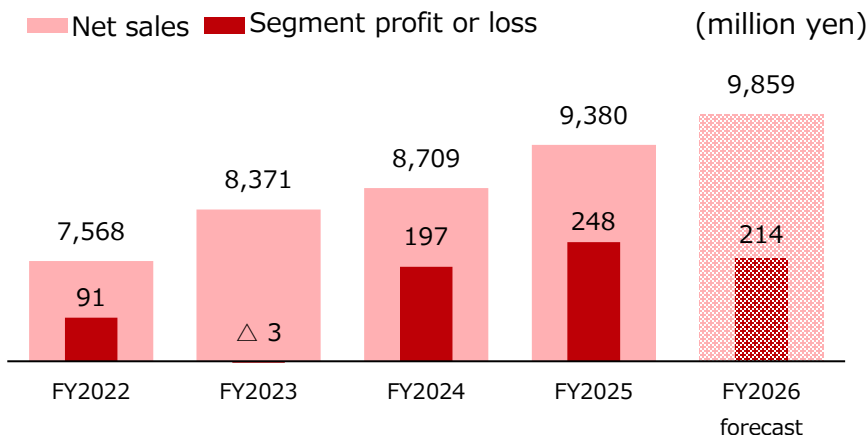
## Strengths

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

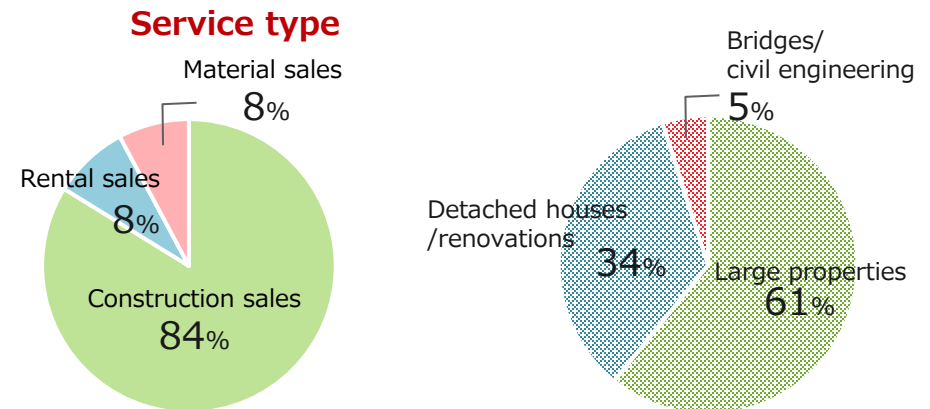
Number of operating sites	Number of employees
<b>38</b>	<b>387</b> (construction workers: <b>173</b> )
Capex for scaffolding materials	Book value of scaffolding materials
<b>564</b> million yen	<b>1,022</b> million yen

※ 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 (FY2025)

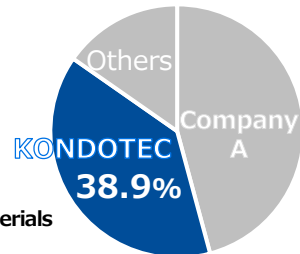
## Market overview and initiatives

### JIS certification Turnbuckle braces

Markets size  
About **12** billion yen

They are seismic bracing products used in steel constructions

Segment  Structural Steel Materials  
 Industrial Materials

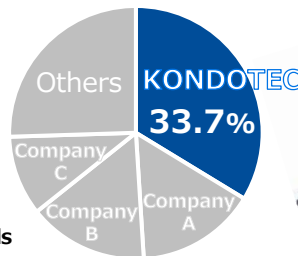


### JIS certification Anchor bolts

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

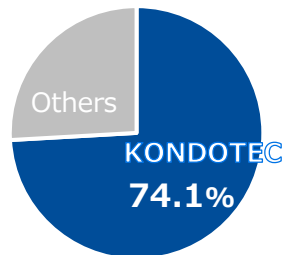


### Scaffolding suspension chains

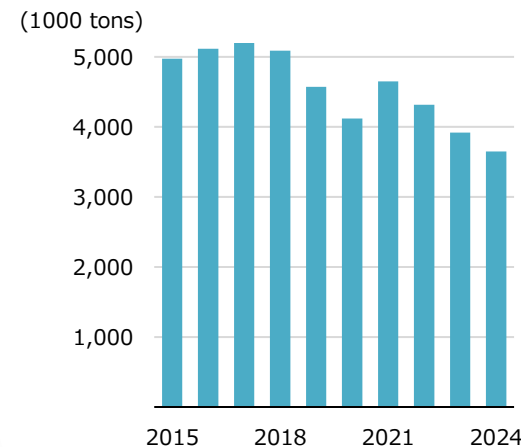
Markets size  
About **1** billion yen

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

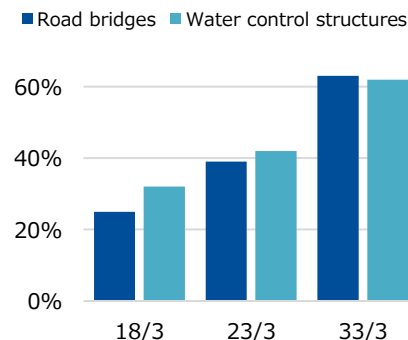
The robust demand for large low-rise properties such as logistics facilities, data centers and factories remained robust, but overall demand trend has been sluggish due to mainly the impact of inflation in Japan, rising construction costs, and labor shortages

### ➤ 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.

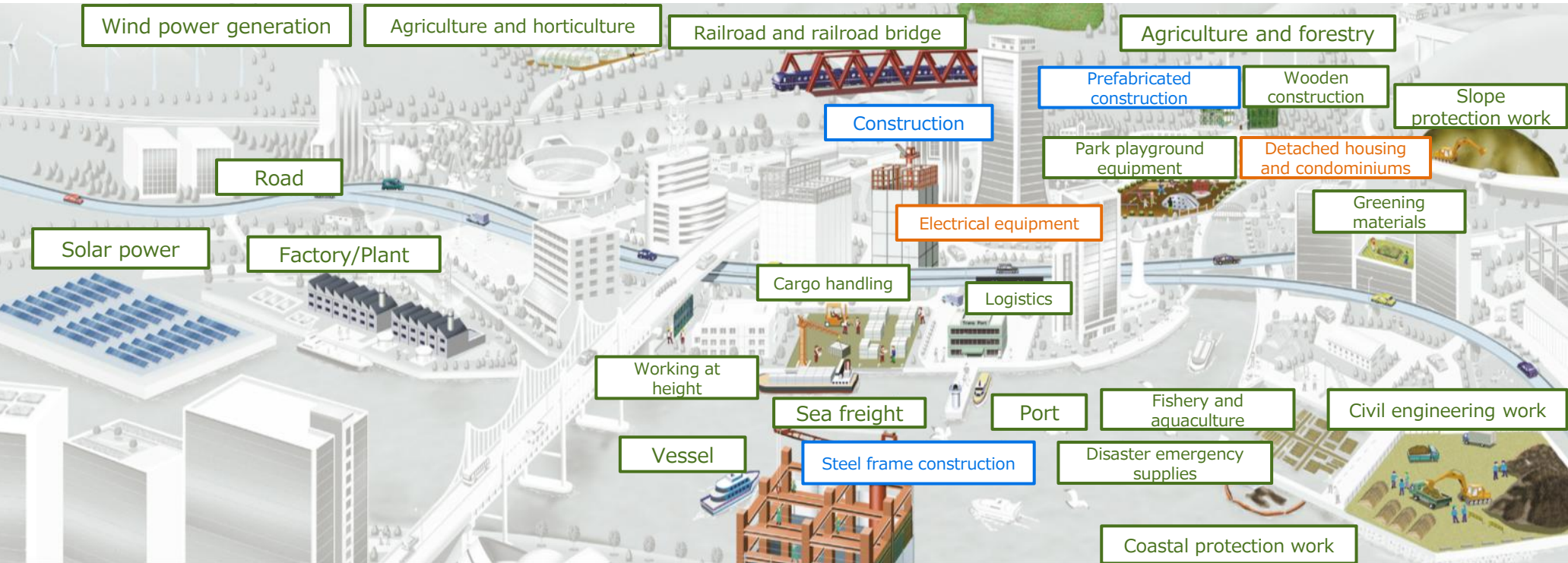
### ➤ initiatives to maintain and expand the market share

- 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**

---

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

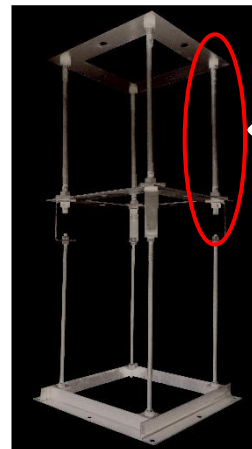
- Turnbuckle braces are connected cornerwise to prevent the collapse of buildings exposed to lateral pressure.
- Turnbuckle braces are used as seismic bracing products in prefabricated steel-frame houses and steel constructions such as shopping centers, factories and warehouses. They can also be seen 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. Q2 FY2026 Financial Results and Analysis**

---



# Q2 FY2026 Consolidated Financial Results

(million yen)

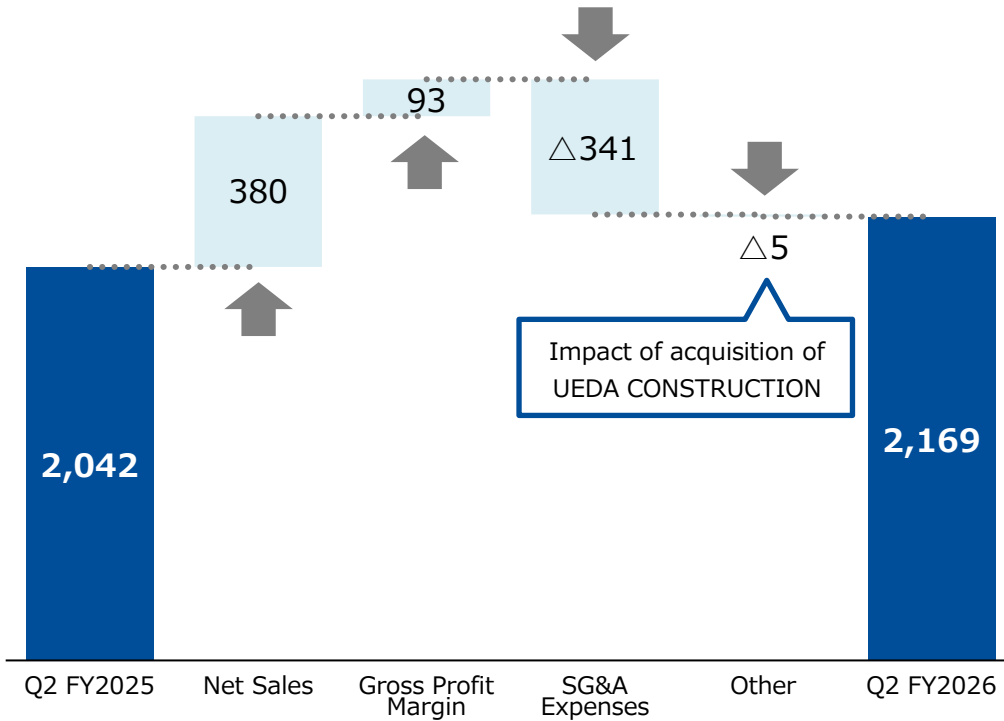
	Q2 FY2025	Q2 FY2026	YoY	
			Amount	%
Net sales	38,640	40,636	+1,996	+5.2%
Gross profit	8,475	9,029	+553	+6.5%
SG&A expenses	6,433	6,860	+427	+6.6%
Operating profit	2,042	2,169	+126	+6.2%
Ordinary profit	2,157	2,279	+122	+5.7%
Profit attributable to owner of parent	1,525	1,459	△65	△4.3%
EBITDA	3,163	3,159	△3	△0.1%

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

# Operating Income Analysis (Consolidated)

## Operating income analysis

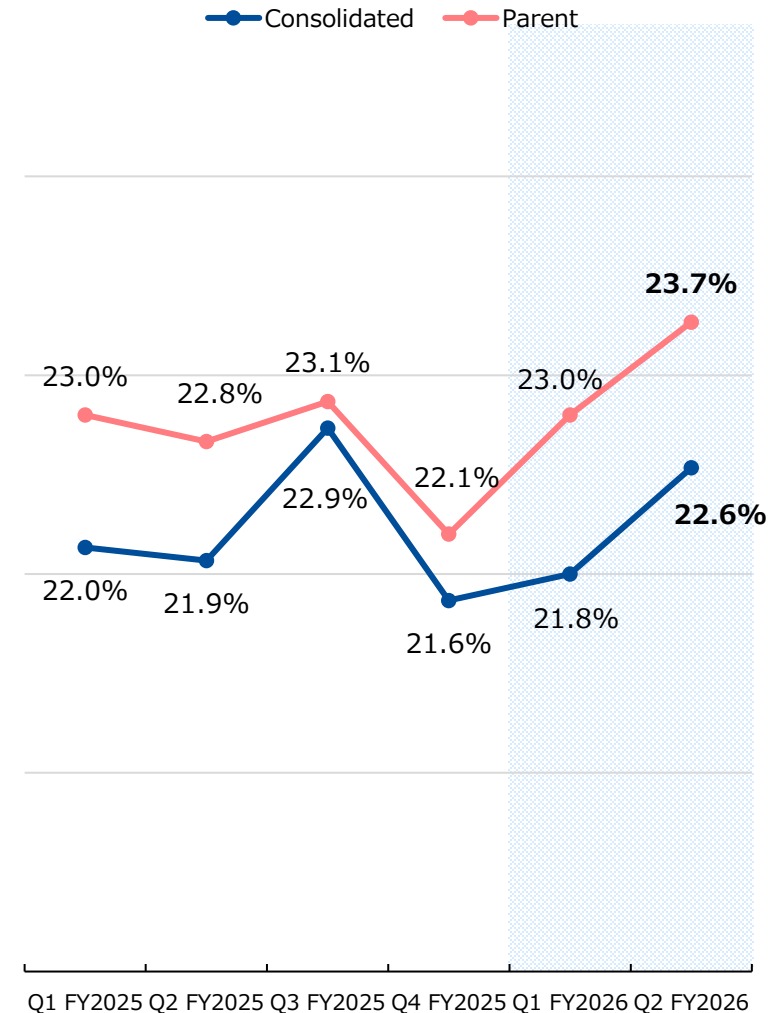
(million yen)



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

Gross Profit Margin	21.9% → 22.2%
SG&A Expenses	Salaries +89 million yen Rent expenses +72 million yen Bonuses +64 million yen Freight and packing costs +33 million yen

## Quarterly GPM



# Q2 FY2026 Consolidated Financial Results

## Progress for FY2026 Forecast

### Progress for FY2026 forecast

(million yen)

■ Q2 FY2026 ■ Full-year forecast

#### Net sales



#### Gross profit



#### Operating profit



#### Ordinary profit

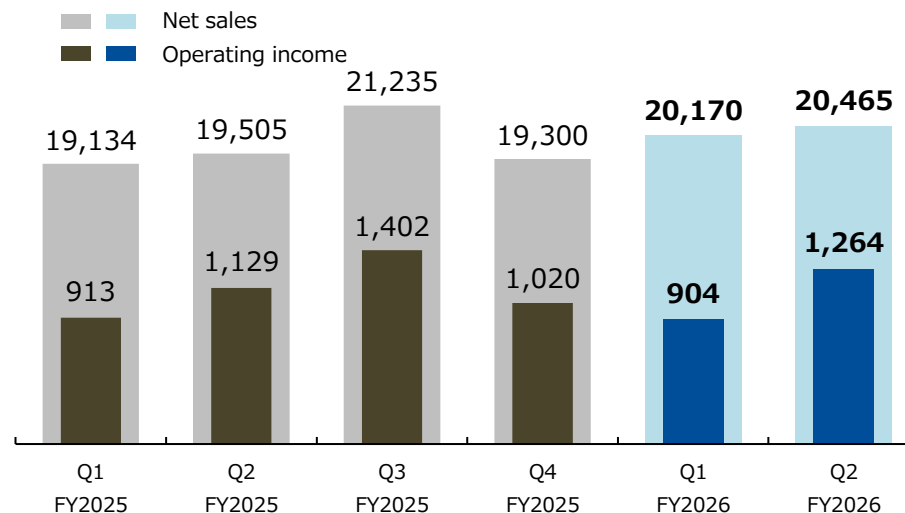


#### Profit attributable to owner of parent

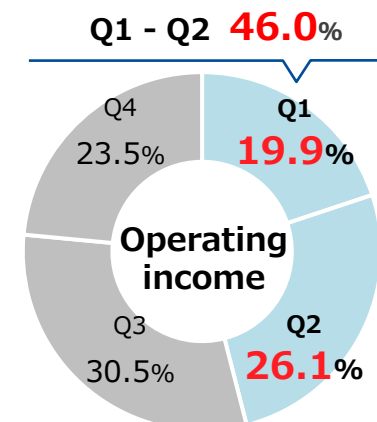
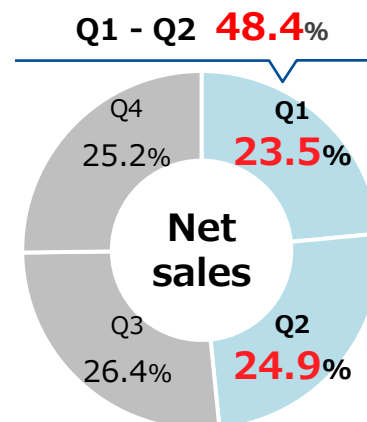


### Net sales and operating income

(million yen)



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



# Consolidated Balance Sheet [Assets]

(million yen)

		FY2025	Q2 FY2026	Change
Current assets	Cash and deposits	15,476	<b>14,648</b>	△828
	Notes and receivable-trade, and contract assets	11,578	<b>11,889</b>	+310
	Electronically recorded monetary claims operating	4,828	<b>5,502</b>	+673
	Inventories	8,227	<b>8,228</b>	+1
	Other	628	<b>805</b>	+177
Total current assets		40,740	<b>41,074</b>	+334
Non-current assets	Property, plant and equipment	18,991	<b>19,384</b>	+393
	Intangible assets	3,861	<b>3,635</b>	△226
	Investments and other assets	1,654	<b>1,736</b>	+81
	Total non-current-assets	24,507	<b>24,755</b>	+248
Total assets		65,247	<b>65,830</b>	+583

# Consolidated Balance Sheet [Liabilities and Net Assets]

(million yen)

		FY2025	Q2 FY2026	Change
Current liabilities	Notes and accounts payable-trade	4,685	4,855	+170
	Electronically recorded obligations-operations	9,648	9,200	△447
	Breakdown			
	Electronically recorded obligations-operations	10,933	10,591	△341
	Repayment before maturity	△1,284	△1,390	△105
	Short-term loans payable	3,605	3,505	△100
	Income taxes payable	763	892	+128
	Other	4,699	3,968	△730
Total current liabilities		23,401	22,422	△979
Non-current liabilities		3,494	4,121	+626
Total liabilities		26,896	26,543	△352
Net assets	Shareholder's equity	37,316	38,224	+907
	Accumulated other comprehensive income	△988	△964	+24
	Non-controlling interests	2,022	2,026	+4
	Total net assets	38,350	39,287	+936
Total liabilities and net assets		65,247	65,830	+583

## **5. Q2 FY2026 Financial Results and Analysis by Segment**

---

# Q2 FY2026 Financial Results by Segment



(million yen)

Q2 FY2025			Q2 FY2026	Change (%)	Full-year forecast	Progress
Industrial Materials	Net sales	18,340	18,876	+2.9%	40,200	47.0%
	Segment profit or loss	1,201	1,355	+12.8%	2,629	51.6%
	EBITDA	1,379	1,532	+11.0%	—	—
Structural Steel Materials	Net sales	10,712	10,966	+2.4%	23,270	47.1%
	Segment profit or loss	756	701	△7.3%	1,406	49.9%
	EBITDA	791	735	△7.0%	—	—
Electrical Equipment	Net sales	5,551	6,233	+12.3%	11,669	53.4%
	Segment profit or loss	171	257	+50.3%	398	64.6%
	EBITDA	199	285	+43.1%	—	—
Scaffolding Construction	Net sales	4,034	4,560	+13.0%	9,859	46.3%
	Segment profit or loss	△62	△116	—	214	—
	EBITDA	308	313	+1.5%	—	—

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

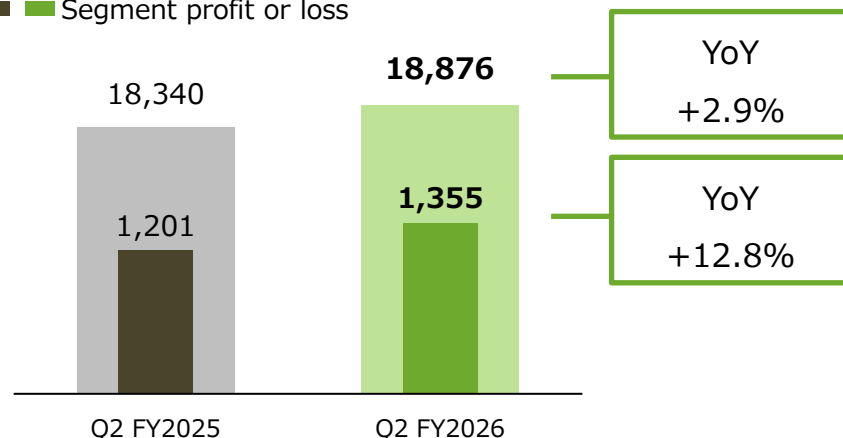
※ Note: EBITDA= Segment profit or loss + Depreciation + Amortization of goodwill

## Net sales and segment profit or loss

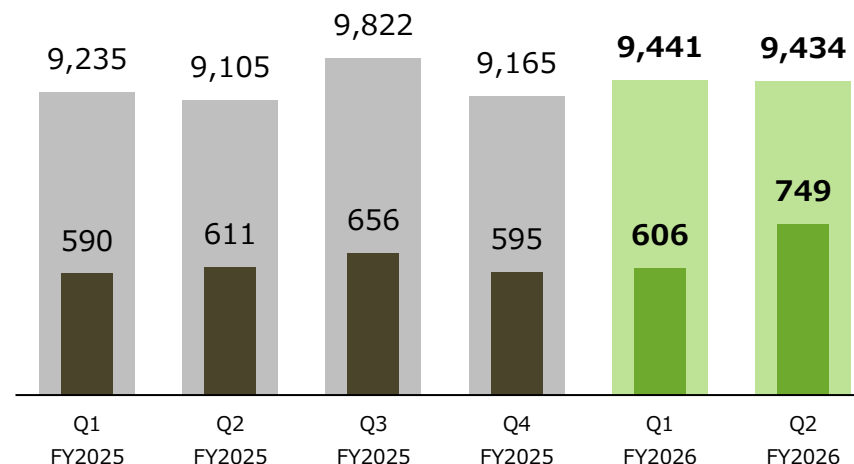
(million yen)

### YoY

- Net sales
- Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 540 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 large-lot orders.

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

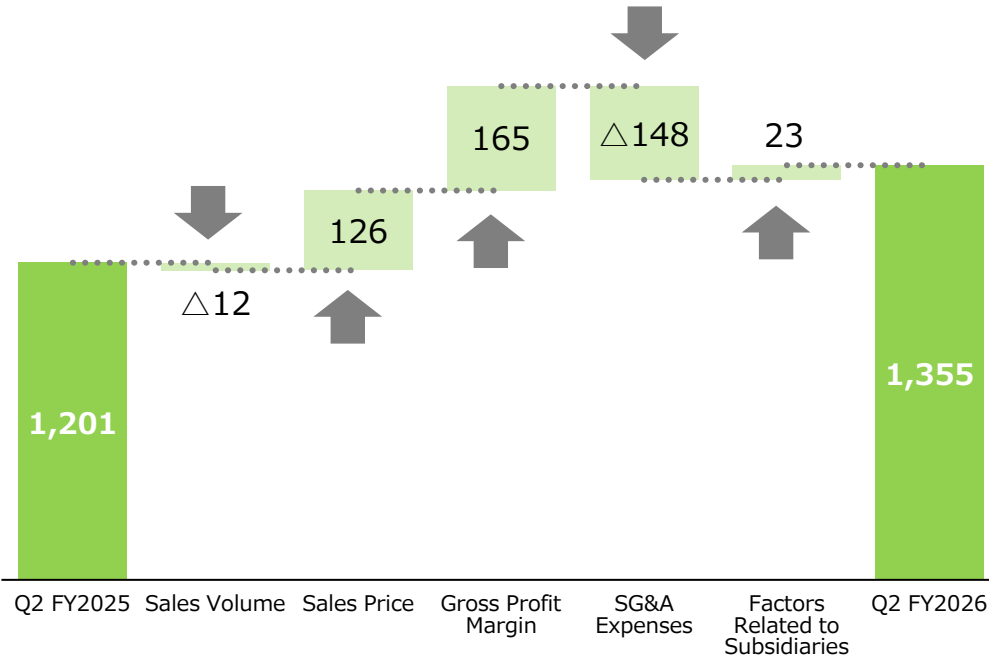
Products (approx.)	△50	JIS wire ropes	△57	Sales decreased due to switching to outside procurement of low value-added products.
Merchandise (approx.)	+590	Temporary scaffolding materials	+154	Sales increased due to some large orders and the concentration of construction works.



# Industrial Materials

## Segment profit or loss analysis

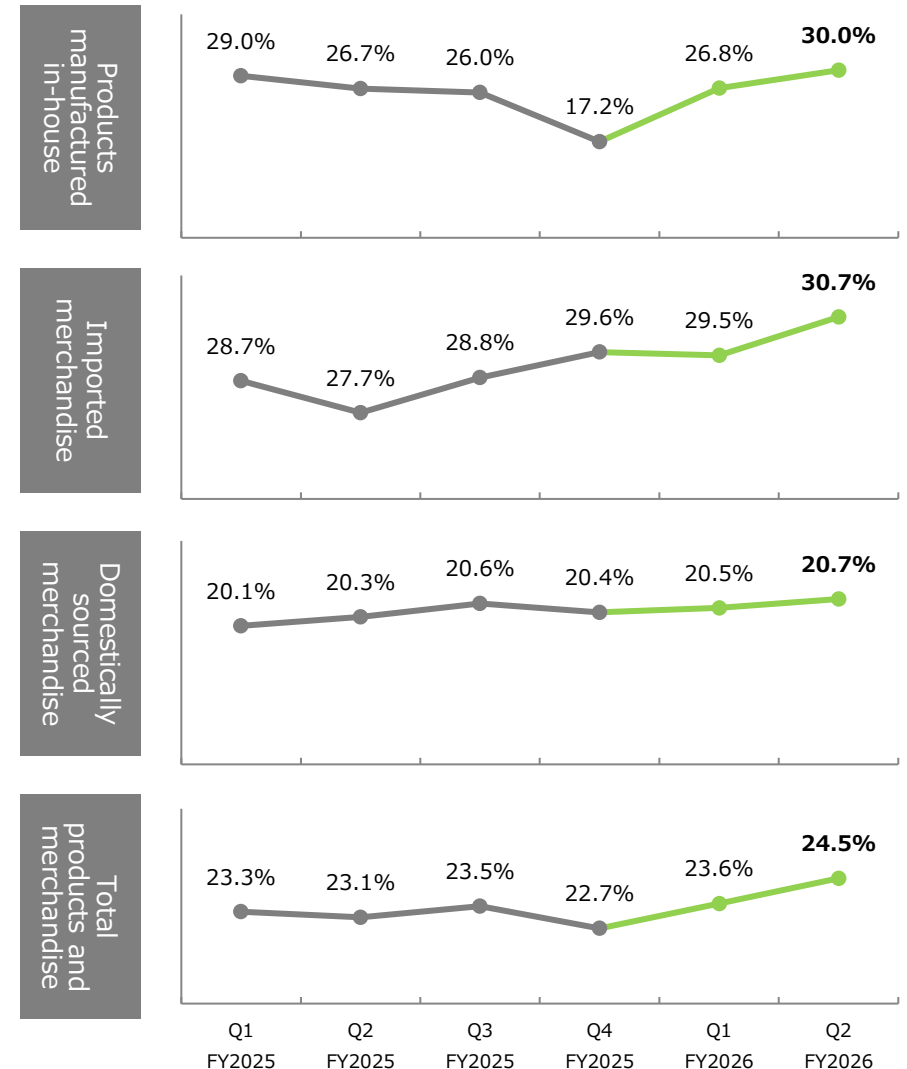
(million yen)



※ Note: The following figures do not include subsidiaries.

Sales Volume	Products △52 million yen Merchandise +40 million yen
Sales Price	Products +37 million yen Merchandise +89 million yen
Gross Profit Margin	Products 27.8% → 28.5% Merchandise 22.5% → 23.5% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Rent expenses +45 million yen Salaries +44 million yen Freight and packing costs +17 million yen

## Quarterly GPM

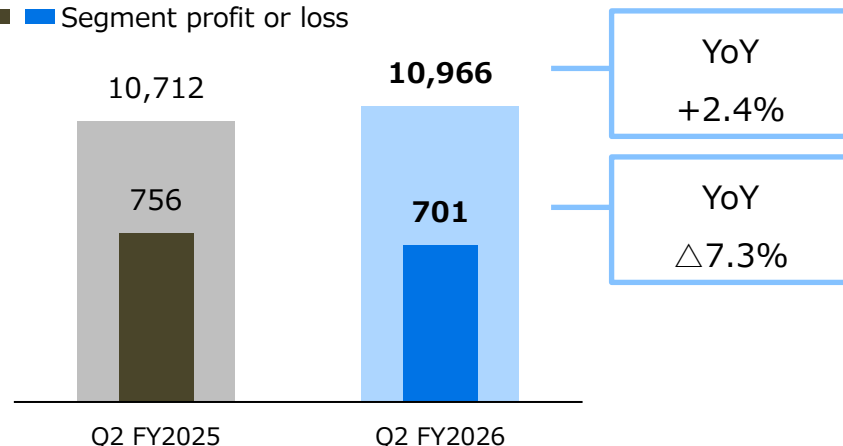


## Net sales and segment profit or loss

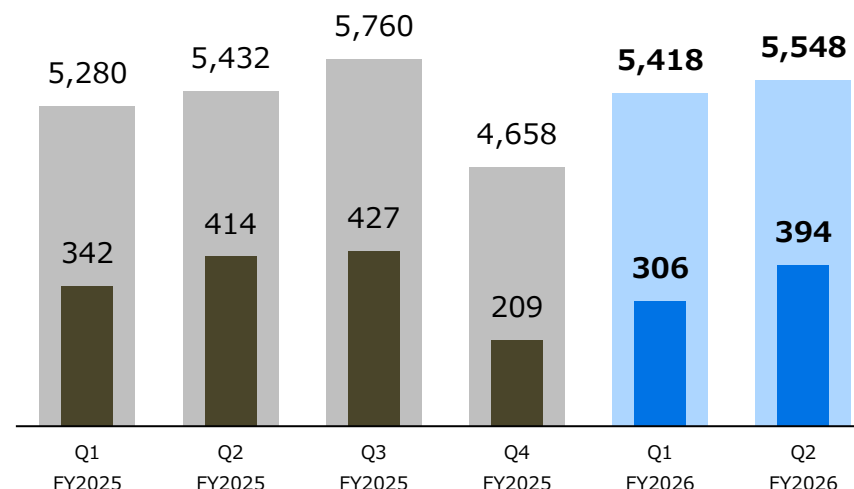
(million yen)

### YoY

- Net sales
- Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 250 million yen YoY.

While sales to large properties were robust, 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.

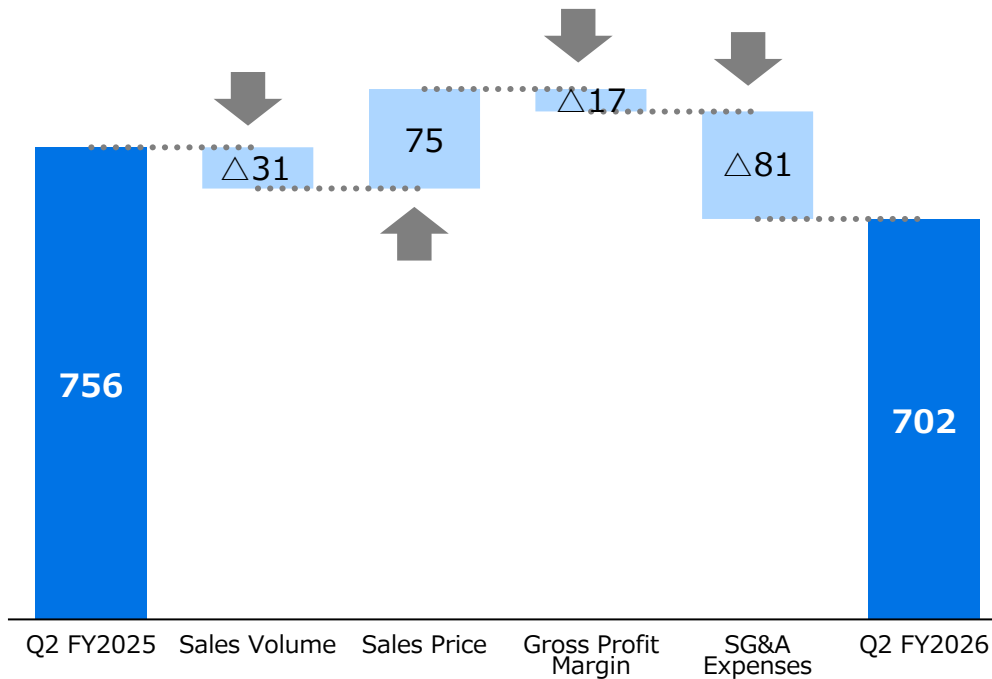
### Increased/decreased amount in net sales (million yen)

Products (approx.)	$\Delta$ 100	Anchor bolts	$\Delta$ 54	The number of properties dropped due to sluggish demand for steel frames.
Merchandise (approx.)	+350	High strength bolts	+224	Sales increased due to some large orders.

# Structural Steel Materials

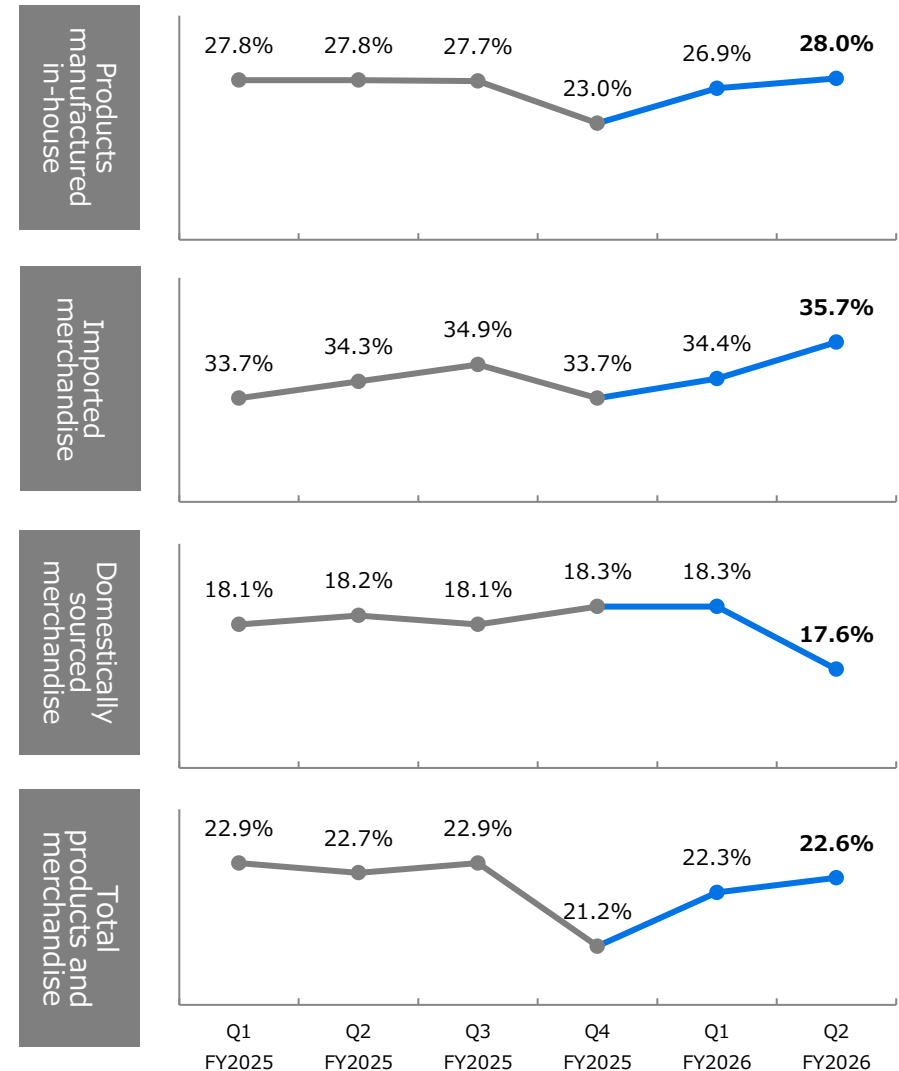
## Segment profit or loss analysis

(million yen)



Sales Volume	Products $\Delta$ 102 million yen Merchandise +71 million yen
Sales Price	Products +74 million yen Merchandise +0 million yen
Gross Profit Margin	Products 27.8% $\rightarrow$ 27.5% Merchandise 20.4% $\rightarrow$ 20.3% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Salaries +23 million yen Freight and packing costs +17 million yen Bonuses +15 million yen Rent expenses +6 million yen

## Quarterly GPM

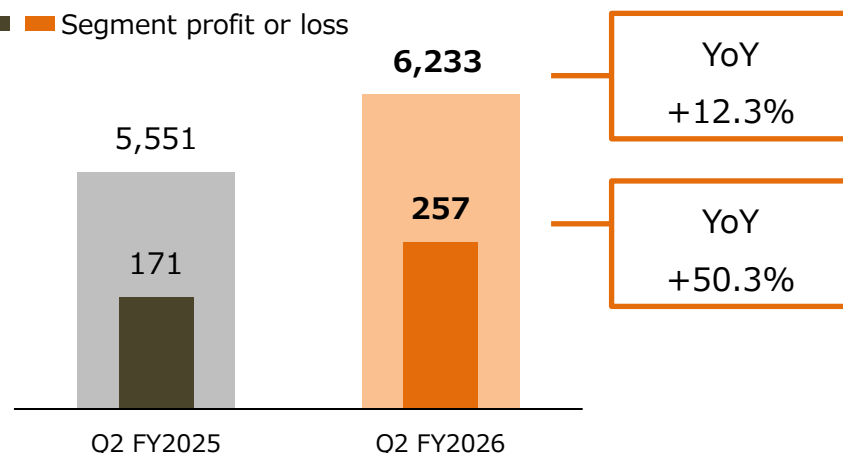


## Net sales and segment profit or loss

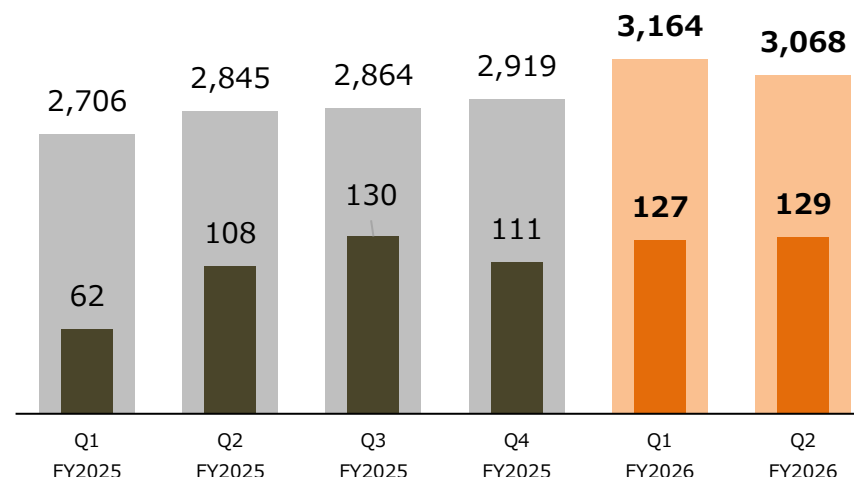
(million yen)

### YoY

- Net sales
- Segment profit or loss



### Quarterly



## Factors affecting net sales

### Net sales increased by about 680 million yen YoY.

Sales increased due to robust sales of power distribution 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 a surge in demand for LED lighting systems following the discontinuation of fluorescent lamp production in 2027.

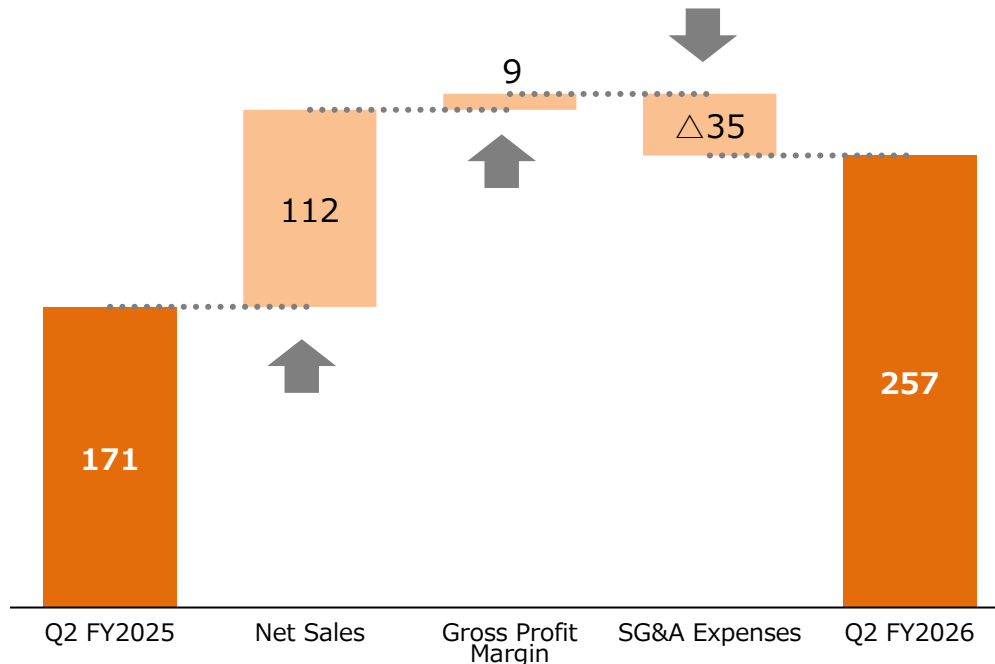
### Increased/decreased amount in net sales (million yen)

Lighting fixtures	+213	Sales increased due to a surge in demand for LED lighting systems following the discontinuation of fluorescent lamp production in 2027.
Piping equipment	+149	Sales increased due to higher orders for piping equipment, backed by the rise in small and medium-sized projects.

# Electrical Equipment

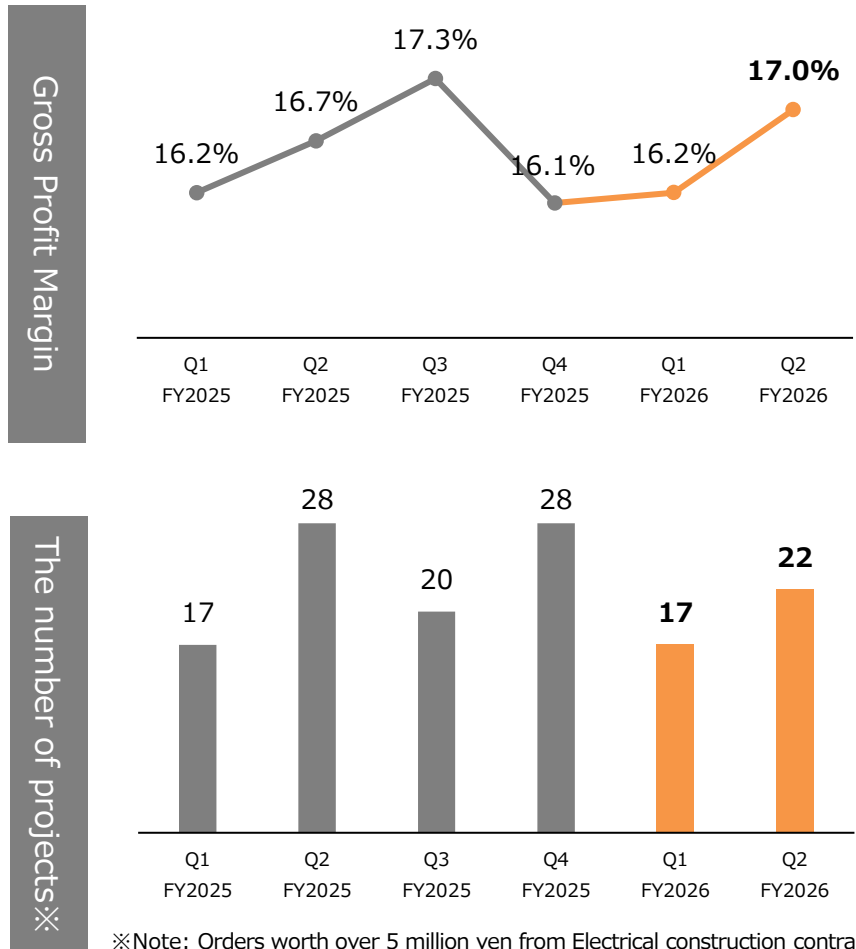
## Segment profit or loss analysis

(million yen)



Gross Profit Margin	16.5% → 16.6%
SG&A Expenses	Salaries +15 million yen Bonuses +11 million yen

## Quarterly GPM and the number of projects

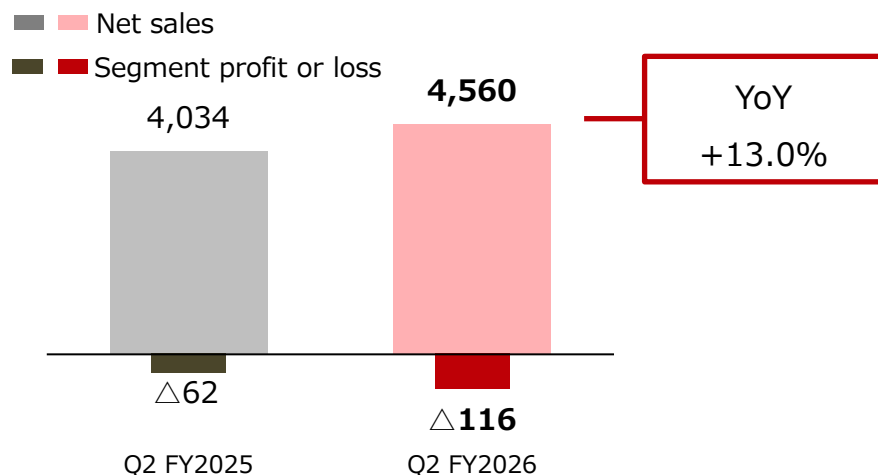


※Note: Orders worth over 5 million yen from Electrical construction contractors.

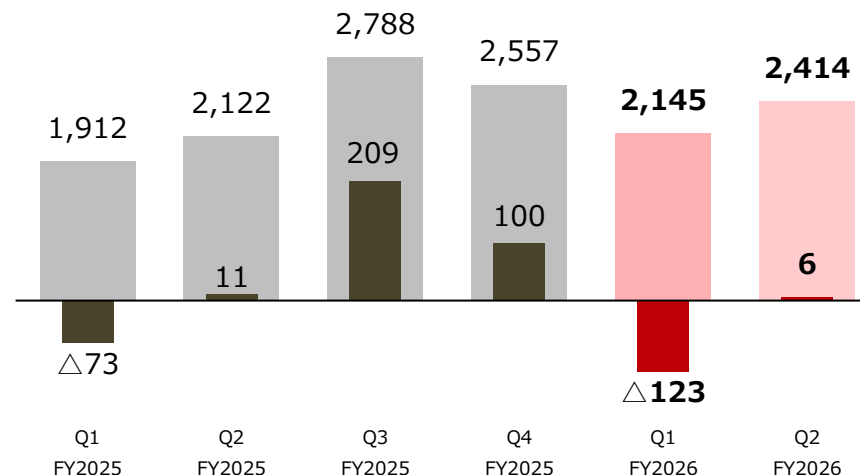
## Net sales and segment profit or loss

(million yen)

### YoY



### Quarterly



## Factors affecting net sales

### Net sales increased by about 530 million yen YoY.

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

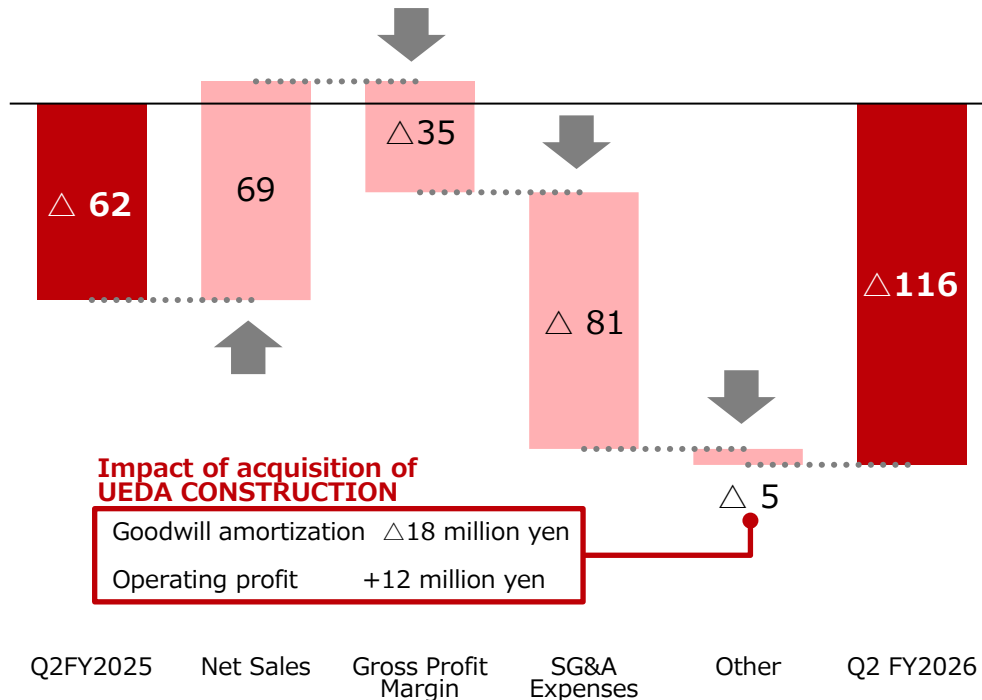
#### Increased/decreased amount in net sales (million yen)

Material sales	△86	Sales decreased due to a reluctance to make purchases of scaffolding materials amid soaring material prices.
Construction sales	+317	Sales increased due to favorable construction sales for large property, bridge, and civil engineering projects.
Acquisition of a new subsidiary	+259	The acquisition of UEDA CONSTRUCTION contributed to sales growth.

# Scaffolding Construction

## Segment profit or loss analysis

(million yen)

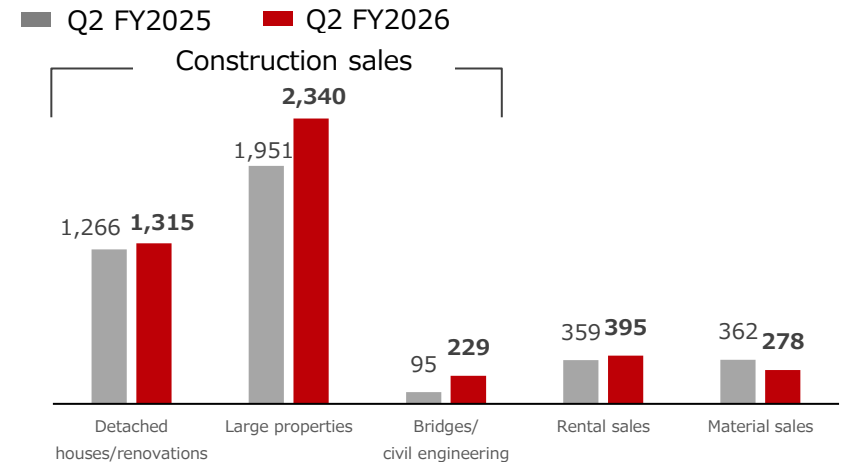


※ Note: The following figures do not include **UEDA CONSTRUCTION CO., LTD.**

Gross Profit Margin	26.1% → 25.2%
SG&A Expenses	Bonuses +26 million yen Depreciation +23 million yen Rent expenses +17 million yen

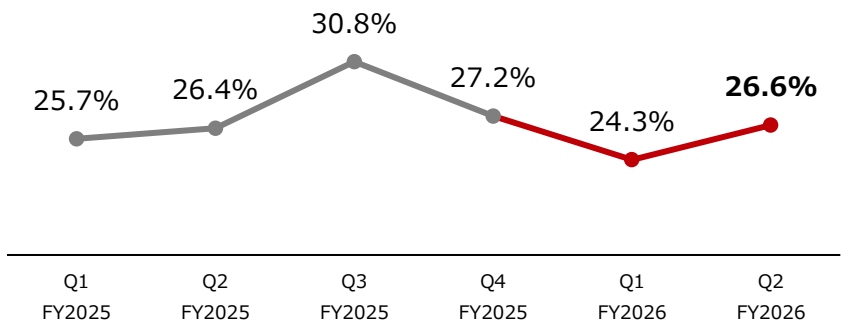
## Sales fluctuations by service type

(million yen)



Unfilled orders	As of end September 2024	As of end September 2025
	2,636 million yen	2,799 million yen

## Quarterly GPM



## **6. Management Strategies**

---



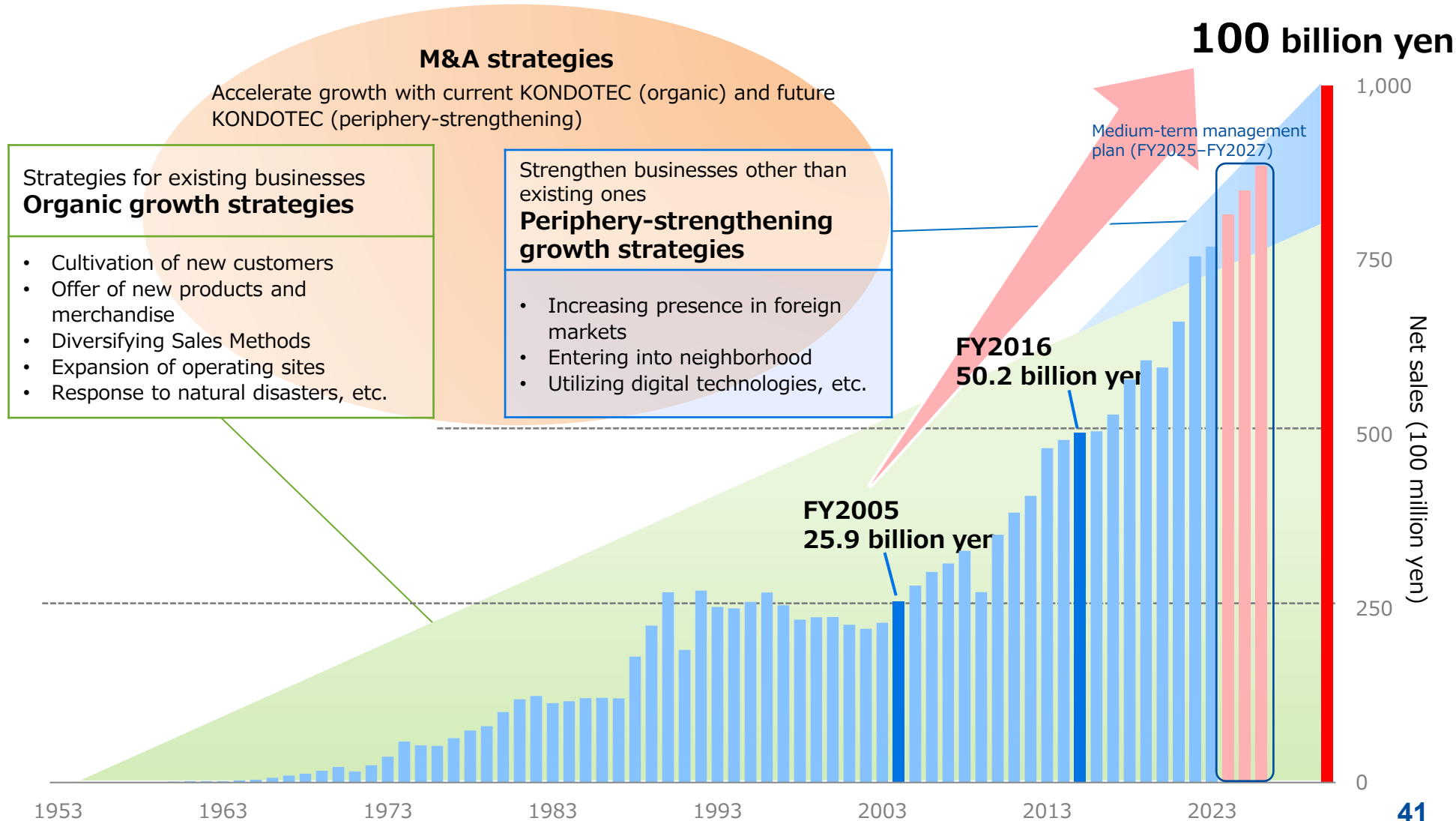
# Materiality

- 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.



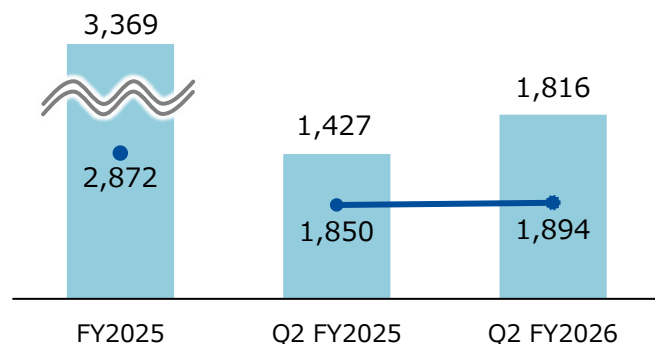
# Organic Growth

## 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.

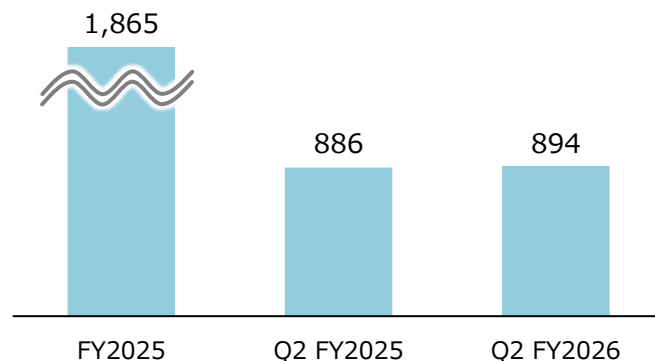
### ■ Cultivation of new customers

■ Net sales (million yen)    ● New customers



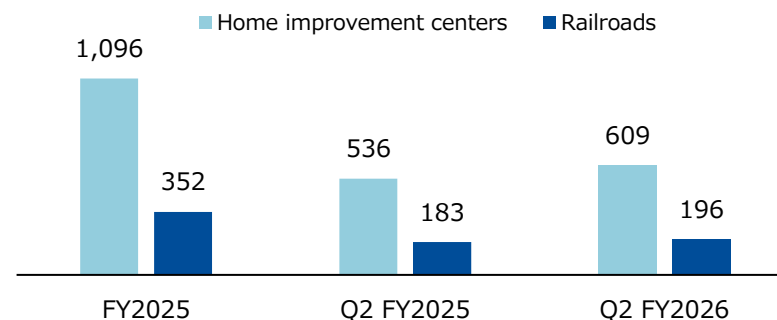
### ■ Cultivation of dormant customers

■ Net sales (million yen)

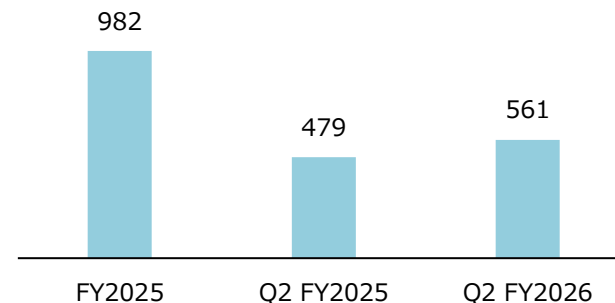


### ■ Cultivation of distribution routes

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







➤ Tokyo metropolitan sales (million yen)



## Offer of new products and merchandise

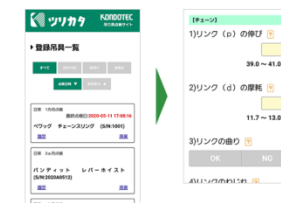
- For the purpose of developing new merchandise, joint New Products and Merchandise Committee meeting are held between the sales division and the manufacturing division periodically to discuss requests from customers and proposals for improvement. We will continue to develop and cultivate products and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

Net sales (million yen)		Q2 FY2025	Q2 FY2026
KONDO furring bolts		228	234
Square shaped hook bolts for railroad tie		82	92
Lightweight clamps "HI TEN CLAMPS"		56	52
Heavy duty chain		21	68

## Diversifying sales methods and services

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

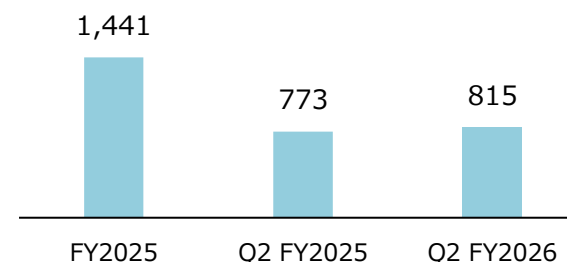
We operate the "Tsurikata" inspection site for lifting equipment to simplify the individual management and inspection of merchandise centered on cargo handling equipment. We will continue to not only sell products and merchandise but to also provide high-value-added services.



### 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:

**103 operating sites** (as of end September 2025)

Industrial Materials **35**

Structural Steel Materials **20**

Electrical Equipment **12**

Scaffolding Construction **36**

<Operating sites>

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

★ ★ ★ New operating site



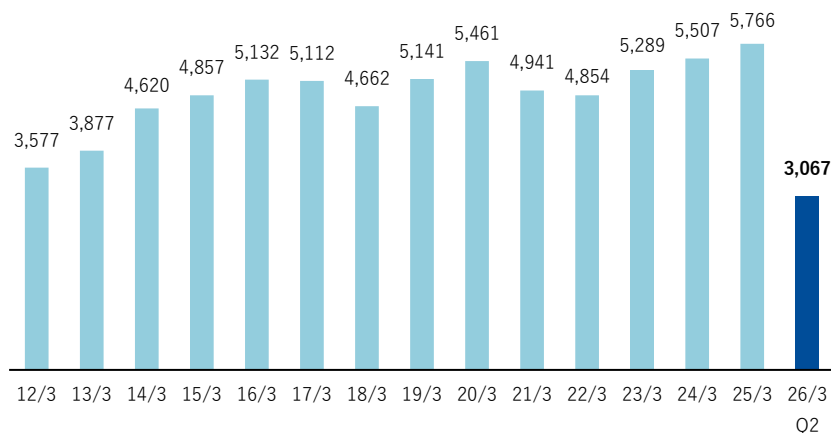
## History of operating site network expansion

- 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 (Q2 FY2026)

(million yen)	Q2 FY2025	Q2 FY2026	FY2026 forecast
International Sales Division	46	<b>8</b>	119
Local Subsidiary in Thailand	118	<b>127</b>	330
Total	164	<b>136</b>	449

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

## Percentage of sales by country (Q2 FY2026)

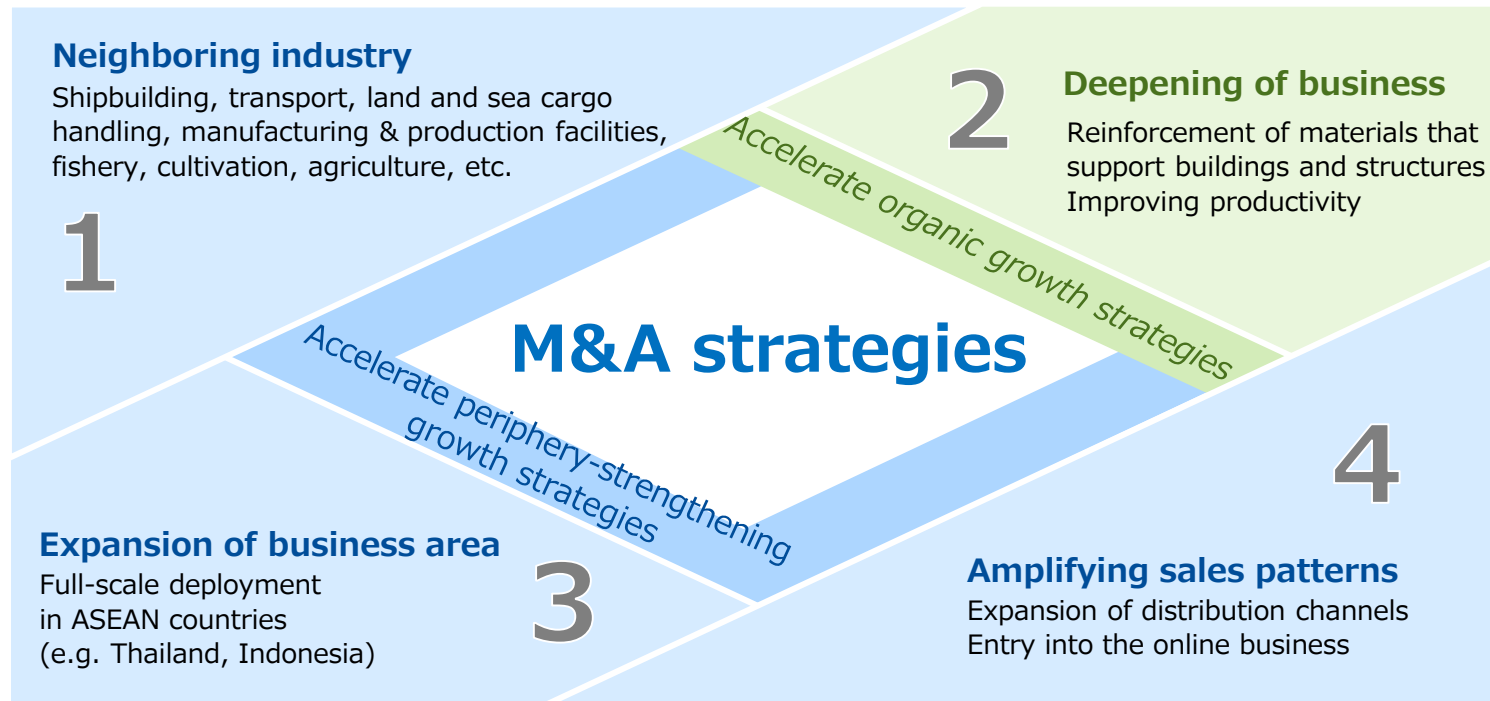
<b>ASEAN</b>	<b>95%</b>	Indonesia	41%
East Asia/China	5%	Thailand	32%
Other	0%	Singapore	17%
		Vietnam	4%
		Malaysia	1%



# 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.**  
**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)

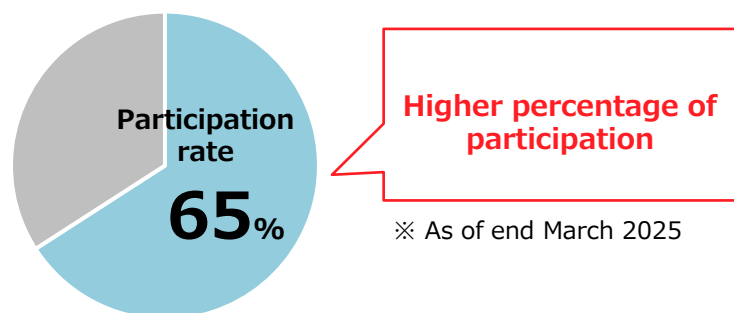


Please check latest updates and Track & Field Club's activity reports on our website.

# Initiatives for Enhancing Employees' Motivation

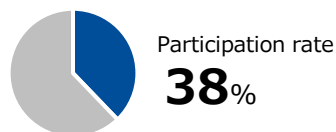
- We have introduced an employee restricted stock program. By issuing shares as an incentive to employees, we encourage employees to boost their motivation and morale toward enhancing performance.
- We target DOE of at least 4.0% and looks to pay continuously raise dividends. We have not lowered dividend 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**

---

# 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

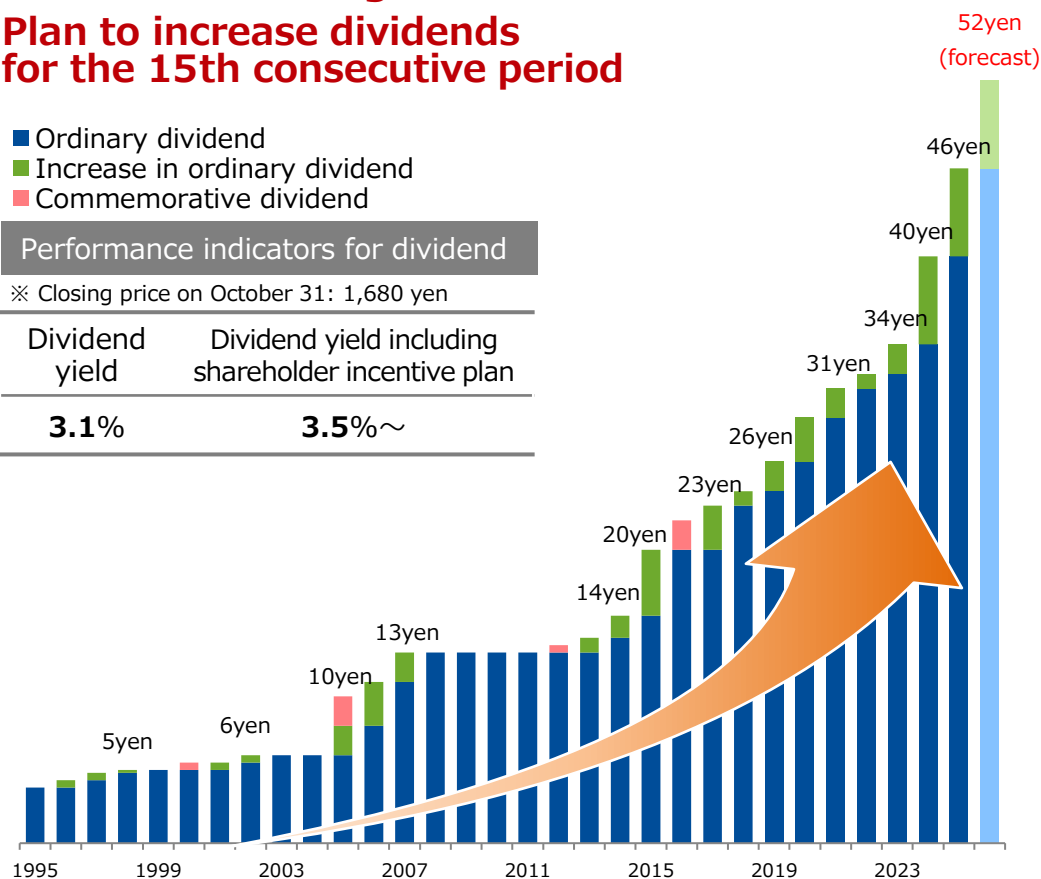
**Since initial listing: No decrease in dividends**  
**Plan to increase dividends for the 15th consecutive period**

- Ordinary dividend
- Increase in ordinary dividend
- Commemorative dividend

### Performance indicators for dividend

※ Closing price on October 31: 1,680 yen

Dividend yield	Dividend yield including shareholder incentive plan
<b>3.1%</b>	<b>3.5%~</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.

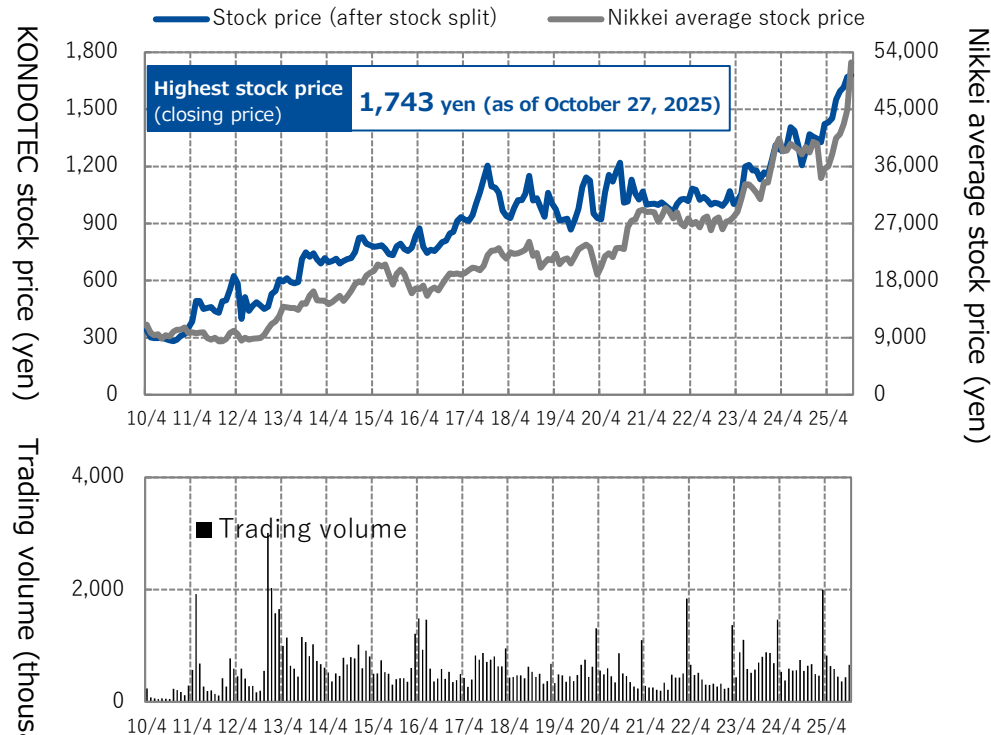


Number of shares held	Reward points
500 to less than 600	3,000 points
600 to less than 700	4,000 points
700 to less than 800	5,000 points
800 to less than 900	6,000 points
900 to less than 1,000	7,000 points
1,000 or more	10,000 points

※Note: 1 point is worth 1 yen.

# Transition of Stock Price

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



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

**1,680 yen**

**PER : 12.8 PBR : 1.2**

EPS : 130.82 yen (FY2026 forecast)

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

## Ranking among listed companies

Among **4,030** listed companies ...

ROE	1,656th
Profit attributable to owner of parent	1,248th
Ordinary profit	1,262nd
Net assets	1,377th
Market capitalization	1,402nd
PBR	2,167th
PER	2,337th

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

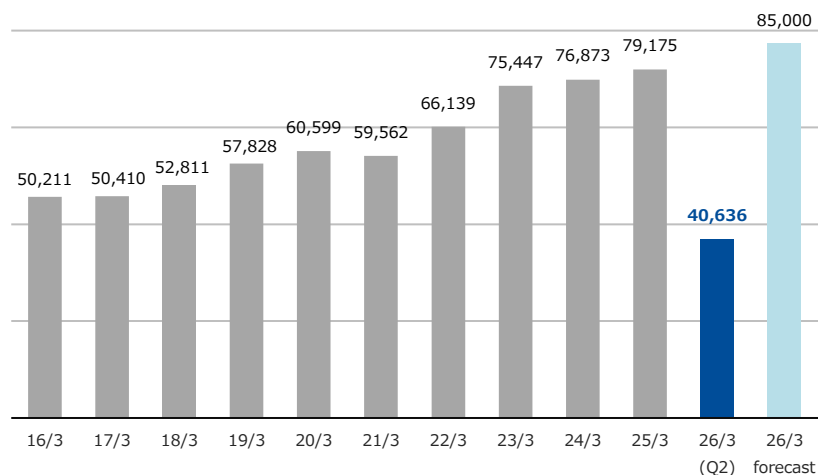
## **8. Highlights of Results**

---

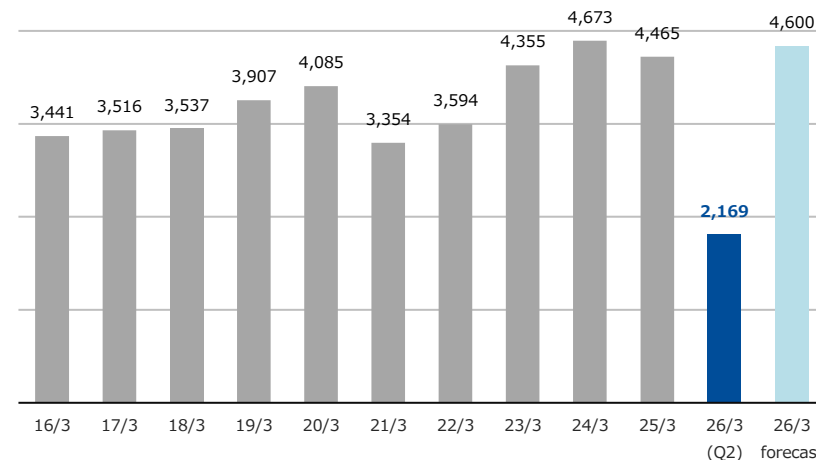


# Highlights of Consolidated Financial Results

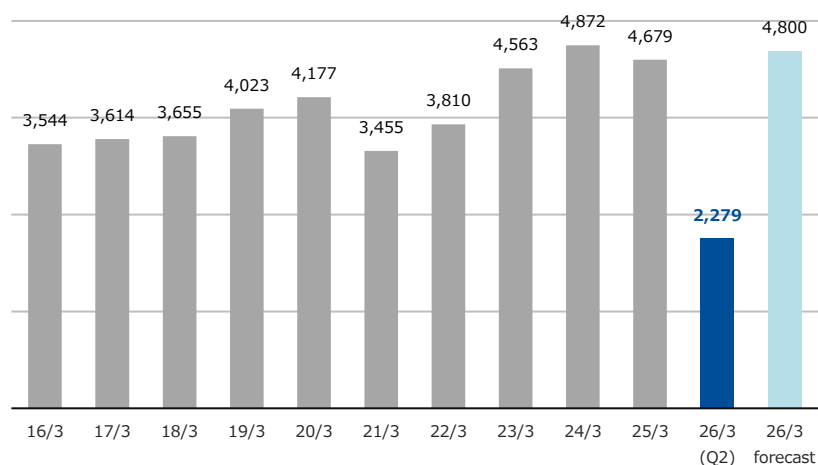
**Net sales**  
(million yen) **40,636** million yen **47.8%** Progress



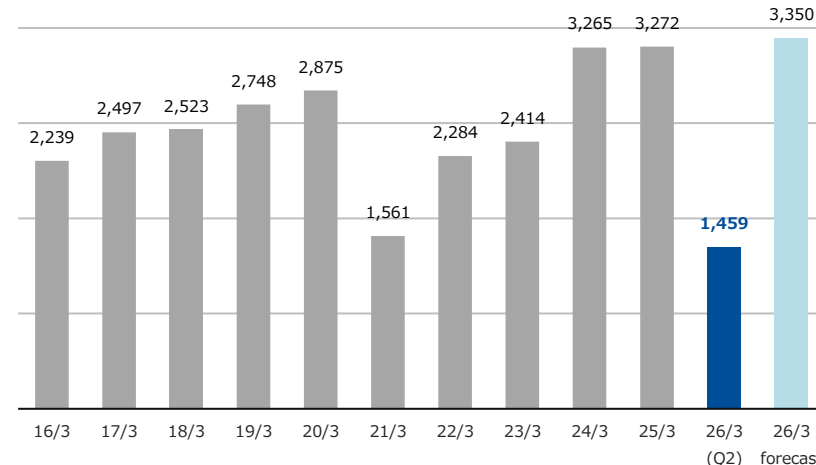
**Operating profit**  
(million yen) **2,169** million yen **47.2%** Progress



**Ordinary profit**  
(million yen) **2,279** million yen **47.5%** Progress



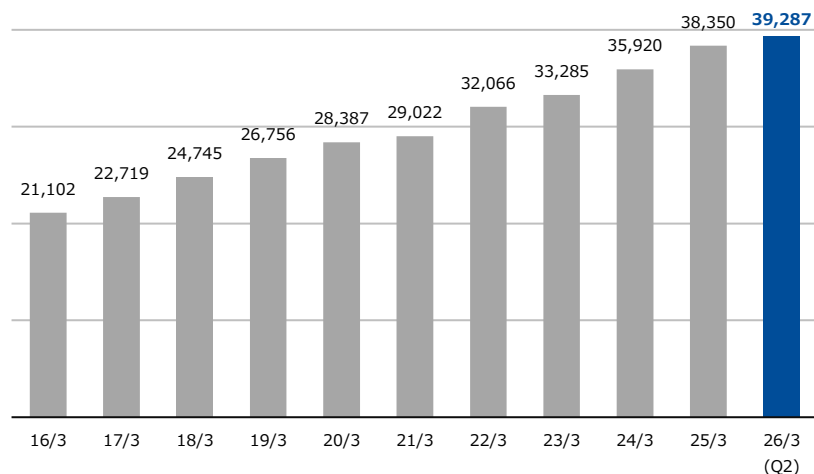
**Profit attributable to owner of parent**  
(million yen) **1,459** million yen **43.6%** Progress



# Highlights of Consolidated Financial Results

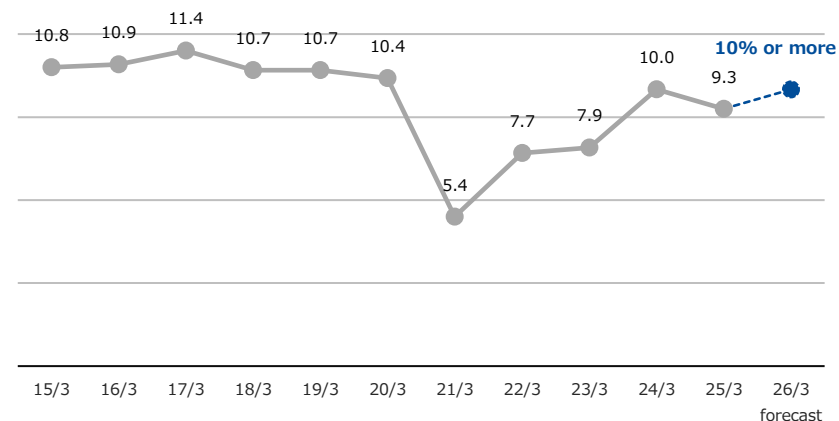
Net assets (million yen)

**39,287** million yen



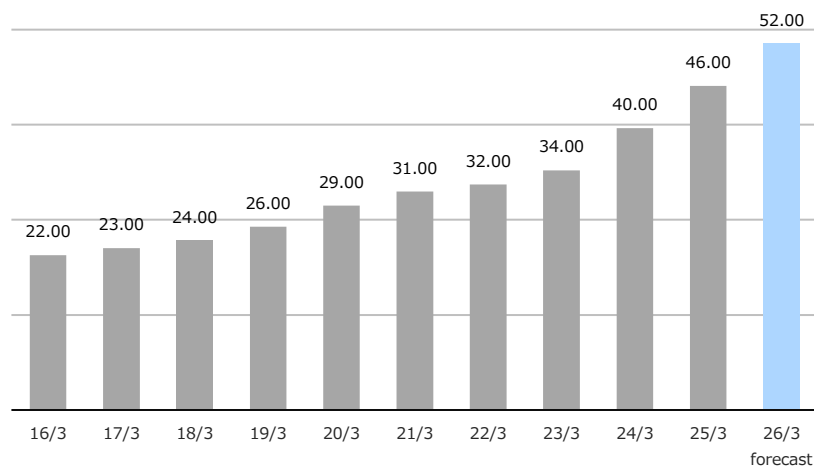
ROE (%)

Target **10** % or more



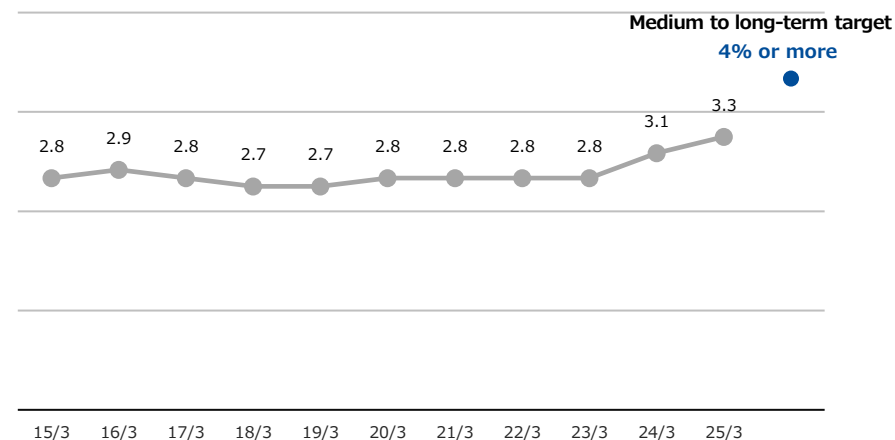
Dividend per share (yen)

**52.00** yen



DOE (%)

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



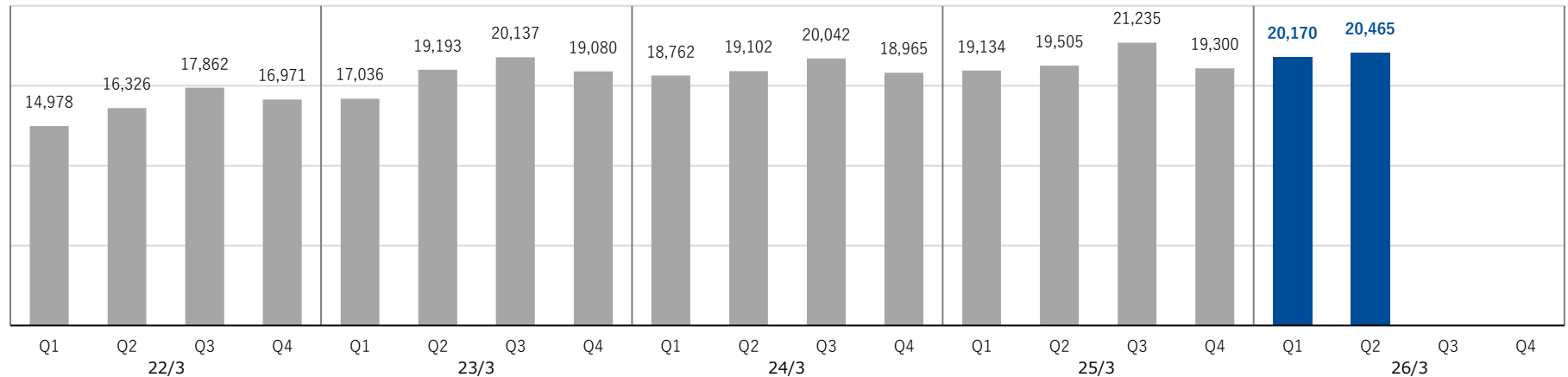
# Highlights of Consolidated Financial Results

	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3	24/3	25/3	26/3 Q2	26/3 (forecast)
<b>Result of Operations</b> (million yen)												
Net sales	50,211	50,410	52,811	57,828	60,599	59,562	66,139	75,447	76,873	79,175	40,636	85,000
Operating profit	3,441	3,516	3,537	3,907	4,085	3,354	3,594	4,355	4,673	4,465	2,169	4,600
Ordinary profit	3,544	3,614	3,655	4,023	4,177	3,455	3,810	4,563	4,872	4,679	2,279	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	1,459	3,350
EBITDA	3,910	4,052	4,079	4,425	4,916	3,783	5,095	5,482	6,503	6,580	3,159	-
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	-	-
<b>Financial Position</b> (million yen)												
Total assets	34,645	36,524	39,313	43,820	46,335	49,426	56,009	58,163	60,975	65,247	65,830	-
Net assets	21,102	22,719	24,745	26,756	28,387	29,022	32,066	33,285	35,920	38,350	39,287	-
Interest-bearing debt	508	501	500	853	1,106	3,875	5,315	4,513	4,880	6,061	-	-
<b>Cash Flows</b> (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	1,064	-
Cash flows from investing activities	△ 829	△ 646	△ 506	△ 1,551	△ 5,205	△ 2,264	△ 2,373	△ 1,389	△ 2,054	△ 1,693	△ 1,862	-
Cash flows from financing activities	△ 1,092	△ 1,032	△ 703	△ 915	△ 992	1,060	△ 22	△ 2,025	△ 1,083	△ 531	△ 54	-
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	14,648	-
<b>Per Share Information</b> (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	57.01	130.82
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
<b>Financial Indicators</b>												
Operating profit margin (%)	6.9	7.0	6.7	6.8	6.7	5.6	5.4	5.8	6.1	5.6	5.3	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	56.6	-
DOE (%)	2.9	2.8	2.7	2.7	2.8	2.8	2.8	2.8	3.1	3.3	-	-
<b>Stock Price Index</b>												
Stock closing price (yen)	834	933	939	1,006	929	1,069	1,017	1,002	1,290	1,424	1,670	-
Price earnings ratio (times)	10.3	10.0	10.0	9.8	8.6	17.9	11.7	10.6	10.1	11.1	-	-

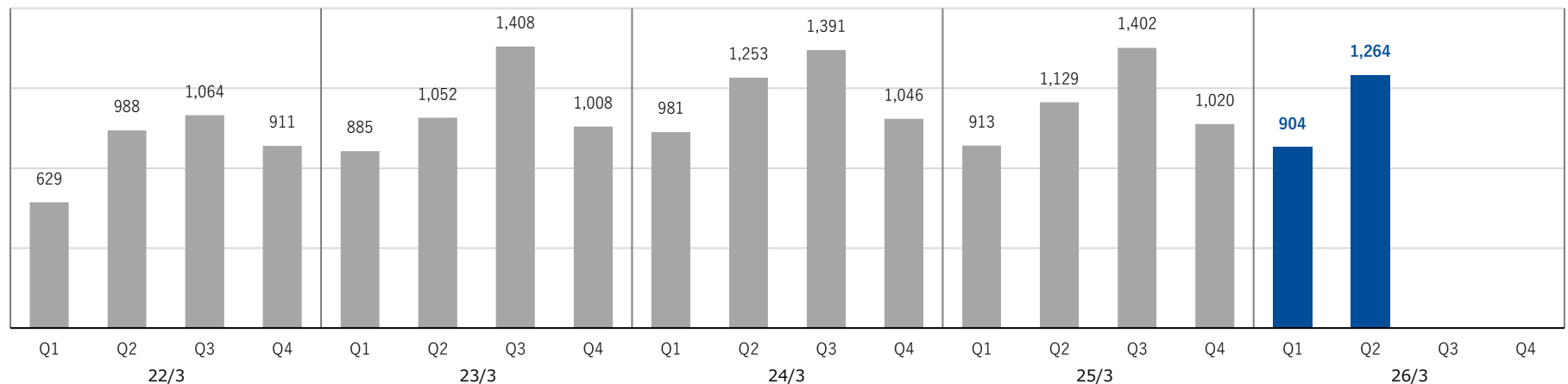
# Quarterly Highlights

## Consolidated

### Net sales (million yen)

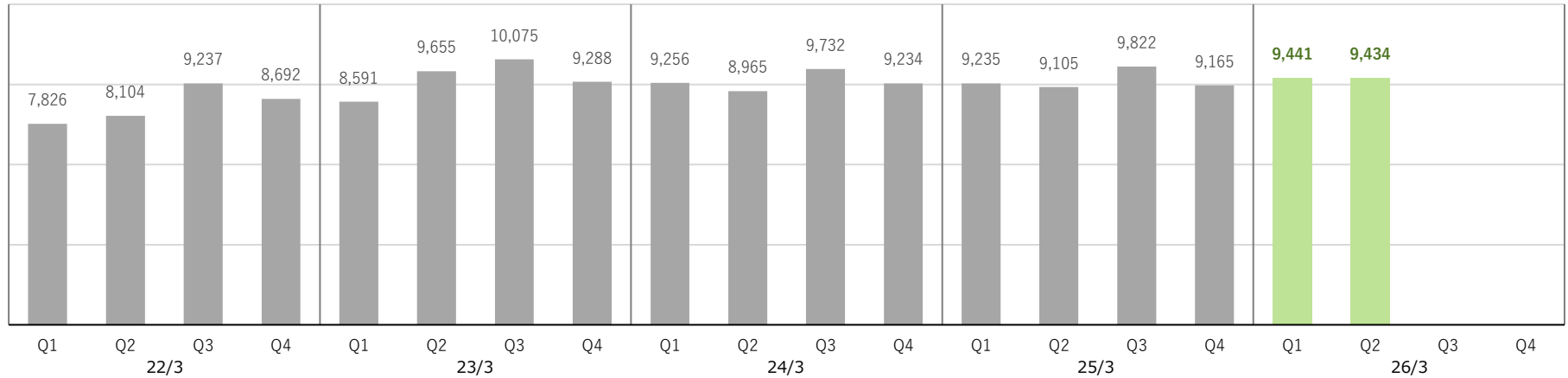


### Operating income (million yen)

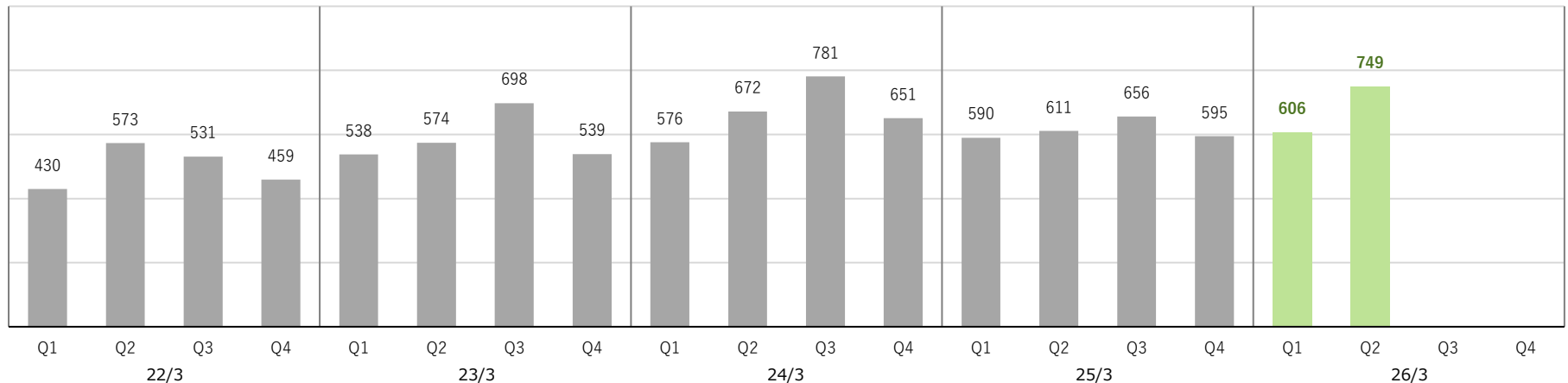


## Industrial Materials

### Net sales (million yen)



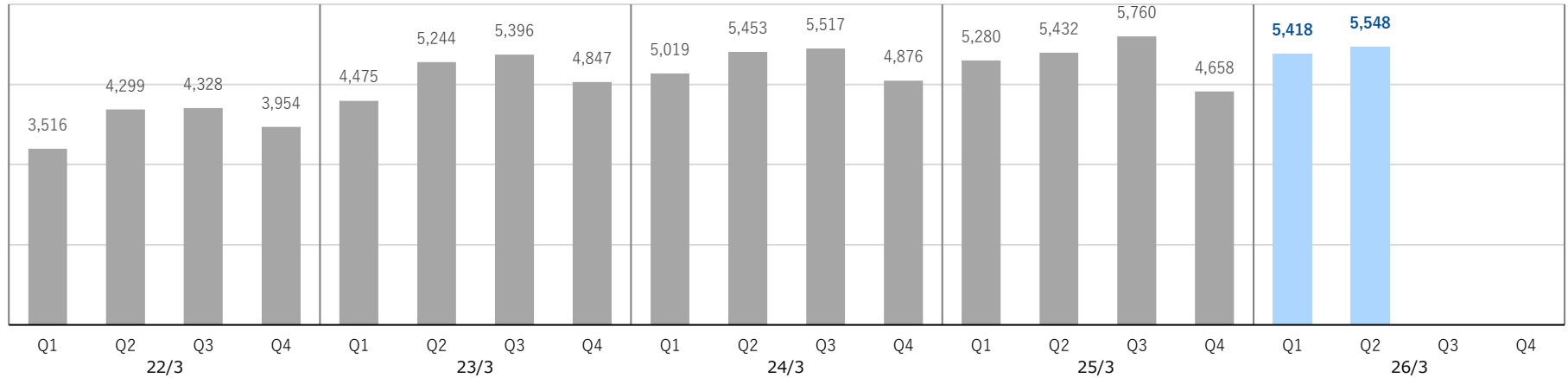
### Segment profit or loss (million yen)



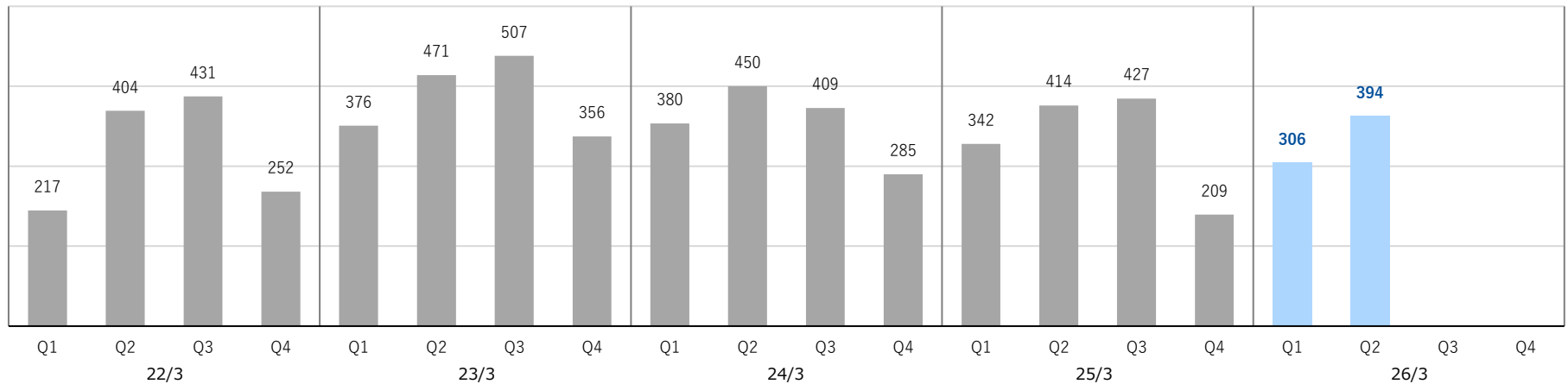
※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

## Structural Steel Materials

**Net sales** (million yen)

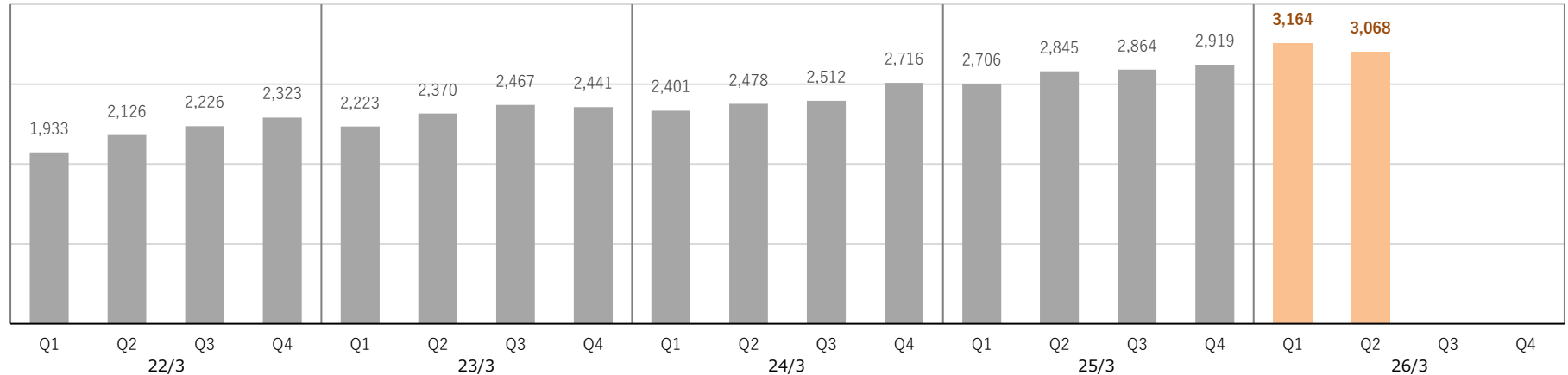


**Segment profit or loss** (million yen)

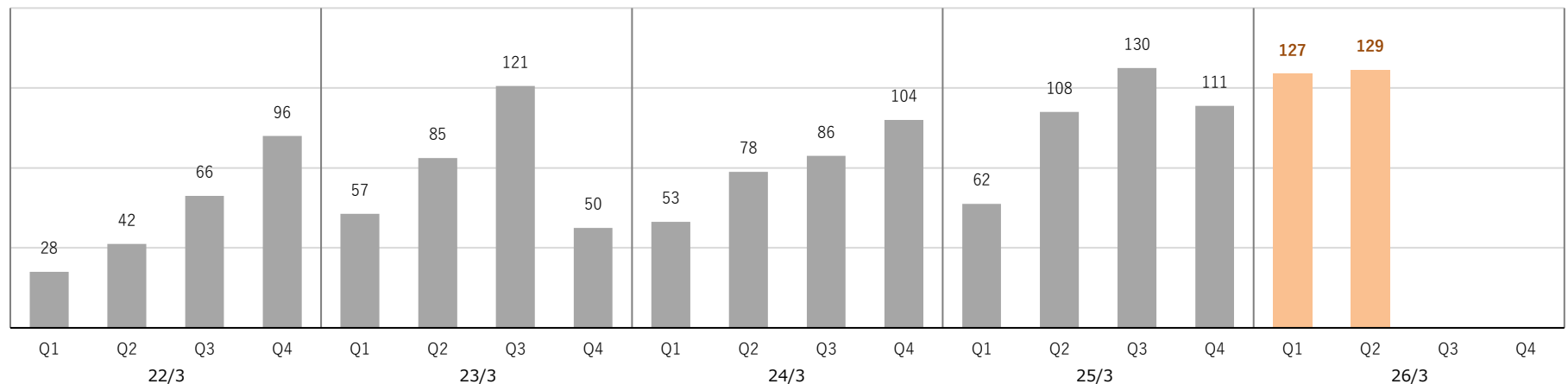


## Electrical Equipment

**Net sales** (million yen)

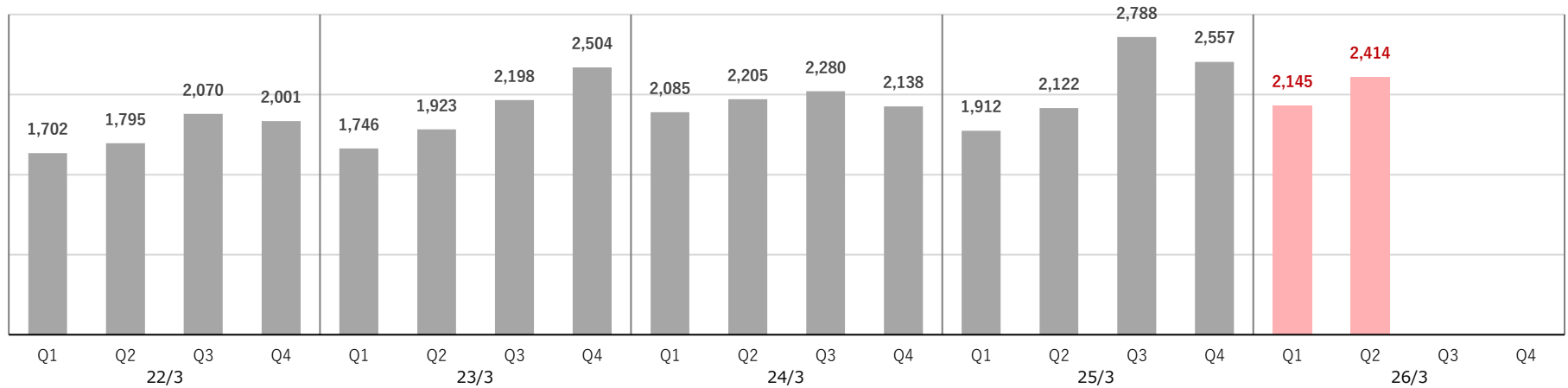


**Segment profit or loss** (million yen)

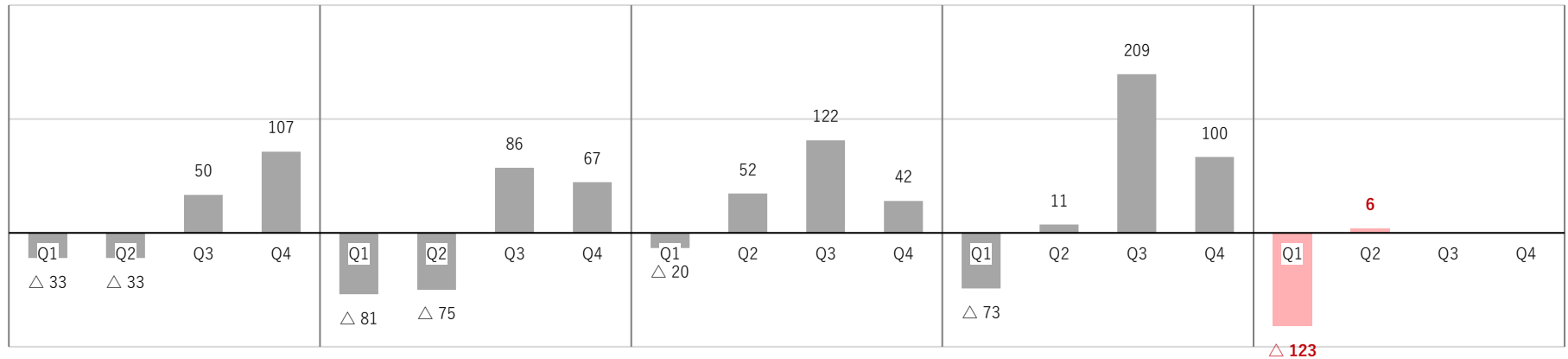


## Scaffolding Construction

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.



#### 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)**