

Prime Market of Tokyo stock exchange : 1959

KYUDENKO CORPORATION

FY ending March 2025 2nd Quarter

Results briefing

Nov.15th ,2024

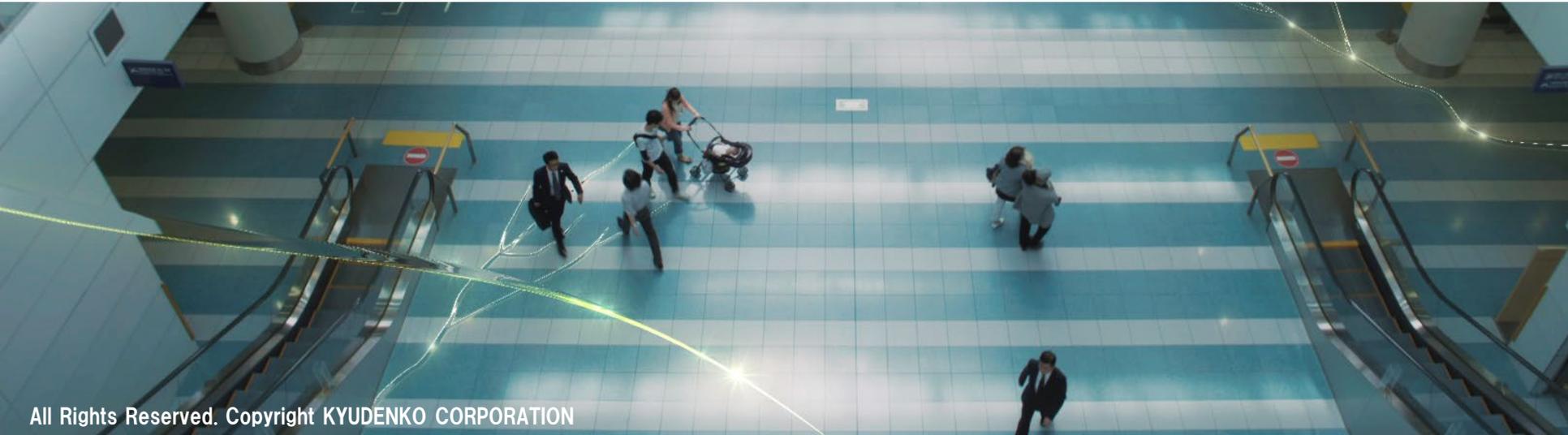


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Overview of business results

Orders

¥227,881 million Year-on-year 93.0%

Sales

¥219,303 million Year-on-year 109.3%

Operating profit

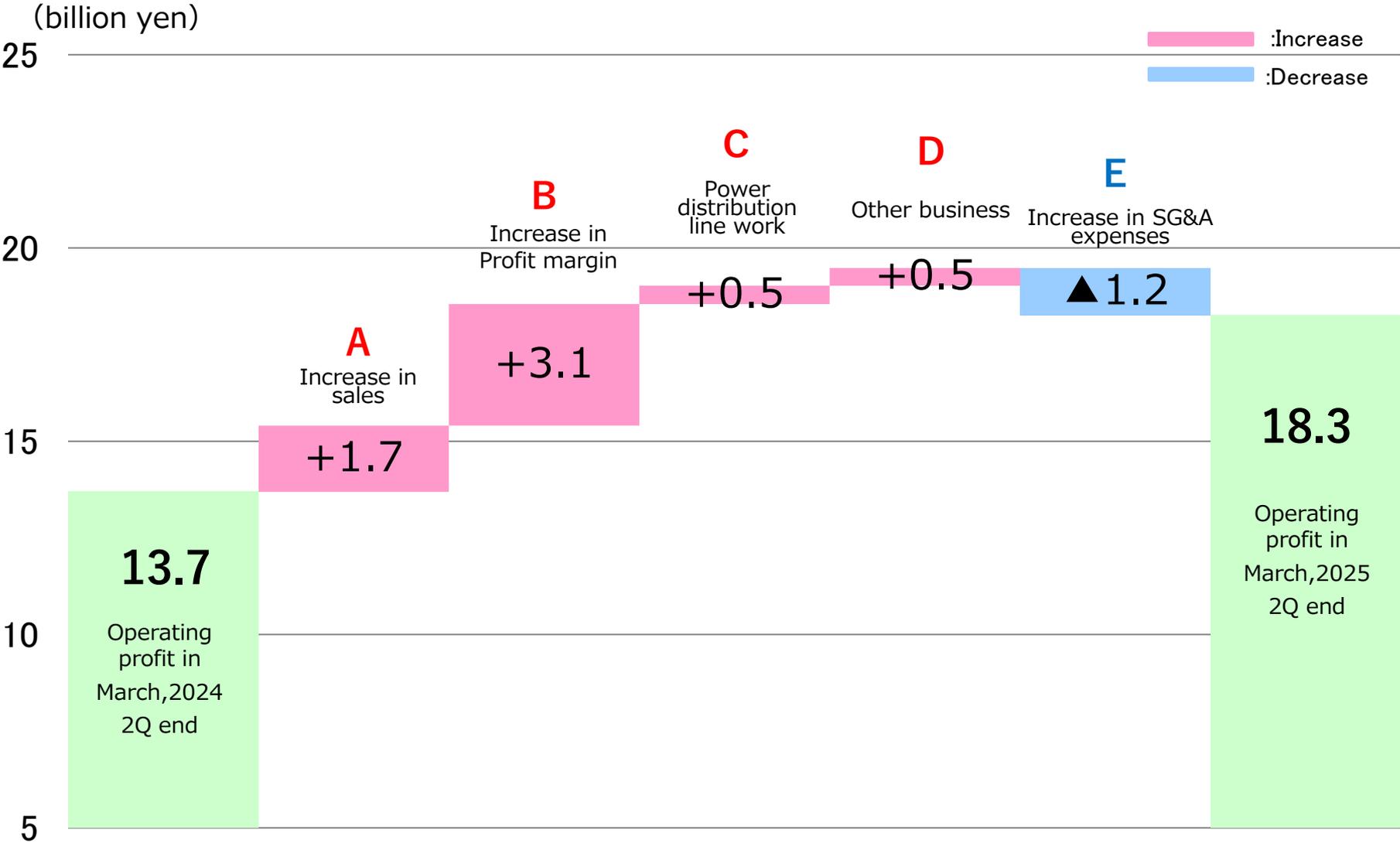
¥18,254 million Year-on-year 133.3%

Outline of P/L March 2025, 2nd quarter

(Million yen)

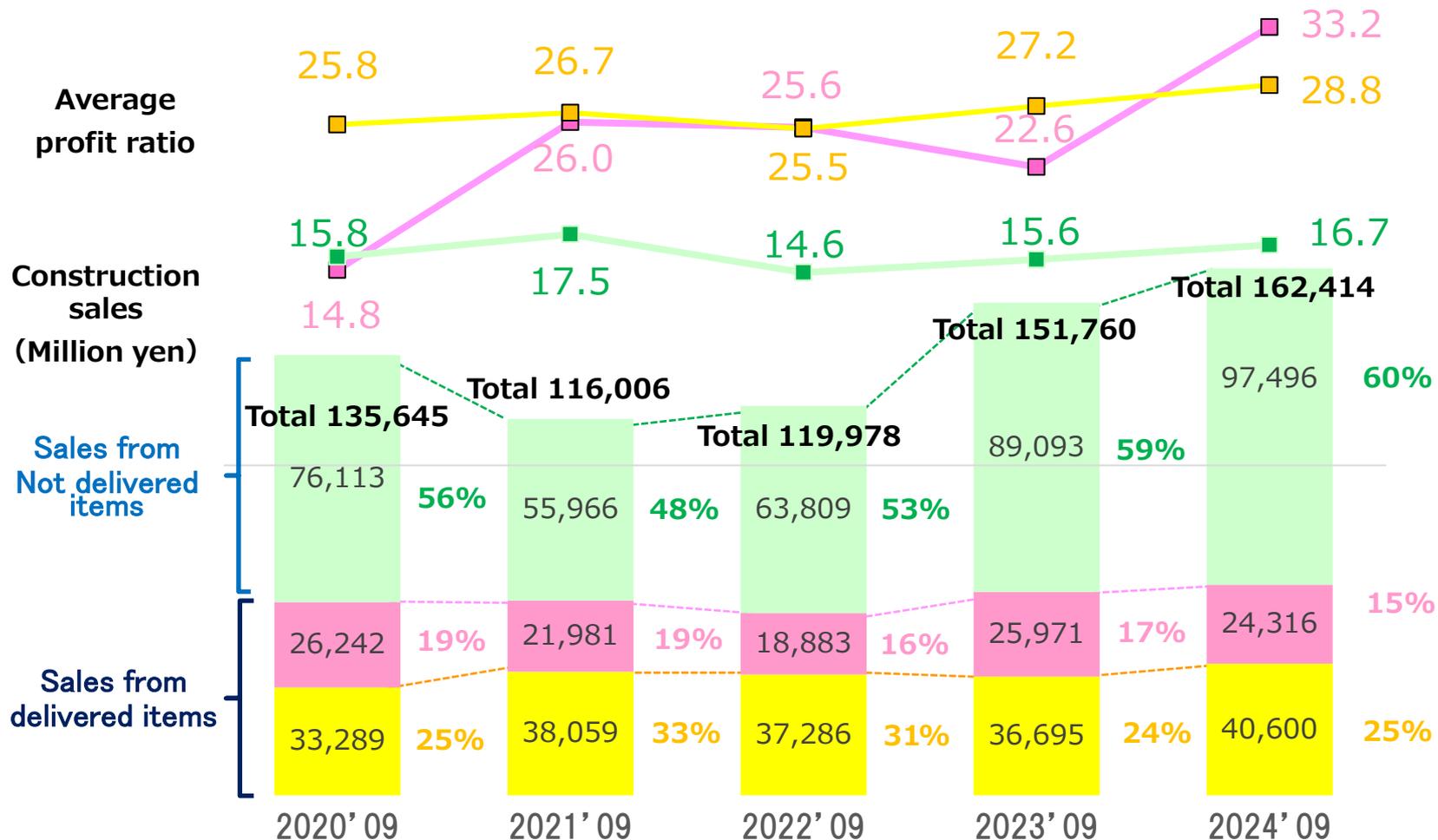
| | March 2024, 2Q Result | March 2025,2Q | | |
|----------------------|--------------------------|---------------------|-----------------------|-------------------------------------|
| | | Result | Increase /decrease | Percentage increase /decrease |
| Sales | 200,617 (100.0%) | 219,303 (100.0%) | + 18,685 | +9.3% |
| Gross profit | 26,860 (13.4%) | 32,651 (14.9%) | + 5,791 | +21.6% |
| Operating profit | 13,692 (6.8%) | 18,254 (8.3%) | + 4,562 | +33.3% |
| Ordinary project | 15,766 (7.9%) | 19,896 (9.1%) | + 4,130 | +26.2% |
| Net profit | 10,160 (5.1%) | 13,168 (6.0%) | +3,008 | +29.6% |
| Net profit per share | ¥143.49 | ¥186.18 | — | |

Factors of change in OP



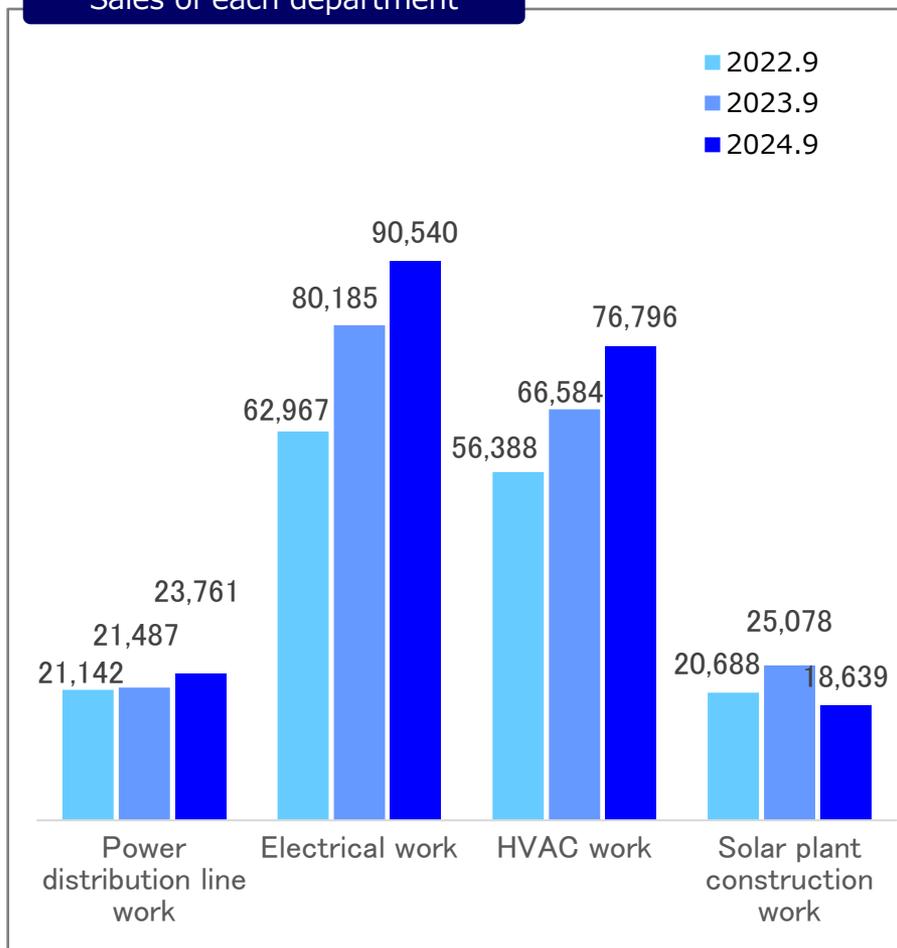
Breakdown of construction sales and average profit Sep.2024 (Kyudenko individual : excluding power distribution line work)

- Project Not delivered (Percentage of completion method)
- Project delivered (Percentage-of-completion method)
- Project delivered (Completed-contract method)



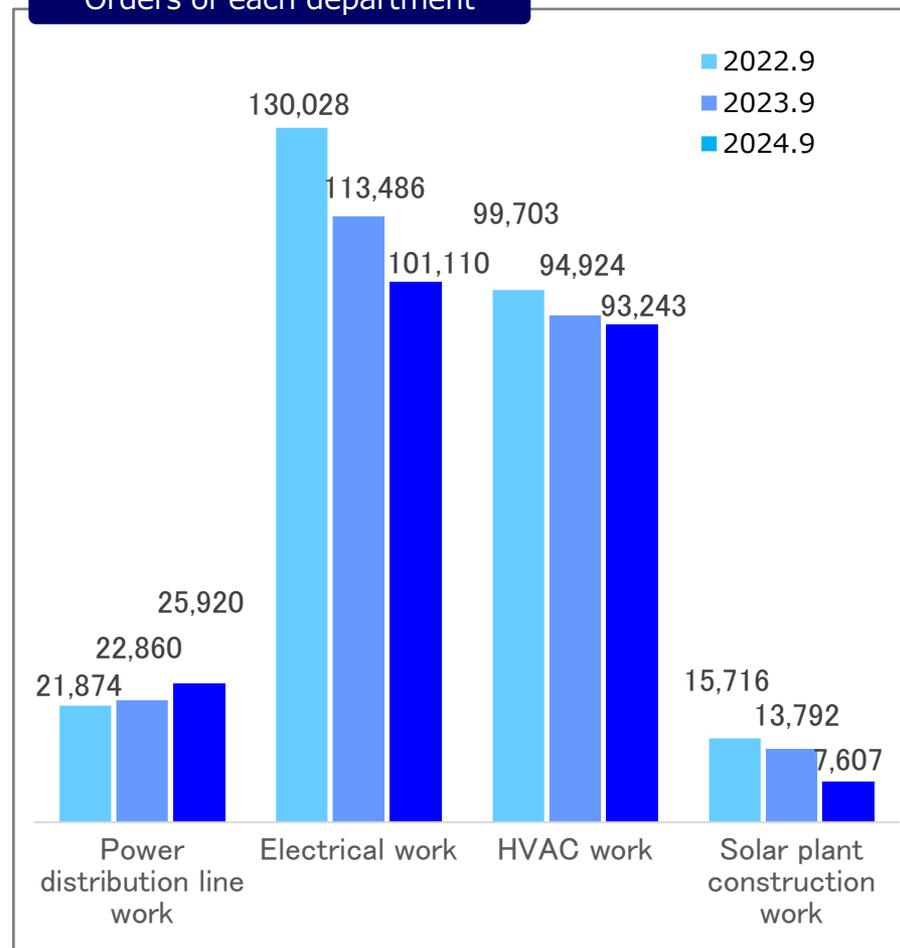
Sales of each department

(Million yen)

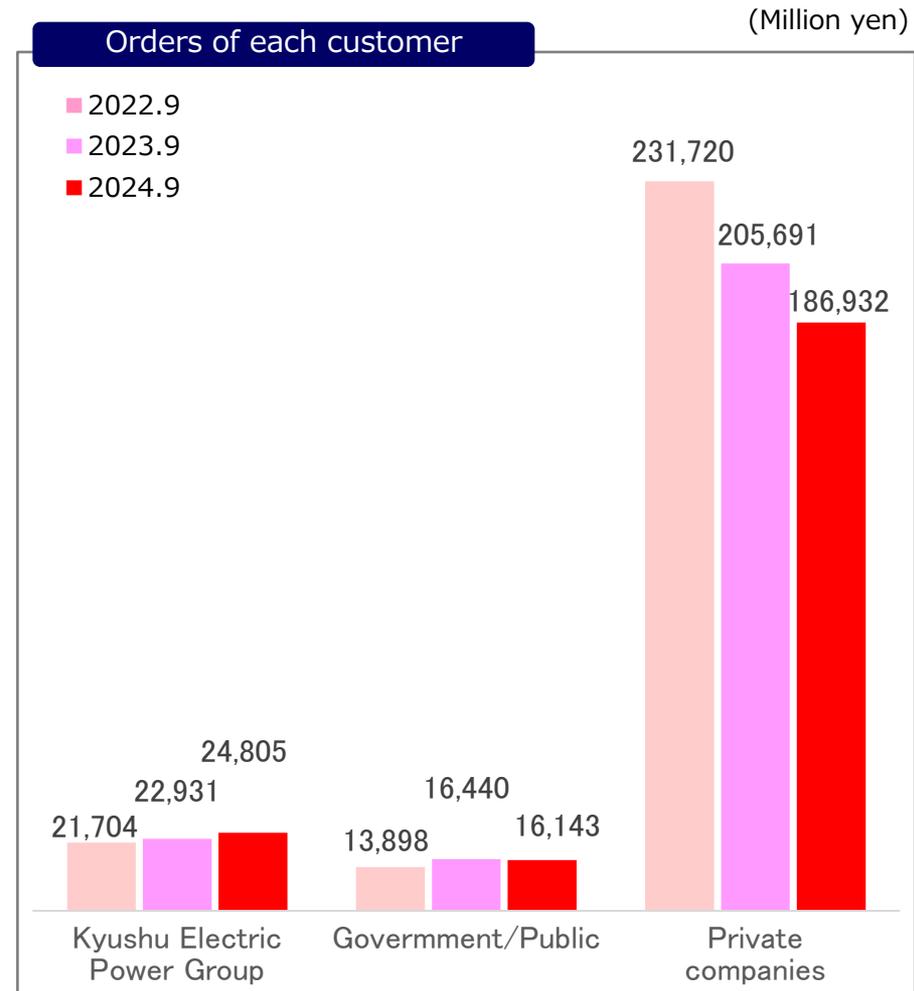
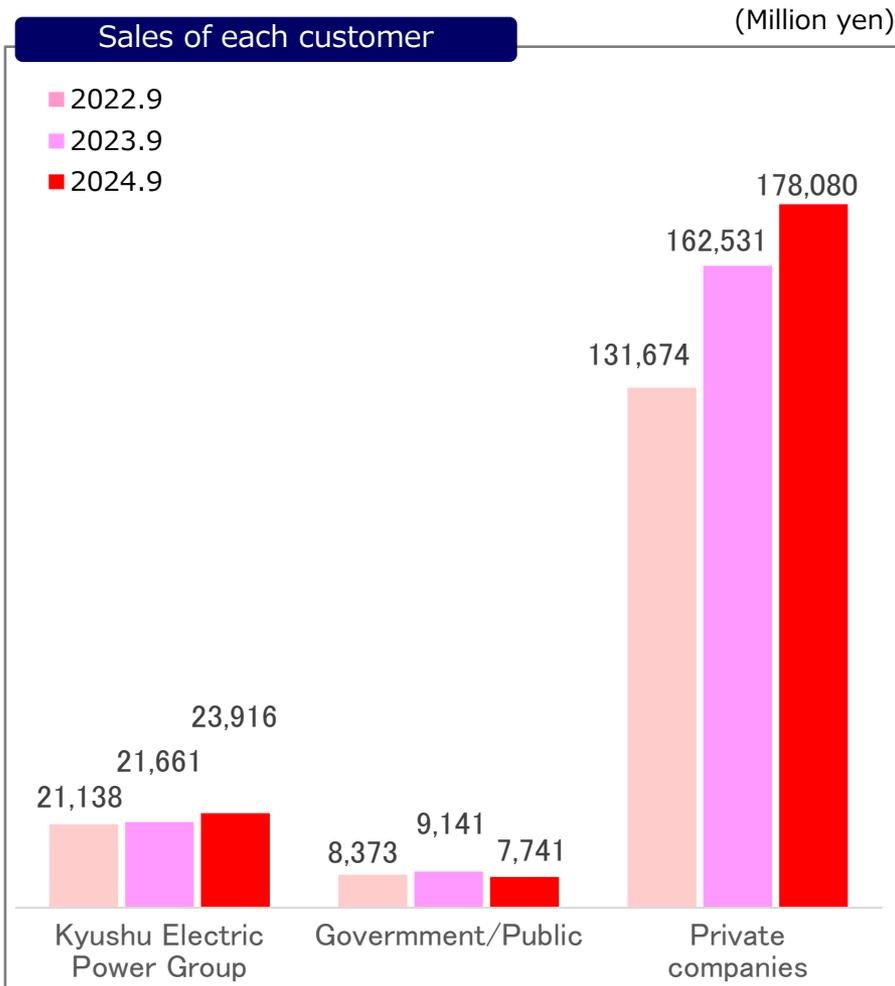


Orders of each department

(Million yen)



Order received / Sales by customer Sep. 2024

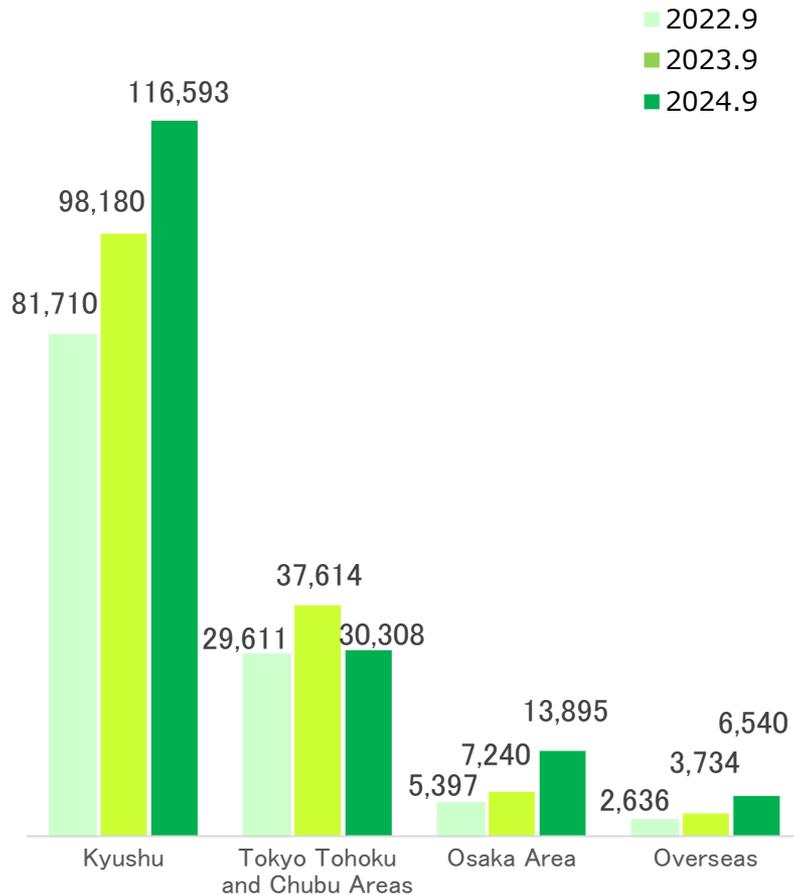


Order received / Sales by region Sep. 2024

(Electrical & HVAC work excluding Solar plant construction work)

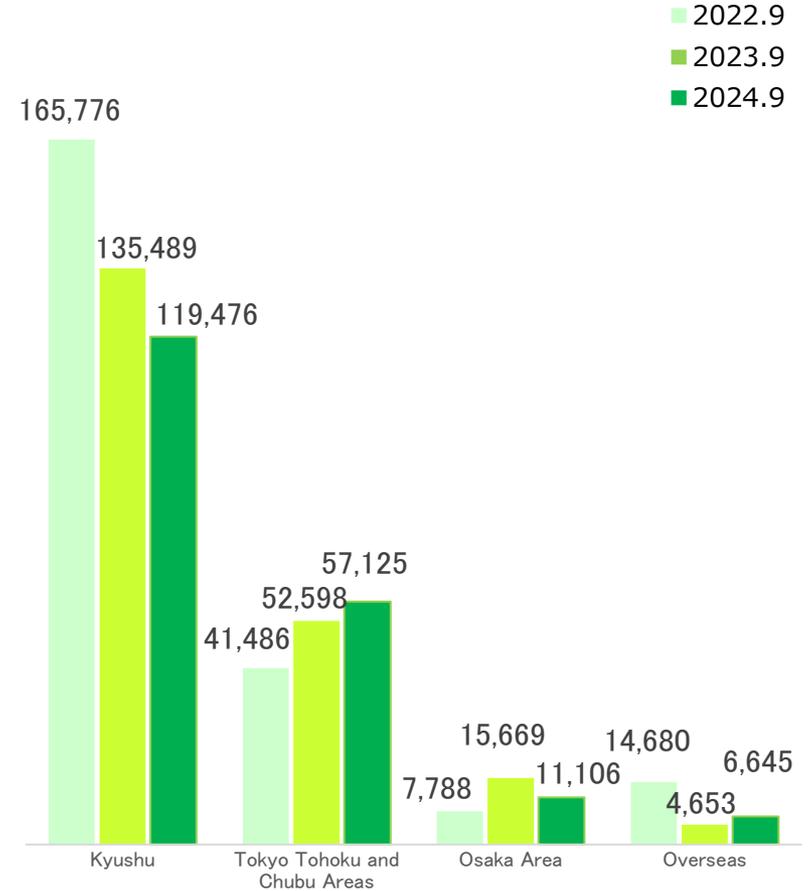
Sales of each region

(Million yen)



Orders of each region

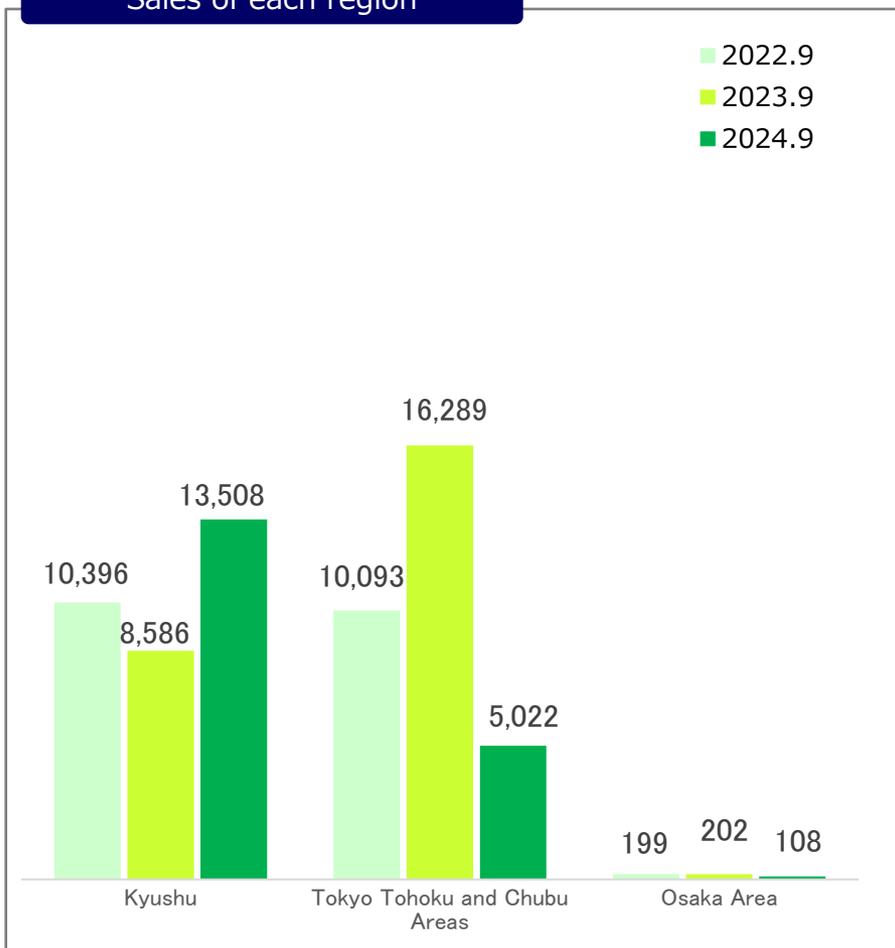
(Million yen)



Order received / Sales by region Sep. 2024 (Solar plant construction work)

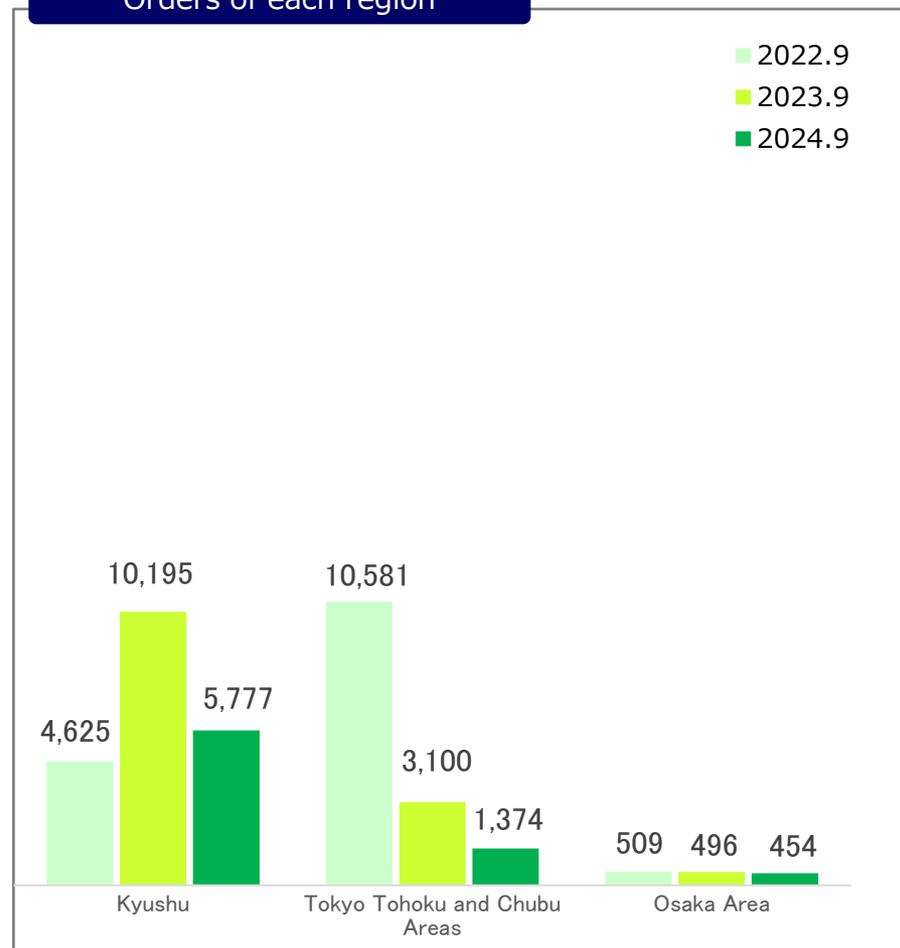
Sales of each region

(Million yen)



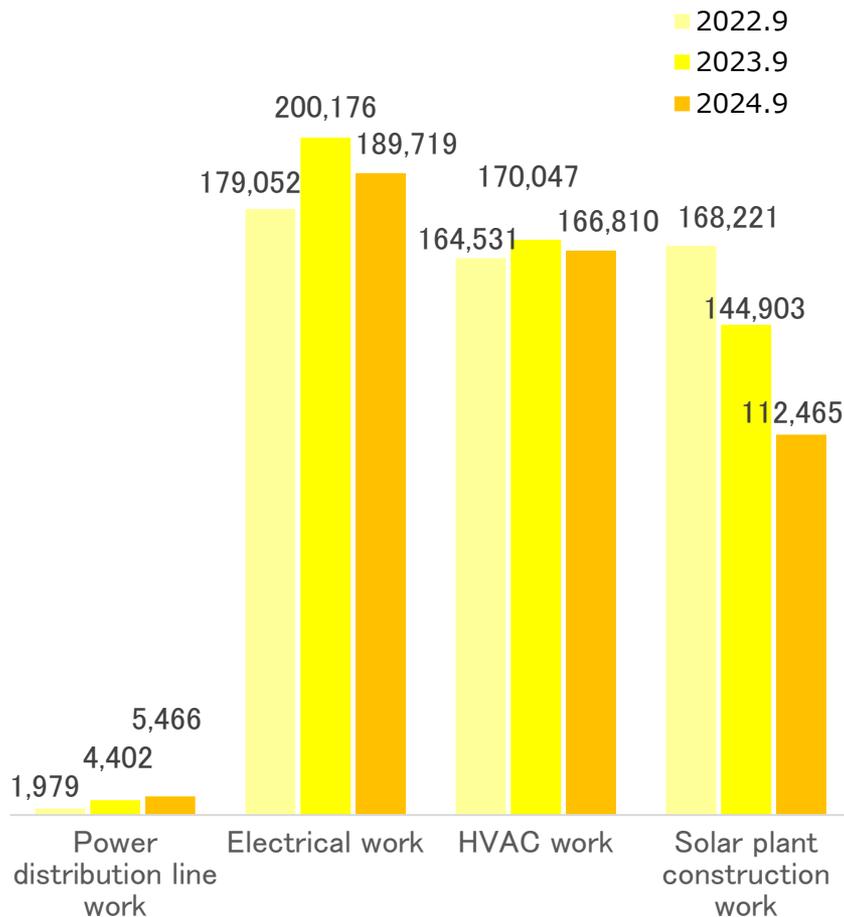
Orders of each region

(Million yen)



Order stock of each department

(Million yen)



New orders in FY ended Sep. 2024



Construction results in FY ended Sep. 2024



Solar Power Plants

Deals operated by group (Depreciated at the declining balance method)

※make capital investment and record the entire operation to other operations sales

| | Number of power plants | Generation capacity (the entire operation) | Generation capacity (that equal to the equity) |
|--------------------|------------------------|--|--|
| In operation | 49 | 92MW | 87MW |
| Under construction | - | - | - |
| Plan | - | - | - |
| Total | 49 | 92MW | 87MW |

Deals through investment in equity (Depreciated at the straight line method)

※acquire investment securities and record an amount equal to the equity to non-operating revenues

| | Number of power plants | Generation capacity (the entire operation) | Generation capacity (that equal to the equity) |
|--------------------|------------------------|--|--|
| In operation | 53 | 746MW | 211MW |
| Under construction | 2 | 575MW | 103MW |
| Plan | - | - | - |
| Total | 55 | 1,321MW | 314MW |

Wind Power Plants

Deals operated by group (Depreciated at the Mainly declining balance method)

※make capital investment and record the entire operation to other operations sales

| | Number of power plants | Generation capacity (the entire operation) | Generation capacity (that equal to the equity) |
|--------------------|------------------------|--|--|
| In operation | 5 | 45MW | 44MW |
| Under construction | - | - | - |
| Plan | - | - | - |
| Total | 5 | 45MW | 44MW |

Deals through investment in equity (Depreciated at the Mainly declining balance method)

※acquire investment securities and record an amount equal to the equity to non-operating revenues

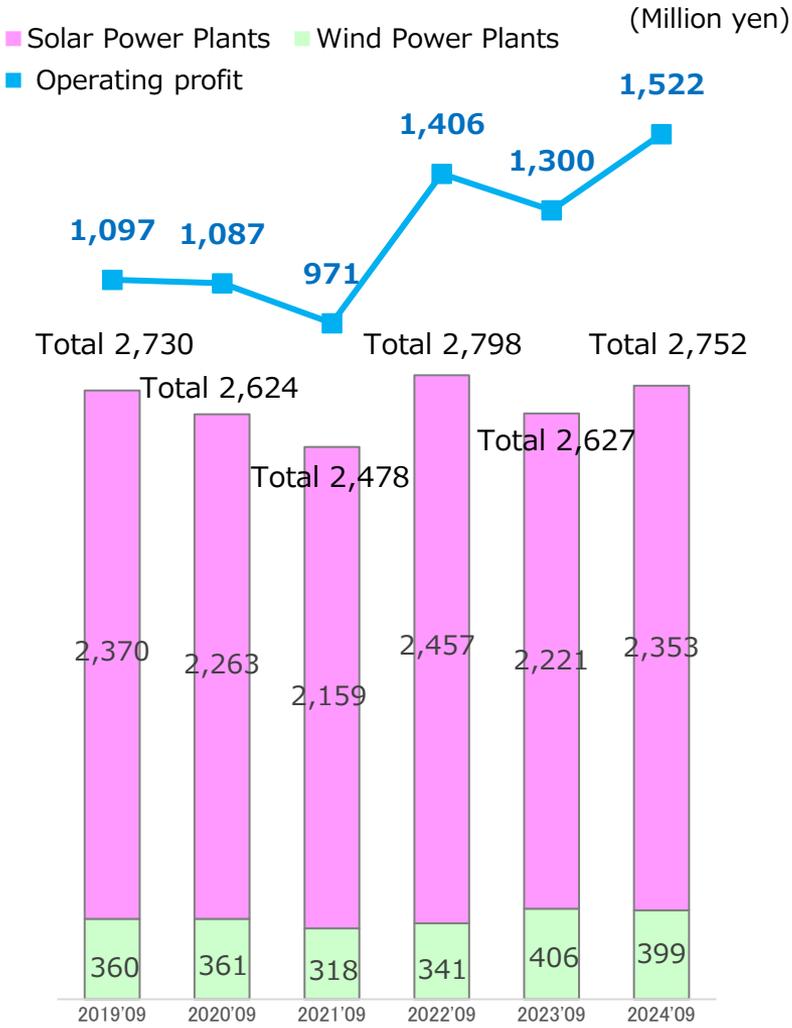
| | Number of power plants | Generation capacity (the entire operation) | Generation capacity (that equal to the equity) |
|--------------------|------------------------|--|--|
| In operation | 5 | 144MW | 48MW |
| Under construction | 1 | 15MW | 4MW |
| Plan | - | - | - |
| Total | 6 | 159MW | 52MW |

【Output suppression】

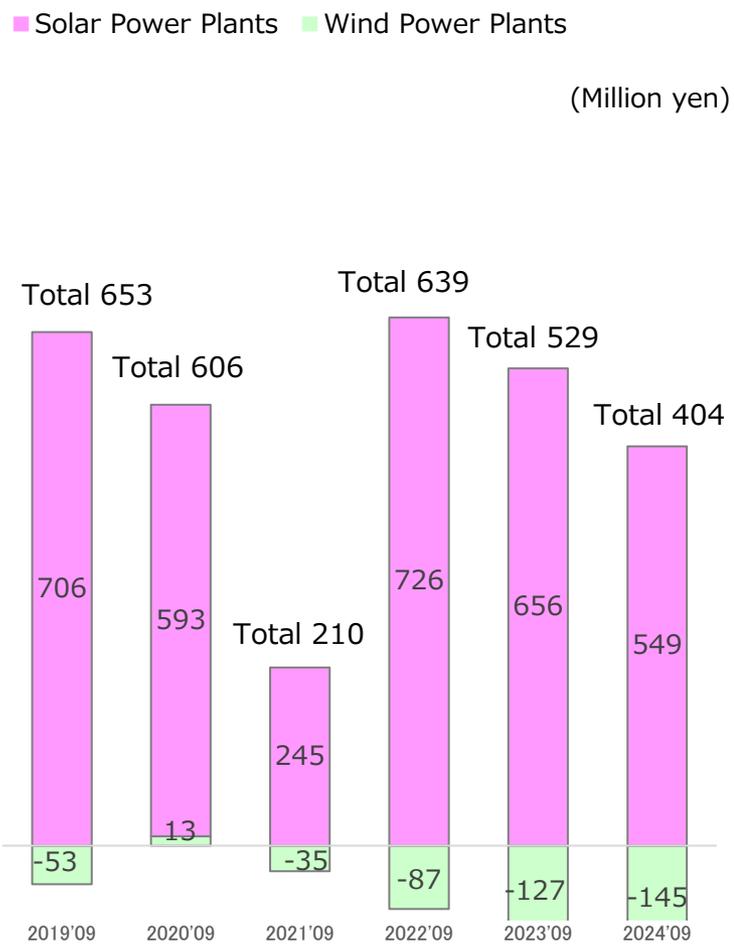
- Output curbs by Kyushu Electric Power transmission and distribution were issued a cumulative total of 52 times during the period from April to September.
- The number of issued tickets was approximately 0.9 times greater than in the same period of the previous year.

Investment in Power Operations

Deals operated by group



Deals through investment in equity (Non-operating income)



Outline of balance sheet

(Million yen, composition ratio)

| | End of Mar. 2024 | End of Sep. 2024 | Increase /decrease | Main factors behind increase/decrease |
|-------------------------------------|---------------------|---------------------|-----------------------|--|
| Current assets | 324,418 (64.5%) | 280,060 (60.2%) | ▲44,358 | Cash on hand and in banks ▲11,903 Trade notes and accounts receivable ▲38,697 |
| Fixed assets | 178,865 (35.5%) | 185,231 (39.8%) | +6,366 | Investments in securities +4,036 Asset for retirement benefits +1,221 |
| Total assets | 503,284 (100.0%) | 465,292 (100.0%) | ▲37,991 | |
| Current liabilities | 195,527 (38.9%) | 149,546 (32.1%) | ▲45,981 | Notes payable and accounts payable for construction contracts ▲19,976 Electronically recorded debt ▲25,450 |
| Fixed liabilities | 16,630 (3.3%) | 16,026 (3.5%) | ▲603 | Long-term debt ▲221 |
| Total liabilities | 212,158 (42.2%) | 165,573 (35.6%) | ▲46,585 | |
| Total net assets | 291,125 (57.8%) | 299,719 (64.4%) | +8,593 | Shareholders' equity +8,727 Net unrealized gains on available-for- sale securities ▲568 |
| Total liabilities and net assets | 503,284 (100.0%) | 465,292 (100.0%) | ▲37,991 | |

(Million yen)

| | Sep.2023 | Sep.2024 | Details of statement to Sep. 2024 |
|--|----------|----------|---|
| Cash flow from operating activities | 37,863 | ▲461 | Profit before income taxes +20,140 Collection of trade receivables +39,636 Decrease in trade payables ▲45,954 |
| Cash flow from investment activities | ▲3,106 | ▲5,230 | Purchase of property, plant and equipment ▲1,260 Purchase of investments in securities ▲4,006 |
| Free cash flow | 34,756 | ▲5,692 | |
| Cash flow by financial activities | ▲6,074 | ▲5,619 | Repayments of long-term debt ▲277 Cash dividends paid ▲4,602 |
| Increase/decrease of cash and cash equivalents | 28,794 | ▲10,970 | |
| Cash and cash equivalents at the beginning of the period | 63,851 | 94,588 | |
| Cash and cash equivalents at the end of the period | 92,645 | 83,946 | |

Capital Investment

| | FY2024 Mar. | FY2024 Sep. |
|--------------------|---|---|
| Capital investment | 3.0 billion yen | 1.6 billion yen |
| Facility work | 2.8 billion yen | 1.4 billion yen |
| | <ul style="list-style-type: none"> • Replacement of branches and business offices of Kyudenko • Machinery and equipment, etc. for constructions • Lease contracts on specialized vehicles for construction • Software(DX-related) | <ul style="list-style-type: none"> • Replacement of branches and business offices of Kyudenko • Machinery and equipment, etc. for constructions • Lease contracts on specialized vehicles for construction • Software(DX-related) |
| Others | 0.2 billion yen | 0.2 billion yen |
| | Machinery etc. | Machinery etc. |
| Depreciation | 6.0 billion yen | 3.0billion yen |

Plan for fiscal year

Plan for March 2025

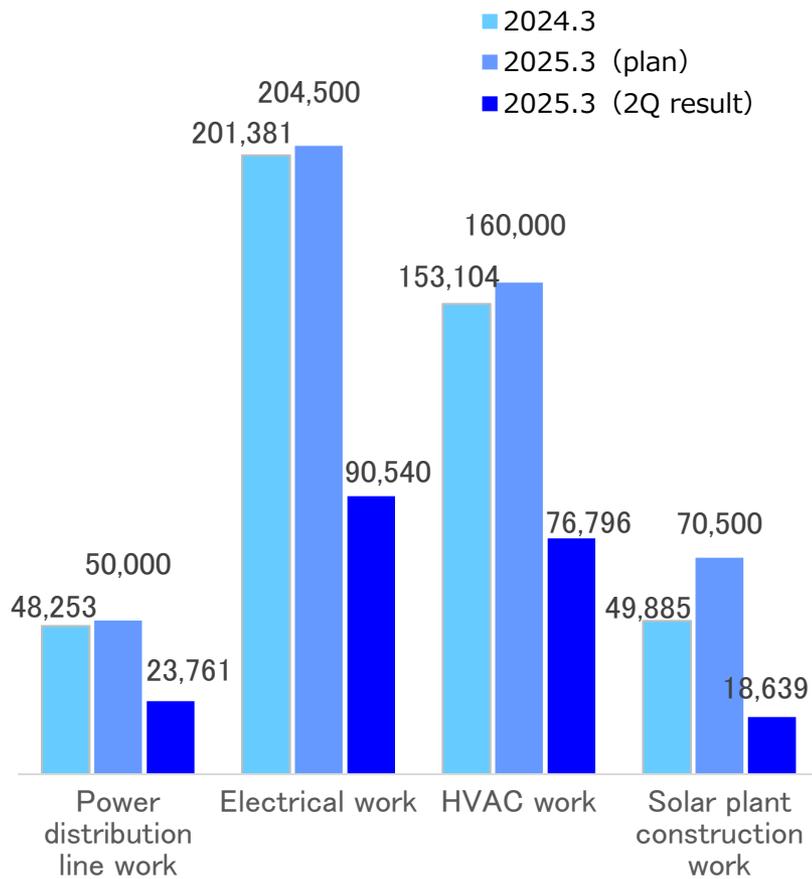
(Million yen)

| | March 2024 Result | Plan for March 2025 | | | |
|---------------------------------|-------------------------------------|---------------------|------------------|----------------------------------|----------|
| | | March 2025 | Year-on- Year | 2Q Result | Progress |
| Sales | 469,057 (100.0%) | 500,000 (100.0%) | 106.6% | 219,303 (100.0%) | 43.9% |
| Gross profit | 64,632 (13.8%) | 70,500 (14.1%) | 109.1% | 32,651 (14.9%) | 46.3% |
| Operating profit | 38,016 (8.1%) | 39,500 (7.9%) | 103.9% | 18,254 (8.3%) | 46.2% |
| Ordinary profit | 42,362 (9.0%) | 43,000 (8.6%) | 101.5% | 19,896 (9.1%) | 46.3% |
| Current(quarter) net profit | 28,017 (6.0%) | 29,000 (5.8%) | 103.5% | 13,168 (6.0%) | 45.4% |
| Orders | 440,864 | 452,000 | 102.5% | 227,881 | 50.4% |
| Current net profit per stock | ¥395.87 | ¥410.01 | | ¥186.18 | |
| Dividends | 120円 Interim ¥55 Year-end ¥65 | | | ¥130 Interim ¥65 Year-end ¥65 | |

Orders & Sales plan by department

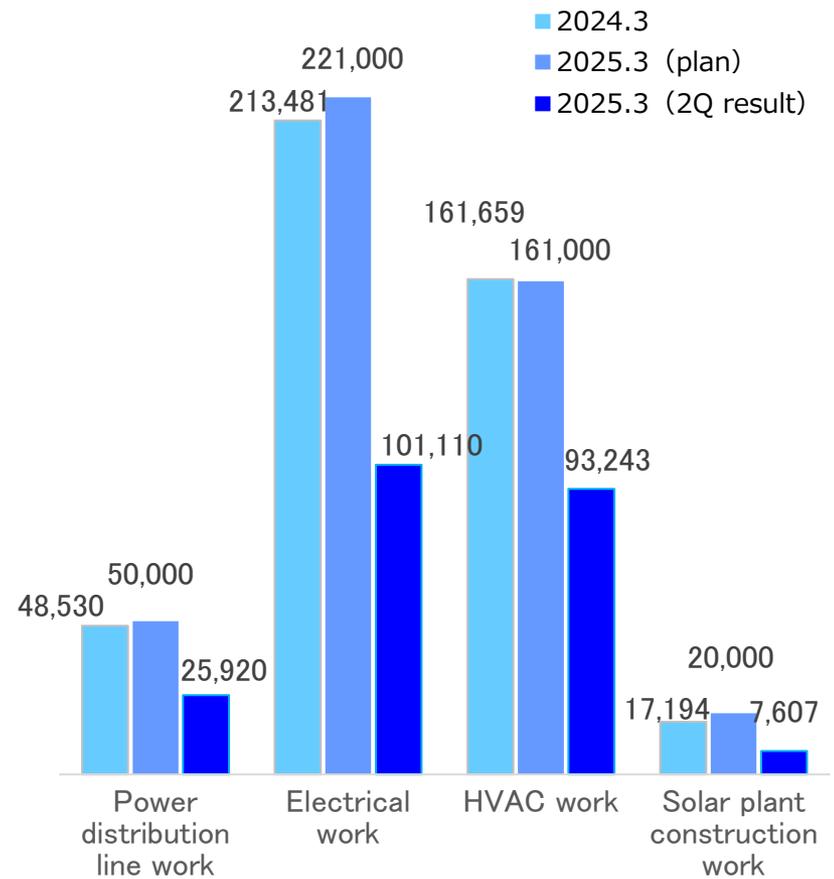
Sales of each department

(Million yen)



Orders of each department

(Million yen)



- The year-end dividend for the fiscal year ending March 31, 2024, is resolved at 65 yen per share, an increase of 10 yen per share from the latest dividend forecast.
- The annual dividend for the fiscal year ending March 31, 2025 is planned to be 130 yen per share.

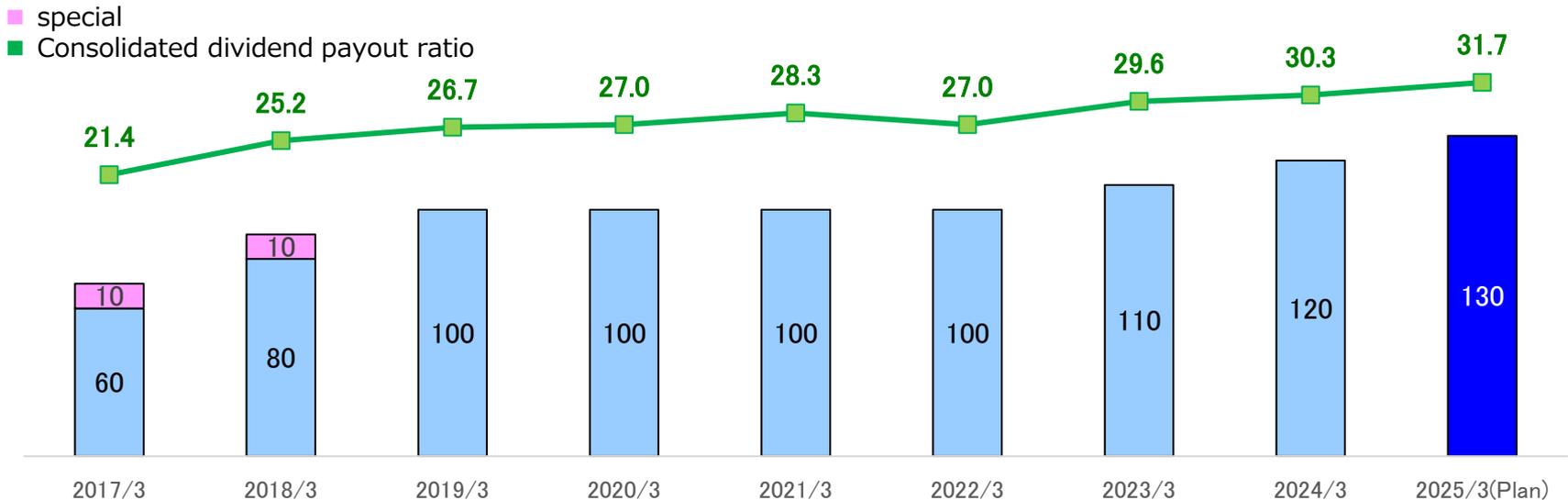
Dividend Policy and Reason for Dividend Increase

With regard to distribution of profits, we seek to keep appropriate financial strength and appropriately return profits to shareholders with an awareness of the cost of capital with strengthening management base for improving operating results and securing internal reserve necessary for further business expansion.

To satisfy expectations of shareholders, we continuously pay a stable dividend with the use of consolidated payout ratio 25% as a guide, comprehensively taking into account business environment, operating results and financial position.

Based on this basic policy, the year-end dividend for the current fiscal year will be increased from the previously announced 55 yen per share to 65 yen per share from the perspective of business performance and shareholder return for the fiscal year ending March 31, 2024.

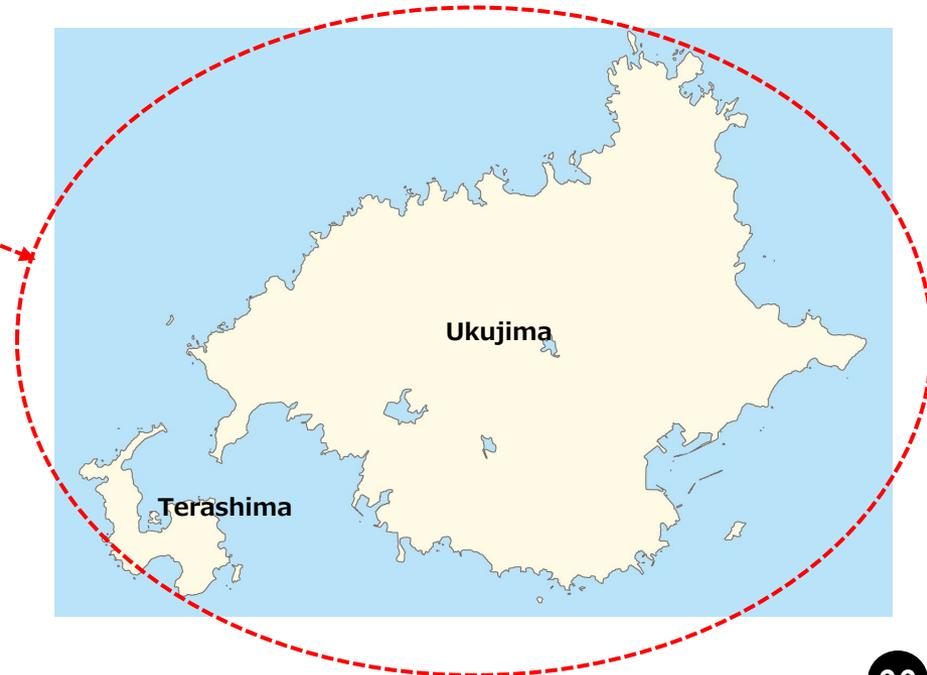
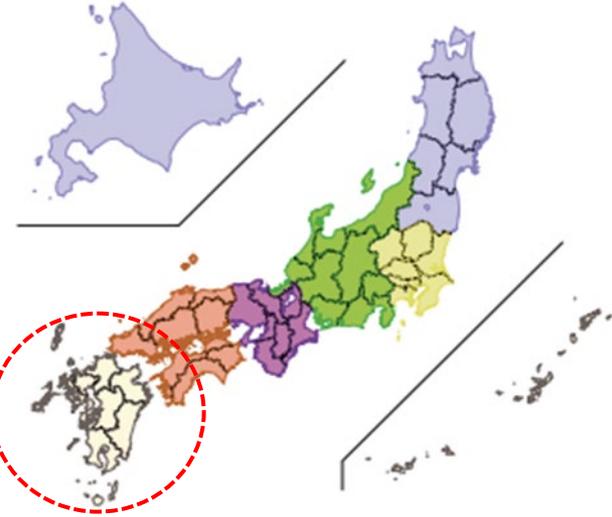
For the fiscal year ending March 31, 2025, we plans to pay an annual dividend of 130 yen per share (including an interim dividend of 65 yen per share) based on the current earnings forecast and other factors.



Ukujima solar power plant

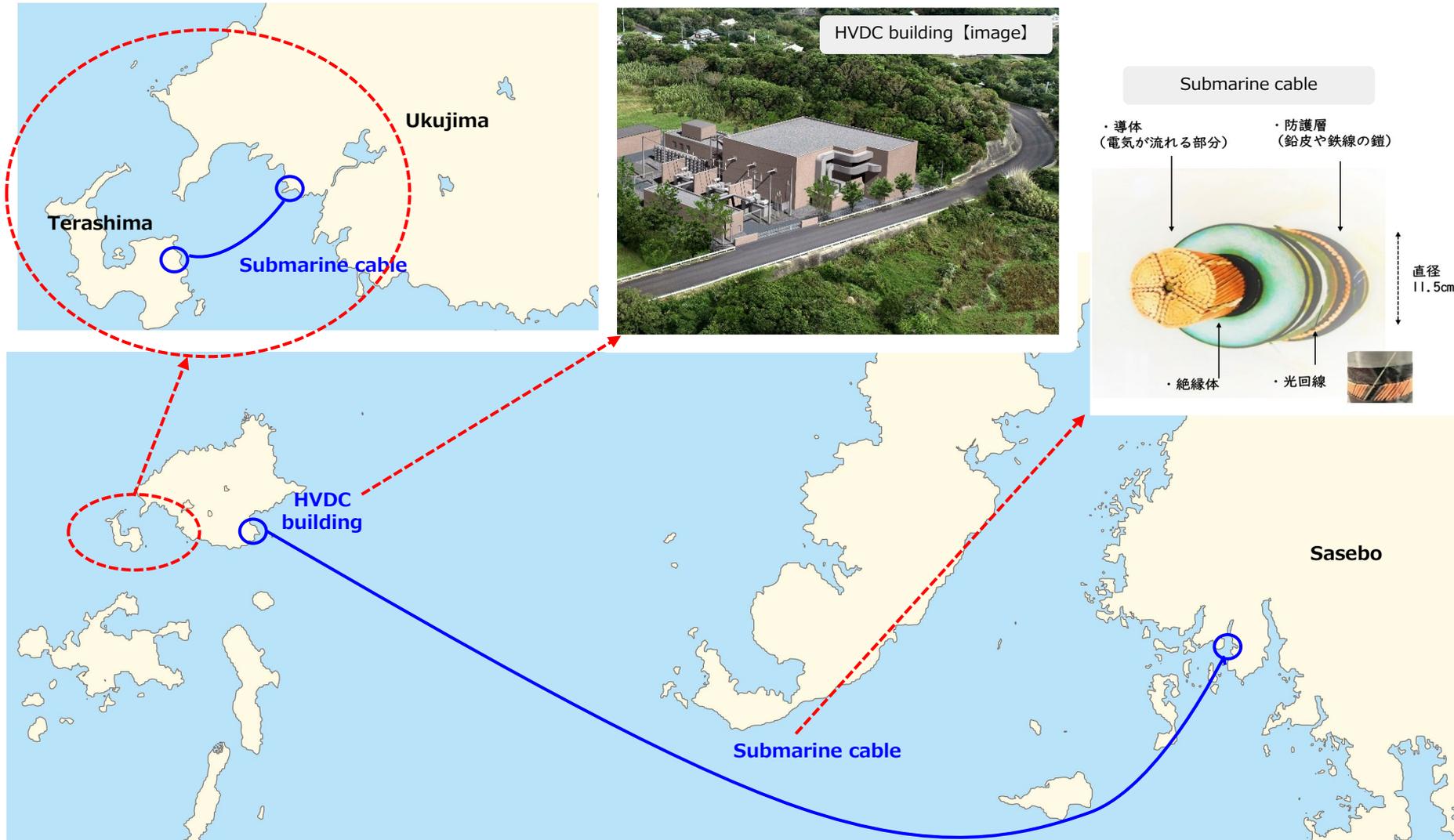
Location of Ukujima

- Ukujima is located at the northernmost tip of the Goto Islands, Sasebo City, Nagasaki Prefecture, Kyushu. The area is approximately 25km².



Schematic of transmitting electricity

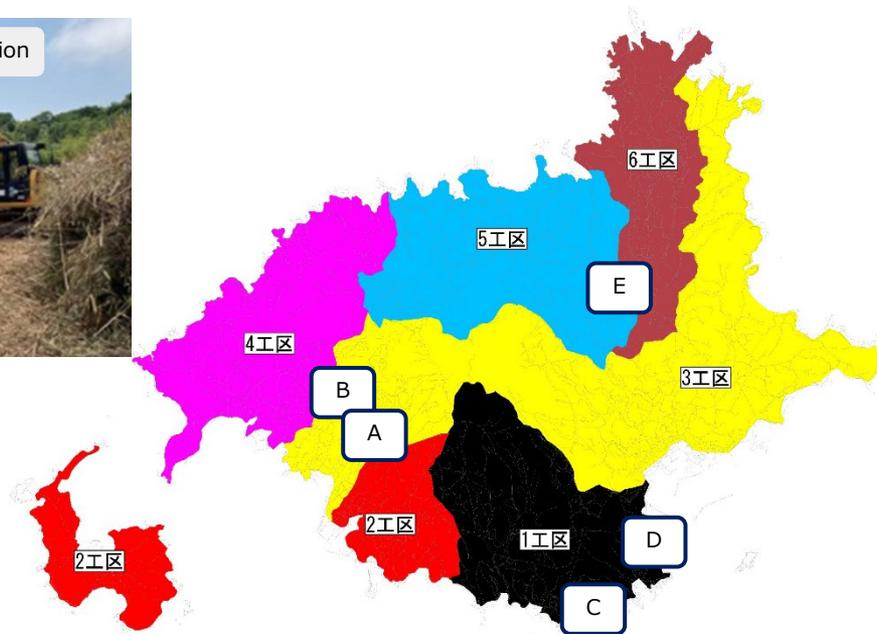
■ Converting AC electricity generated at Ukujima and Terashima to DC. Submarine cables will be used to interconnect and transmit power to Kyushu Electric Power Company's power transmission and distribution substation in Sasebo.



Situation on the island of Ukujima

- For construction work, the project area is divided into six construction zones and managed. Work has now begun in the Iira area, the third construction zone. Briefing sessions will be held in the targeted construction zones in conjunction with the start of construction in each zone.

【A】 Miscellaneous tree cutting situation



【E】 Panel installation status



【B】 Trestle assembly status



【C】 HVDC building

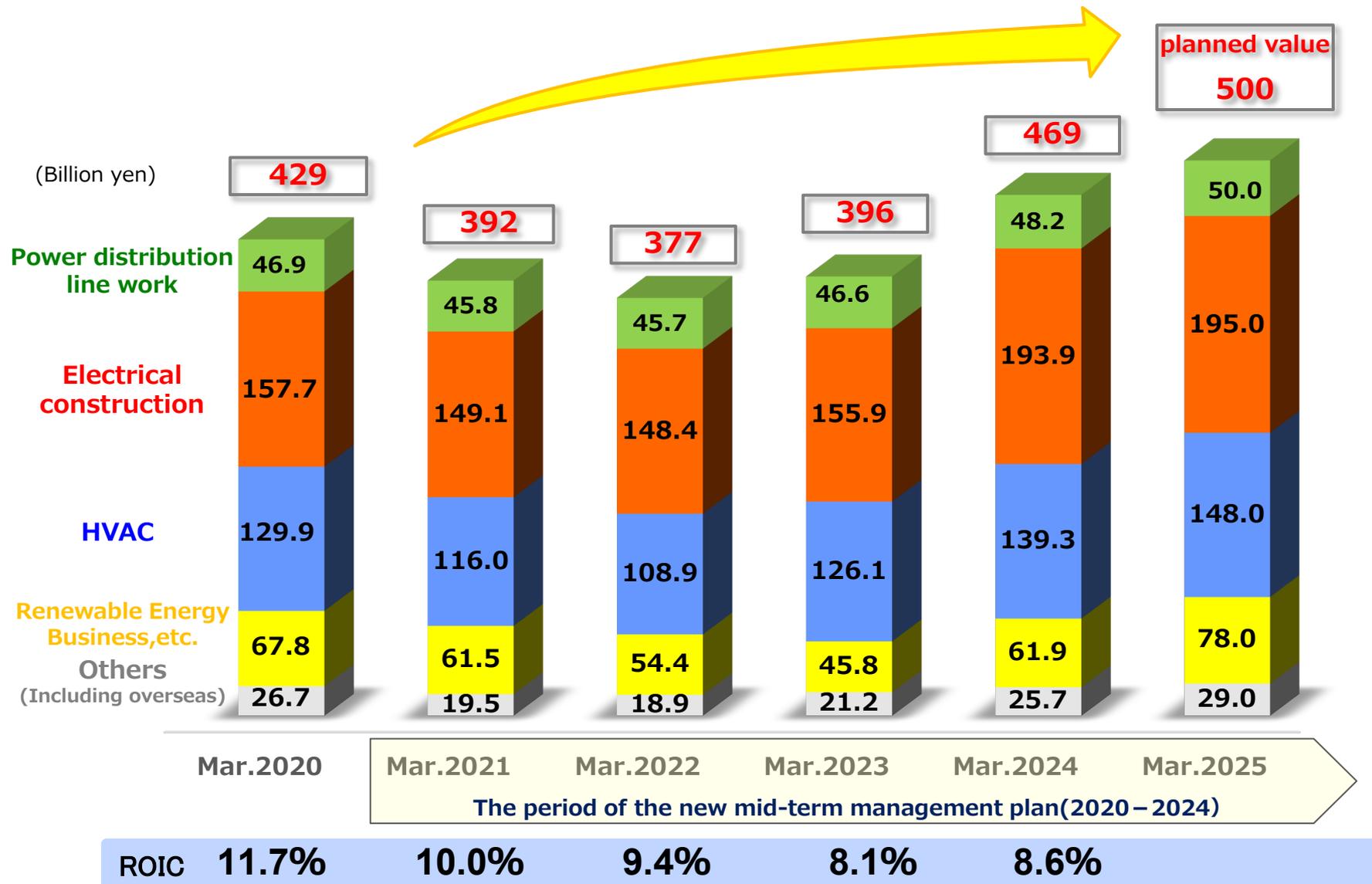


【D】 Temporary lodging



Mid-term management plan

Road map of sales plan



Three reforms



Reform of construction capability

- Strengthen hiring of engineers based on a long-term workforce plan
- Reduce the turnover rate of young engineers by reviewing technical education
- Establish a system to ensure the timely and optimal deployment of all technicians
- Review the construction management system by strengthening and utilizing the Technology Management Department
- Promote multifunctional workers



Major Initiatives

- Strengthen year-round recruitment
- Promote on-the-job training
- Systematic allocation of construction personnel to large-scale projects
- Strengthen and thoroughly implement front-loading before receiving orders
- Visualization of construction capability



Reform of productivity

- Review the company-wide and departmental training systems
- Achieve optimal personnel rotation for the entire company
- Promote rationalization and labor saving through the use of cutting-edge technology and IT
- Realize business reforms



Major Initiatives

- Visualization of training level
- Improvement of operational efficiency by utilizing DX
- Establishment of a system that accommodates diverse work styles
- Improve productivity by dividing the workload among construction personnel



Reform of governance

- Strengthen and thoroughly implement a governance system



Major Initiatives

- Thoroughly implement measures to prevent recurrence and continue to evaluate their effectiveness
- Enhancement of compliance education

おかげさまで
8th
2024.12.1
ANNIVERSARY

「Gathering. Connect. Create the future.」

We “Gather” together to create new ideas and activate communication.

Connecting people across departmental boundaries .

Create the future” through new ways of working, ease of work,
and reduction of environmental impact.

The new office will foster independence and positivity among
employees and encourage them to take on new challenges and
create new value.

We will work to create new value by fostering independence and
positivity in our employees, and by challenging them to take on
new challenges.



opening ceremony



Kihara (front row, second from left) and our board members and staff



Kihara competing in a competition



Kihara's completed works



Award Medals



Appendix

| | |
|---------------------------|--|
| Company name | Kyudenko Corporation |
| Established | December 1, 1944 |
| Capital | ¥ 12,561 million |
| Listed market Code | Prime Market of Tokyo Stock Exchange, Fukuoka Stock Exchange 1959 |
| Head office | 1-23-35 Nanokawa, Minamiku, Fukuoka city |
| Tokyo head office | Sunshine 60 3-1-1 Higashi-Ikebukuro, Toshima-ku, Tokyo |
| Bases | Head office, Tokyo head office, 13 branches in Japan, 105 sales offices, / 7 overseas subsidiaries |
| Approval for construction | Approved by Minister of Land, Infrastructure, Transport and Tourism (Sp. 29) No. 1659 |
| Number of employees | Consolidated: 10,989persons (Sep. 30, 2024) |

Actual results of recruitment of human resources (Kyudenko individual) and workforce planning

« Actual results of periodic recruitment of engineers and skilled persons »

| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------------|------|------|------|------|------|------|------|------|
| Total engineers and skilled persons | 344 | 384 | 342 | 336 | 387 | 306 | 259 | 292 |
| High school graduates | 248 | 271 | 253 | 253 | 263 | 225 | 187 | 196 |
| University graduates | 96 | 113 | 89 | 83 | 124 | 81 | 72 | 96 |

« Comparison in actual results of recruitment for April 2024 with other companies »

| | Kyudenko | Large electrical construction companies | Large HVAC companies | Super general constructors |
|--------------------------|----------|---|----------------------|----------------------------|
| Total in all professions | 329 | 330~420 | 50~130 | 360~430 |
| High school graduates | 205 | Around 240 | Around 10 | Around 60 |
| University graduates | 124 | 90~190 | 40~130 | 340~400 |

« Actual number of personnel at the end of the fiscal year »

| | Mar. 2020 | Mar. 2021 | Mar. 2022 | Mar. 2023 | Mar. 2024 | Sep. 2024 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|
| Electrical work department | 2,274 | 2,359 | 2,468 | 2,519 | 2,563 | 2,649 |
| HVAC work department | 1,138 | 1,188 | 1,212 | 1,202 | 1,216 | 1,271 |
| Year-end workforce of electrical and HVAC | 3,411 | 3,547 | 3,680 | 3,721 | 3,779 | 3,920 |
| Power distribution line department | 1,642 | 1,566 | 1,519 | 1,471 | 1,437 | 1,454 |
| Other | 1,446 | 1,469 | 1,508 | 1,516 | 1,514 | 1,558 |
| Employees of single Kyudenko | 6,500 | 6,582 | 6,707 | 6,708 | 6,730 | 6,932 |
| Employees of group | 10,018 | 10,198 | 10,528 | 10,626 | 10,687 | 10,989 |

« Total 8,700 employees in technical field of total 10,700 »

| | | | | | |
|---------------------------------|---------------------------|---|-------------------------------|---|-------------|
| Number of site technicians | (Kyudenko) About 2,100 | + | (Subsidiaries) About 2,100 | = | About 4,200 |
| Number of construction managers | About 3,200 | + | About 1,300 | = | About 4,500 |

Details of diverse business models (facility work)

| business model item | Ⓐ Proposal and original contract type(Local based) | Ⓑ Sub-contract type | Ⓒ Capital participation type |
|----------------------------|---|--|---|
| ① Feature | <ul style="list-style-type: none"> Mainly small- and med-sized deals Order directly from the owner (prime contractor) | <ul style="list-style-type: none"> Large sized deals Subcontractor of a general contractor | <ul style="list-style-type: none"> Capital participation in a project of collaboration with different industries, and receiving an order for construction Construction profit + Business profit according to the amount of investment |
| ② Business area | Mainly Kyushu | Urban areas such as Kanto and Kansai | Nationwide development |
| | To Kanto and Kansai by M & A | Fukuoka urban area Business area expansion to the whole country | |
| ③ Sales | Sales by project are small | Sales by project are large | Sales by project are large |
| ④ Profit rate | Relatively higher (Order directly from the owner) | Relatively lower (Mainly subcontracted) | Different for each project |
| ⑤ Differentiation strategy | By having 110 sales offices throughout Kyushu and Okinawa, we develop local-based sales by engineers | Overwhelming ability to collect workforce and ability of direct construction | By participating from the project planning stage, we definitely receive an order for construction |
| ⑥ Rival | Local small and medium-sized enterprises | Major competitors | General contractor and developer |
| ⑦ Composition ratio | about 40% | about 50% | about 10% |

- **"Promotion of Environmental Management"** was added as a new issue to be addressed. While incorporating environmental management and CSV management into our management strategy, we will adapt to an environment that is changing at an unprecedented pace.

Three reforms



Reform of construction capability

- Strengthen hiring of engineers based on a long-term workforce plan
- Reduce the turnover rate of young engineers by reviewing technical education
- Establish a system to ensure the timely and optimal deployment of all technicians
- Review the construction management system by strengthening and utilizing the Technology Management Department
- Promote multifunctional workers



Reform of productivity

- Review the company-wide and departmental training systems
- Achieve optimal personnel rotation for the entire company
- Promote rationalization and labor saving through the use of cutting-edge technology and IT
- Realize business reforms



Reform of governance

- Strengthen and thoroughly implement a governance system

Issues continuing from the previous Mid-term Plan

- Deepen measures to improve profit margins
- Strengthen and expand the order base of the domestic facility work industry
- Strengthen the profitability of power distribution line work
- Develop new business areas
- Create an attractive workplace environment
- Increase in corporate value

New Issues to be addressed

- Promotion of Sustainability Management
- Thorough management of progress in major projects

Acceleration of Work Style Reform

■ In April 2023, "Work Style Reform Department" was established as an organization directed by the President.

- (1)Based on the Workplace Reform Action Plan, scrutinize the contents of the implementation plans and manage some progress.
- (2)Establish a support system for construction personnel belonging to sales offices.
- (3)Plan and execute staffing some administrators to large job sites.

< Work Style Reform Action Plan (excerpt) >

| 項目 | 対策 | 実施内容 | |
|--------------------|---|---|---|
| Personnel Measures | ①Deploy staff to large job sites | ①-1 Deploy technicians | <ul style="list-style-type: none"> • Deploy head office technical staff to branch offices ahead • Deploy materials staff • Deploy technical staff • Deploy safety management staff |
| | | ①-2 Deploy administrators | <ul style="list-style-type: none"> • Deploy administrative staff from head and branch offices to large job sites |
| | ②Assign staff to sales offices (to handle small and medium-sized construction projects) | ②-1 Deploy technical staff ②-2 Deploy, train, and hire clerical employees | <ul style="list-style-type: none"> • Deploy clerical employees belonging to branch offices to technical work • Switch clerical work in branch offices to temporary employees |
| | ③Revise the policy to secure personnel | ③-1 Work location selection ③-2 Contract rehiring ③-3 Mid-career hiring | <ul style="list-style-type: none"> • Establish area type: new scheme • Extend reemployment period • Ease hiring criteria |
| Work Improvement | ④Transfer task | ④-1 Transfer construction manager's tasks to other departments | <ul style="list-style-type: none"> • Safety (ex. Training, etc.) • Sales (ex. receive order sheet, and issue invoices, etc.) • Affairs (ex. manage materials, subcontracting, expenses, etc.) |
| | ⑤Reduce workload | ⑤-1 Engineer's workload ⑤-2 Administrator's workload | <ul style="list-style-type: none"> • Review business processes (ex. Preparing documents, etc.) • Review the number of meetings and their members • Review Kyudenko Academy's training programs (ex. enrich and streamline the contents) • Review how engagement surveys should be conducted |
| | ⑥Improve productivity (ex. paperless, etc.) | ⑥-1 Operational efficiency through DX | <ul style="list-style-type: none"> • Use electronic official seals and review payment process. • Introduce and utilize P/L management system. • Digitize construction project documents (including contracts with subcontractors) |

Specific measures to improve the profit margin (excerpt)

| Factor | Measures | |
|--|---|---|
| <p>1 .Cost increase caused by exceeding the planned labor and material cost after receiving an order.</p> | <p>A. Forecasting the busyness peak of construction</p> | <ul style="list-style-type: none"> • Forecasting the peak of busyness in the whole construction period, make an input plan for workers early and start the arrangement. Review the plan in a timely manner and make adjustments throughout the company. |
| | <p>B. Measures for increase of construction cooperation companies' labor costs.</p> | <ul style="list-style-type: none"> • Close relationships with construction cooperation companies planned order and allocate appropriate personnel, suppress labor costs increase. (Branch executives present annual order amount, and exchange information with cooperation companies directly.) |
| | <p>C. Establishment of team supporting construction.</p> | <ul style="list-style-type: none"> • Establishment of a team specialized for supporting construction by employee technicians. |
| | <p>D. Material ordering linked to design change and further utilization of "Q-mast" which affiliated company specialized for purchasing material.</p> | <ul style="list-style-type: none"> • Technical department check whether each branch and affiliated company uses Q-mast for purchasing materials, in cooperation with "Q-mast". When utilization does not advance, technical department and Q-mast investigate the cause and solve. |
| <p>2 .Cost increase due to the compression of facility construction process caused by building construction delay.</p> | <p>E. Approach to "Front Loading"</p> | <ul style="list-style-type: none"> • Make design changes possible based on budget by building a good relationship with design office. |
| | <p>F. Sales representative's help to construction site after construction starts.</p> | <ul style="list-style-type: none"> • For additional work, the sales representative and the construction manager cooperate, and before starting construction, be sure to submit each estimate and negotiate the price |
| | <p>G. Dealing to delays in the progress of building construction work</p> | <ul style="list-style-type: none"> • Confirming the delay in building construction work process would be happen at the first construction study meeting after receiving an order, and teaching the method which make the facility construction possible in advance of building construction. |

Basic Policy

Based on the corporate philosophy, the Kyudenko Group will create a sustainable society and improve the corporate value of the Group by solving social issues through its business activities.

■ Important issues (materialities)

| Social Issues | | Important issues (materialities) | SDGs | Orientation of measures |
|-----------------|--|---|------|---|
| Environment (E) | Climate change Decarbonized society Energy | Contribute to the spread and expansion of clean energy | | Promote energy creation related construction and projects (solar, wind, biomass, PPA, EMS, etc.) |
| | | Contribute to energy conservation | | Promote energy saving related construction (proposals for energy efficiency improvement (ES) construction, EV charging equipment, ZEB, energy saving equipment, etc.) |
| | | Kyudenko to achieve carbon neutrality by 2050 | | Respond to TCFD and reduce our own CO ₂ emissions |
| Society (S) | Diversity Labor practices Employment Human rights | Create an environment that embraces diverse values and maximizes individual capabilities | | Promote diversity and inclusion, build diverse and flexible ways of working, and respect human rights |
| | Occupational safety and health | Create rewarding workplaces with safety as the highest priority | | Eliminate critical disasters, promote health and productivity management, improve employee engagement |
| | Education and training | Strengthen the overall human capacity (business performance, human capacity, creativity (thinking skills)) | | Strengthen human resource development and build diverse career maps |
| | Communities | Maintain and develop local infrastructure through stable supply of electricity and facility work, etc. | | Maintain and develop social infrastructure through existing businesses |
| | Disaster prevention | Use our technical capabilities to contribute to infrastructure development that is resistant to natural disasters | | Disaster-resistant urban development, disaster recovery, support for areas affected by disasters, community contribution activities |
| | Innovation | Create new value through technical development and active collaboration | | Create new business areas, improve productivity, promote investment in DX and technology development, promote open innovation, promote M&A |
| | Waste | Contribute to the formation of a circular society | | Promote 3R (reduce, reuse, recycle), promote green purchasing |
| Governance (G) | Organizational governance Anti-corruption Compliance Fair business practices Anti-competitive behavior | Implement fair and transparent business practices | | Enhance corporate governance, ensure compliance, implement information security management, strengthen risk management, ensure fair transactions in the supply chain |

Medium- and Long-term Objectives for Environmental Management



2030 : Reduce CO2 emissions intensity per sales of completed construction by at least 50% (compared to 2013)

2050 : Achieve carbon neutrality

[Action items toward achieving these goals]

- Introduction of EMS into Kyudenko Academy
- Environmentally friendly capital investment in equipment related to office buildings
- Deployment of EVs and chargers (special vehicles for construction that cannot be replaced are not eligible)
- Utilization of graduate feed-in tariffs (FITs) (assets at the end of project period)
- R&D through industry-academia collaboration

CO2 emissions volume

| | Unit | FY2013(1) | FY2019 | FY2020 | FY2021 | FY2022(2) | (2) - (1) | FY2030 |
|--|-----------------------|-----------|--------|--------|--------|-----------|-----------|--------|
| Scope 1 | t-CO2 | 9,059 | 7,670 | 6,816 | 6,947 | 7,454 | ▲1,605 | — |
| Scope 2 | t-CO2 | 5,677 | 5,094 | 5,163 | 5,262 | 6,080 | +403 | — |
| Kyudenko (non-consolidated) / total | t-CO2 | 14,736 | 12,764 | 11,979 | 12,209 | 13,534 | ▲1,202 | — |
| Net sales | 100 million yen | 2,597 | 3,651 | 3,374 | 3,226 | 3,330 | +733 | — |
| Intensity | t-CO2/100 million yen | 5.67 | 3.50 | 3.55 | 3.78 | 4.06 | ▲1.61 | 2.83 |
| Intensity unit reduction rate (compared with FY2013) | % | — | ▲38.2% | ▲37.3% | ▲33.3% | ▲28.3% | — | ▲50% |

Scope1: Direct greenhouse gas (GHG) emissions generated by business activities

Scope2: Indirect emissions resulting from the use of electricity, heat, and steam supplied by external entities

Scope3: Indirect emissions other than Scope 1 and Scope 2 (emissions by other companies related to the activities of the Company)

Intensity: (Scope 1 + Scope 2) / Kyudenko's non-consolidated net sales (t-CO2/100 million yen)

*The Company will work to expand the scope, including Scope 3

Basic Policy on Diversity Promotion

Based on our Corporate Philosophy and Charter of Corporate Behavior, we believe that our greatest management resource is our human resources. By respecting and utilizing diversity as a strength of our organization, we aim to create new value and enhance our competitiveness. We are committed to promoting diversity by setting the following goals. Through these efforts, we will contribute to the achievement of the SDGs (Sustainable Development Goals).

Corporate Philosophy

1. We contribute to society through providing agreeable environmental solution.
2. We keep challenging for sustainable development through our engineering strength and create a new value.
- 3. We aim to create mutual respecting environment in Kyudenko which utilize and develop employees' personality.**

Charter of Corporate Behavior

1.
- 4. By realizing employee comfort and affluence, we will ensure a safe, easy-to-work-in, and open workplace environment, and create a bright and energetic corporate culture that respects the personality, individuality, and diversity of our employees.**
10.

Basic Policy on Diversity Promotion



What we aim for

- 1. We will create a corporate culture that respects and utilizes diversity.**
We will create a corporate culture that respects and recognizes diversity in terms of gender, age, disability, race, ability, values, sexual minorities, etc., and maximizes its use as an organizational strength.
- 2. Fostering diverse human resources and promoting their activities.**
We will promote the hiring, training, and promotion of diverse human resources, and support diverse career development and skills development.
- 3. We will create an attractive work environment that is rewarding and challenging.**
We will strive to improve engagement by creating a workplace environment in which employees want to work and continue to work, including an environment in which each employee can maximize his or her abilities and in which diverse and flexible work styles are possible.