



Tokyo Stock Exchange (Prime Market)
Securities Code : 7438

FY2023 Q3

Financial Results

February 9, 2023



Notes on forward-looking statements

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

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1. Highlights of Q3 FY2023 Financial Results

Summary of Q3 FY2023 Consolidated Financial Results



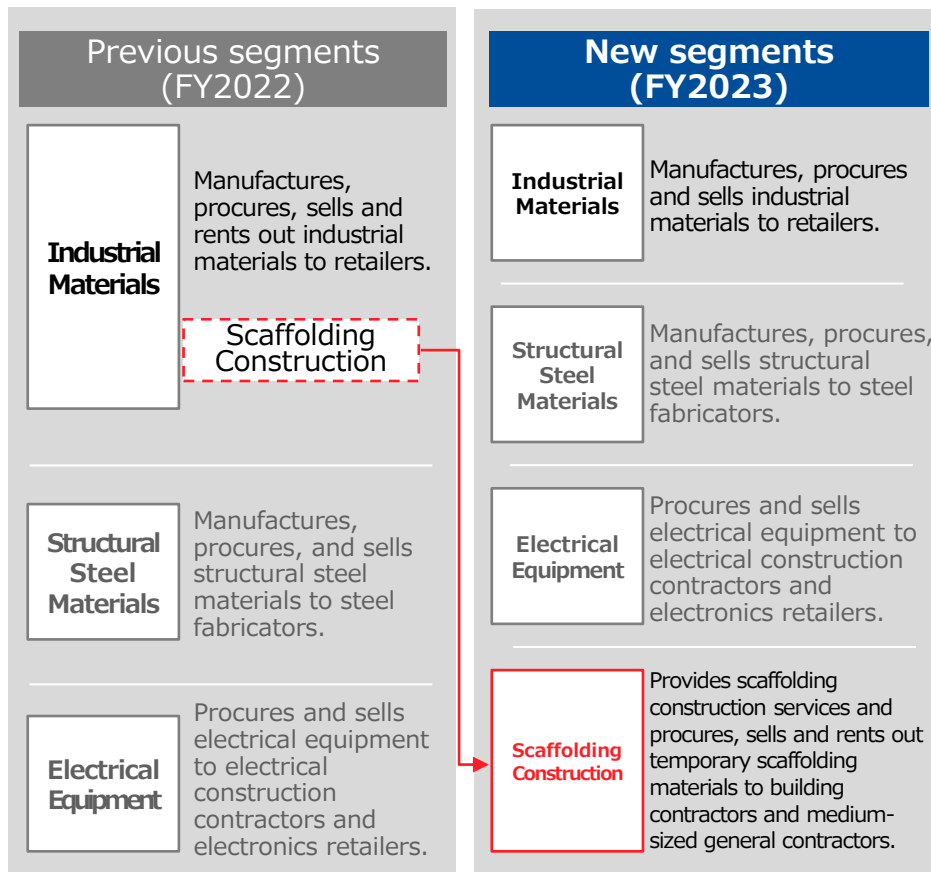
- Net sales increased due to sales contributions from KURIYAMA ALUMINUM (which became a subsidiary in October 2021) as well as a demand recovery in construction and price pass-through in response to higher manufacturing and procurement costs.
- Operating results increased thanks to the sales growth offsetting a dip in gross profit margin and higher SG&A expenses including freight costs and personnel expenses.

Net sales	56,367 million yen	YoY + 14.6%
Operating income	3,346 million yen	YoY + 24.8%
Ordinary income	3,495 million yen	YoY + 24.1%
Profit attributable to owner of parent	2,241 million yen	YoY + 36.4%
EBITDA	4,630 million yen	YoY + 24.9%

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

Change in Reporting Segments

- As scaffolding construction business, one of important growth strategies in medium-term management plan, has become more of a priority for KONDOTEC, Scaffolding Construction Segment is separated from Industrial Materials Segment with the aim of promoting understanding of our businesses.



Participation in “InnoTrans 2022”

- In September 2022, KONDOTEC participated in InnoTrans, the leading international trade fair for transport technology held in Berlin, Germany. We displayed and promoted Square Shaped Hook Bolts for railroad tie are used to connect a railroad tie to a railway bridge girder to international visitors at InnoTrans 2022. We will aim to further increase our brand recognition.



The four days of the InnoTrans 2022 drew 2,834 exhibitors from 56 countries and over 140,000 visitors from 131 countries.



Square Shaped Hook Bolts for railroad tie were put on display at InnoTrans 2022. This is our patented product which is widely used by railway companies in Japan.

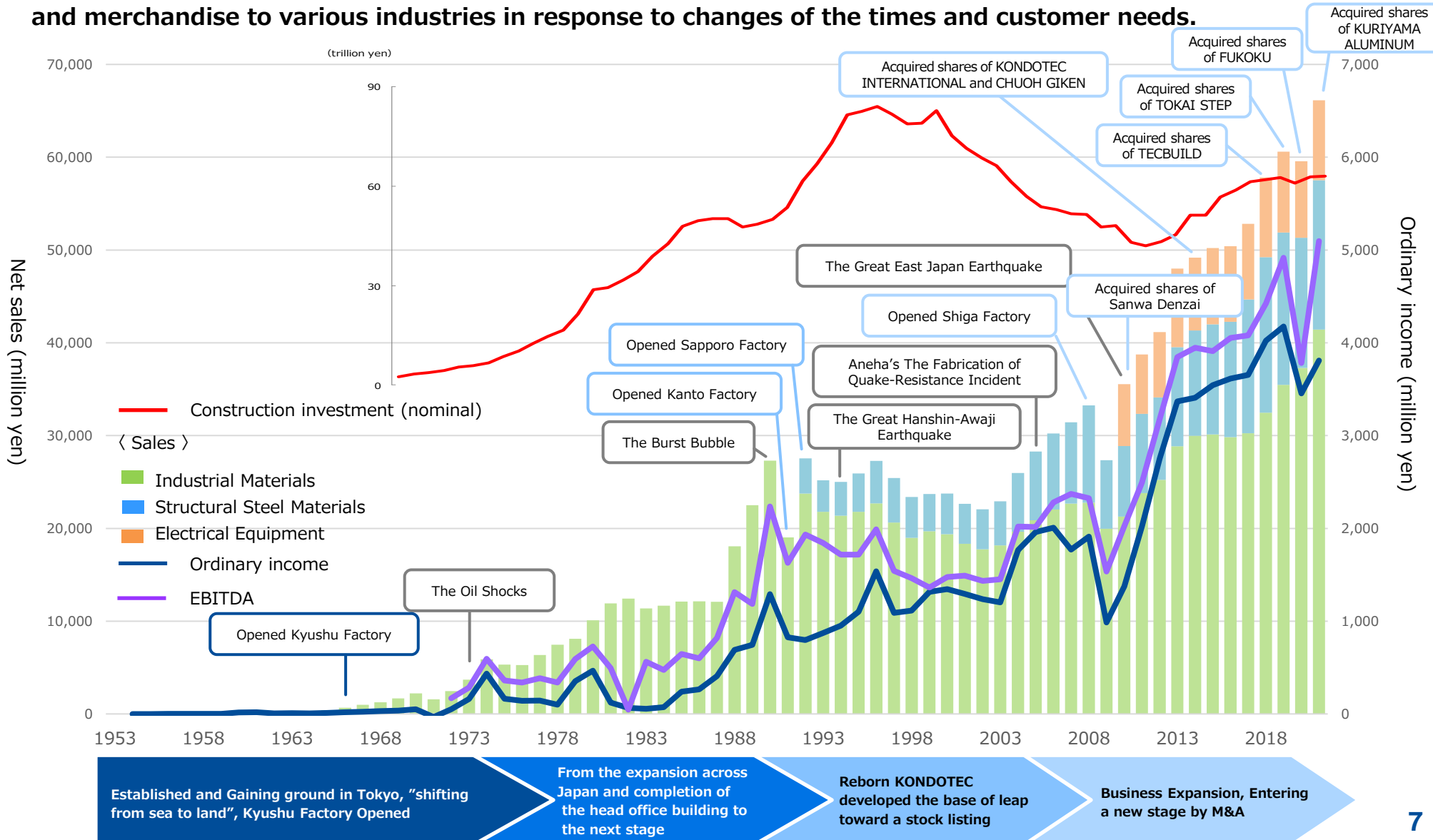


2. Company Overview

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



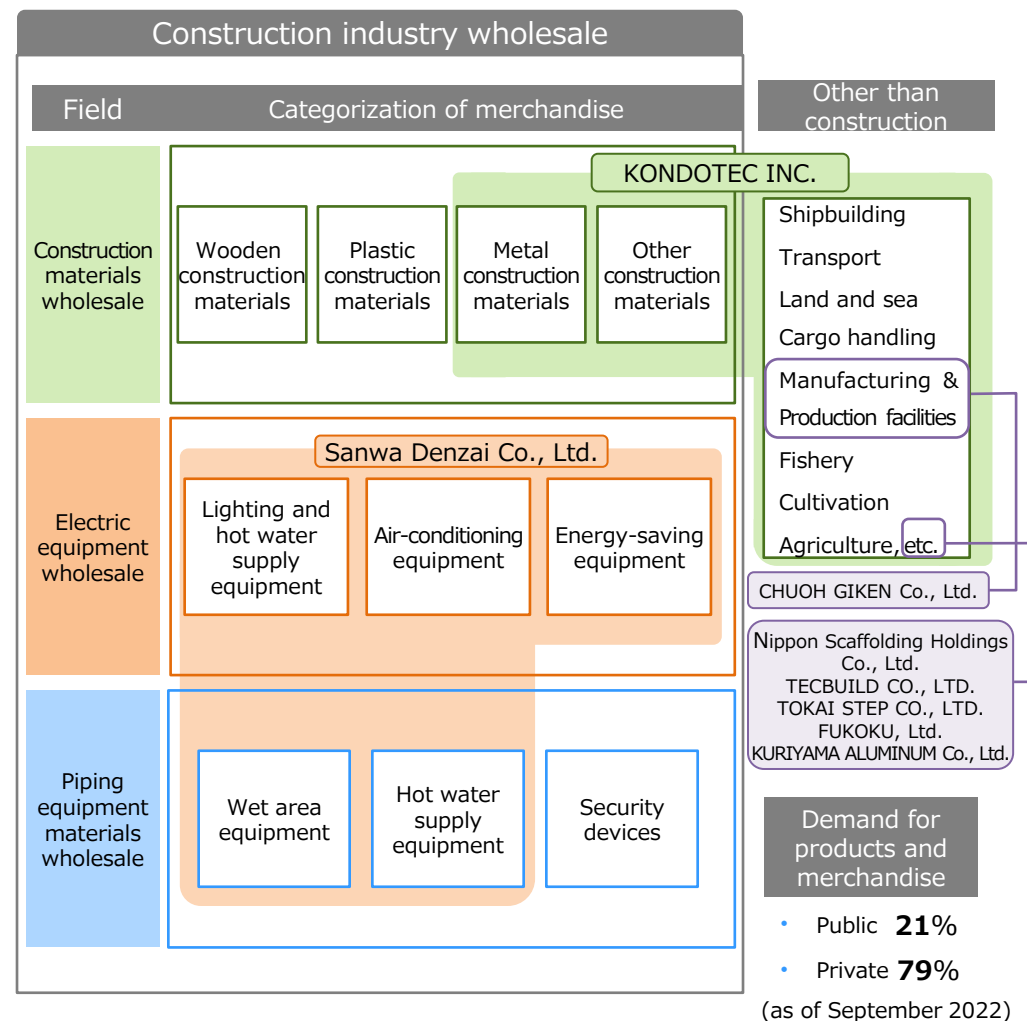
Company name	KONDO TEC INC.
Group companies	Sanwa Denzai Co., Ltd. KONDOTECH INTERNATIONAL (THAILAND) CO., LTD. CHUOH GIKEN Co., Ltd. Nippon Scaffolding Holdings Co., Ltd. TECBUILD CO., LTD. TOKAI STEP CO., LTD. FUKOKU, Ltd. KURIYAMA ALUMINUM Co., Ltd. (as of December 31, 2022)
Established	January 1953
President and Representative Director	Katsuhiko Kondo
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	Parent:733 Consolidated:1,215 (as of March 31, 2022)
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">■ Manufacturing, procurement and sales of industrial materials primarily in the retail hardware business.■ Manufacturing, procurement, and sale of structural steel materials mainly for steel fabricators.■ Procurement and sales of electrical equipment for electrical construction contractors and electronics retailers.■ Procurement, sale and rentals of temporary scaffolding materials and providing scaffolding construction services for building contractors and medium-sized general contractors.
Major items handled	<ul style="list-style-type: none">■ Products Turn buckles, braces, scaffolding chains, screws, anchor bolts, construction materials, machinery, and equipment etc.■ Merchandise Hardware, chains, wire ropes, screws, construction materials, lighting equipment, panel board, air-conditioning equipment ,and eco items etc.

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.

Business areas



Sales by Segment

(as of end March 2022)

Industrial Materials



Net sales **33,861** million yen
Sales weighting **51 %**

Customers Hardware stores, Wholesalers, Home improvement centers

Products/
Merchandise



Structural Steel Materials



Net sales **16,098** million yen
Sales weighting **24 %**

Customers Steel structure fabricators

Products/
Merchandise



Electrical Equipment



Net sales **8,610** million yen
Sales weighting **13 %**

Customers Electrical construction contractors, Electronics retailers

Products/
Merchandise



Scaffolding Construction



Net sales **7,568** million yen
Sales weighting **12 %**

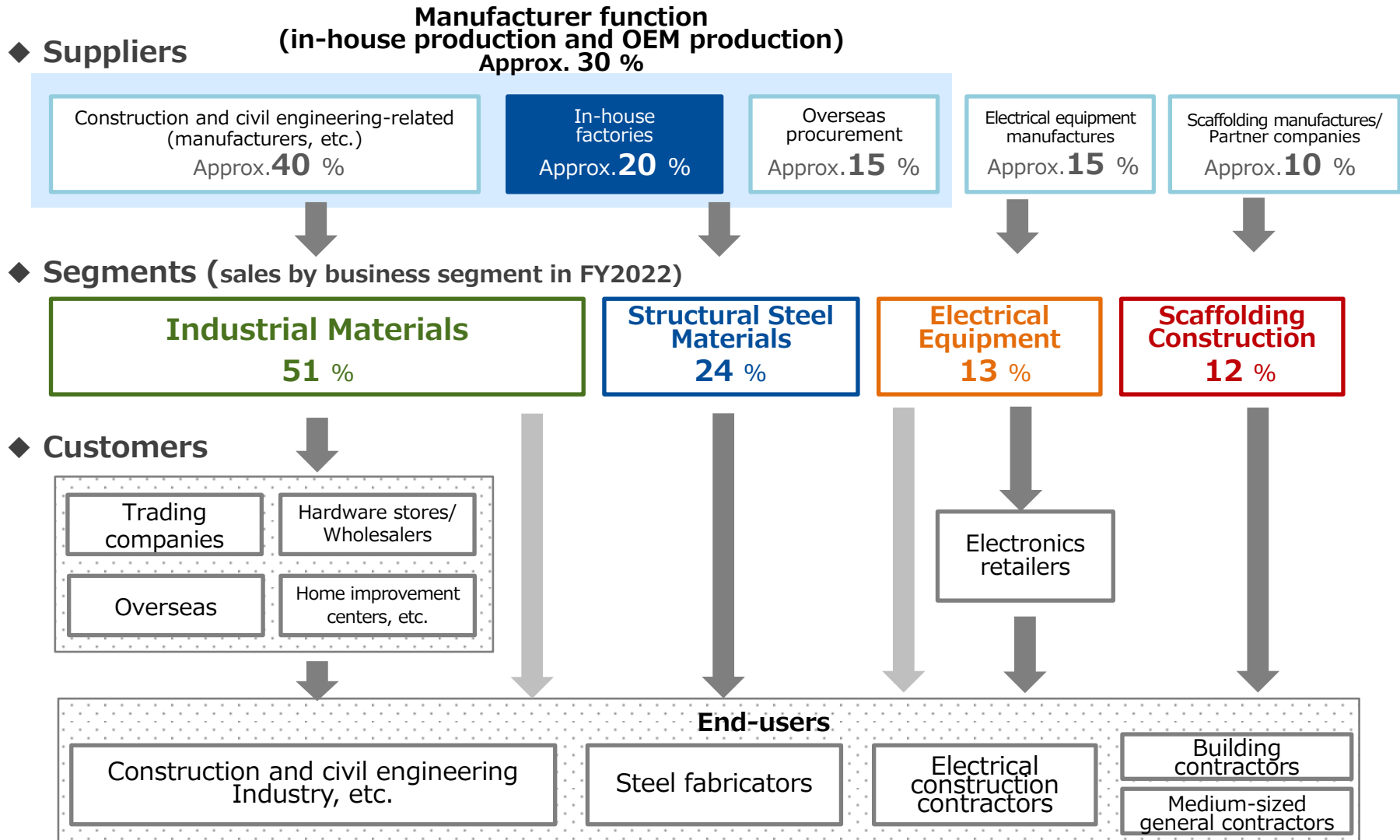
Customers building contractors, medium-sized general contractors

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.



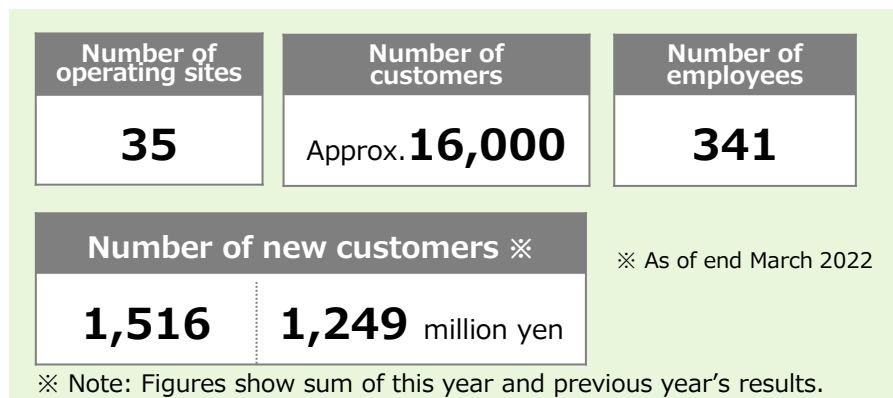
Segment Overview : Industrial Materials

Business areas

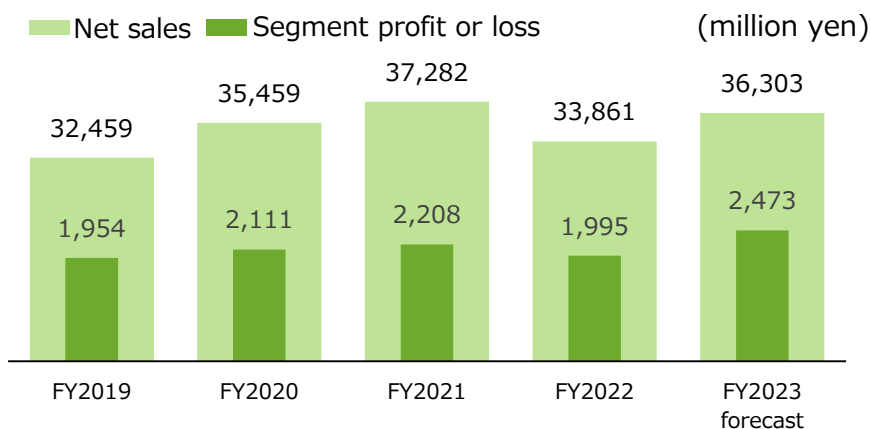
The Industrial Materials Segment manufactures, procures, and sells civil engineering and construction materials (primarily metal fittings through retail).

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.



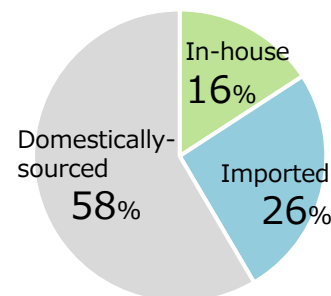
Results in the past 5 years



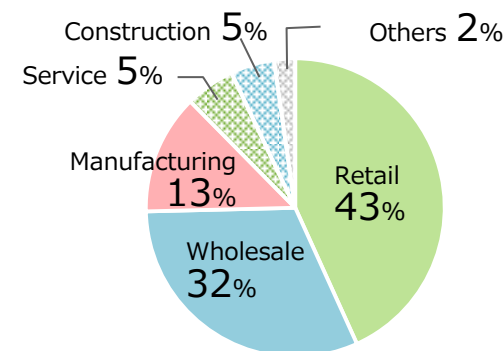
※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

Ratio of segment sales FY2022

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 (including the construction work related to the Linear Shinkansen and the Osaka-Kansai Japan Expo 2025).
- Develop new aluminum products in response to the need for lightweight materials.
- Enhance the e-commerce website.

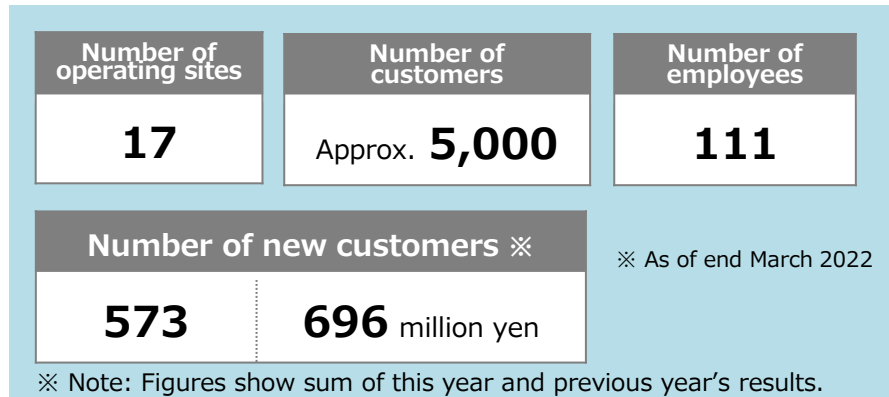
Segment Overview : Structural Steel Materials

Business areas

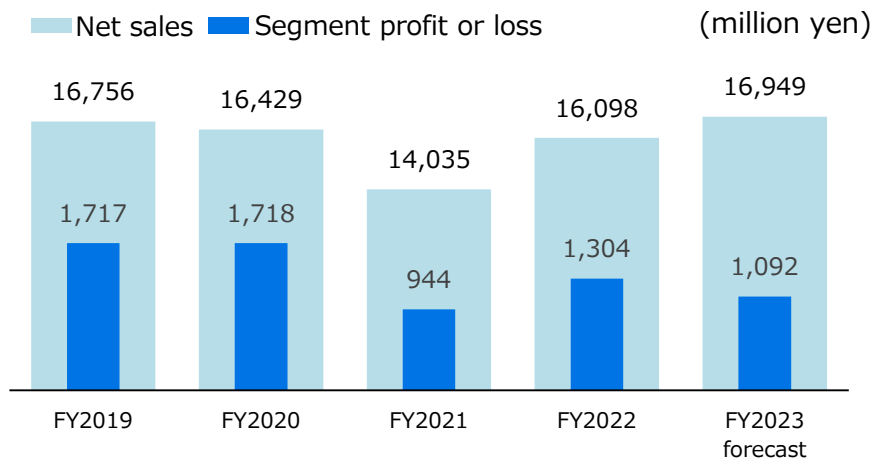
The Structural Steel Materials Segment manufactures, procures, and sells construction-related materials to nationwide steel structure fabricators.

Strengths

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

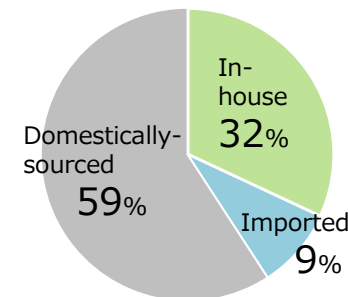


Results in the past 5 years

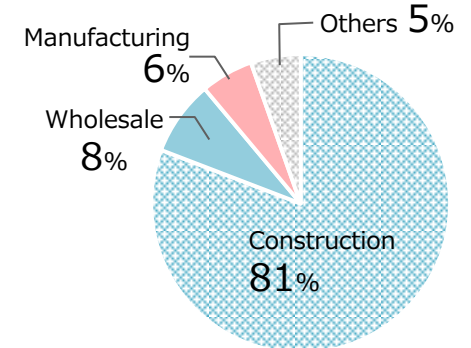


Ratio of segment sales FY2022

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.

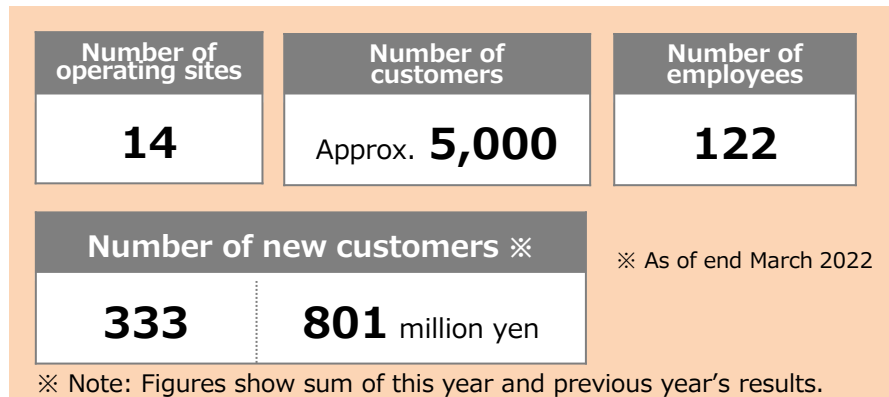
Segment Overview : Electrical Equipment

Business areas

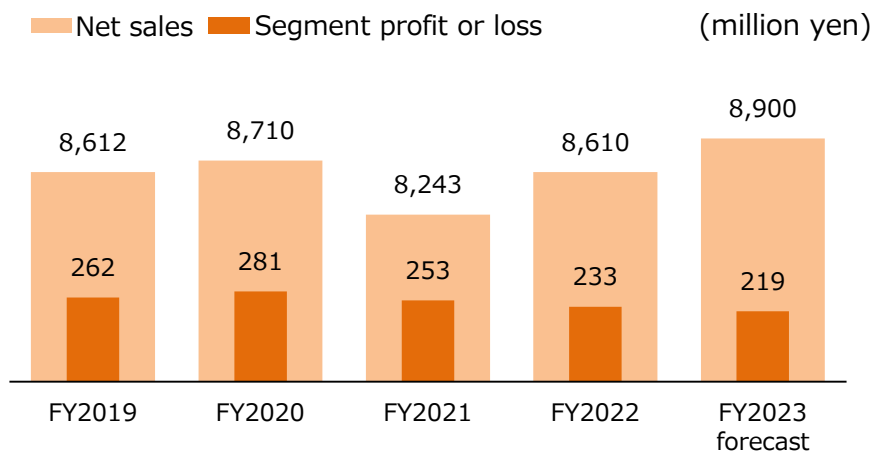
The Electrical Equipment Segment procures and sells electrical equipment to consumer electrical appliance stores and electrical construction contractors.

Strengths

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



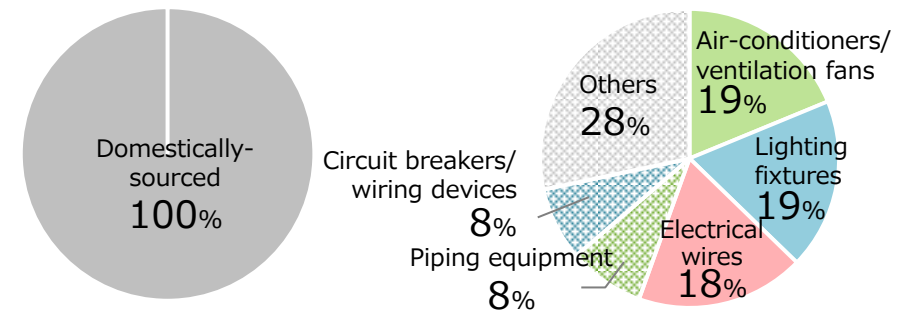
Results in the past 5 years



Ratio of segment sales FY2022

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)

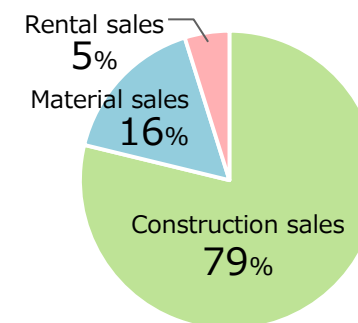
Number of operating sites	Number of employees
37	289 (construction workers: 96)
Capex for scaffolding materials	Book value of scaffolding materials
469 million yen	630 million yen

※ As of end March 2022

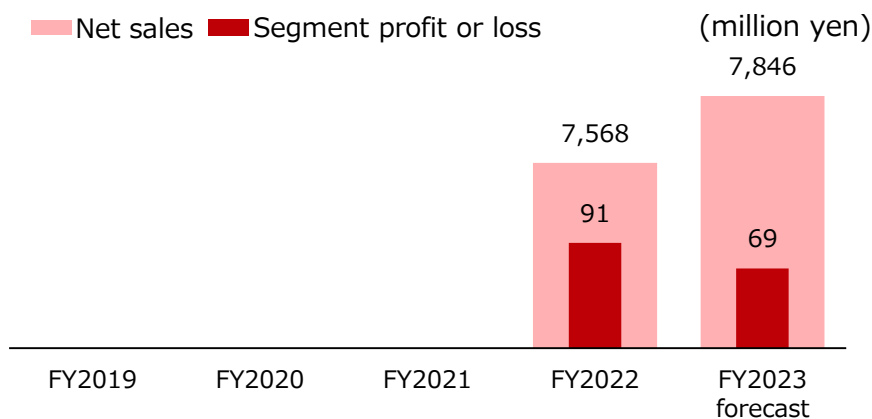
※ The amount of investment in the last year

Ratio of segment sales FY2022

Service type



Results in the past 5 years



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

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 (FY2022)

Market overview and initiatives

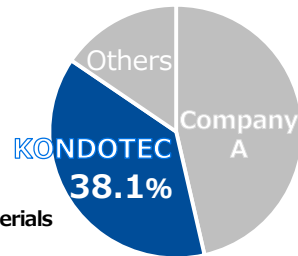
JIS certification Turnbuckle braces

Markets size
About **10** billion yen

They are seismic bracing products used in steel constructions

Segment

- Structural Steel Materials
- Industrial Materials



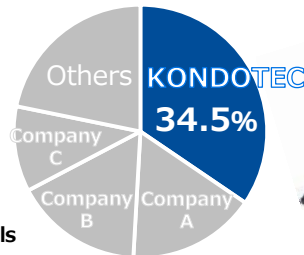
JIS certification Anchor bolts

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



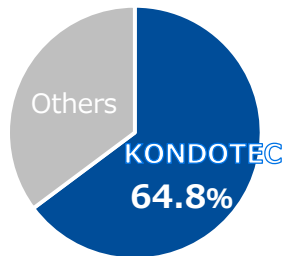
Scaffolding suspension chains

Markets size
About **1** billion yen

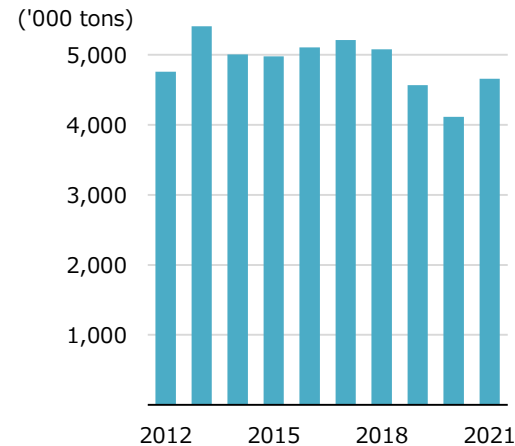
They are scaffolding materials to provide a safe working platform for work at height in bridge and expressway construction.

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.

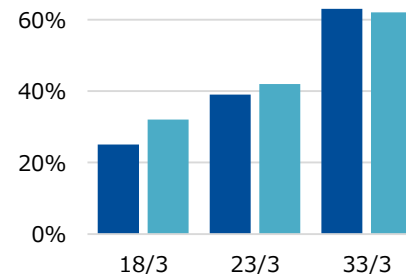
➤ initiatives to maintain and expand the market share

- 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

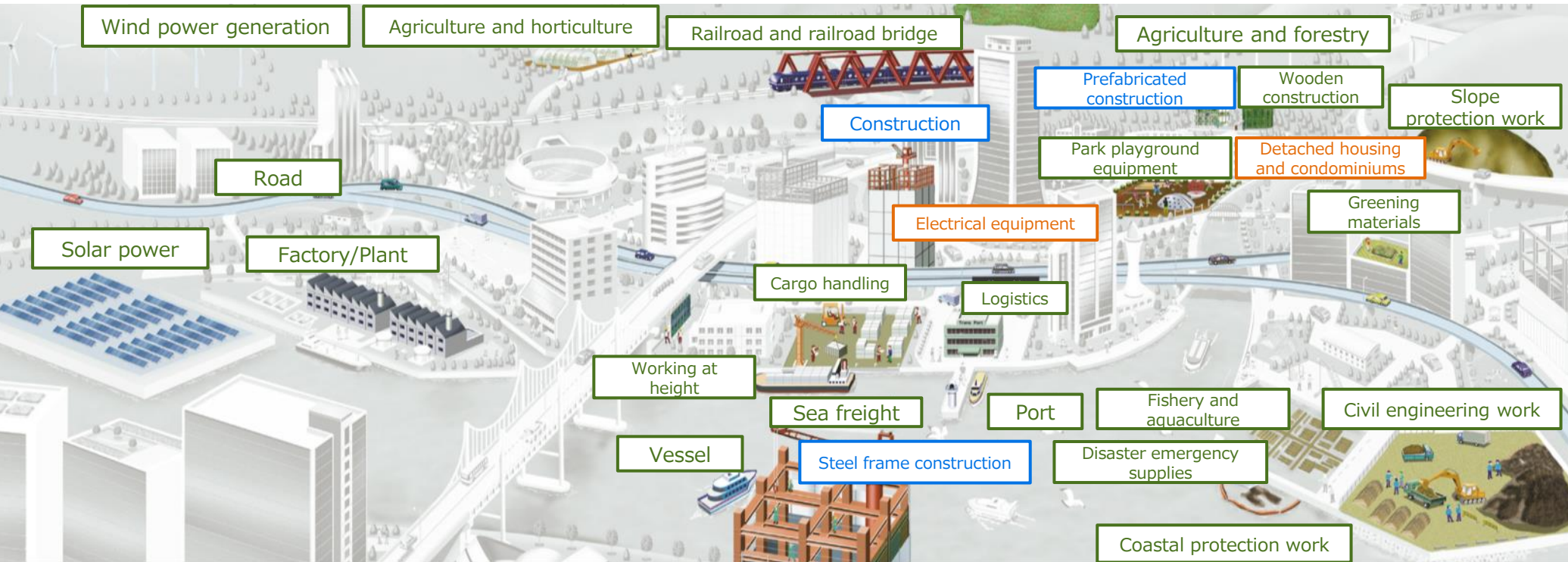
The number of 50-plus-year-old infrastructure is expected to increase exponentially in the next decade.

➤ 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.

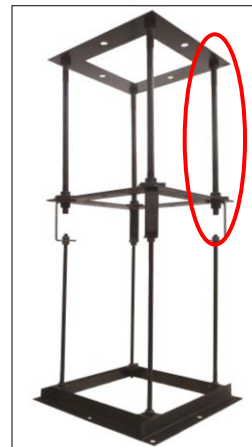


Anchor Bolts

- 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 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).



- Our subsidiaries, TECBULID, TOKAI STEP, and FUKOKU handle assembly and disassembly of scaffolding is used for construction and repair of warehouses, detached homes and condominiums.

Overpass repair



Condominium construction



4. Q3 FY2023 Financial Results and Analysis

Q3 FY2023 Consolidated Financial Results



(million yen)

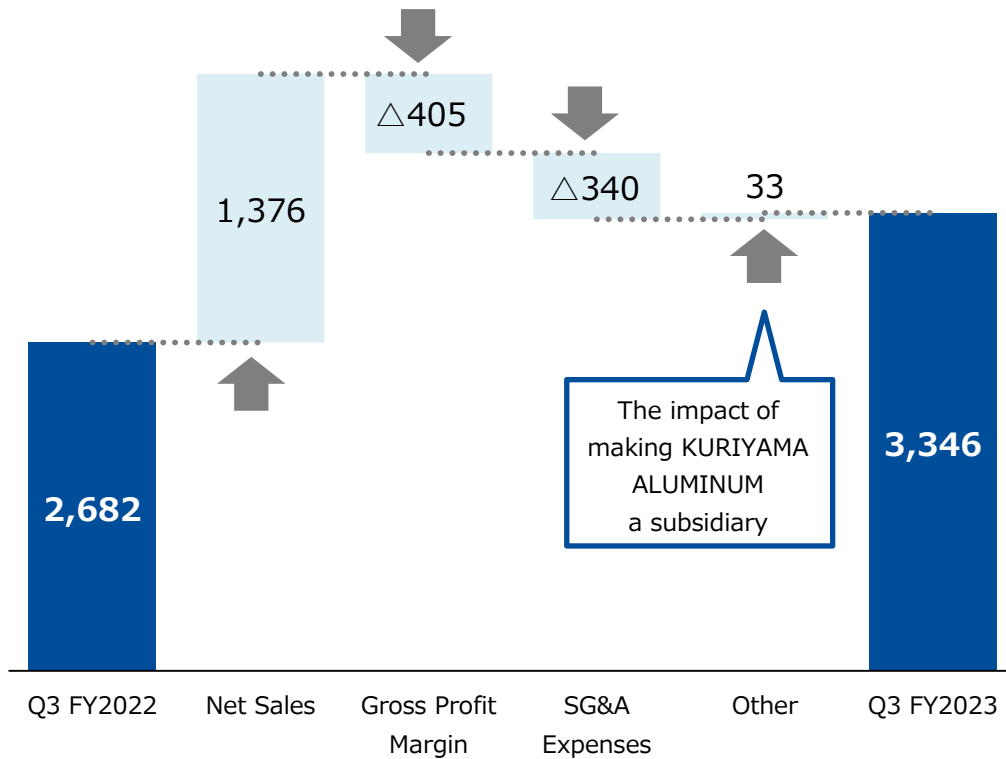
	Q3 FY2022	Q3 FY2023	YoY	
			Amount	%
Net sales	49,167	56,367	+7,199	+14.6%
Gross profit	11,056	12,182	+1,125	+10.2%
SG&A expenses	8,373	8,835	+461	+5.5%
Operating income	2,682	3,346	+664	+24.8%
Ordinary income	2,815	3,495	+679	+24.1%
Profit attributable to owner of parent	1,642	2,241	+598	+36.4%
EBITDA	3,708	4,630	+922	+24.9%

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

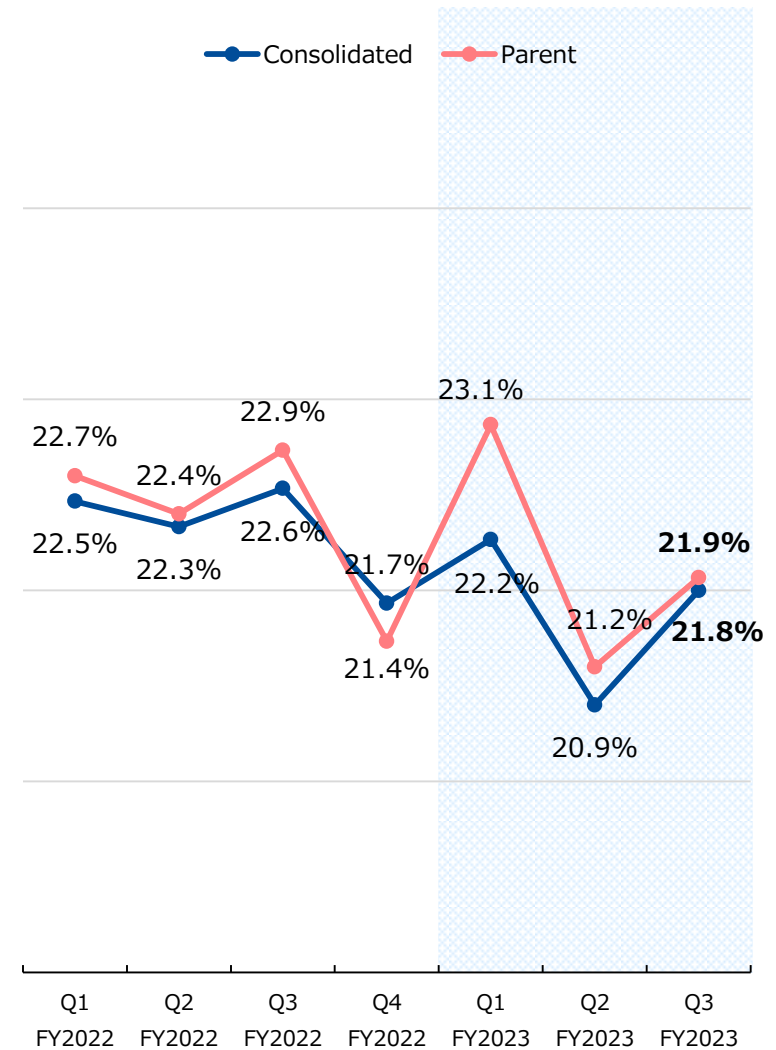
Operating Income Analysis (Consolidated)

Operating income analysis

(million yen)



Quarterly GPM



※ Note: The following figures do not include KURIYAMA ALUMINUM.

Gross Profit Margin	22.5% → 21.8%
SG&A Expenses	Bonuses +164 million yen Salaries +108 million yen Freight and packing costs +79 million yen

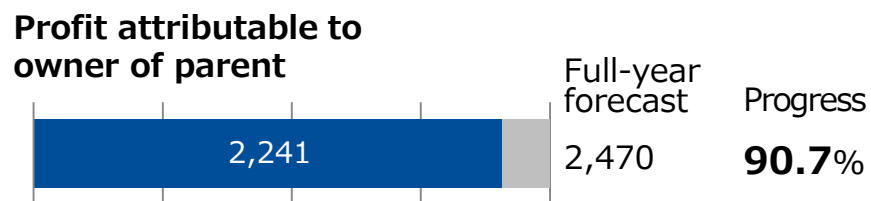
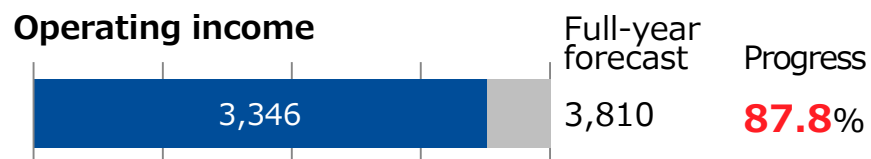
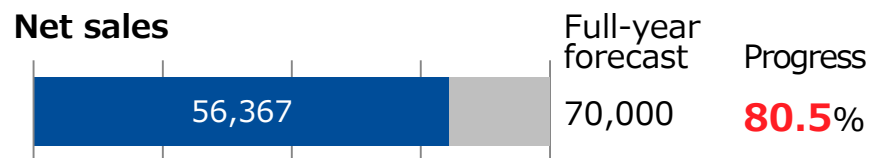
Q3 FY2023 Consolidated Financial Results

Progress for FY2023 Forecast

Progress for FY2023 forecast

(million yen)

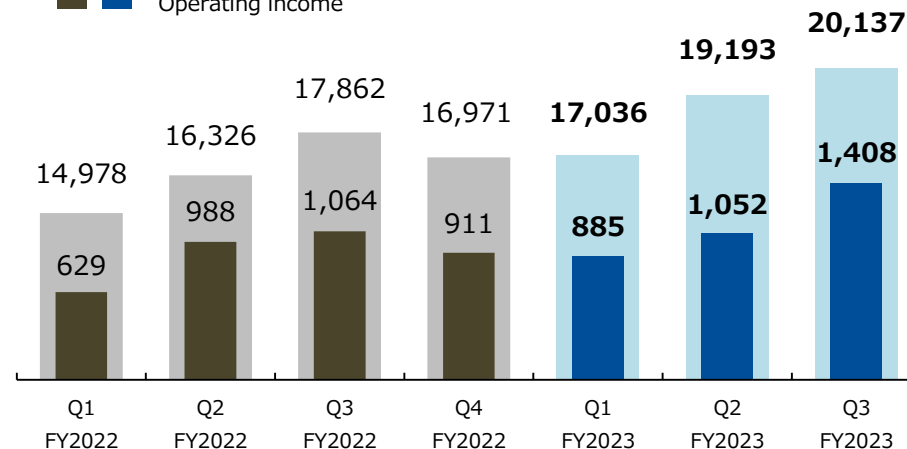
■ Q3 FY2023 ■ Full-year forecast



Net sales and operating income

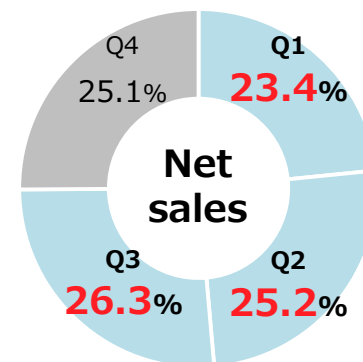
(million yen)

■ Net sales ■ Operating income

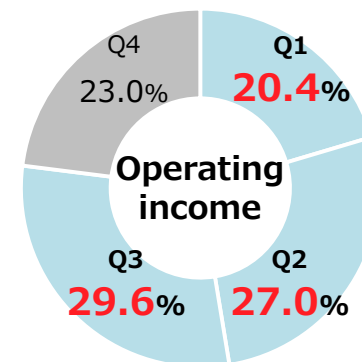


Quarterly percentage breakdown (5-year average)

Q1 - Q3 **74.9%**



Q1 - Q3 **77.0%**



Consolidated Balance Sheet [Assets]



(million yen)

		FY2022	Q3 FY2023	Change
Current assets	Cash and deposits	10,164	8,898	△1,266
	Notes and receivable-trade, and contract assets	13,200	14,341	+1,140
	Electronically recorded monetary claims operating	2,861	3,959	+1,098
	Inventories	7,183	8,167	+984
	Other	1,225	590	△635
	Total current assets	34,636	35,957	+1,321
Non-current assets	Property, plant and equipment	15,011	15,377	+366
	Intangible assets	5,368	5,011	△356
	Investments and other assets	993	977	△16
	Total non-current-assets	21,373	21,366	△6
Total assets		56,009	57,323	+1,314

Consolidated Balance Sheet [Liabilities and Net Assets]



(million yen)

		FY2022	Q3 FY2023	Change
Current liabilities	Notes and accounts payable-trade	4,346	4,739	+392
	Electronically recorded obligations-operations	9,114	10,054	+939
	Breakdown			
	Electronically recorded obligations-operations	10,762	11,787	+1,025
	Repayment before maturity	△1,648	△1,733	△85
	Short-term loans payable	4,610	3,610	△1,000
	Income taxes payable	814	440	△373
	Other	3,097	3,082	△15
Total current liabilities		21,983	21,927	△55
Non-current liabilities		1,959	2,255	+295
Total liabilities		23,942	24,182	+239
Net assets	Shareholder's equity	31,342	32,506	+1,163
	Accumulated other comprehensive income	△1,255	△1,367	△111
	Non-controlling interests	1,979	2,002	+22
	Total net assets	32,066	33,141	+1,074
Total liabilities and net assets		56,009	57,323	+1,314

5. Q3 FY2023 Financial Results and Analysis by Segment

Q3 FY2023 Financial Results by Segment



(million yen)

		Q3 FY2022	Q3 FY2023	Change (%)	Full-year forecast	Progress
Industrial Materials	Net sales	25,169	28,321	+12.5%	36,303	78.0%
	Segment profit or loss	1,535	1,812	+18.0%	2,473	73.3%
	EBITDA	1,658	2,018	+21.7%	–	–
Structural Steel Materials	Net sales	12,144	15,116	+24.5%	16,949	89.2%
	Segment profit or loss	1,052	1,355	+28.8%	1,092	124.0%
	EBITDA	1,082	1,384	+27.9%	–	–
Electrical Equipment	Net sales	6,286	7,061	+12.3%	8,900	79.3%
	Segment profit or loss	137	263	+91.7%	219	120.4%
	EBITDA	162	289	+78.3%	–	–
Scaffolding Construction	Net sales	5,567	5,867	+5.4%	7,846	74.8%
	Segment profit or loss	△15	△70	–	69	–
	EBITDA	498	456	△8.4%	–	–

※ Note: Figures for FY2022 have been restated under new segment classification.

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

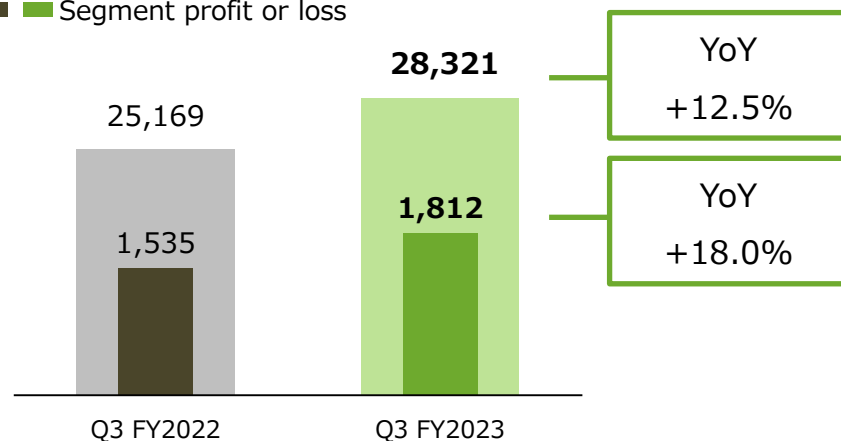
※ Note: EBITDA= Segment profit or loss + Depreciation + Amortization of goodwill

Net sales and segment profit or loss

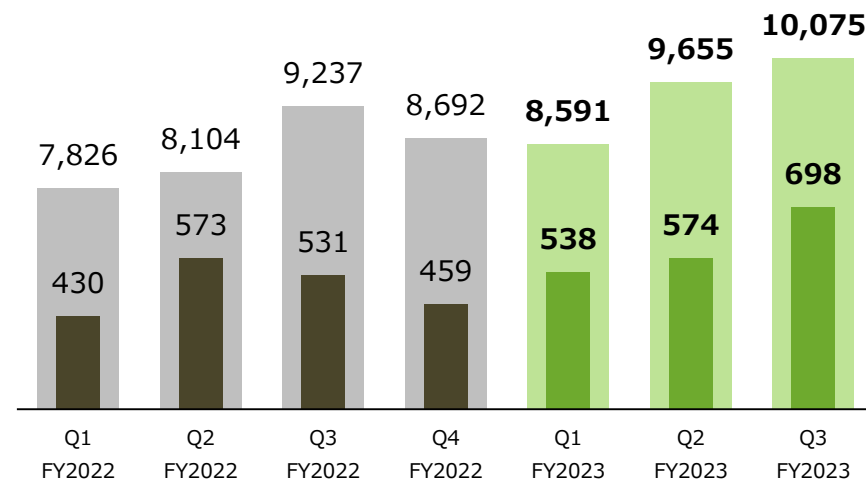
(million yen)

■ YoY

- Net sales
- Segment profit or loss



■ Quarterly



Factors affecting net sales

Net sales increased by about 3,150 million yen YoY.

Sales increased due to price pass-through in response to higher manufacturing and procurement costs and sales contributions from KURIYAMA ALUMINUM (which became a subsidiary in October 2021).

Increased/decreased amount in net sales (million yen)

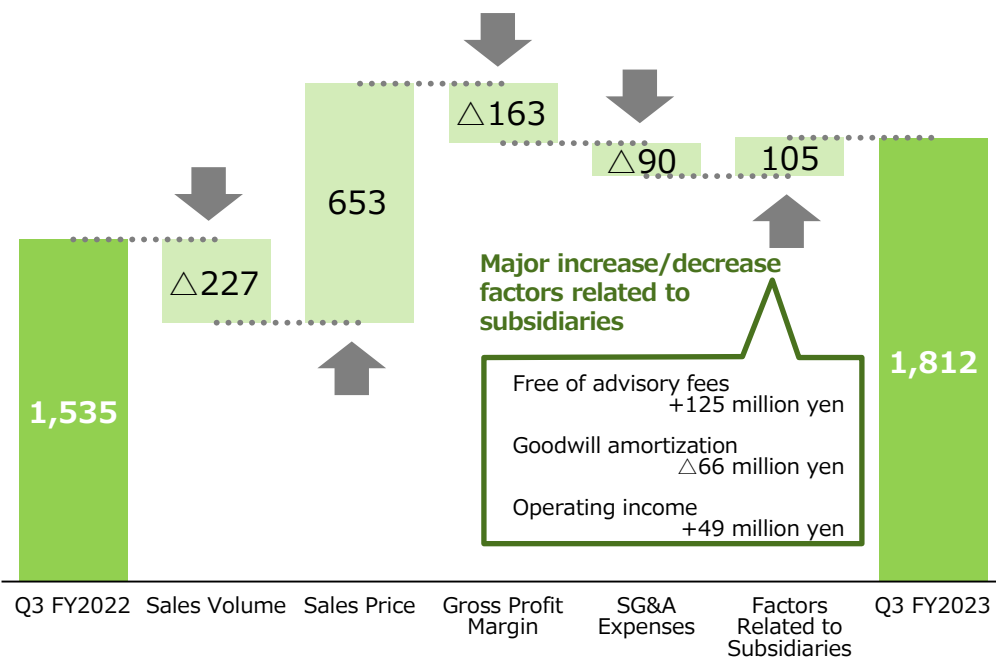
Products (approx.)	+210	Scaffolding suspension chains	+53	Orders increased due to a rise in the number of large-scale projects.
Merchandise (approx.)	+1,870	Other chains	+746	Sales increased due to some large orders.
Other	+1,071	KURIYAMA ALUMINUM		Sales increased on the contributions from new subsidiary.

※ Figures for FY2022 have been restated under new segment classification.

Industrial Materials

Segment profit or loss analysis

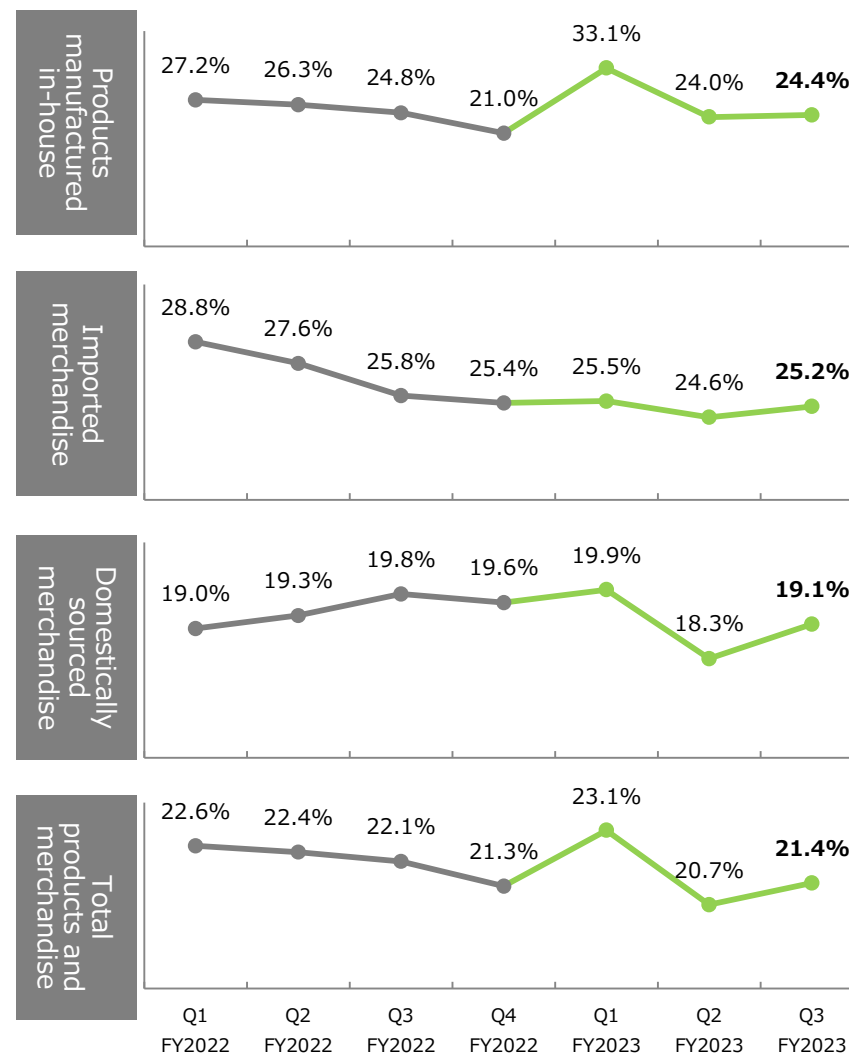
(million yen)



※ Note: The following figures do not include subsidiaries.

Sales Volume	Products Δ47 million yen Merchandise Δ179 million yen
Sales Price	Products +89 million yen Merchandise +563 million yen
Gross Profit Margin	Products 26.0% → 26.8% Merchandise 21.6% → 20.8% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Bonuses +46 million yen Salaries +7 million yen Travel and transportation expenses +6 million yen

Quarterly GPM

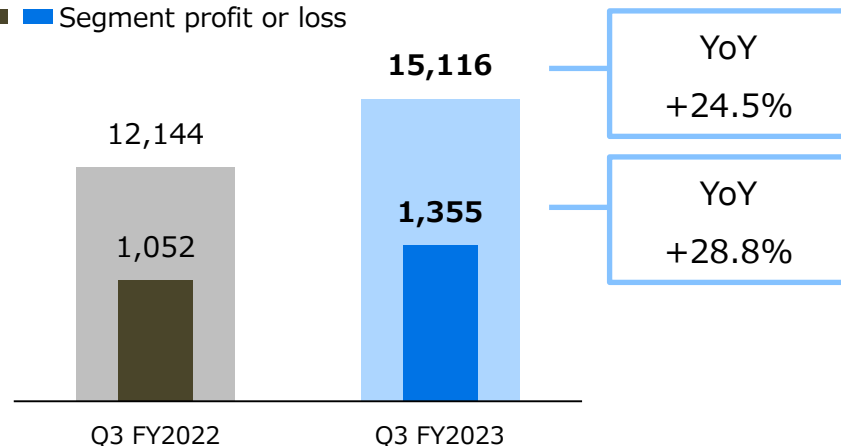


Net sales and segment profit or loss

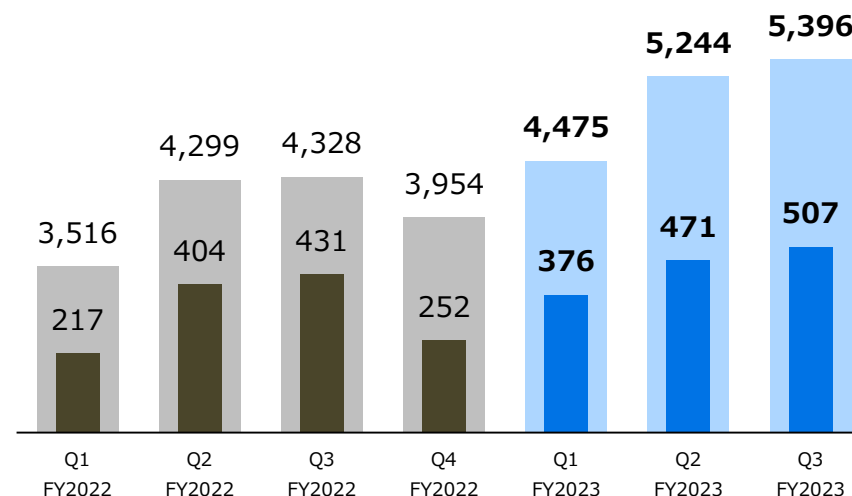
(million yen)

■ YoY

- Net sales
- Segment profit or loss



■ Quarterly



Factors affecting net sales

Net sales increased by about 2,970 million yen YoY.

Sales increased due to steady growth in sales of steel frame materials, braces, and anchor bolts, which reflected recovery in steel frame demand for large properties and price pass-through in response to higher manufacturing and procurement costs.

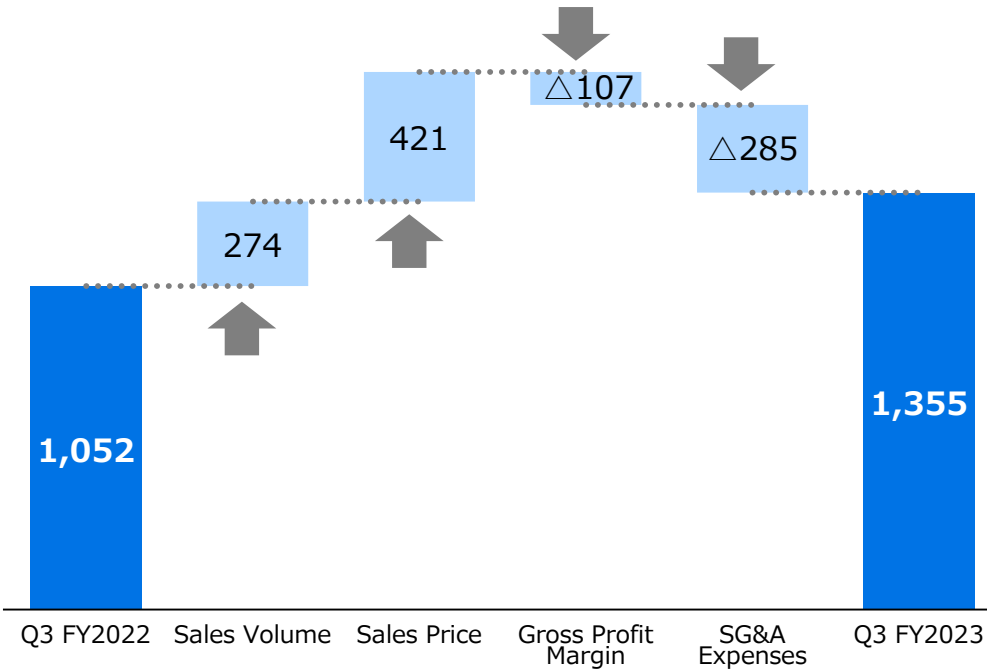
Increased/decreased amount in net sales (million yen)

Products (approx.)	+850	Braces	+471	Sales increased due to a rise in sales prices and the number of large property projects as well as a recovery in steel frame demand.
Merchandise (approx.)	+2,120	Steel frame materials	+800	Sales increased due to a rise in sales prices and the demand recovery.

Structural Steel Materials

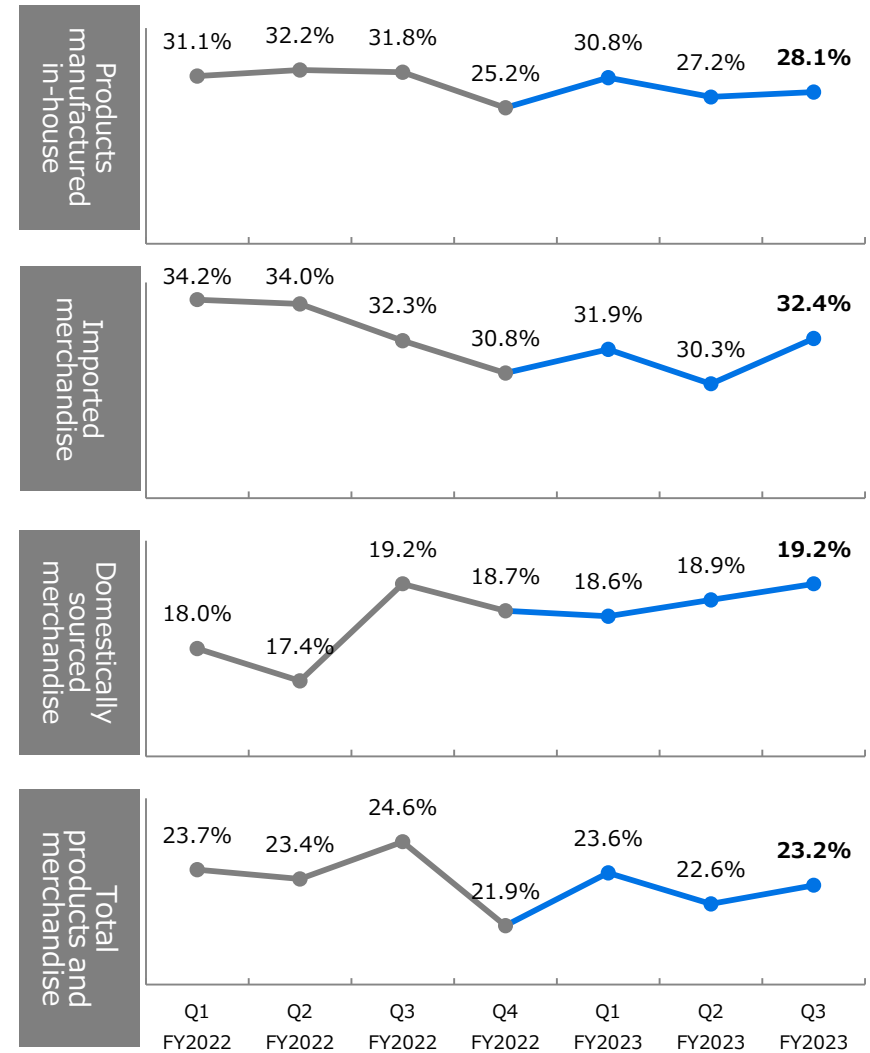
Segment profit or loss analysis

(million yen)



Sales Volume	Products +92 million yen Merchandise +182 million yen
Sales Price	Products +179 million yen Merchandise +241 million yen
Gross Profit Margin	Products 31.7% → 28.5% Merchandise 20.0% → 20.5% (including imported merchandise and domestically sourced merchandise)
SG&A Expenses	Freight and packing costs +97 million yen Bonuses +91 million yen Salaries +30 million yen

Quarterly GPM

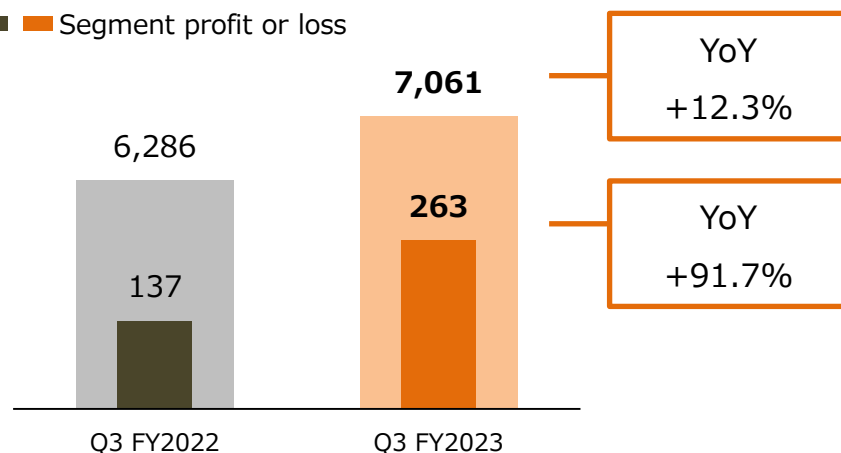


Net sales and segment profit or loss

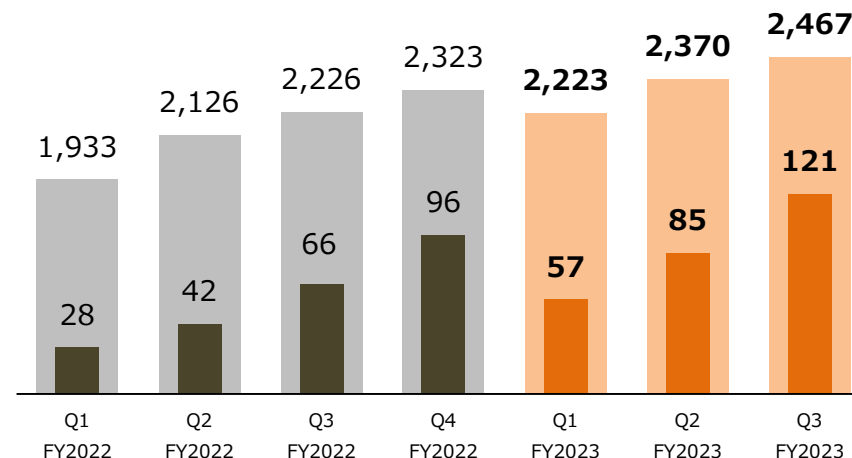
(million yen)

YoY

- Net sales
- Segment profit or loss



Quarterly



Factors affecting net sales

Net sales increased by about 770 million yen YoY.

Now that the prolonged construction periods and delays in merchandise supplies stemming from the semiconductor shortages have started to ease, sales increased as a result of the penetration of price pass-through in response to price revision requests from manufacturers and acquisition of orders related to carbon neutrality.

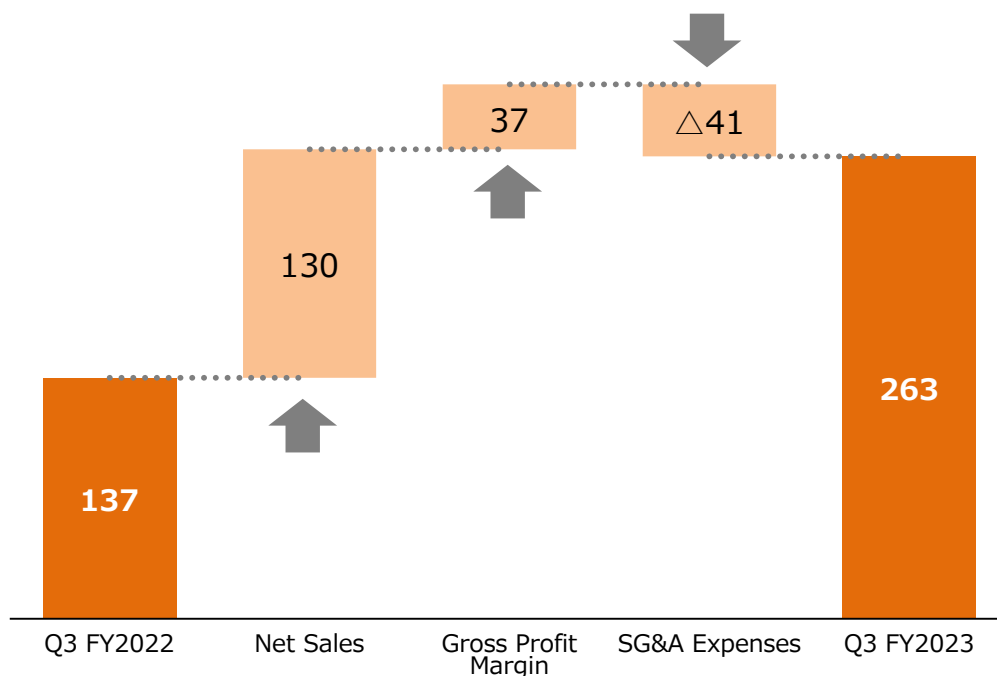
Increased/decreased amount in net sales (million yen)

Lighting fixtures	+285	The number of LED lighting replacement works increased.
Electrical wires	+185	Sales increased due to a rise in the number of orders and higher unit sales prices reflecting higher copper prices.

Electrical Equipment

Segment profit or loss analysis

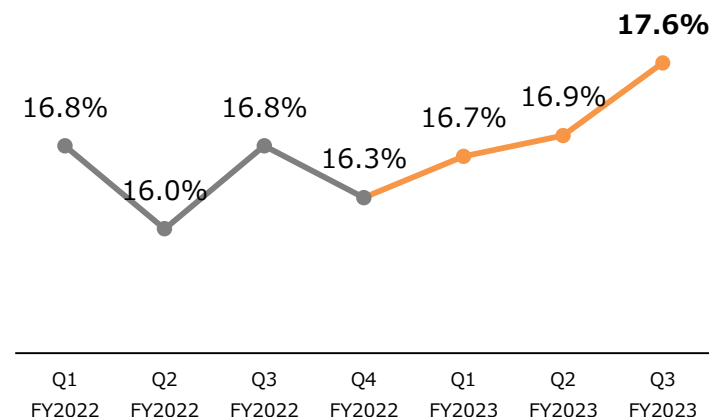
(million yen)



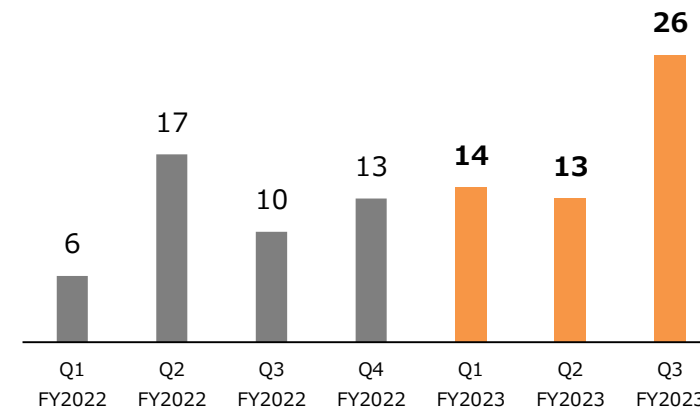
Gross Profit Margin	16.5% → 17.1%
SG&A Expenses	Bonuses +12 million yen Salaries +7 million yen Legal welfare expenses +5 million yen

Quarterly GPM and the number of projects

Gross Profit Margin



The number of projects※



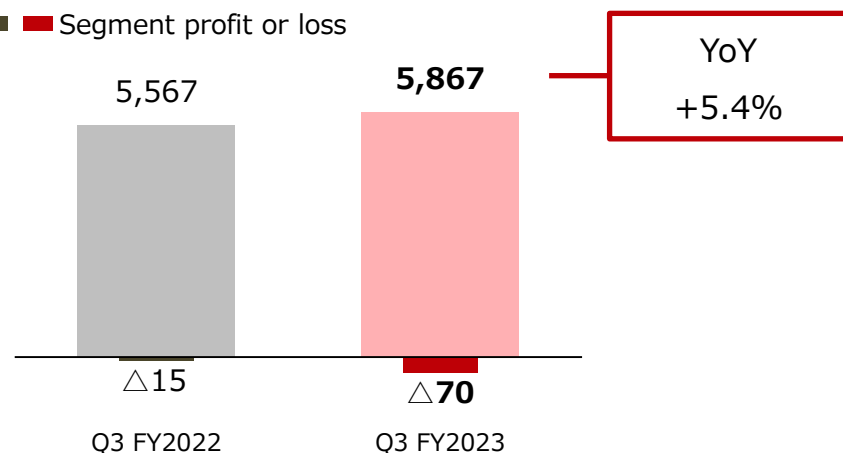
※Note: Orders worth over 5 million yen from Electrical construction contractors.

Net sales and segment profit or loss

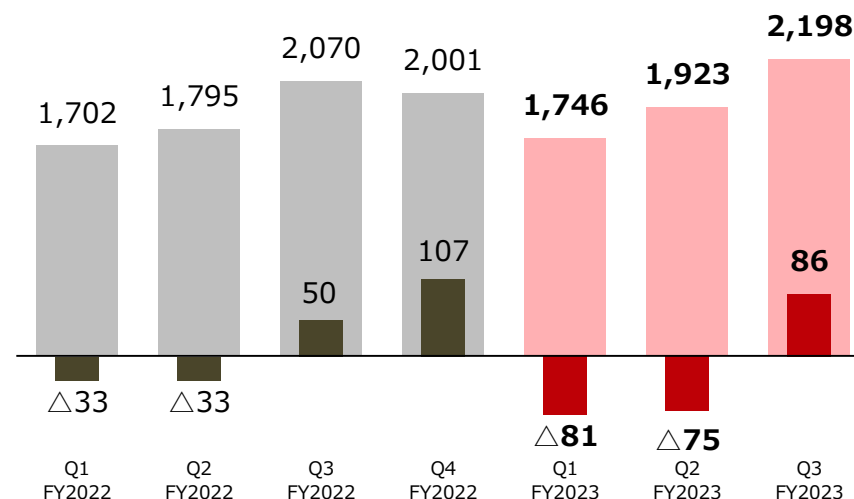
(million yen)

YoY

■ Net sales
■ Segment profit or loss



Quarterly



Factors affecting net sales

Net sales increased by about 300 million yen YoY.

Construction sales remained generally flat as the segment was unable to effectively capture the recovery in private-sector construction as labor shortages at construction sites and other factors resulted in prolonged construction periods. However, material sales were boosted by some large orders, while rental sales were driven by a reluctance to make purchases of scaffolding materials due to price hikes.

Increased/decreased amount in net sales (million yen)

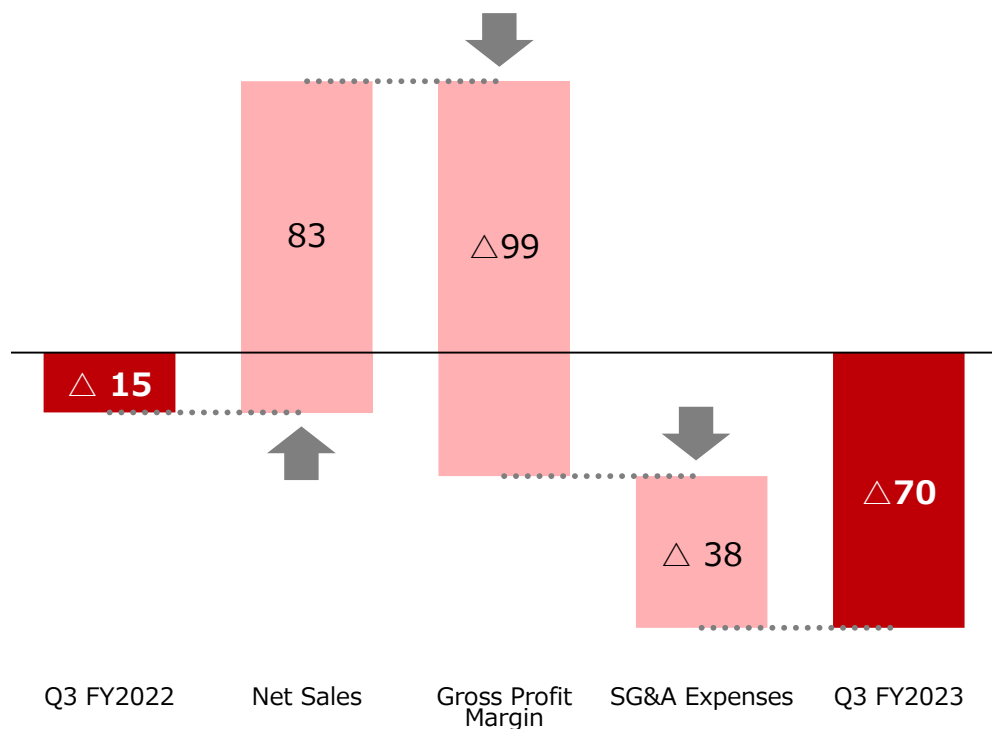
Material sales	+186	Sales increased due to some large orders.
Rental sales	+81	Sales increased due to a reluctance to make purchases of scaffolding materials amid soaring material prices

※ Figures for FY2022 have been restated under new segment classification.

Scaffolding Construction

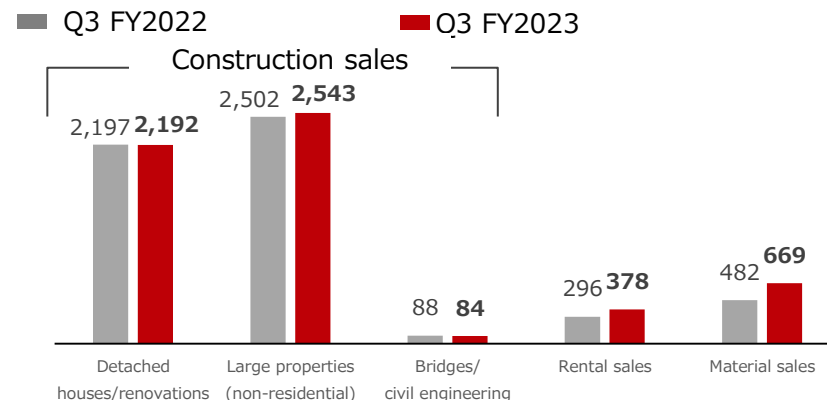
Segment profit or loss analysis

(million yen)



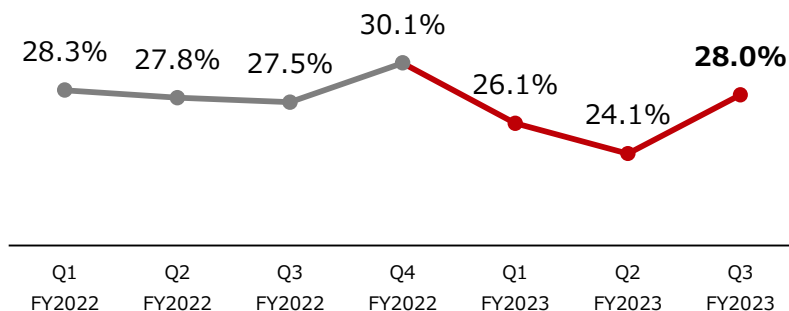
Gross Profit Margin	27.9% → 26.2%
SG&A Expenses	Salaries +45 million yen Commission expenses △15 million yen

Sales fluctuations by service type



Unfilled orders (as of end December 2022) 2,321 million yen















Quarterly GPM



6. Response to ESG Issues

ESG Basic Policy

- In engaging in corporate activities, we recognize that management promoting response to ESG (environment, social, and governance) issues will lead to sustainable growth.

		Materiality	Relevant SDGs
Environment	<ul style="list-style-type: none"> Provision of optimal products and merchandise for environment measures 	Expansion of the handling of environment-related products and merchandise	   
	<ul style="list-style-type: none"> Business activities paying attention to the environment 	Initiatives for environmental protection and energy-saving Management of emissions (material balance)	
Social	<ul style="list-style-type: none"> Product liability and quality assurance 	Quality control of products and merchandise Stance for security and safety	        
	<ul style="list-style-type: none"> Procurement and provision of high-value-added products, merchandise and services 	Provision of better products, merchandise for customers	
	<ul style="list-style-type: none"> Communication with shareholders and investors 	Engagement with shareholders	
	<ul style="list-style-type: none"> Appropriate information disclosure and security 	Stance for information disclosure Information security measures	
	<ul style="list-style-type: none"> Co-existence with local communities 	Operating site opening plan Response to disasters and contributions to local communities	
	<ul style="list-style-type: none"> Safety measures and work-style reform 	Risk control for disasters and others Employee health, safety, and hygiene	
	<ul style="list-style-type: none"> Human resource development and diversity 	<ul style="list-style-type: none"> Policy on human resource development Diversity Employee benefits 	
Governance	<ul style="list-style-type: none"> Strengthening of corporate governance 	Corporate governance	
	<ul style="list-style-type: none"> Thorough compliance 	Compliance Basic Policy	

- We have established our ESG basic policy and link it to sustainable corporate growth by incorporating it in the management strategy.
- SDGs Promotion Department established to explore, research and design initiatives to facilitate achieving the SDGs targets.

Current Specific Initiatives

	Cost Reduction and Risk Management	Enhancement of Corporate Value
Environment	<ul style="list-style-type: none"> ● Implementation of energy-saving measures (LED installations, achieving 10% cut in power usage) ● Acquisition of ISO14001 	<ul style="list-style-type: none"> ● Sales of environment-related merchandise ● Installation of solar power generation
Social	<ul style="list-style-type: none"> ● Acquisition of ISO9001 and compliance with ISO/JIS and other industry standards ● Introduction of the risk control manual ● Holding of Safety and Health Committee 	<ul style="list-style-type: none"> ● Introduction of internal training and “Lifting equipment advisor” system (as an internally certified qualification) ● Maternity leave/childcare leave/support for returning to work/Recruitment of foreign students studying in Japan ● Introduction of a restricted stock compensation plan and employee shareholders association system
Governance	<ul style="list-style-type: none"> ● Prevention of the manifestation of potential costs by the development governance system ● Formulation of a compliance manual 	<ul style="list-style-type: none"> ● Evaluation of the effectiveness of the Board of Directors ● Establishment of a Nomination and Compensation Committee and transition to a Company with an Audit & Supervisory Committee

Improve Productivity and Profitability

Sales Growth and Business Expansion

Sustainable Growth

Environment

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.



■ Merchandise using renewable plastics

KONDOTEC also offers recycled PP strapping merchandise made from plastic collected from consumers and construction deck plates made from biomass plastics, both of which an Eco Mark certified.



■ Hardware for CLT construction

Our double end stub bolt set manufactured at our Shiga Factory is certified as an “x (cross mark) hardware” for meeting the requirements for metallic hardware used in CLT panel construction (set by the Japan Housing and Wood Technology Center). The metallic hardware standard for CLT panel construction is a standard for metallic hardware used in construction works using CLT, a next-generation lumber material that contributes to reducing CO2 emissions.



Business activities paying attention to the environment

■ Initiatives for environmental protection and energy-saving

➤ Initiatives for environmental protection

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.

➤ LED installations

In 2015, we completed installing LED lighting in factories and are currently in the process of installing LED lighting in our operating sites. These LED installations are being carried out in cooperation with Sanwa Denzai Co., Ltd., our subsidiary and wholesaler of electric equipment.

➤ Acquisition of ISO14001

We obtained ISO14001 certification for Sapporo Factory in July 2022 (completed to obtain ISO14001 certification for all parent factories). We will continue to work on business activities with full consideration for environmental preservation.

Social

Human resource development and diversity

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

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

(※ as of end March 2022)

Year of employment	Male	Female	Total	Nationality of international student (other than Japan)	Number of turnover (※)
April-2022	8 persons	5 persons	13 persons		0 person
April-2021	10 persons	10 persons	20 persons		0 person
April-2020	11 persons	7 persons	18 persons		3 persons
April-2019	19 persons	4 persons	23 persons	Brazil	0 person
April-2018	12 persons	6 persons	18 persons	Korea	2 persons

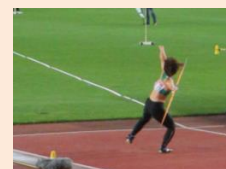
■ Benefit program

Number of employees taking childcare leave (as of end March 2022)

	Those who took childcare leave during the period	Return to work rate after childcare leave during the period	Rate of those who are currently on childcare leave during the period
2021.4.1~2022.3.31	6 persons	66.7 %	33.3 %
2020.4.1~2021.3.31	7 persons	100 %	-
2019.4.1~2020.3.31	4 persons	100 %	-

TOPIC Introduction of athlete employees aspiring to participate in the Olympic Games

We have been supporting our employees in competitive sports.



◀ Javelin Throw

Kiho Kuze



◀ Discus Throw

Mika Yamamoto



◀ Pole Vault

Yuki Noshi



◀ Hammer Throw

Sara Fujimoto



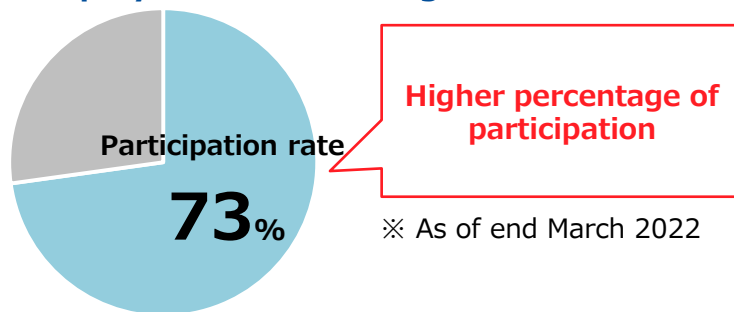
Please check latest updates and Track & Field Club's activity reports on our website.

Social

Improving employee 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 2.5% and looks to pay continuously raise dividends. We have not lowered dividend since listing, and increased dividend for the eleventh 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

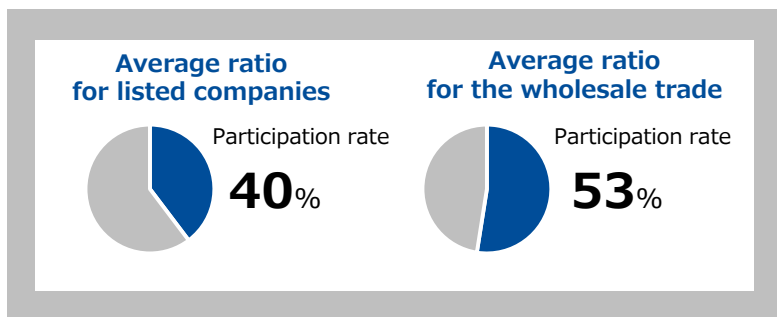


■ Shareholding status (excluding the founding family)

- 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 eleventh 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%	8.0%	11.2%	20.1%
	Average ratio for listed companies	–	1.1%	–	1.1%
	Average ratio for the wholesale trade	–	1.2%	–	1.2%

- ※ As of end March 2022
- ※ 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 2020 Employee Stock Ownership Plan,” published by Japan Exchange Group, Inc., June 2022.



Governance

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.

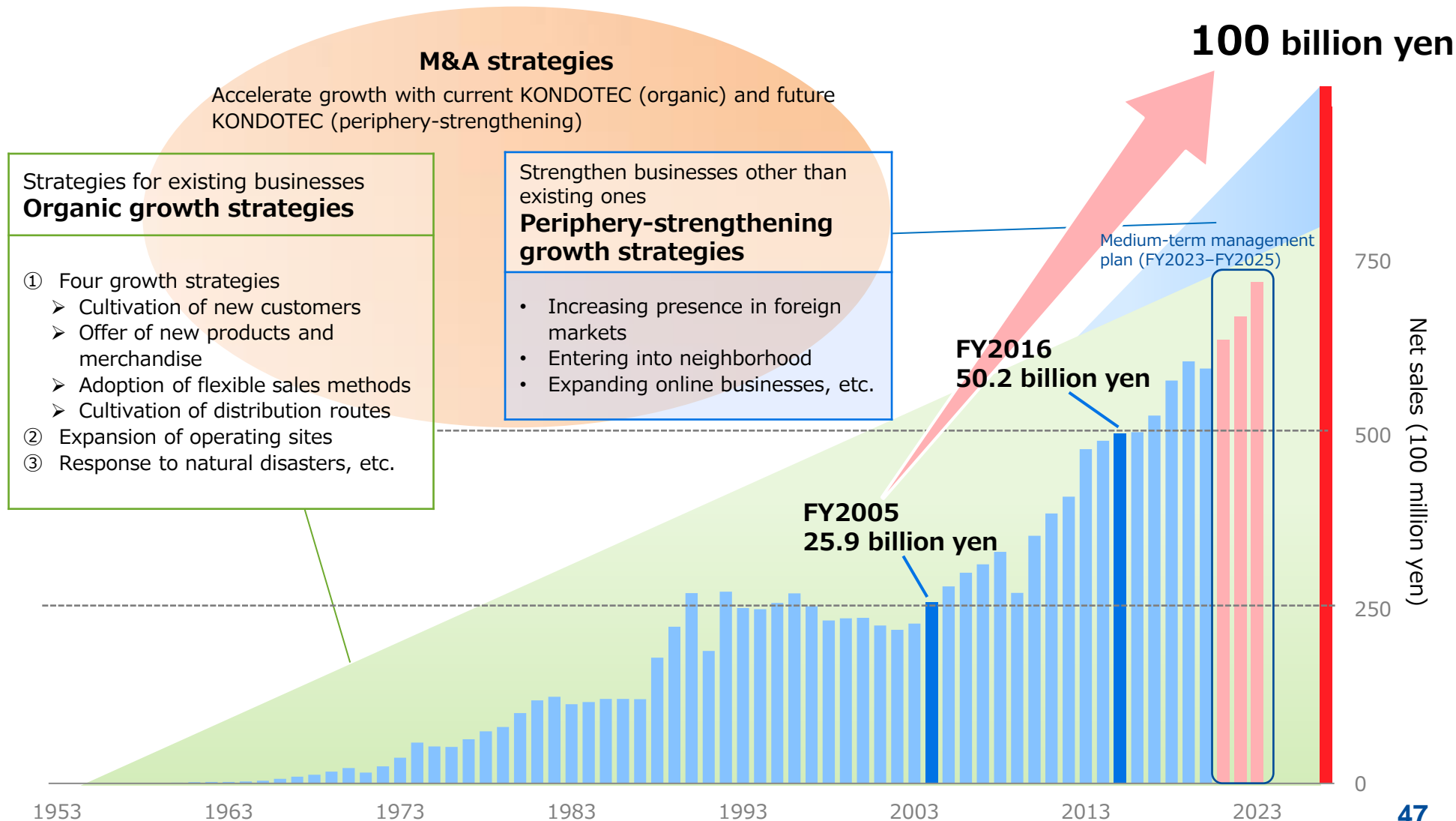
Formulation and announcement of management strategy and management plan

KONDOTEC accurately tracks its cost of capital (Weighted Average Cost of Capital[WACC]), formulates a medium-term management plan, and publishes a management resources allocation plan that includes growth investments (personnel, capital, capex, and strategic investment) aimed at achieving targets for net sales, operating income, ROE, and DOE on its website and other platforms. In addition, we explain concrete measures for achieving our targets at financial results briefings. We review our medium-term plan each year in light of earnings and anticipated social and economic trends. In cases when we revise plans, we explain the changes and the reasons for them at financial results briefings or shareholder meetings.

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.



① Four Growth Strategies

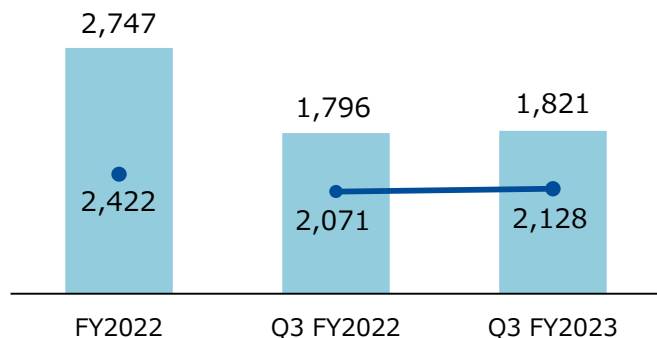
~ Cultivation of New Customers and Offer of New Products and Merchandise ~

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.

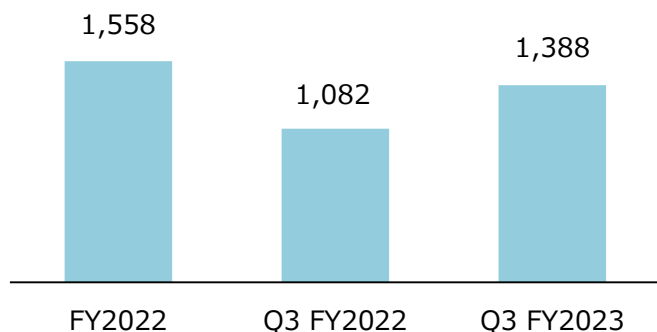
Cultivation of new customers

■ Net sales (million yen) ●—● New customers






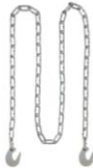
Cultivation of dormant customers

■ Net 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)	Q3 FY2022	Q3 FY2023
KONDO furring bolts 		186	281
Square shaped hook bolts for railroad tie 		126	135
KT suspension balance 		5	8
Lightweight scaffolding chains "Carina" 		13	7

① Four Growth Strategies

~ Adoption of Flexible Sales Methods and Cultivation of Distribution Routes ~

Adoption of flexible sales methods

■ Differentiation strategies

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

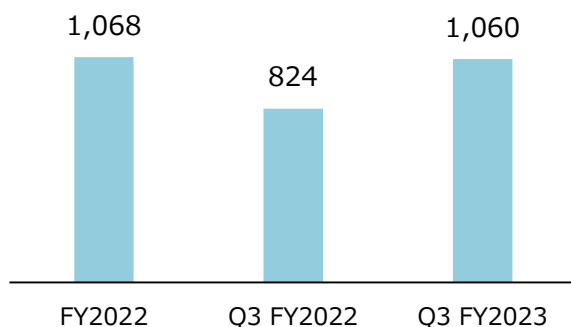
We operate the "Tsurikata" inspection site for lifting equipment to simplify the individual management and inspection of merchandise centered on cargo handling equipment. We will continue to not only sell products and merchandise but to also provide high-value-added services.



■ 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.

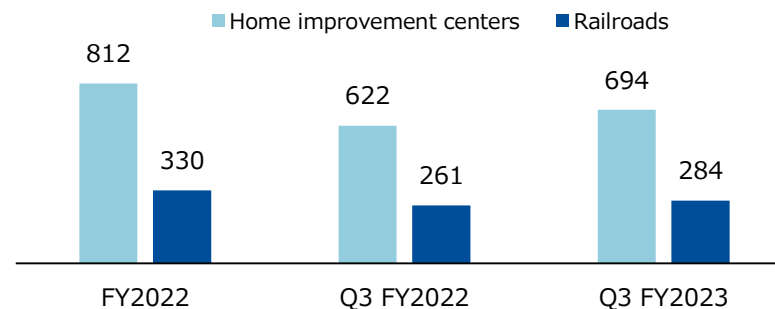
Net sales from anchor construction work (million yen)



Cultivation of distribution routes

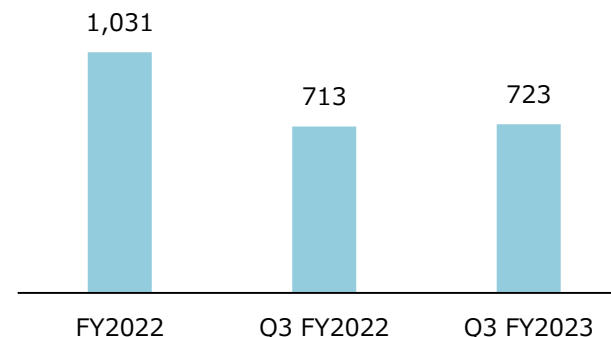
- We are working to expand our business into new sectors, such as Home improvement centers and railroad companies, in addition to the existing sales routes.
- We established the "E-commerce Group" in July 2017 to explore sales through the Internet.

Net sales (million yen)



- 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.

Tokyo metropolitan sales (million yen)



② Expansion of Operating Sites

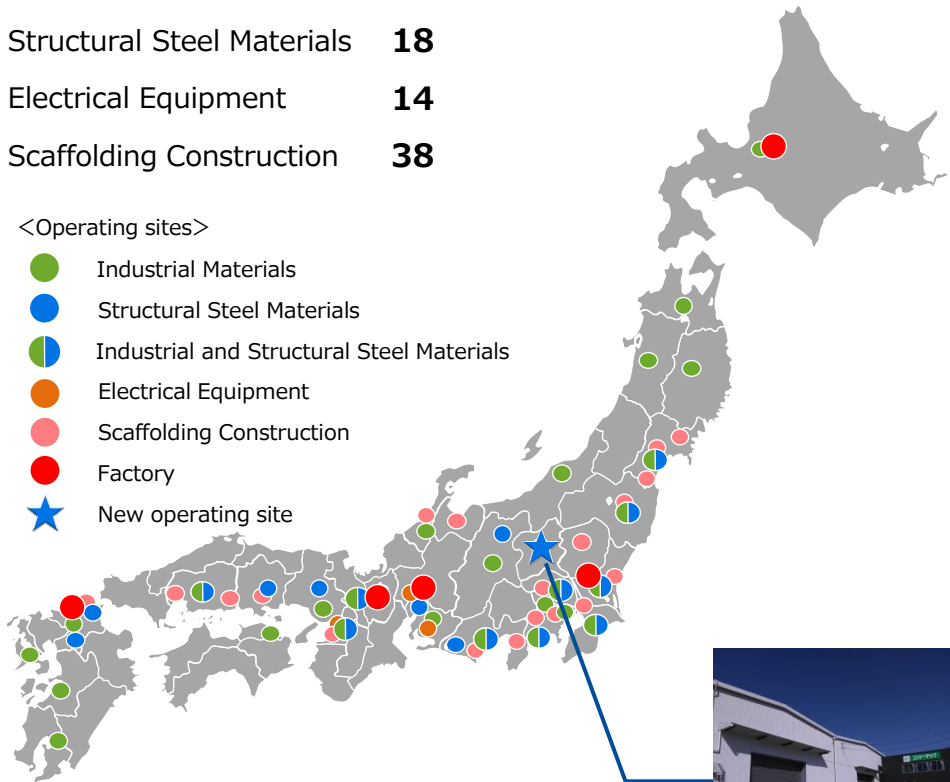
- We strive for expansion of operating sites which maintained a local-community-oriented sales structures in order to respond quickly to customer needs. Recently we opened the Gunma office in April 2022. We will continue to execute quick deliveries in an effort to realize customer-focused management.

Expanding sales network: 105 operating sites (as of end December 2022)

Industrial Materials	35
Structural Steel Materials	18
Electrical Equipment	14
Scaffolding Construction	38

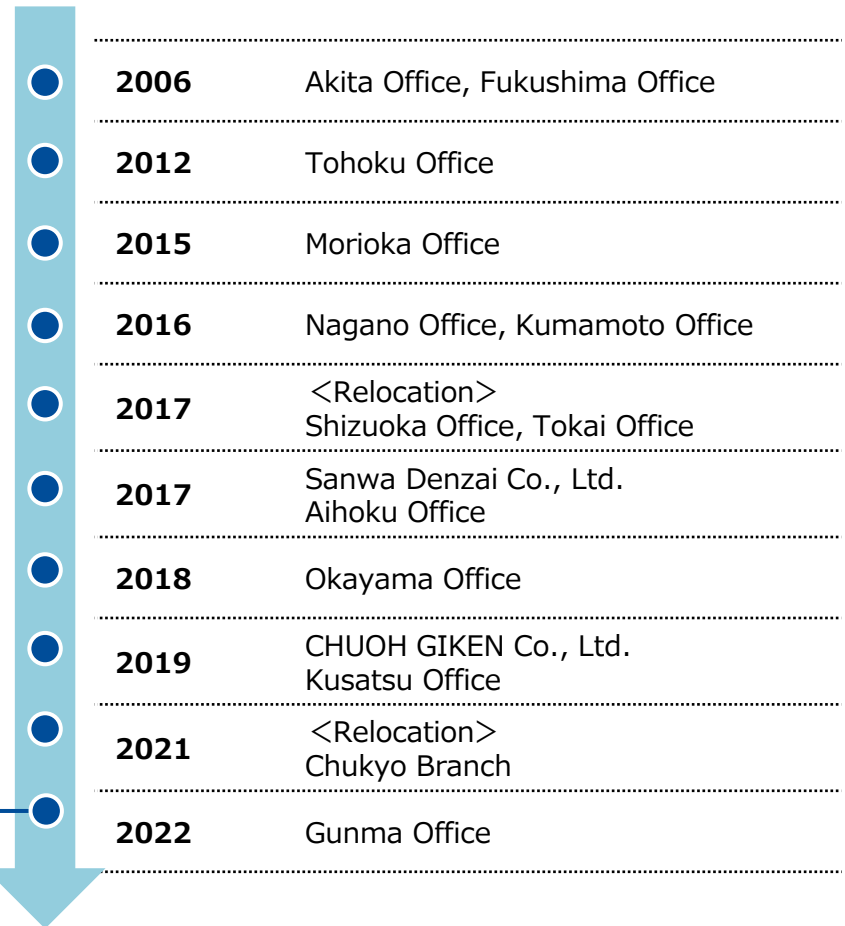
<Operating sites>

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



Opened in April 2022
Gunma Office

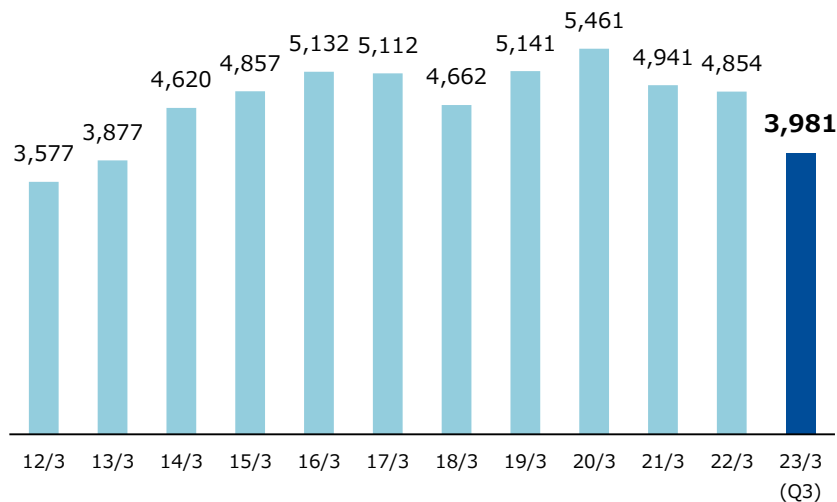
History of operating site network expansion



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.
- Net sales of disaster-related products and merchandise (million yen)



Related merchandise

Flexible container bags Tarpsulins, 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 (Q3 FY2023)

(million yen)	Q3 FY2022	Q3 FY2023	FY2023 forecast
International Sales Division	39	33	55
Local Subsidiary in Thailand	92	203	210
Total	132	236	265

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

Percentage of sales by country (Q3 FY2023)

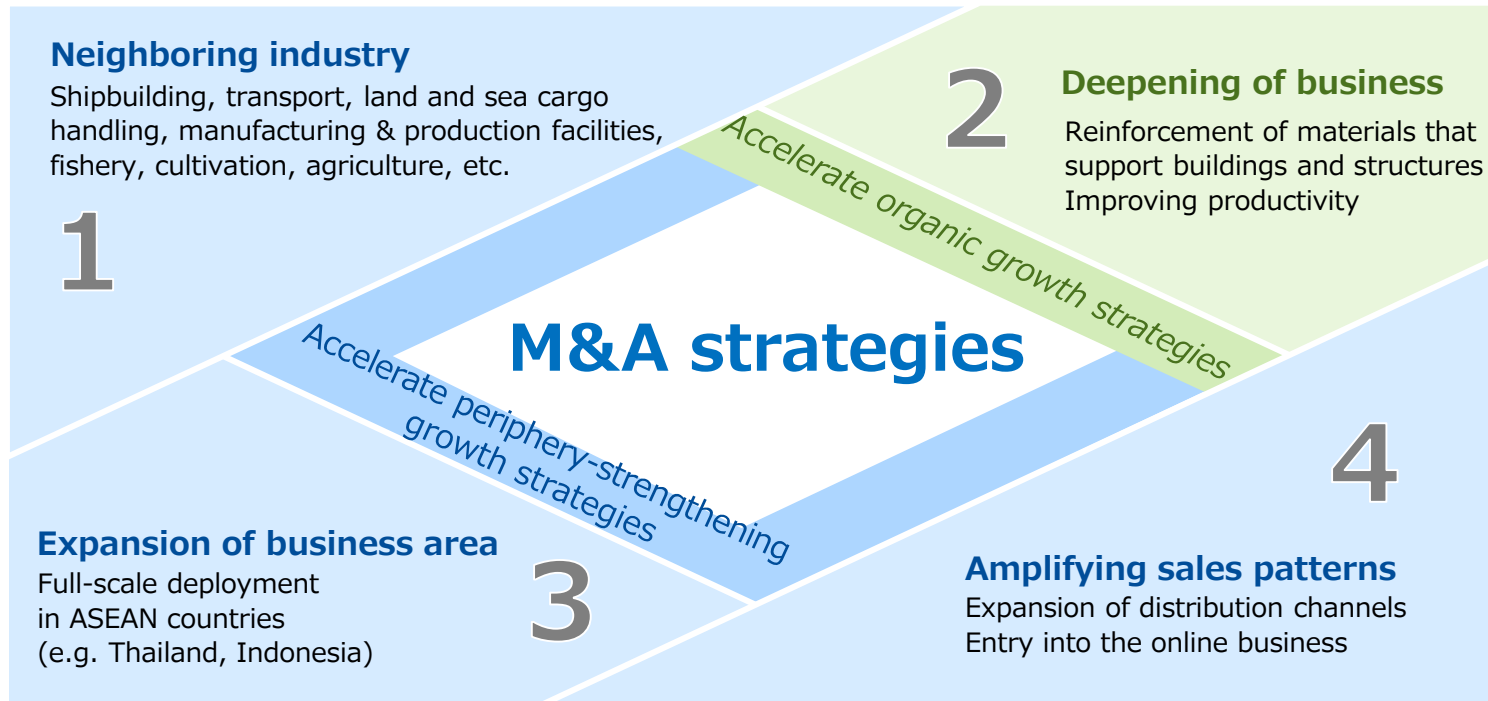
ASEAN	87%	Indonesia	42%
East Asia/China	11%	Thailand	19%
Near and Middle East	2%	Singapore	13%
Other countries	0%	Vietnam	12%
		Malaysia	1%



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.

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.

8. Shareholder Return

Dividends and Shareholder Incentive Plan

- We target ROE of 10% or more and DOE of 2.5% or more with the aim of continuing to increase dividends.

Transition in dividends

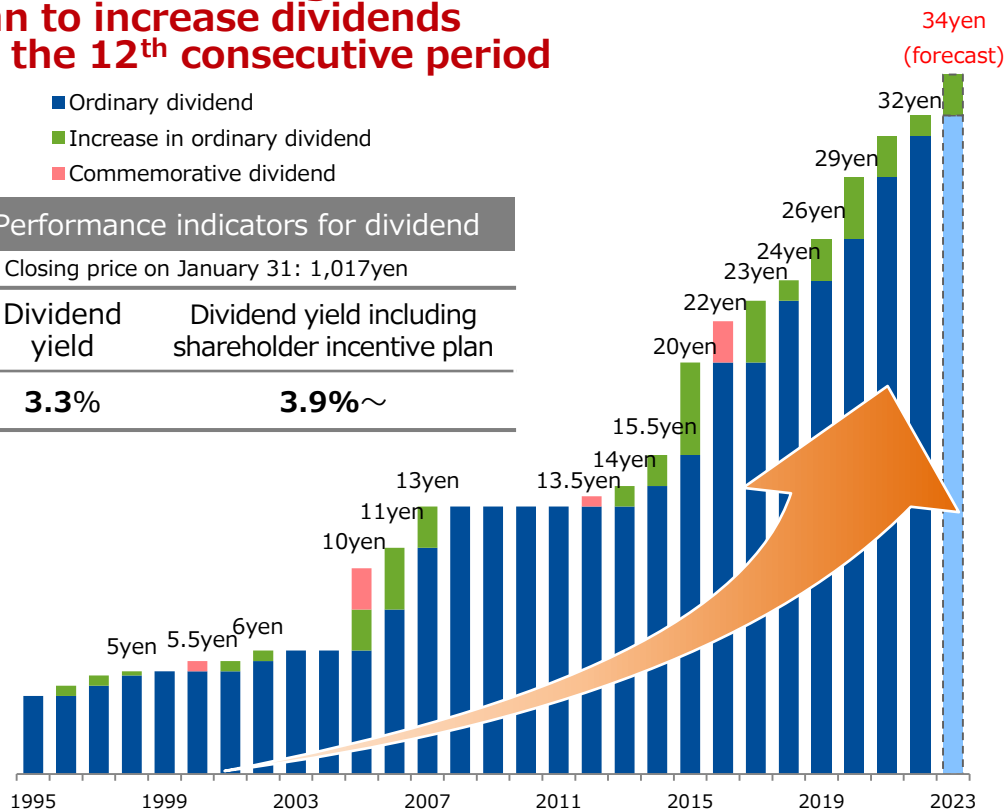
**Since initial listing: No decrease in dividends
Plan to increase dividends
for the 12th consecutive period**

- Ordinary dividend
- Increase in ordinary dividend
- Commemorative dividend

Performance indicators for dividend

※ Closing price on January 31: 1,017yen

Dividend yield	Dividend yield including shareholder incentive plan
3.3%	3.9%~



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 2,000 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

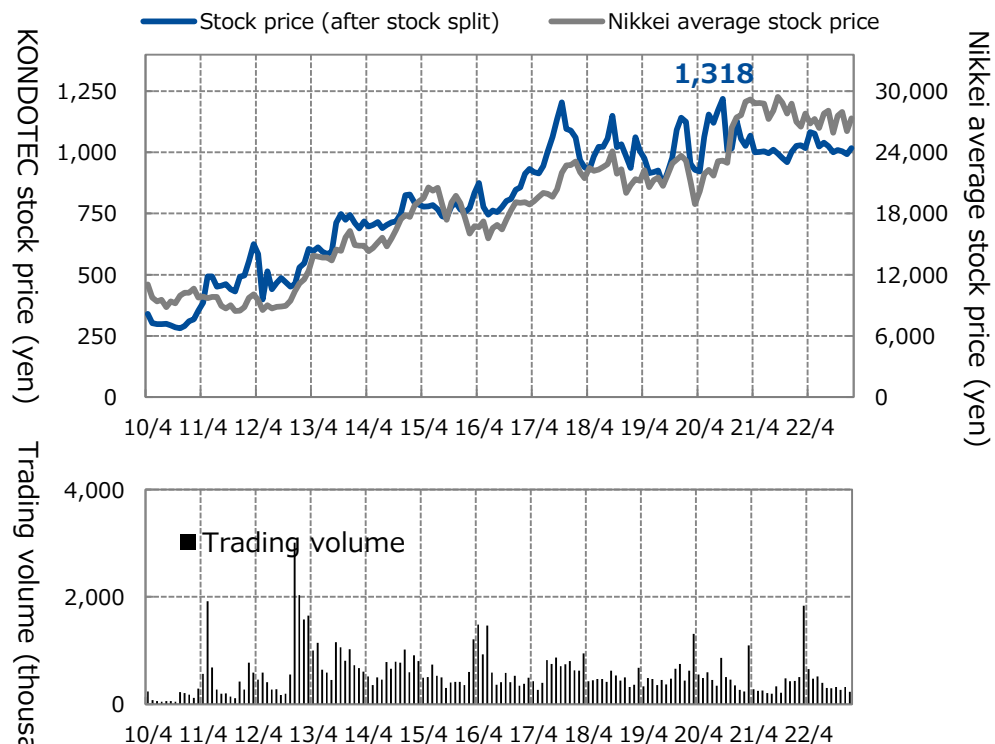
※Note: 1 point is worth 1 yen.

Acquisition of treasury stocks

Total acquisition price	899 million yen
Total number of shares acquired	859,000 shares
Acquisition period	January 4, 2022 - July 7, 2022

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, KONDOTECH issued new shares through a public offering and third-party allotment.

Closing price on January 31

1,017 yen

PER : 10.5 PBR : 0.9

EPS : 96.93 yen (FY2023 forecast)

BPS : 1,170.84 yen (as of end March 2022)

Ranking among listed companies

Among **3,962** listed companies ...

ROE	1,797th
Profit attributable to owner of parent	1,348th
Ordinary income	1,283th
Net assets	1,432nd
Market capitalization	1,581st
PBR	2,327th
PER	2,269th

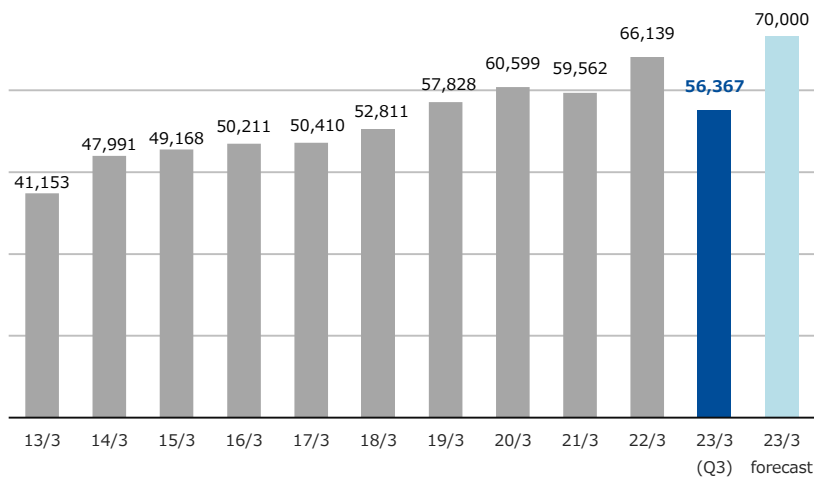
Source: Mizuho Securities Co., Ltd. (as of December 31, 2022)

9. Highlights of Results

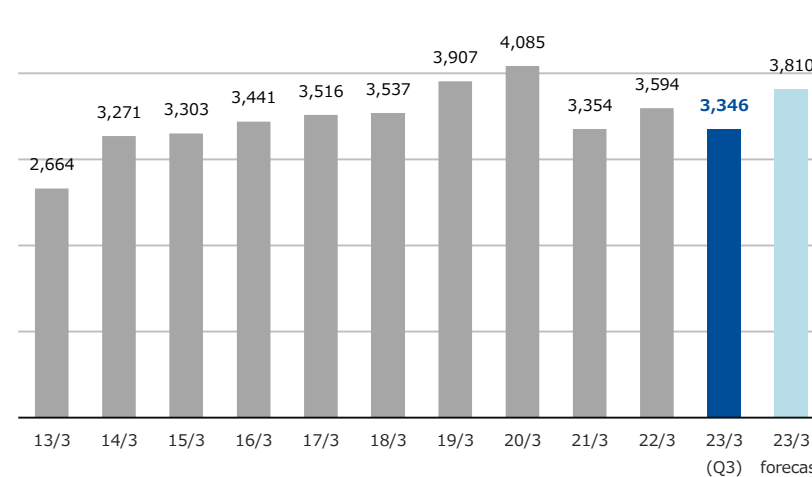
Highlights of Consolidated Financial Results



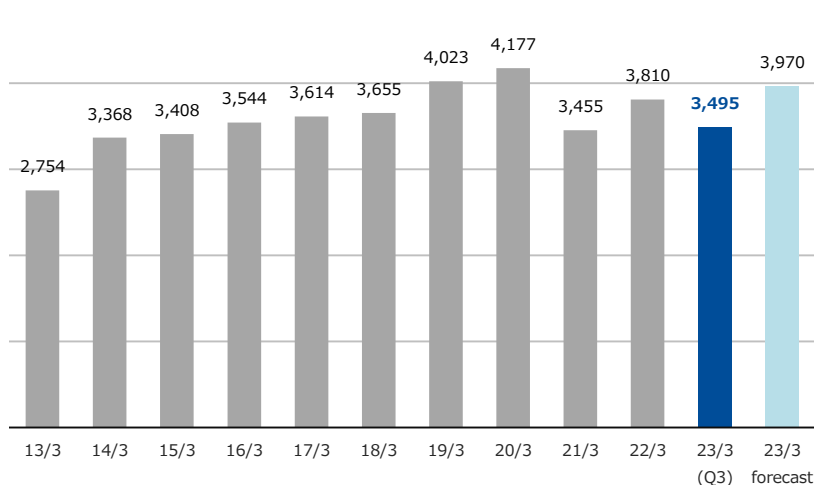
Net sales (million yen) **56,367** million yen Progress **80.5%**



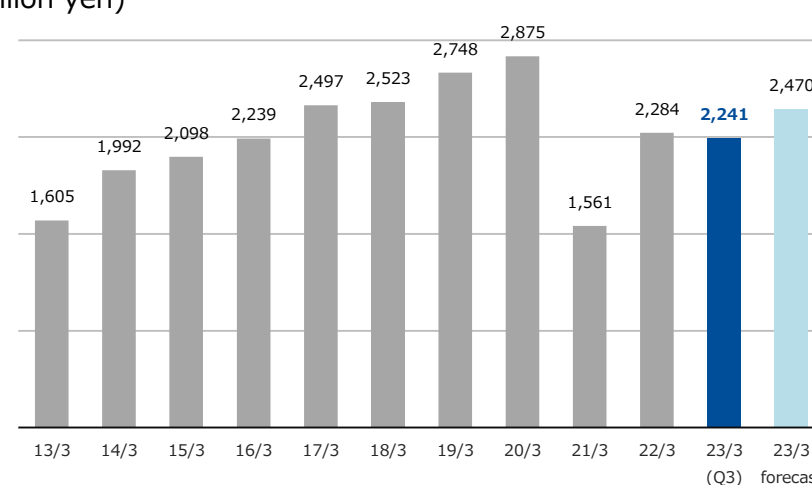
Operating income (million yen) **3,346** million yen Progress **87.8%**



Ordinary income (million yen) **3,495** million yen Progress **88.0%**



Profit attributable to owner of parent (million yen) **2,241** million yen Progress **90.7%**

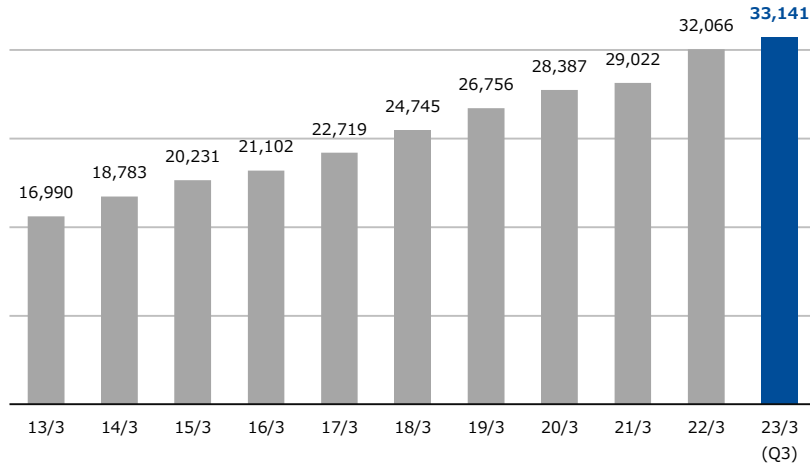


Highlights of Consolidated Financial Results



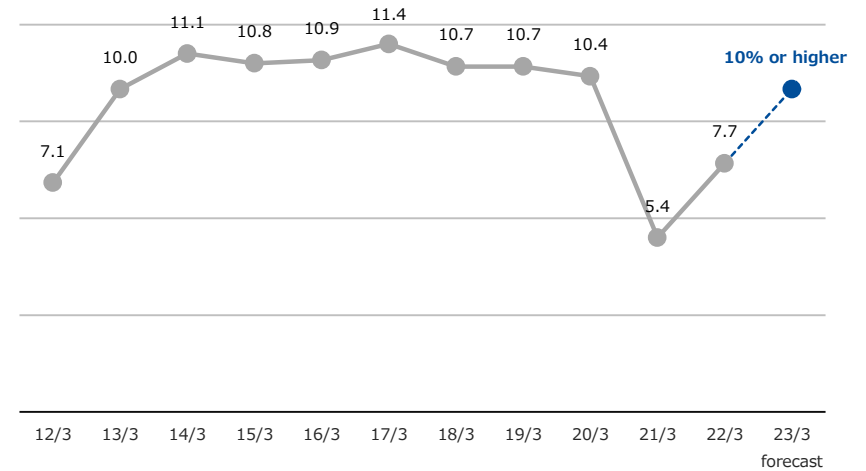
Net assets (million yen)

33,141 million yen



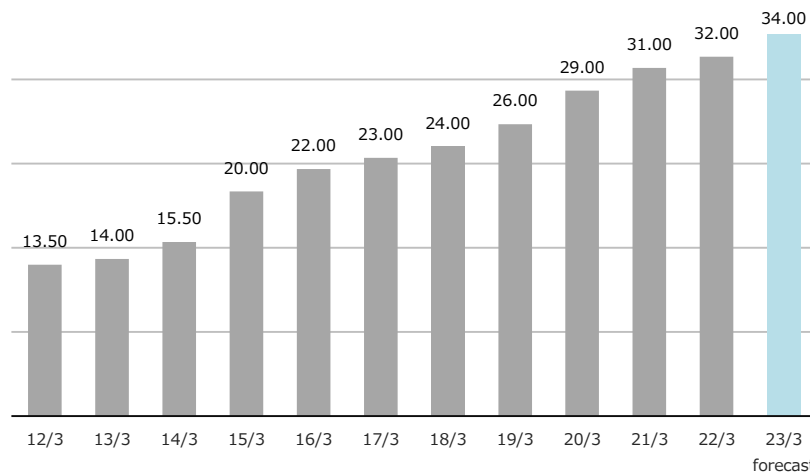
ROE (%)

Target **10** % or higher



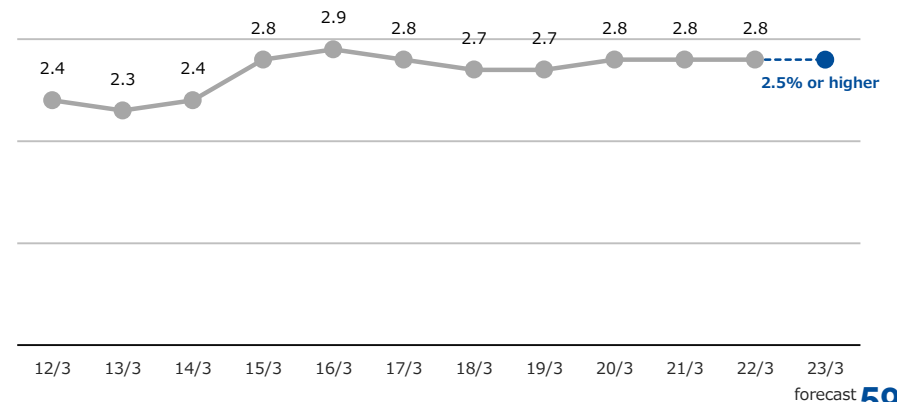
Dividend per share (yen)

34.00 yen



DOE (%)

Target **2.5** % or higher



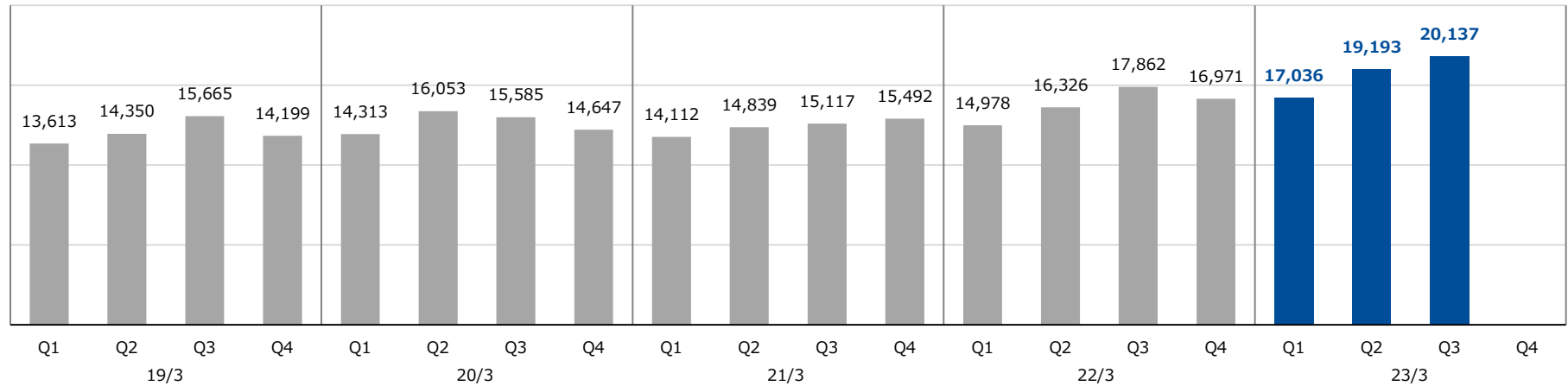
Highlights of Consolidated Financial Results



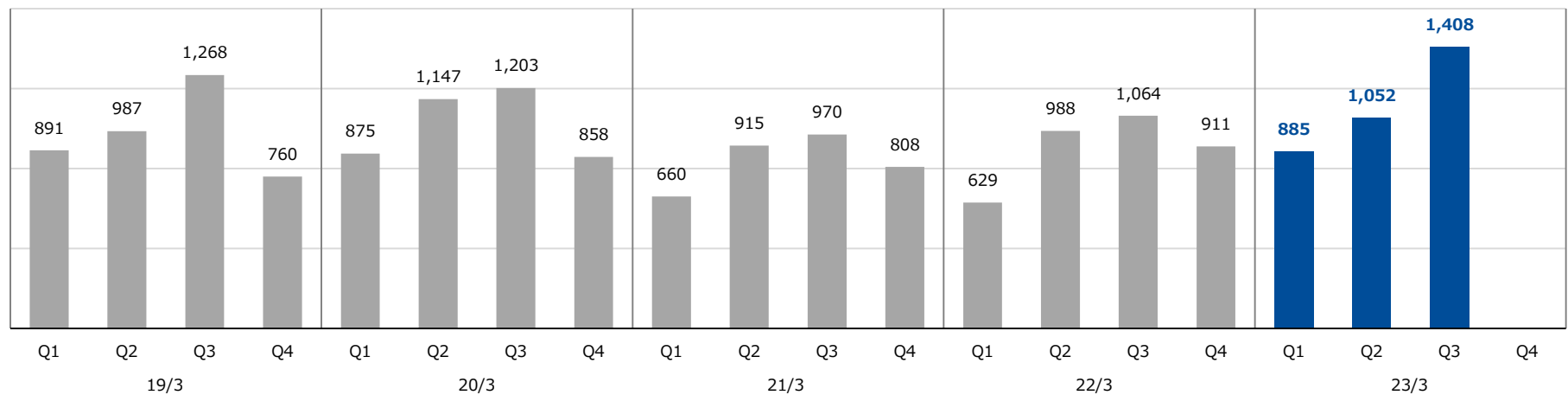
	13/3	14/3	15/3	16/3	17/3	18/3	19/3	20/3	21/3	22/3	23/3 Q3	23/3 (forecast)
Result of Operations (million yen)												
Net sales	41,153	47,991	49,168	50,211	50,410	52,811	57,828	60,599	59,562	66,139	56,367	70,000
Operating profit	2,664	3,271	3,303	3,441	3,516	3,537	3,907	4,085	3,354	3,594	3,346	3,810
Ordinary income	2,754	3,368	3,408	3,544	3,614	3,655	4,023	4,177	3,455	3,810	3,495	3,970
Profit attributable to owner of parent	1,605	1,992	2,098	2,239	2,497	2,523	2,748	2,875	1,561	2,284	2,241	2,470
EBITDA	3,178	3,846	3,948	3,910	4,052	4,079	4,425	4,916	3,783	5,095	4,630	-
Capital investment	566	679	403	842	695	423	981	917	1,097	1,694	-	-
Depreciation	390	418	449	405	438	423	404	697	897	1,091	-	-
Financial Position (million yen)												
Total assets	31,192	34,481	35,186	34,645	36,524	39,313	43,820	46,335	49,426	56,009	57,323	-
Net assets	16,990	18,783	20,231	21,102	22,719	24,745	26,756	28,387	29,022	32,066	33,141	-
Interest-bearing debt	808	806	636	508	501	500	853	1,106	3,875	5,315	-	-
Cash Flows (million yen)												
Cash flows from operating activities	2,077	1,887	1,818	1,945	2,737	2,429	2,699	4,385	4,196	1,227	-	-
Cash flows from investing activities	△ 494	△ 660	828	△ 829	△ 646	△ 506	△ 1,551	△ 5,205	△ 2,264	△ 2,373	-	-
Cash flows from financing activities	426	△ 389	△ 699	△ 1,092	△ 1,032	△ 703	△ 915	△ 992	1,060	△ 22	-	-
Cash and cash equivalents, end of year	4,798	5,636	7,626	7,594	8,660	9,893	10,133	8,305	11,317	10,164	8,898	-
Per Share Information (yen)												
Profit attributable to owners of parent per share	60.77	72.13	75.91	81.01	93.29	94.25	102.65	107.46	59.60	87.26	87.95	96.95
Net assets per share	615.12	679.27	730.49	774.18	846.59	922.62	996.99	1,071.09	1,110.01	1,170.84	-	-
Dividend per share	14.00	15.50	20.00	22.00	23.00	24.00	26.00	29.00	31.00	32.00	-	34.00
Financial Indicators												
Gross profit margin (%)	6.5	6.8	6.7	6.9	7.0	6.7	6.8	6.7	5.6	5.4	5.9	5.4
ROE (%)	10.0	11.1	10.8	10.9	11.4	10.7	10.7	10.4	5.4	7.7	-	10% or higher
Equity ratio (%)	54.5	54.4	57.4	60.8	62.1	62.8	61.0	61.2	58.7	53.7	54.3	-
DOE (%)	2.3	2.4	2.8	2.9	2.8	2.7	2.7	2.8	2.8	2.8	-	2.5% or higher
Stock Price Index												
Stock closing price (yen)	606	718	786	834	933	939	1,006	929	1,069	1,017	992	-
Price earnings ratio (times)	10.0	10.0	10.4	10.3	10.0	10.0	9.8	8.6	17.9	11.7	-	-

Consolidated

Net sales (million yen)

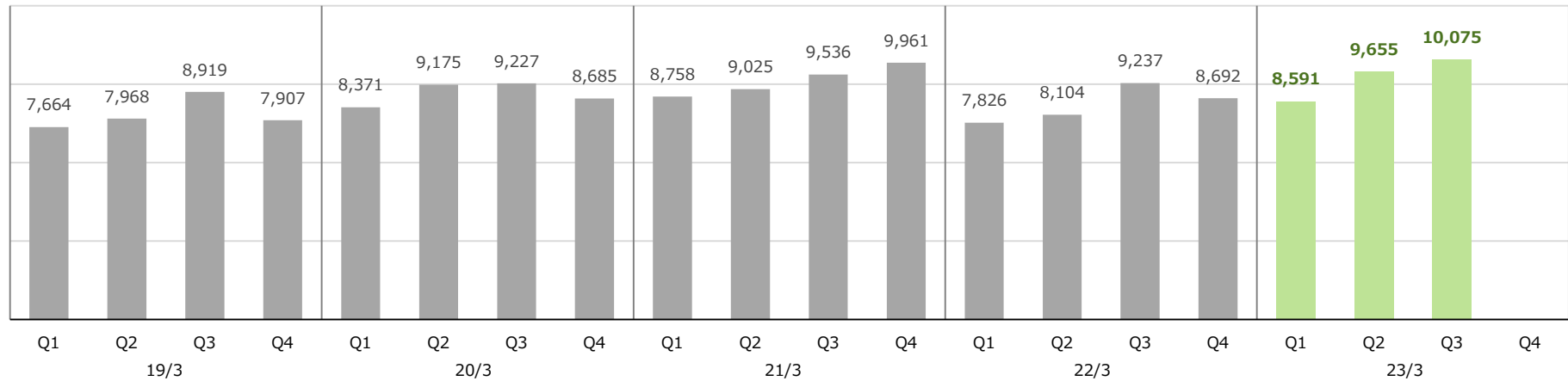


Operating income (million yen)

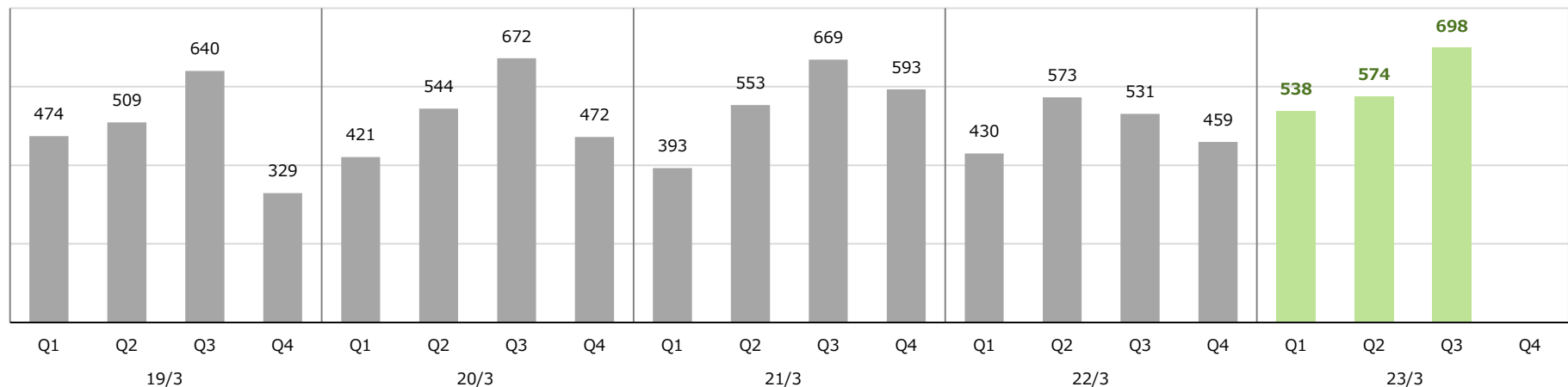


Industrial Materials

Net sales (million yen)



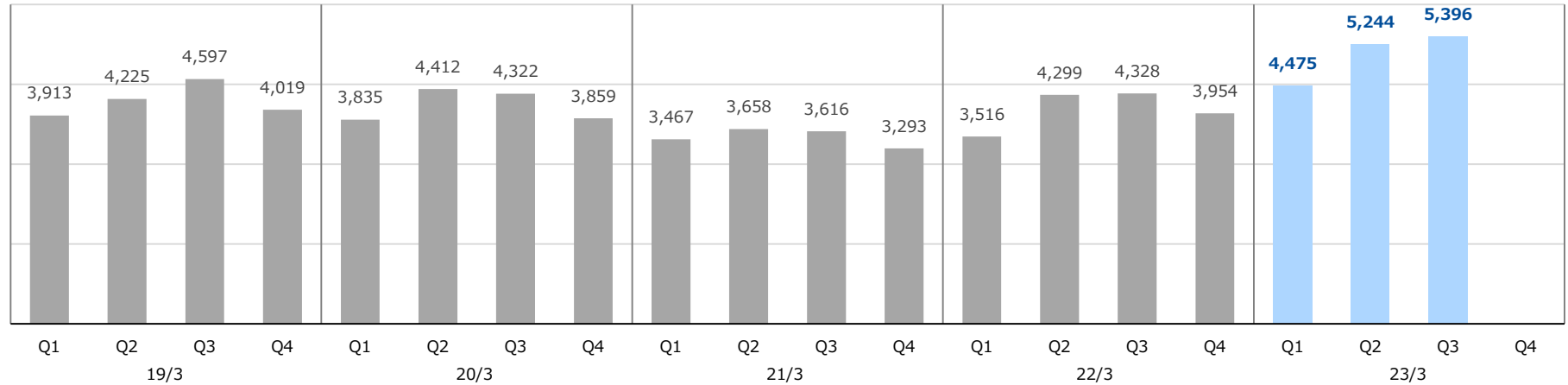
Segment profit or loss (million yen)



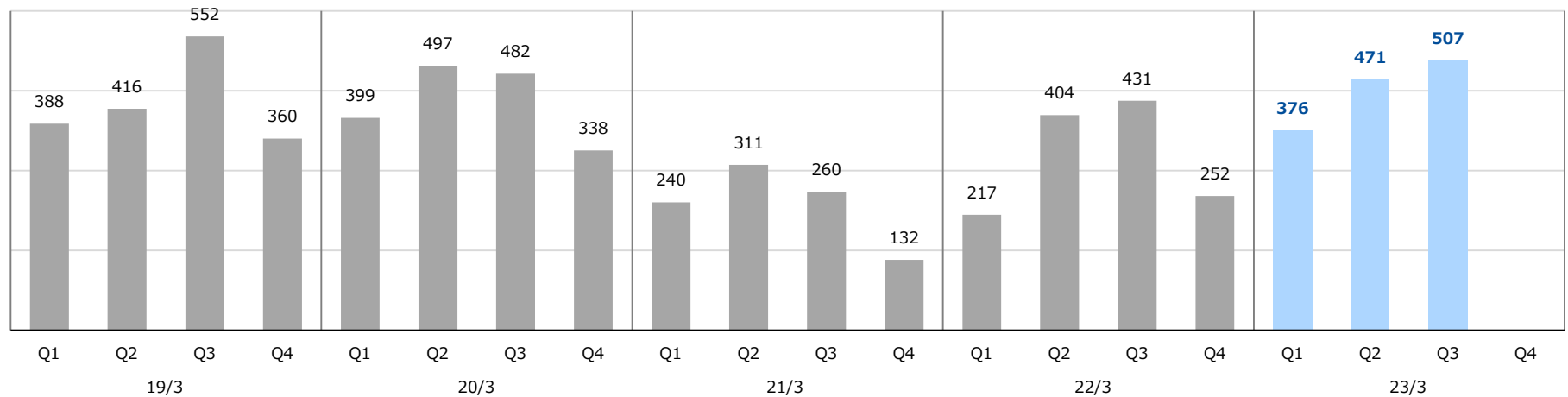
※ Figures for sales and segment profit or loss are calculated based on new segments since FY2022.

Structural Steel Materials

Net sales (million yen)

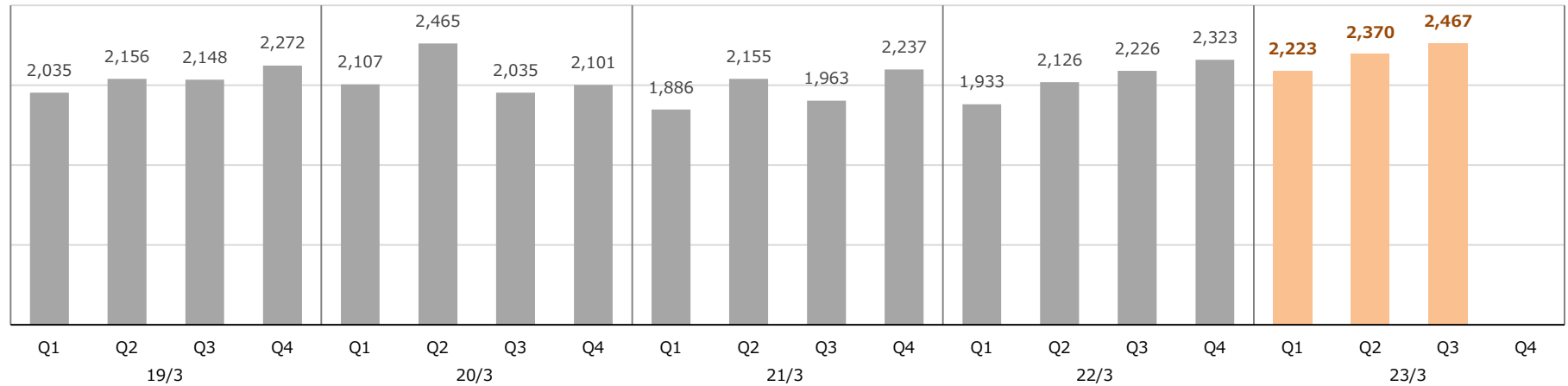


Segment profit or loss (million yen)

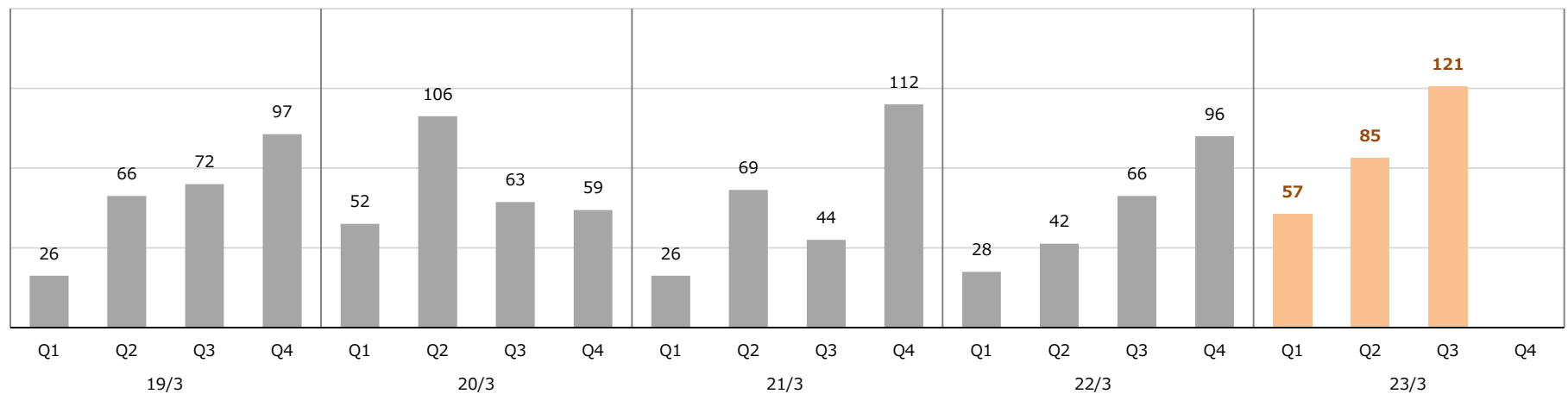


Electrical Equipment

Net sales (million yen)

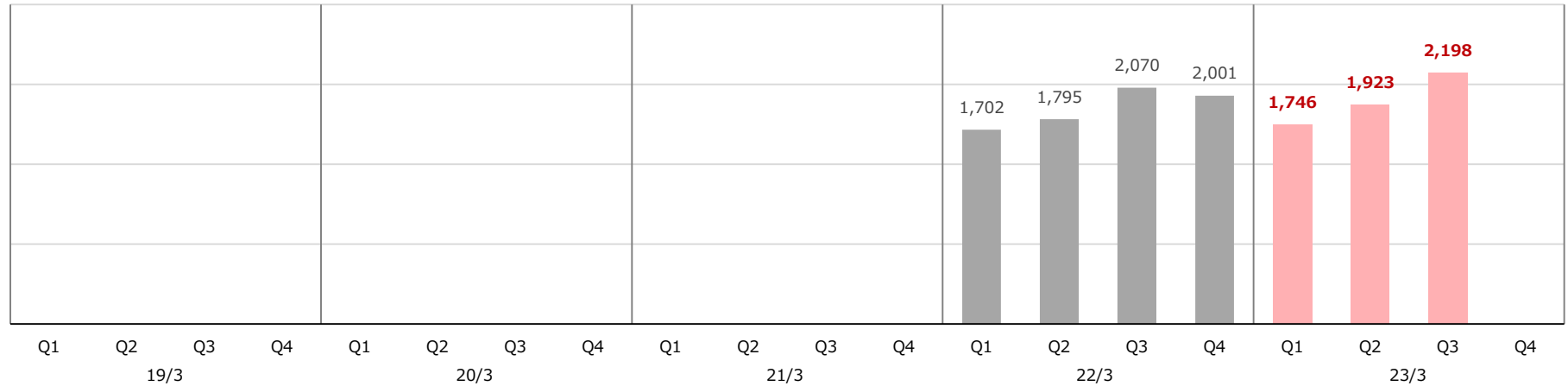


Segment profit or loss (million yen)

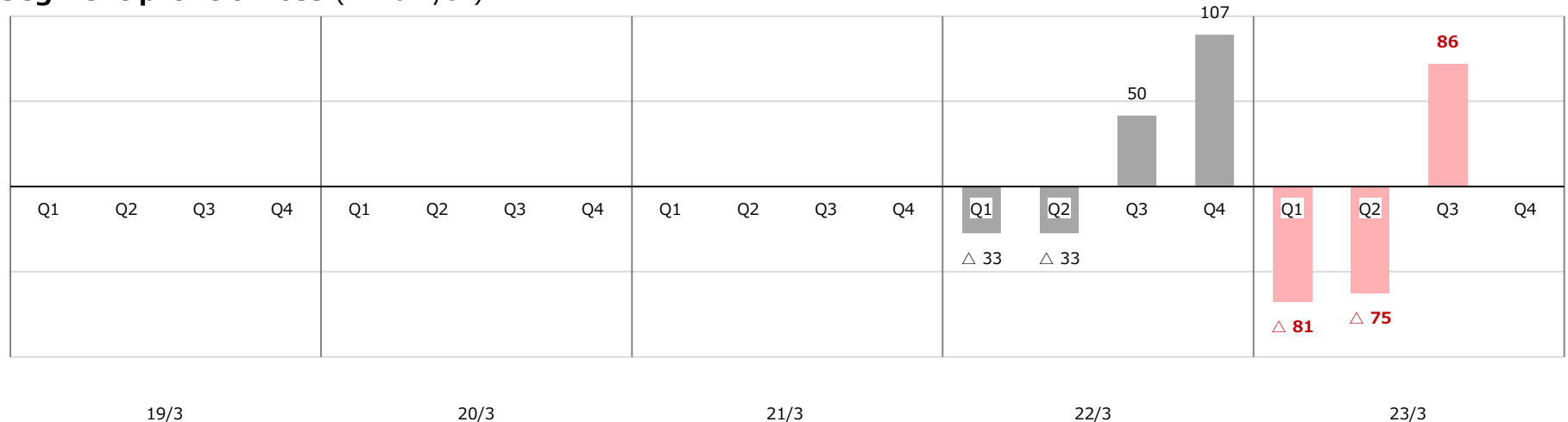


Scaffolding Construction

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



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URL : https://www.instagram.com/kondotec_official/



Facebook

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