



ASANUMA CORPORATION

Q3 Financial Results Briefing for the Fiscal Year Ending March 2026

February 26, 2026

Event Summary

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[Participants]	
[Number of Speakers]	1 Marika Asanuma Executive Officer, Corporate Strategy and Planning Headquarters, General Manager of Corporate Communications Division

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Presentation

Asanuma: Hello. Thank you for watching the video. My name is Asanuma, Executive Officer, Corporate Strategy and Planning Headquarters, General Manager of Corporate Communications Division.

Today, I will explain the details of the financial results for Q3 of FY2025.

This presentation video will be available on demand on our website. If you have any questions or comments, please contact our Corporate Communications Division.

Today, in accordance with the materials, I will present the results and progress for Q3 of FY2025, which were announced on February 10, 2026. I will also discuss the upward revision of the full-year performance and the associated revision of the dividend forecast. In addition, I will explain the progress of the medium-term, three-year business plan that we are currently facilitating, as part of our efforts in Q3 of FY2025.



1 Financial Results and Shareholder Returns



1. FY2025 Q3 Results and Progress (consolidated)

- In Q3 FY2025, Orders, Net Sales, and profits all exceeded the levels of the same period last year, and carryover projects continued to accumulate steadily, resulting in solid progress. Based on this performance, we revised upward our full-year financial results forecast and orders forecast (announced on February 10, 2026; details on p.5).
- Orders; Orders improved significantly, driven by large-scale projects in domestic building and civil engineering—such as new warehouse and residential construction, renovation projects, and power cable line works—resulting in a +26.4% year-on-year increase.
- Net Sales; Net Sales increased +11.2% year-on-year, supported by steady progress in major carryover projects, primarily warehouses, factories, and multi-family housing.
- Profit; Gross Profit rose +22.8% year-on-year, supported by higher Net Sales and an improved Gross Profit margin. Strong results from our overseas subsidiary, Evergreen Engineering & Construction, also contributed. Although SG&A expenses increased due to changes in administrative structure, higher personnel costs, and additional provisions, operating profit, and profit attributable to owners of parent all posted significant year-on-year growth.

(Unit: Millions of Yen)	FY2024 Results	Q3 Results		FY2025 Plan				
		Q3 Results	Progress(%)	Q3 Results	Progress(%)	YoY	(%)	(%)
Orders	180,624	134,308	95.1	197,500	169,791	86.0	+35,482	+26.4
Net Sales	167,005	115,300	75.0	174,600	128,158	73.4	+12,858	+11.2
Gross Profit	17,991	12,588	78.2	19,940	15,457	77.5	+2,868	+22.8
Profit margin	10.8%	10.9%	—	11.4%	12.1%	—	+1.2P	—
SG&A expenses	10,170	7,271	71.5	12,390	8,278	66.8	+1,006	+13.8
Operating Profit	6,867	5,316	89.7	7,550	7,179	95.1	+1,862	+35.0
Profit margin	4.1%	4.6%	—	4.3%	5.6%	—	+1.0P	—
Profit attributable to owners of parent	4,692	3,511	87.3	5,000	4,867	97.4	+1,356	+38.6
Net assets^{*1}	45,708	44,247	—	48,200	48,150	—	+3,903	+8.8
Construction Work Carried Forward	199,833	203,863	—	—	244,030	—	+40,166	+19.7
ROE	10.1%	—	—	10.6%	—	—	—	—
ROIC	7.1%	—	—	7.6%	—	—	—	—
Dividend ratio	70.4%	—	—	70.1%	—	—	—	—
Dividend (amount)	41.0円 ^{*2}	—	—	43.5円 ^{*3}	—	—	—	—

*1 Excluding Non-Controlling Interests

*2 Starting from FY2024, we introduced an interim dividend system. For FY2024, out of the total Dividend (amount) of ¥41.0 per share, an interim dividend of ¥15.0 was paid at the end of the second quarter.

*3 For FY2025, the company plans to pay an interim dividend of ¥16.0 per share at the end of the second quarter, out of the total projected annual dividend of ¥43.5 per share.

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I will start with our performance and shareholder returns.

Please refer to page four. The consolidated results for Q3 of FY2025.

To summarize, orders received, net sales, and profits at each stage all improved YoY for Q3, resulting in very favorable performance. The volume of construction work carried over to Q4 and beyond is also steadily accumulating, indicating good progress.

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The table on the right with areas colored in green indicates FY2025. The first row for orders received was JPY169.791 billion during Q3, while the rightmost column shows the change in percentage YoY. Orders received increased by 26.4% YoY. This was due to the acquisition of large-scale projects in both construction and civil engineering within Japan.

The second line indicates net sales, which totaled JPY128.158 billion during Q3, a 11.2% increase in revenues YoY due in part to the steady progress of the numerous ongoing construction projects.

For profits, in addition to the increase in sales, improvements to the gross profit margin associated with selective orders received that emphasize profitability, also contributed significantly. Our Singaporean subsidiary, Evergreen Engineering & Construction, has also been performing well, which also contributed to our performance.

Although SG&A expenses also increased, we managed to offset this increase, resulting in operating profits of JPY7.179 billion, a 35% increase YoY.

Below that, current net profits attributable to shareholders of the parent company were JPY4.867 billion, a significant profit increase of 38.6% YoY.

Moving two rows below, the volume of carried over construction work was JPY244.03 billion, a 19.7% increase YoY. This represents a multiple of 16.8 times monthly sales, which accumulates well like other major general contractors. This is also attributed to selectively receiving orders, which are good projects that are being carried over.



1 Financial Results and Shareholder Returns



2. Upward Revision to Financial Results Forecast

- We revised upward our full-year consolidated financial results forecast—including orders, net sales, and profits—compared with the initial forecast (February 10, 2026).

(Unit: Millions of Yen)		FY2024 Results	FY2025 Initial Forecast	FY2025 Revised Forecast	Comparison with Initial Forecast	(%)
Consolidated	Orders	180,624	151,500	197,500	+46,000	+30.4
	Net Sales	167,005	170,300	174,600	+4,300	+2.5
	Operating Profit	6,867	7,030	7,550	+520	+7.4
	Ordinary Profit	6,545	6,820	7,370	+550	+8.1
	Profit attributable to owners of parent	4,692	4,770	5,000	+230	+4.8
	Earnings per Share (JPY)	58.21	59.17	62.00	—	—

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As we consider these current favorable factors of progress, we have upwardly revised our full-year consolidated earnings forecast for FY2025, as shown on page five. The dark green areas in the table show the

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revised full-year consolidated earnings forecast, while the rightmost area shows the comparison with the full-year consolidated earnings forecast at the beginning of the fiscal year in percentage.

The first row's orders received are set to jump to JPY197.5 billion, a 30.4% increase from the initial forecast.

The second row's net sales are revised up to JPY174.6 billion. Although this is a slight increase of 2.5% from the initial forecast, it has increased by 7.4% compared to the original forecast at the operating profit stage, partly due to achievements from selective orders received.

Ordinary profits are now projected to increase by 8.1% and net current profits by 4.8%, which are expected to exceed their respective forecasts at the beginning of the fiscal year.



3. Upward Revision to Dividend Forecast (Increase)

- Based on recent financial results trends and our shareholder return policy under the medium-term three-year plan—which targets a consolidated dividend ratio of 70% or higher—we have raised our year-end dividend forecast to ¥27.50 per share, ¥2.00 higher than the initial forecast.
- As a result, the annual dividend forecast for the fiscal year ending March 2026 is ¥43.50 per share, which is also ¥2.50 above the annual dividend results for the fiscal year ended March 2025.

	Dividend per Share		
	End of Q2	Year-end	Total
Initial Forecast (announced May 14, 2025)	¥16.00	¥25.50	¥41.50
Revised Forecast	—	¥27.50	¥43.50
Results (Current FY)	¥16.00		
(Reference) Previous FY Results (FY ended March)	¥15.00	¥26.00	¥41.00

※The year-end Dividend will be formally determined by a resolution at the 91st Annual General Meeting of Shareholders scheduled to be held in late June 2026.

Please refer to page six. As our policy for shareholders' return in our medium-term three-year business plan is to achieve a consolidated dividend payout ratio of at least 70%, we have revised our dividend forecast upward in line with our updated consolidated full-year earnings forecast.

The year-end dividend forecast has been increased by JPY2 per share from the beginning of the fiscal year. As the annual dividend for the current fiscal year is expected to be JPY43.50, this reflects an increase of JPY2.50 compared to the previous year's payout.

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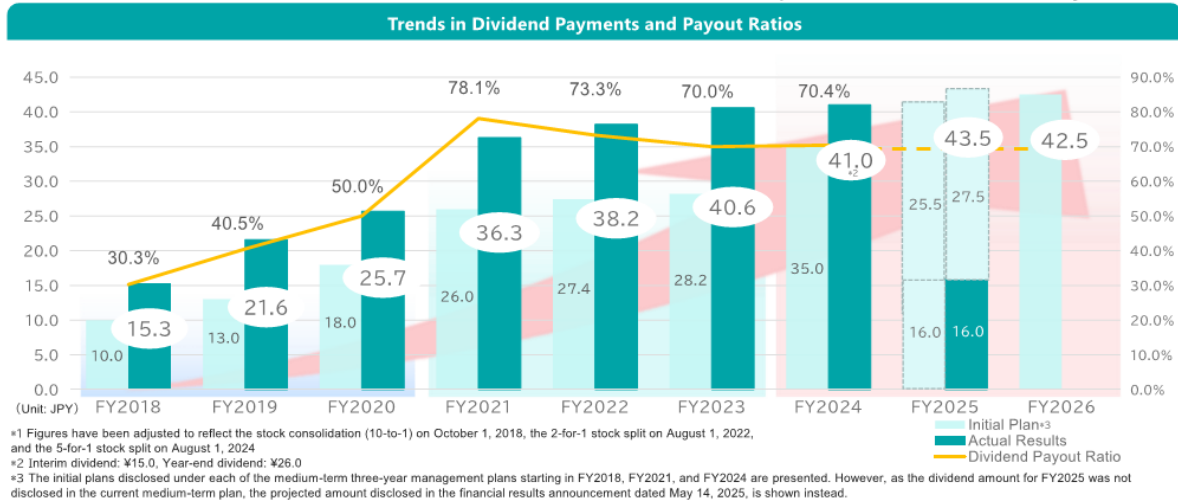
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4. Shareholder Returns

- Under the current three-year medium-term plan, we aim to maintain a dividend payout ratio of over 70%. Additionally, to create a more accessible investment environment, we have introduced a stock split and a semi-annual dividend system.



Three-Year Medium-Term Plan	
Policy	While securing funds for strategic investments, we remain committed to maintaining a dividend payout ratio of 70% or higher, in line with our previous medium-term management plan.
Dividend Criteria	Criteria: Dividend payout ratio of 70% or higher
Dividend Amount (JPY)	Dividend for the Final Fiscal Year: ¥42.5 per share (announced May 14, 2024)
Other Information	<ul style="list-style-type: none"> Stock split (5-for-1), effective August 1, 2024 An interim dividend system was introduced. (introduced in FY2024)

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Page seven shows the nine-year trend for the dividend amount and the dividend payout ratio, which spans the three terms of the medium-term three-year business plan.

We expect to increase dividends for eight consecutive fiscal years, including the projected dividend amount for FY2025, the current fiscal year. The dividend plan for the FY2026, which is the upcoming fiscal year, reflects the plan in May 2024, when we disclosed the current medium-term three-year business plan.

Although we obviously do this every year, the dividend plan is carefully reviewed together with the FY2026 earnings plan after closing the account for FY2025. That is when we consider whether to make revisions or not.

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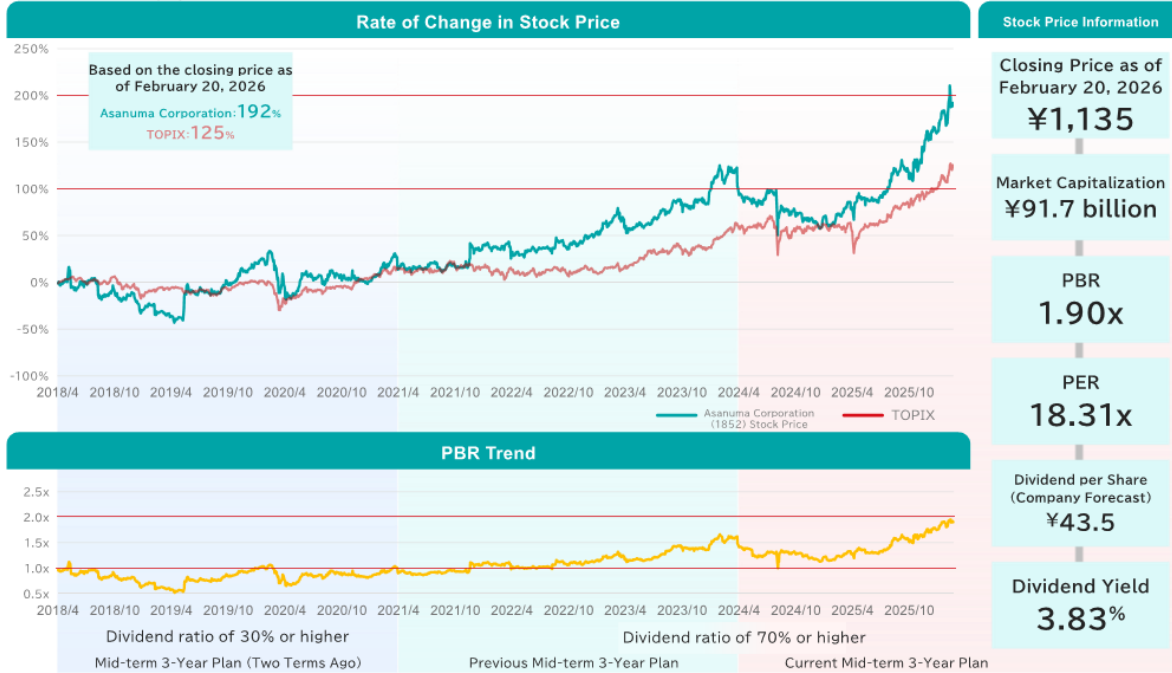
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4. Shareholder Returns

- Recent Stock Price Performance (approximately 7.5 years since the start of the Mid-term 3-Year Plan two terms ago), compared with TOPIX for reference



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Please refer to page eight. This indicates the stock price trends.

Similar to the previous page, the fluctuation rate for our stocks are shown, which starts from April 2018 when we began our medium-term three-year business plan for two terms ago. The price is currently exceeding TOPIX with a 192% increase.

Our P/B ratio is currently 1.9x, which resulted in market recognition to some extent. We will make efforts to further improve corporate value through enhanced capital efficiency and continuous growth.

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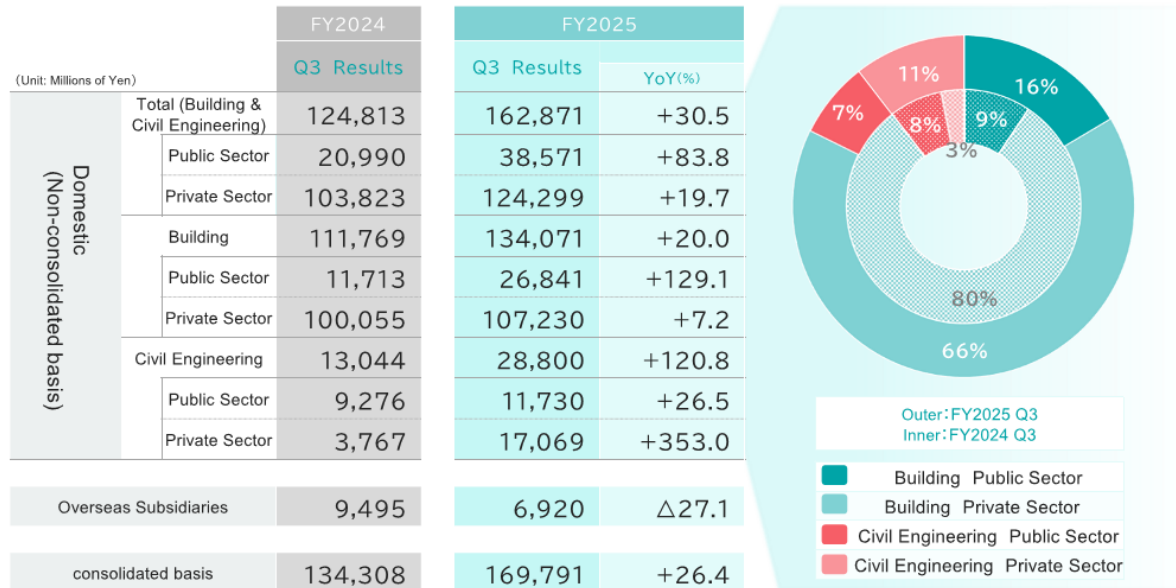
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5. Breakdown of Orders (Non-consolidated basis) – Public / Private Sector

- On a Non-consolidated basis (domestic*1), orders increased significantly year-on-year (+30.5%).
- In both the building and civil engineering segments, orders from public and private sector clients increased substantially year-on-year.



*1 Although figures include data from Guam, more than 99% relate to domestic projects. This applies throughout the subsequent pages as well

The breakdown of orders received on a non-consolidated basis during Q3 of the current fiscal year is shown on page nine and thereafter for your reference.

Volume of orders received on a non-consolidated basis increased by 30.5% YoY, which is a significant increase. Particularly, we are strategically focusing on construction for the government sector, which has increased by 129.1% YoY.

Also, we have received orders for large-scale projects related to civil engineering for the private sector, with a hefty 353% increase YoY, or a 3.5-fold increase.

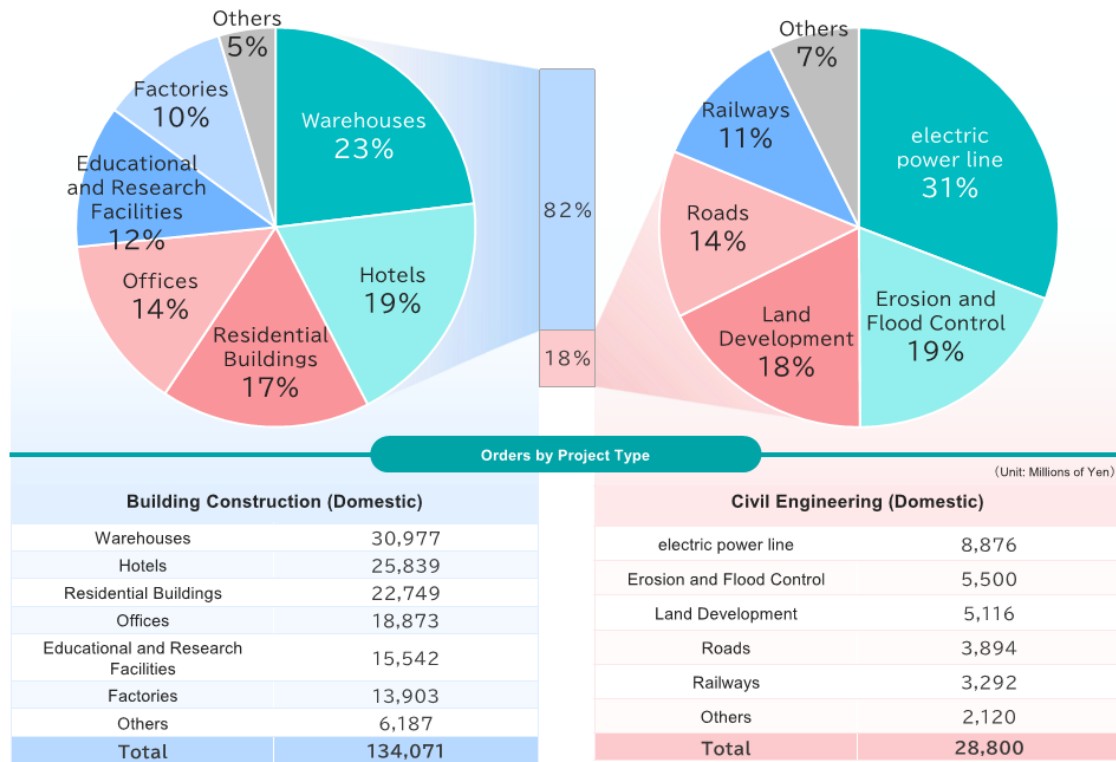
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6. Breakdown of Orders (Non-consolidated basis) – by Type of Projects



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Page 10 indicates a breakdown of volume in orders received on a non-consolidated basis by application.

For construction on the left, although warehouses continue to account for a large share at 23%, we are also receiving a well-balance mix of orders across a wide variety of projects, including accommodations, housing, and offices.

For civil engineering on the right, we have received orders for large-scale projects relating to power lines and flood control facilities, or dam construction. These account for the highest shares, followed by land development and roads, with well-balanced shares and steady acquisitions.

We will continue to strategically work to receive orders while accumulating orders evenly by application.

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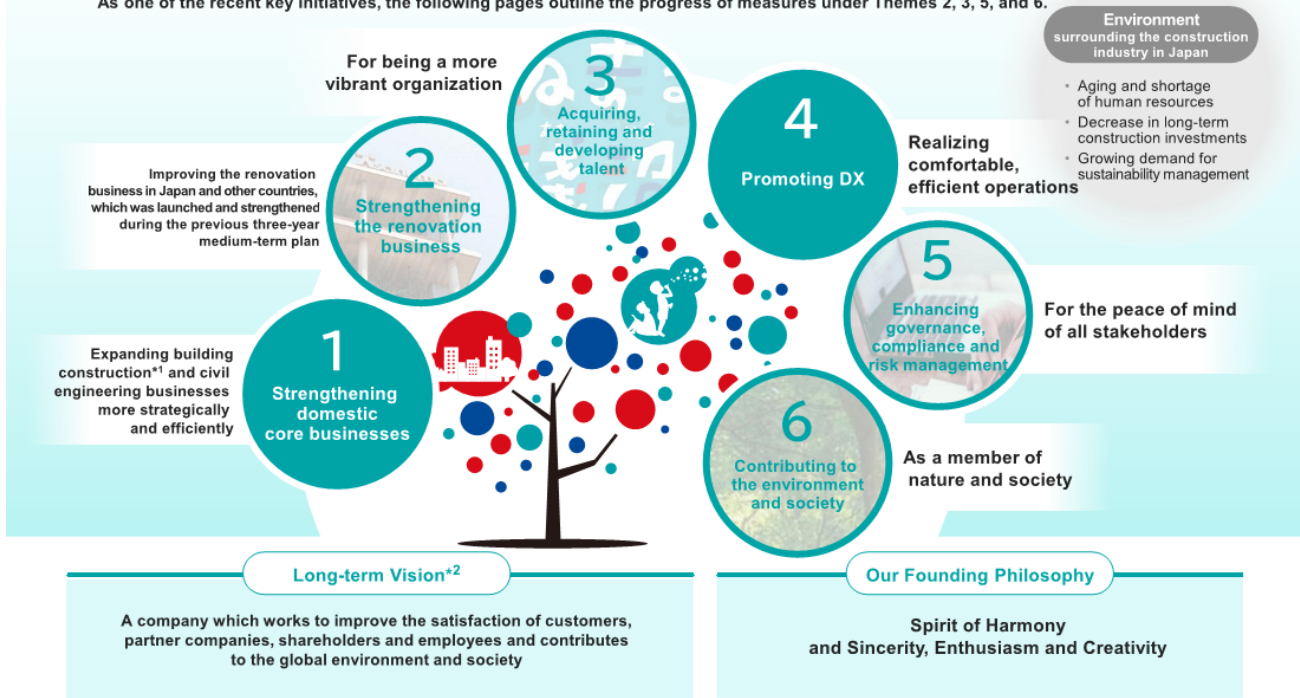
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1. Themes of the Three-Year Medium-Term Plan

- Six themes were selected as the themes we will focus on during the three years of the plan. As one of the recent key initiatives, the following pages outline the progress of measures under Themes 2, 3, 5, and 6.



*1. Refers mainly to new construction

*2. What we want to be as of the 140th anniversary of our founding (FY2031 (January 20, 2032)). The long-term vision, philosophy, policy and other matters were revised in April 2024. For details, see page 17.

I will now explain major initiatives for Q3 in accordance with the medium-term three-year business plan. As we currently focus on the three years of the medium-term three-year business plan, we have set six themes.

Today, I would like to introduce themes that have made progress in particular, which are: theme 2's strengthening the renovation business; theme 3's acquiring, retaining, and developing talent; theme 5's enhancing governance, compliance, and risk management; and theme 6's contributing to the environment and society.






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2. Initiatives by Strategic Theme (1/4)

Theme (what we will focus on during the three years)	Key Initiatives
<p>2</p> <p>Strengthening the renovation business</p> 	<ul style="list-style-type: none"> GOOD CYCLE through Environmentally Conscious Technologies We are conducting research to actively incorporate natural materials such as soil and wood into modern architecture, aiming not only to contribute to decarbonization and the achievement of SDGs, but also to enhance design quality and added value. As part of these efforts, The "Earth-Returning Bricks" and the "3D Layered Clay-Wood Wall," developed by us, have obtained patents^{*1}. <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Earth-Returning Bricks</p> </div> <div style="text-align: center;">  <p>3D Layered Clay-Wood Wall</p> </div> </div> <p style="text-align: center;">Promote new utilization of excavated soil from construction site</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Reception Room on the First Floor of the Nagoya Branch</p> </div> <div style="text-align: center;">  <p>Imomatsu Store on the Second Floor of Senkyakubanrai</p> </div> </div>

*1 Earth-Returning Bricks (Patents: 7676190, 7676191) and. 3D Layered Clay-Wood Wall (Patent: 7723873)

First, we will strengthen our renewal business, which is one of the pillars of our growth strategy.

We are promoting the GOOD CYCLE PROJECT as an initiative to contribute to environmental friendliness and human health. We combine our proprietary technology for environmental friendliness and human health to provide unique proposals that offer high added value.

As part of this effort, we have developed 'Earth-Returning Bricks' that make effective use of onsite-generated soil, as well as '3D Layered Cray-Wood Wall' that combine soil and wood. We have also obtained patents for these two technologies.

The photos at the bottom of the slide show the actual implementation of these technologies, with the reception room of our Nagoya branch shown on the left, while a store at the commercial facility called Senkaku Banrai is shown on the right. By beautifying onsite-generated soil into components that decorate spaces, we propose renewal options to our customers that we can only achieve.

As these technologies also received recognition from external entities, we have won many awards.

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2. Initiatives by Strategic Theme (1/4)

Theme (what we will focus on during the three years)	Key Initiatives
<p>2</p> <p>Strengthening the renovation business</p> 	<ul style="list-style-type: none"> The “Earth-Returning Bricks” received the “Soil and Green Future Award” in the Resource Circulation at TSUCHI(Soil) EXPO 2025 OSAKA. A retail store incorporating the 3D Layered Clay-Wood Wall design received the Good Design Award 2025. The 3D Layered Clay-Wood Wall also received the Gold Award in the NEXTAGE category of the JID AWARD 2025 (Awards by Japan Interior Designers’ Association).  <p>Measures of Three-Year Medium-Term Plan</p> <ul style="list-style-type: none"> Strengthening ReQuality, our renovation business brand Strengthening the renovation business in the ASEAN region ZEB Renovation of the Technical Research Institute Using Natural Materials Achieving the practical use of renovation-related technologies and promoting the technologies (advanced technologies for building deterioration diagnosis, etc.)

Specifically, the ‘Earth-Returning Bricks’ won an award in Resource Circulation at the Tsuchi (Soil) Expo 2025 Osaka. For the ‘3D Layered Clay-Wood Wall’, a building that utilized the technology won the Good Design award, while the technology itself was awarded by the Japan Interior Designers' Association. This demonstrates that the design aspect is also highly regarded.

As we leverage these strengths, we will further strengthen our renewal business brand that applies our added value and achieve growth as a pillar of revenues.






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2. Initiatives by Strategic Theme (2/4)

<p>Theme (what we will focus on during the three years)</p>	<p>Key Initiatives</p>		
<p>3 Acquiring, retaining and developing human resources</p> 	<ul style="list-style-type: none"> • [Acquiring] Strengthening the Company's Branding and PR Activities We responded to media coverage related to the dismantling of the Netherlands Pavilion at Expo 2025 Osaka, Kansai. <div data-bbox="515 436 1388 582">    </div> <p>Sponsorship of "Hiroshima Architecture Exhibition 2025," a major event featuring prominent architects We provided sponsorship for an installation themed on circularity by Norihisa Kawashima, our advisor and one of the exhibiting architects.</p> • [Acquiring · retaining] Gradual Introduction of the "Wellness Container" *1 at Construction Site Offices <div data-bbox="1193 672 1388 772">  </div> • To support the physical and mental well-being of employees working on the front lines at construction sites, we developed the "Wellness Container" and have begun rolling it out across site offices. <div data-bbox="1050 772 1241 873">  </div> <div data-bbox="478 878 1383 922"> <p>Measures of Three-Year Medium-Term Plan</p> </div> <table border="0"> <tr> <td data-bbox="502 922 925 1030"> <ul style="list-style-type: none"> • Strengthening recruitment measures • Securing diverse human resources (including women, non-Japanese people and aged people) • Encouraging employees to take holidays and reduce overtime work </td> <td data-bbox="965 922 1356 1030"> <ul style="list-style-type: none"> • Improving the labor environment of work sites and promoting the closure of work sites • Reviewing and enhancing the content of training programs • Strengthening our branding and PR </td> </tr> </table>	<ul style="list-style-type: none"> • Strengthening recruitment measures • Securing diverse human resources (including women, non-Japanese people and aged people) • Encouraging employees to take holidays and reduce overtime work 	<ul style="list-style-type: none"> • Improving the labor environment of work sites and promoting the closure of work sites • Reviewing and enhancing the content of training programs • Strengthening our branding and PR
<ul style="list-style-type: none"> • Strengthening recruitment measures • Securing diverse human resources (including women, non-Japanese people and aged people) • Encouraging employees to take holidays and reduce overtime work 	<ul style="list-style-type: none"> • Improving the labor environment of work sites and promoting the closure of work sites • Reviewing and enhancing the content of training programs • Strengthening our branding and PR 		

*1 An initiative to transform the conventional, inorganic container houses used at construction sites into warm and comfortable spaces by incorporating natural materials and ambient natural sounds.

Please refer to page 15. Acquiring, retaining, and developing talent that we consider highly essential for sustainable growth.

To acquire, retain, and develop human resources, we are focusing on improving the working environment and strengthening our brand by communicating the attractiveness of construction and our initiatives.

From branding perspective, we were responsible for the construction and the relocation of the Netherlands Pavilion of Expo 2025 Osaka, Kansai, Japan. We still receive interviews by many media firms as a model of circular architecture, which is when we respond accordingly and send strong PR messages. Also, at the Hiroshima Architecture Exhibition 2025 where prominent architects attended, we sponsored architecture projects centered on the theme of circularity. That is how we engage in PR activities.

For the workplace environment, we have devised a new "Wellness Container" that designed to support the physical and mental health of employees working at construction sites, which we will implement sequentially. Rather than the conventional, utilitarian onsite office, Wellness Container incorporates materials and ambient natural sounds in an easily accessible manner, transforming the space into a warm and comfortable environment. This leads to improved productivity and reduced turnover rates.

We will continue to focus on measures that contribute to acquiring, retaining, and developing diverse human resources, such as by creating environments where diverse human resources can thrive, reducing overtime, and encouraging them to take a leave.

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2. Initiatives by Strategic Theme (3/4)

Theme (what we will focus on during the three years)	Key Initiatives
<p>5 Strengthening governance, compliance and risk management</p> 	<ul style="list-style-type: none"> • Issuance of the “INTEGRATED REPORT 2025” The report integrates our top management message, special features, the Group’s management strategy, Financial Information, and ESG Initiatives, with the aim of enhancing stakeholders’ understanding of the Company. • Strengthening communication with shareholders and investors.*1 By hosting events on-site and utilizing live streaming formats, we are sharing our business activities with a broader range of investors  <p>Measures of Three-Year Medium-Term Plan</p> <ul style="list-style-type: none"> • Strengthening governance further (including governance of overseas subsidiaries) • Enhancing communication with shareholders and investors • Ensuring compliance and enhancing compliance awareness • Enhancing safety measures (for aged workers) and increasing safety awareness • Reinforcing the information security structure and systems and increasing awareness of information security

*1 26 meetings with shareholders and institutional investors. 3 financial results briefings (including on-demand video sessions). 3 briefings for individual investors (FY2024)

Please refer to page 16. Strengthening governance, compliance, and risk management as the foundation of management.

For FY2025, we also published our integrated report 2025, which covers our strategies and ESG initiatives. In addition to the top management's message, we are communicating the direction we are heading to all stakeholders through articles that introduce circular architecture of the Netherlands Pavilion at the Expo 2025 Osaka, Kansai, Japan. We also plan to publish an English-language edition, starting with this issue, as we are aware of our global stakeholders.

We are also expanding dialogue with shareholders and investors in terms of both quality and quantity. In addition to individual presentations, we are actively promoting live streaming, radio broadcasts, and participating in events for individual investors. We will make efforts to gain an increase in understanding.

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2. Initiatives by Strategic Theme (4/4)

Theme
(what we will focus on during the three years)

6 Environmental and social contribution

Key Initiatives

- **Obtained third-party assurance toward acquiring SBT^{*1} certification.**
Obtained third-party assurance for the calculation Results of GHG (greenhouse gas) emissions for FY2024^{*2}

Asanuma Corporation's greenhouse gas reduction targets have been certified by the SBT initiative.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

CO₂ Reduction Targets and Results at Construction Sites

(Scope1+2)

CO₂ Emission Intensity (t-CO₂ per 100 million yen)

Baseline Year Emissions Intensity: 30 (t-CO₂ per 100 million yen) Total: 74 (thousand t-CO₂)

FY2024 Results Intensity: 12.6 (t-CO₂ per 100 million yen) Total: 19.6 (thousand t-CO₂)

FY2030 Intensity Reduction Target: ▲80% Total Reduction Target: ▲76%

FY2050 Intensity Reduction Target: ▲90% Total Reduction Target: ▲95%

(Scope3)

CO₂ Emissions, Total Reduction Rate, Scope 3 Category 11

FY2024 Results
Δ47% (Compared to FY2021^{*3})
366,658 t-CO₂

FY2030 Objectives
Δ15% (Compared to FY2021^{*3})
589,414 t-CO₂

FY2050 Objectives
Δ35% (Compared to FY2021^{*3})
450,728 t-CO₂

Measures of Three-Year Medium-Term Plan

- Implementing initiatives related to environmental consideration, resource circulation and health (pushing forward with the GOOD CYCLE PROJECT, Eco-Friendly ASANUMA 21, etc.)
- Suggesting high-value added designs, materials, etc., such as eco-friendly materials and designs

- Acquiring SBT certification
- Verifying and expanding health science in construction technologies
- Building and reinforcing foundations for promoting ZEB and ZEH

*1 SBT stands for 'Science Based Targets,' which refers to greenhouse gas emission reduction targets set by companies for a target year 5 to 10 years in the future, aligned with the level required under the Paris Agreement (Source: Ministry of the Environment website)
 *2 Calculation: 30 × (1 - 0.6) = 12
 *3 FY2021 Emissions 693,428 t-CO₂

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Page 17 indicates our initiatives for contributing to the environment and society.

In a major step forward, our group's greenhouse gas emission reduction targets were accredited with SBT certification, which is an international initiative. This means we have been publicly recognized as a company whose reduction targets are based on scientific evidence that complies with the Paris Agreement.

Our greenhouse gas emission results for FY2024 acquired third-party assurance. We will continue to promote decarbonization throughout the supply chain by strengthening our ZEB and ZEH proposals, as well as by promoting environmentally conscious designs and other activities.

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3. Progress on KPIs by Strategic Theme

- KPIs have been established for each strategic theme. FY2024 results indicate solid progress toward achieving our targets by the end of FY2026.

Theme (what we will focus on during the three years)		Financial/non-financial KPI		Supplementary Information on FY2024 Results	
		Target for the End of FY2026	FY2024 Results		
1	Strengthening core Businesses in Japan	Customer Satisfaction Score	80 points or higher (Average of the last two fiscal years)	79.9 points ※Average of FY2023 and FY2024 ※ Calculated based on data received as of the end of March	• Continuing from the previous year, it has maintained a high level (up 0.2 points year on year)
2	Strengthening the renovation business	Ratio of operating income from renovation business to consolidated operating income	40 % or higher	45.3%	• In FY2023, we secured several large-scale and high-margin renewal projects in Japan, which contributed to operating profit in FY2024.
3	Acquiring, retaining and developing Human resources	Engagement Score	70 points or higher	69.6 points	• An increase of 1.4 points compared to the previous year • Scores for employee engagement items—such as 'I am truly grateful to be working at this company'—showed an upward trend.
4	Promotion of DX	Gross profit per hour of work	6,000 yen or higher	6,722 yen	• Reduction in Working Hours and Increase in Gross Profit
5	Strengthening governance, compliance and risk management	Number of serious legal or regulatory violations	0 cases	0 cases	• Focused on Strengthening Compliance Training • Implemented safety training leveraging digital transformation (DX)
		Fatal Accident	0 cases	0 cases	
6	Environmental and social contribution	CO2 emission reduction rate	Scope 1 and 2 △75% (compared to FY1990) Scope 3 Category 11 △8% (compared to FY2021)	△73% (compared to FY1990) △47% (compared to FY2021)	• Progress on Scope 1 and 2 emissions reduction is on track. • Category 11 saw a significant decline due to a decrease in the number of project completions in FY2024. This is a temporary phenomenon caused by longer construction periods resulting from larger-scale projects.

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Page 18 summarizes the non-financial KPIs in the medium-term three-year business plan for your reference. We will continue to promote measures and work diligently to achieve our KPIs.

Thank you for watching the video.

We hope you will read about our other initiatives on our website, including our integrated report.

Thank you.

[END]

Document Notes

1. Portions of the document where the audio is unclear are marked with [inaudible].
2. Portions of the document where the audio is obscured by technical difficulty are marked with [TD].
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