

IR activities

The Company holds two earnings briefings each year (for the 2nd and 4th quarters) for analysts and institutional investors. Videos of the earnings briefings are provided on the website, etc. The Company endeavors to provide important information to overseas institutional investors in English in a timely manner.

FY 2021

One on One※	Japan	Overseas	Total
First Half	37	3	40
Second Half	36	15	51
Total	73	18	91

※Excludes inquiries by phone and email
One on One : analysts (sell-side/buy-side), fund managers, etc.

FY 2022

One on One※	Japan	Overseas	Total
First Half	24	3	27
Second Half	32	13	44
Total	56	16	72

※Excludes inquiries by phone and email
One on One : analysts (sell-side/buy-side), fund managers, etc.

Financial results briefing for analysts

2 Q	event date	Nov 24, 2021
	participant	39
	archive viewer	Japan : 1,117
overseas : 58		
4 Q	event date	May 24, 2022
	participant	44
	archive viewer	Japan : 1,017
overseas : 72		

Financial results briefing for analysts

2 Q	event date	Nov 18, 2022
	participant	36
	archive viewer	Japan : 378
overseas : 51		
4 Q	event date	May 19, 2023
	participant	31
	archive viewer	Japan : 577
overseas : 58		

Briefing session for individual investors

First half	event date	Sep 17, 2021
	participant	797
	archive viewer	385
Second half	event date	Mar 18, 2022
	participant	806
	archive viewer	352

Briefing session for individual investors

First half	event date	Sep 21, 2022
	participant	914
	archive viewer	749
Second half	event date	Mar 24, 2023
	participant	961
	archive viewer	550

FY 2023

One on One※	Japan	Overseas	Total
First Half	23	1	24
3 Q	17	3	20
Total	40	4	44

※Excludes inquiries by phone and email

One on One : analysts (sell-side/buy-side), fund managers, etc.

Financial results briefing for analysts

2 Q	event date	Nov 17, 2023
	participant	32
	archive viewer	Japan : 99 overseas : 19

※ 2 Q archive viewers as of January 31, 2024

※ For details on the day, please refer to the video materials released on our website.

Video materials : <https://c-hotline.net/Viewer/Default/4082f313c53f1fa32d6b080cd58fc52bcb8a>

Briefing session for individual investors

First half	event date	Sep 21, 2023
	participant	840
	archive viewer	192

Dialogue Interests

Through dialogue with investors, we receive views and questions on various themes such as business performance, medium-term management plans, and business trends.

① Summary

1 Q FY2023

theme	opinions and questions
performance and evaluation	<ul style="list-style-type: none">● Evaluation of previous fiscal year's financial results and approach to FY2023 full-year forecast<ul style="list-style-type: none">-FY2023 full-year forecast (risk factors, reasons for increase in SG&A)● Evaluation of 1Q financial results and outlook for this fiscal year<ul style="list-style-type: none">-Progress evaluation, reasons for increase in SG&A and Presence of unprofitable projects against full-year forecast● Current order status● Impact of external environmental factors (rising material and energy costs, logistics disruptions, exchange rate fluctuations, etc.)

theme	opinions and questions
Medium-term management plan	<ul style="list-style-type: none"> ● Progress status of medium-term management plan goals ● Human resource growth strategy (progress status of human resource development/human resource flow, employee reactions) ● Effects of integrating three companies ● Shareholder returns (reason for purchasing 5 billion yen of own stock, future continuity) ● M&A strategy (target, scale) ● Current understanding and status of consideration regarding TSE request (improvement of PBR below 1x) ● ESG initiatives (Reduction of Green House Gas emissions, board diversity, activities of women, etc.) ● Background to the start of gross profit disclosure by business division
Environmental and Social innovation	<ul style="list-style-type: none"> ● Evaluation of previous fiscal year's financial results and approach to FY2023 full-year forecast <ul style="list-style-type: none"> -Factors driving high target values and reasons for improving profit margins -SEIBU CONSTRUCTION (differences from when M&A was assumed, reasons for growth this term, synergy status) ● Evaluation of 1Q financial results and outlook for this fiscal year <ul style="list-style-type: none"> -Factors behind strong orders -Green energy business: Reasons for raising sales targets -EV charger installation project status

theme	opinions and questions
ICT solution	<ul style="list-style-type: none"> ● Evaluation of previous fiscal year's financial results and approach to FY2023 full-year forecast <ul style="list-style-type: none"> -Reasons for planning for a decrease in orders and an increase in net sales this fiscal year, reasons for improving profit margins ● Evaluation of 1Q financial results and outlook for this fiscal year <ul style="list-style-type: none"> -Risks to achieving full-year forecast -Factors behind the increase in orders
Telecommunications infrastructure domain	<ul style="list-style-type: none"> ● Evaluation of previous fiscal year's financial results and approach to FY2023 full-year forecast <ul style="list-style-type: none"> -Concept of setting planned values -Future outlook -Outlook for Local 5G ● Evaluation of 1Q financial results and outlook for this fiscal year <ul style="list-style-type: none"> -Reasons for improved profits in telecommunications infrastructure domain

2 Q FY2023

theme	opinions and questions
performance and evaluation	<ul style="list-style-type: none">● Evaluation of 2Q financial results and outlook for this fiscal year<ul style="list-style-type: none">-Progress evaluation against full-year plan-Reason for decrease in SG&A-Unprofitable projects (causes and countermeasures, expansion risks, recovery plans, impact on sales and construction activities)-Reasons for changes in planned amounts by business segment (orders received, sales, gross profit)● Current order status● Impact of external environmental factors (rising material and energy costs, logistics disruptions, exchange rate fluctuations, etc.)
Medium-term management plan	<ul style="list-style-type: none">● Progress status of medium-term management plan goals● M&A strategy<ul style="list-style-type: none">-Making Kokusai Kogyo a subsidiary (business, aims, synergies, profit contribution outlook, etc.)-Future targets● Works and progress towards improving profitability<ul style="list-style-type: none">-Reorganization of subsidiaries in the NTT business (aims, expected effect)-Certainty of achieving operating income forecast, issues● Growth Strategy from the B/S Perspective<ul style="list-style-type: none">-Concept of "Cash Allocation Plan (2023-2026)"-View of debt financing capacity-Reason for making EBITDA (amount, ratio) a KPI● Shareholder returns<ul style="list-style-type: none">-Background of the target range for total return ratio (50% ~ 70%)-Possibility of additional shareholder returns (expansion of share buyback limit, dividend increase) this fiscal year

theme	opinions and questions
MIRAI(future) domains	<ul style="list-style-type: none"> ● Current order status ● Profitability (current profitability of green energy business, software business, global business, future outlook) ● Making Kokusai Kogyo a subsidiary (specific areas of collaboration, expected profit contribution)
Environmental and Social innovation	<ul style="list-style-type: none"> ● Evaluation of 2Q financial results and outlook for this fiscal year <ul style="list-style-type: none"> -Impact of unprofitable projects - Profit status (excluding unprofitable projects) -Profit improvement: Probability of achieving full-year profit (ratio) plan, outlook for next fiscal year and beyond -Factors behind strong orders -EV charger installation project status
ICT solution	<ul style="list-style-type: none"> ● Evaluation of 2Q financial results and outlook for this fiscal year <ul style="list-style-type: none"> -Impact of unprofitable projects - Profit status (excluding unprofitable projects) -Profit improvement: Probability of achieving full-year profit (ratio) plan, outlook for next fiscal year and beyond -Current status of global business -Current status of sales of goods
Telecommunications infrastructure domain	<ul style="list-style-type: none"> ● Evaluation of 2Q financial results and outlook for this fiscal year <ul style="list-style-type: none"> -Overall status, status and outlook by each carrier -Reasons for improvement in profit margin and sustainability -Current status of NTT Mobile business -Rakuten business outlook

② Questions at Financial results briefing for analysts

May 19th, 2023

questions

Q 1

- How do you improve the profitability of environmental and social and ICT solutions?
- Regarding synergies with SEIBU CONSTRUCTION, what has already been done and what will be done in the future.

Q 2

- In what fields will you expand orders for the environmental and social?
- In which Areas will you specifically trying to grow your renewable energy business.

Q 3

- A timeline image of backcasting from the net sales plan set for fiscal 2026 for the three areas you will focus on this fiscal year (1) green energy, (2) urban and regional development, and (3) expansion of the carrier business field.
- What you are struggling with and what you are trying to do when planning the flow of human resources to growth fields.

November 17th, 2023

questions

Q 1

- Background and aims of Kokusai Kogyo's M&A.
- Reorganization of access related subsidiaries in the NTT business.
-Why this timing? When do you expect the effect to be and to what extent?

Q 2

- Is it correct to understand that the assets of the "Urban and regional Development" business have reached their potential through this M&A?
- About the "Beyond a Telecommunications Construction Company" business vision for 2030.
- "Cash Allocation" Plan: Concept of free cash flow from business and shareholder returns.

Q 3

- Profitability of non-carrier business (current evaluation and future outlook)
- What is the difference between Kokusai Kogyo's previous shareholders and our company?
(What are the strengths of our company as a new shareholder?)

Q 4

- Gross profit in Telecommunications infrastructure domain
(reasons for improved 2Q results, full-year outlook).
- Current status of SEIBU CONSTRUCTION.

③ Questions at Briefing session for individual investors

September 21th, 2023

ご質問

- | | |
|-----|---|
| Q 1 | ● Orders seem to be better than previous fiscal year, but is it safe to assume that business performance has completely turned to a recovery trend? |
| Q 2 | ● Do you have any concrete thoughts on measures to prevent the PBR from falling below 1x as requested by the TSE? |
| Q 3 | ● I would like to know diversity in human capitals, particularly the progress made in promoting the activities of women. |
| Q 4 | ● Will the stock benefit system continue? |
| Q 5 | ● What kind of effects were achieved with TV advertising? Do you have any targets for what you will do in the future? |

Feedback to management

We regularly provide feedback on IR implementation status, investor interests, and views to senior management at Group Presidents' Council and Board of Directors.

Main measures

① Setting medium-term management plan goals

- In order to further strengthen shareholder returns, from fiscal 2022, we will adopt a policy of “**stable dividend growth**” and “**flexible share buybacks.**”
In addition, the KPI for the total return ratio has been raised from the conventional “30% or more” to “50% level”.
Furthermore, in November 2023, we will continue to follow our basic policy and, in order to clarify the linkage between investment in growth and shareholder returns, we will **redefine our total return ratio “50% ~ 70%” target range** and strive to strengthen the return.
- In order to promote management that incorporates the perspective of shareholders, we have set **ROE** and **EPS growth rates** as management targets in the 5th Medium-Term Management Plan.
Furthermore, in November 2023, Since we expect to incur a certain amount of amortization of goodwill as a result of M&A, we intend to closely follow **EBITDA (amount, ratio)**, an indicator of cash-generating capacity, as a KPI in the future.

② Disclosure of gross profit and gross profit margin by business segment

- From fiscal 2022, we had disclose gross profit and gross profit margins by business segment in order to provide an appropriate understanding of business strategies and business trends.

③ Holding business briefings

- In March 2022, we held an “ICT Solution Business Briefing” to deepen understanding of new businesses.
- A total of 21 products and solutions were exhibited at the 14th Japan IT Week Autumn IoT Solutions Exhibition held at Makuhari Messe for three days from October 25th to 27th, 2023.

<Social infrastructure DX and GX>

- ▶ Rescue drone
- ▶ Use of Hydrogen for the Development of Future Cities
- ▶ Flood sensor
- ▶ “A water pipe deterioration prediction/impact evaluation/renewal plan formulation service” by AI/machine learning algorithms
- ▶ “Photocution Water” “water pipe construction management system
- ▶ Industrial water IoT solution
- ▶ Smart microgrid system

<Corporate/Facility/Store DX and GX>

- ▶ Off-grid power poles
- ▶ "DX Wi-Fi®" Long distance and broad coverage
- ▶ MIRAIT ONE's network solution
- ▶ Decarbonization parking solutions
- ▶ "mapry" 3D measure solution
- ▶ MIRAIT ONE's digital twin accelerates DX
- ▶ Integrated network solution

<Workstyle DX, Lifestyle DX>

- ▶ "eeTaB*®" MIRAIT ONE DX solution for hotels and restaurants
- ▶ "temi GO" MIRAIT ONE DX solution for hotels and restaurants
- ▶ Electronic shelf tags solution
- ▶ MIRAI Connect
- ▶ Drone schools[national license]
- ▶ "Event DX: Setup Planning Service" reducing event venue setup costs
- ▶ "HerbF®" golf course existing lawnmowers unmanned system[under development]

④ Video distribution of financial results presentation

- Since fiscal 2014, we have been streaming Videos or voices of financial results presentation (in Japanese and English) on company web site for analysts and institutional investors who cannot attend financial results briefings.