


FY2022 1st Quarter Financial Presentation
INFRONEER Holdings



August 10, 2022

FY2022 1st Quarter Financial Presentation Contents

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1. Points

① Summary of the results of FY21 1Q (P.4, P.7)

- Total profit and income increased year-on-year. Although profit of road paving segment decreased due to high crude oil prices and the weaker yen, profit was secured mainly from the sale of the renewable energy business.
- **Net income for the full year is expected to be the record high.** (ratio to Maeda Corp. [Consolidated])

② About FY22 1Q Results and FY22 Full-Year Plan by Segment (P.8-23)

Building Construction / Civil Engineering segment

- We expect to receive orders for large projects with a high degree of certainty that we can secure profit margins this year, so **our full-year target of 7% profit margin on orders received is expected to be achieved.**
- Profit of both segments are expected to increase in FY22 due to progress in profitable backlogs. (Excluding special factors overseas)

Infrastructure Operations segment

- In the renewable energy business, we achieved **significant year-on-year increase in sales and income** because of sale of a windfarm in 1Q.
- Following Osaka City Industrial Water Supply Specified Operation Project, our consortium was selected as **a Preferential Negotiation Right Holder of Miura City Public Sewerage (Eastern Treatment Area) Operation Project.** (to be approved by the City Council in September)

Road Paving segment

- Profit decreased year-on year due to inability to absorb higher raw material cost caused by high crude oil prices and the weaker yen.
- Due to the revision of the operating rules for the material price adjustment clause by MLIT, company-wide price negotiations are progressing steadily, and **we expect to increase sales and profits through the second half of FY22.**

※Revisions of operating rules of the material price adjustment clause (Issued on June 17, 2022)

Previously, the "actual purchase price" was compared to the "unit price data for the month purchased", the lower unit price was used for the construction contract price. From now on, even if the "actual purchase price" is higher, it is possible to use for the contract price by submitting documentation to prove that the purchase price is appropriate.

1. Points

Machinery Segment

- Although delays in component supply and rising material prices have had an impact, sales of new and used vehicles of construction machinery, and industrial machinery (Crawler crane) are steady growth. As a result, **profit and income increased year-on-year.**
- Despite concerns about the impact of delays in component supply, industrial machinery and steel products are steady growth. **Sales and gross profit are expected to achieve the FY21.**

③ Shareholder returns (P.7)

- Following the acquisition of 20.0 billion yen of treasury stock in FY21, we plan to **acquire 10.0 billion yen of treasury stock in FY22** and retire it as soon as possible. (announced today)

④ Strategic shareholdings (P.7)

- **Sale is progressing as planned** with a target of approximately 20.0 billion JPY in FY22.
- We aim to **achieve 20% of "INFRONEER Medium-term Vision 2024" target by the end of FY23**, one year ahead of schedule.

2. Overview

- **Total profit and income increased year-on-year** due to the sale of renewable energy business and other factors.
- Net income is expected to be the **record high** (ratio to Maeda Corp. [Consolidated])

(Billions of yen)

	Maeda Corp. [Non-Consolidated]	INFRONEER Holdings			INFRONEER Holdings		
	FY21 1Q Results	FY22 1Q Results	YoY	Progress	FY21 Results	FY22 Forecast	YoY
Net sales	142.1	149.6	7.5	20.5%	682.9	730.6	47.7
Gross profit	14.0 (9.8%)	21.2 (14.2%)	7.3	21.3%	91.6 (13.4%)	99.7 (13.6%)	6.9
SG&A	12.8 (9.0%)	13.9 (9.3%)	1.1	24.3%	54.1 (7.9%)	57.1 (7.8%)	1.8
Operating profit	1.1 (0.8%)	7.4 (4.9%)	6.2	17.3%	37.5 (5.5%)	42.6 (5.8%)	5.1
Non-operating profit	1.2 (0.9%)	2.0 (1.3%)	0.8	54.2%	4.1 (0.6%)	3.7	– △0.4
Non operating expenses	1.1 (0.8%)	0.9 (0.6%)	△0.2	31.5%	3.5 (0.5%)	2.9	– △0.6
Ordinary profit	1.2 (0.9%)	8.5 (5.7%)	7.2	19.4%	38.0 (5.6%)	43.5 (6.0%)	5.5
Extraordinary income	1.7 (1.2%)	0.3 (0.2%)	△1.4	3.5%	8.5 (1.2%)	8.1	– △0.4
Extraordinary losses	0.2 (0.1%)	0.2 (0.1%)	0.1	13.1%	2.0 (0.3%)	1.6	– △0.4
Net Income	0.1 (0.1%)	5.3 (3.5%)	5.2	16.4%	26.7 (3.9%)	32.4 (4.4%)	5.7
Equity	261.1	—			346.9	—	
ROE	—	—			—	—	
EPS	—	—			94.7JPY	123.3JYP	

3. Segment Net Sales and Gross Profit

Maeda Corporation (Consolidated)*		INFRONEER Holdings		Progress	(Billions of Yen)		
					INFRONEER Holdings		FY21 Forecast
FY21	1Q Results	FY22 1Q Results					
142.1		149.7		20.5%	682.9	730.6	47.7
52.2		39.5		16.6%	216.1	238.3	22.2
27.8		31.3		20.1%	142.6	155.6	12.9
50.4		50.6		21.1%	232.8	240.1	7.3
7.5		8.1		22.9%	35.3	35.5	0.2
3.8		10.8		49.6%	18.7	21.7	3.0
0.4		9.3		23.5%	37.4	39.5	2.1
14.0 (9.8%)		21.2 (14.2%)		21.6%	91.7 (13.4%)	99.7 (13.6%)	6.9
3.6 (7.0%)		3.4 (8.5%)		13.0%	23.4 (9.4%)	26.5 (11.1%)	2.5
3.1 (11.0%)		4.5 (14.3%)		18.6%	26.0 (18.3%)	24.7 (15.9%)	△1.9
4.3 (8.5%)		3.3 (6.5%)		12.4%	22.5 (9.7%)	26.3 (11.0%)	3.8
1.4 (18.7%)		1.6 (19.4%)		20.9%	7.4 (18.5%)	7.5 (21.2%)	0.2
1.3 (34.6%)		7.8 (72.3%)		77.9%	7.6 (30.5%)	10.0 (46.1%)	2.4
0.2 (51.4%)		0.8 (8.2%)		16.3%	4.8 (46.1%)	4.7 (11.8%)	△0.1
1.0 (0.7%)		7.4 (4.9%)		17.3%	37.5 (5.5%)	42.6 (5.8%)	5.1
-0.5 (-1.0%)		-0.4 (-1.1%)		△3.6%	9.2 (4.2%)	11.6 (4.9%)	2.4
0.5 (1.7%)		1.9 (5.9%)		13.5%	15.2 (10.6%)	13.8 (8.9%)	△1.4
-0.3 (-0.7%)		-1.6 (-3.2%)		△28.3	3.3 (1.4%)	5.8 (2.4%)	2.4
0.3 (4.5%)		0.2 (2.3%)		12.3%	1.8 (5.2%)	1.5 (4.2%)	△0.3
0.9 (24.5%)		7.3 (67.8%)		89.1%	6.1 (32.6%)	8.2 (37.8%)	2.1
0.2 (38.5%)		0.1 (0.6%)		3.2%	1.9 (5.1%)	1.7 (4.3%)	△0.2

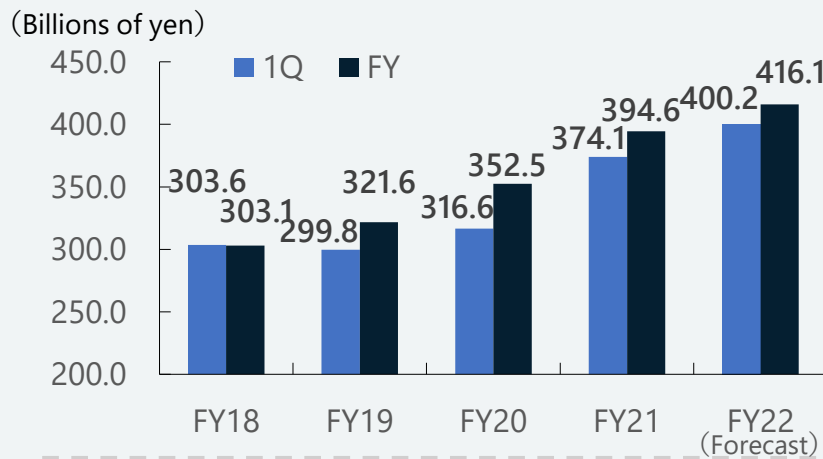
*Previous Segment : See p. 29 for details on segmentation.

4. Transition of Contract Backlogs (Building Construction and Civil Engineering)

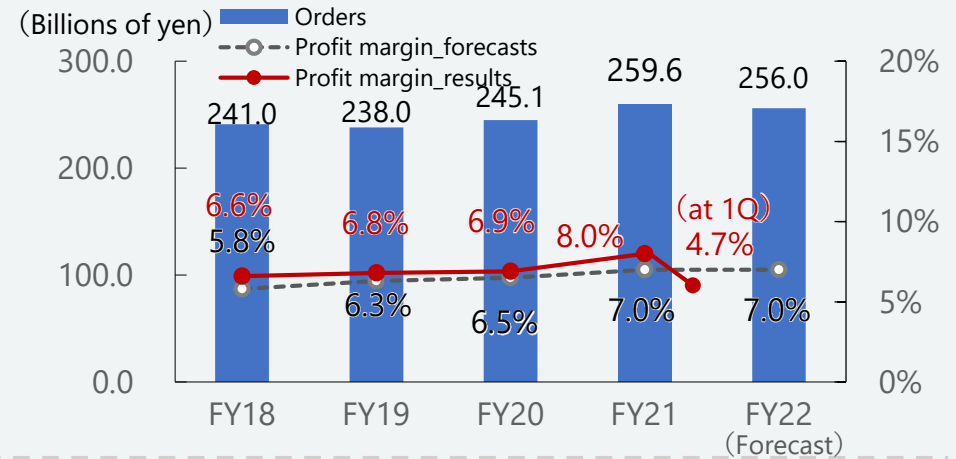
(Maeda Corp. Non-Consolidated)

- Contract backlogs is **record high level at 1Q**.
- Although the profit margin on orders for Building construction temporarily declined in 1Q due to rising prices, it is expected to recover after 2Q as price increases will be reflected in estimates and order changes.
- Profit margin of orders **increased steadily** due to secure profit at early phase of the projects and negotiation for rising price.

Transition of contract backlogs

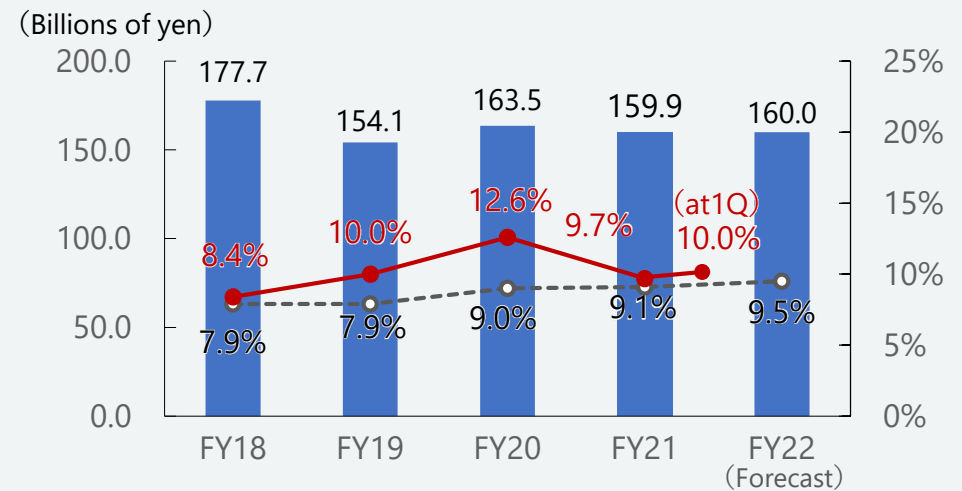
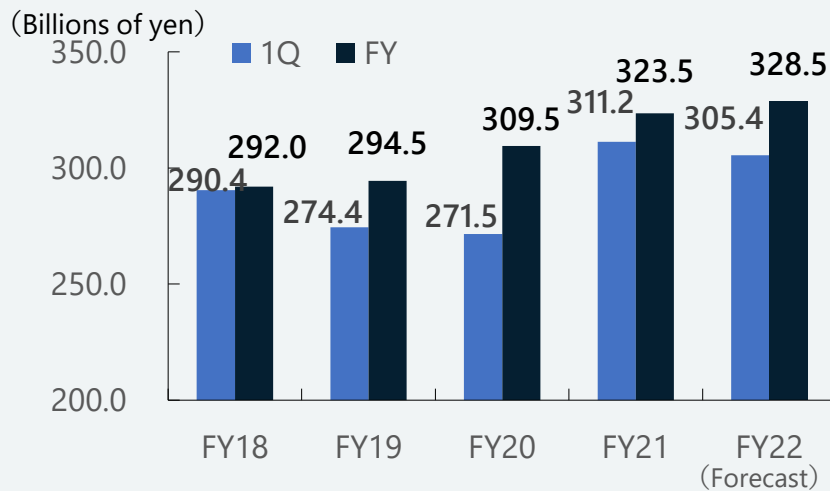


Transition of orders and profit margin



Building Construction

Civil Engineering



5. Results and Forecast of Capital Strategies & Return Policies (at FY22 1Q)

Shareholder returns

- Secondary to reacquiring the treasury stock 20 billion JPY in FY21, we carry out the reacquiring **10 billion JPY in FY22** (today announcement)

Strategic shareholdings

- **Progressing as planned** with a target of 20.0 billion JPY during FY22.
- **Aim to achieve 20% of "INFRONEER Medium-term Vision 2024" target by the end of FY23**, one year ahead of schedule.

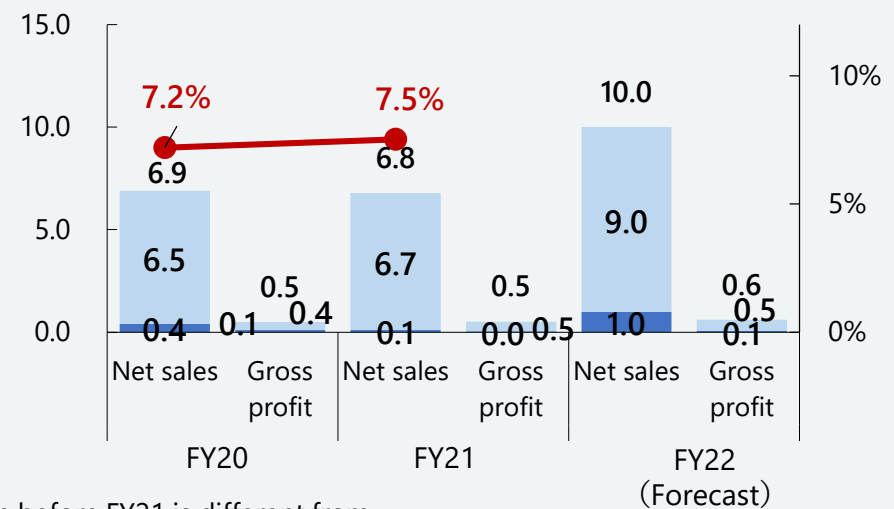
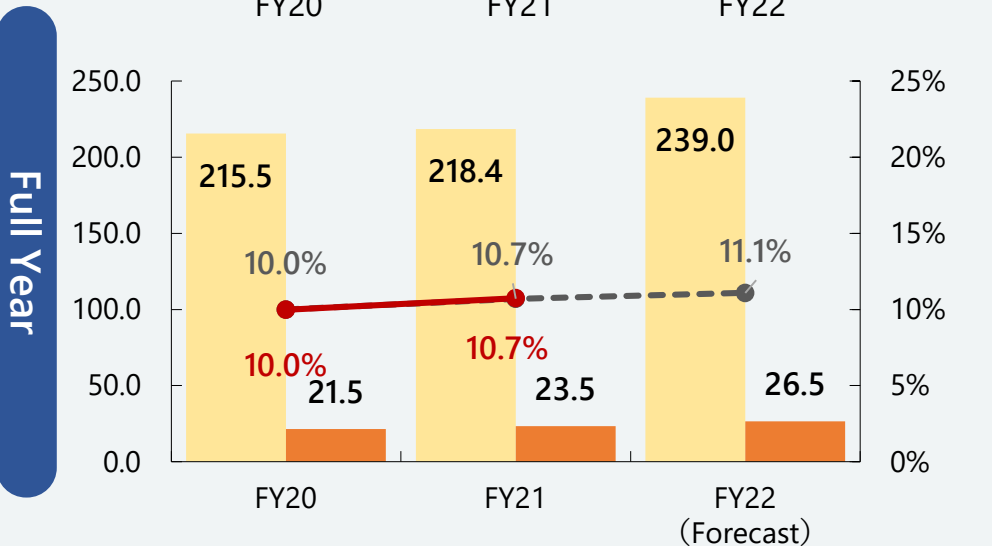
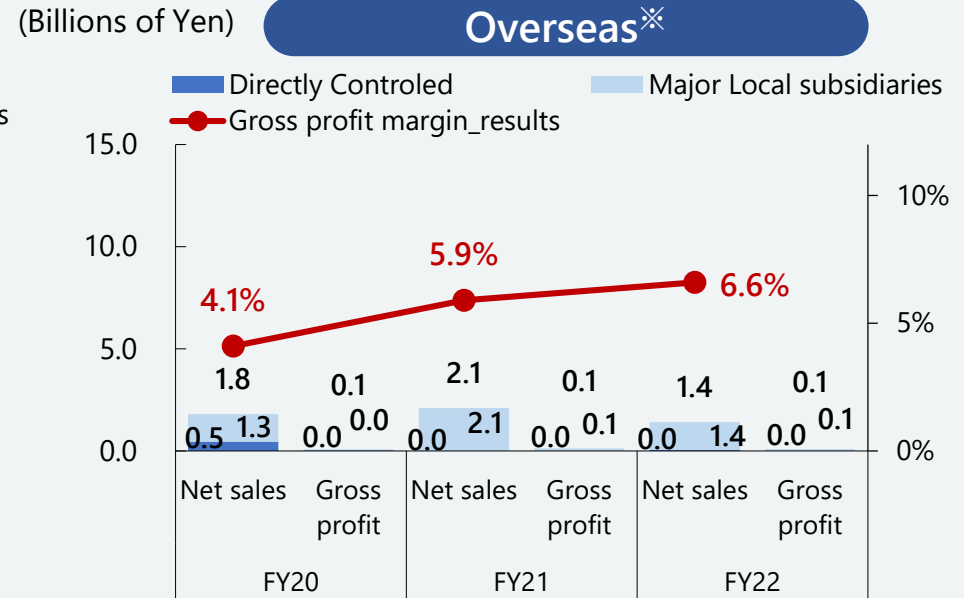
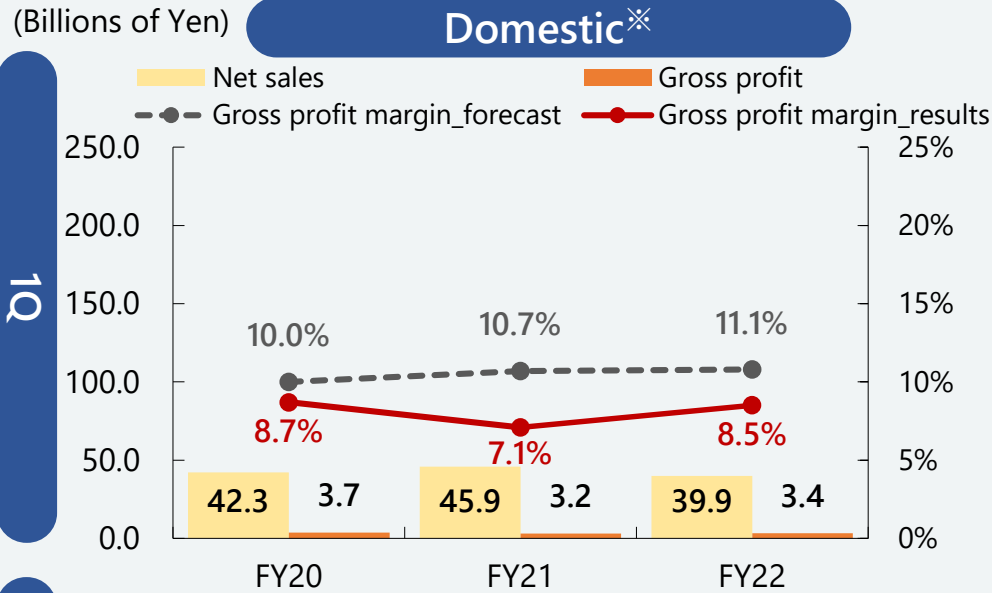
Medium-term Vision 2024			Results (at FY22 1Q)	Notes
Capital efficiency	ROE	9.5%	—	—
Optimal capital structure	Equity ratio	More than 30%	40.2%	At FY22 1Q
	D/E ratio	Less than 0.6 times	0.4 times	At FY22 1Q
Shareholder returns	Dividend payout ratio	More than 30%	32.0%	FY22 forecast Annual dividends per share is 40 JPY
	Share buy-back	More than 40.0 billion JPY	10 billion JPY in FY22 (today announcement)	Amount of 20 billion JPY has been acquired in FY21. Aim to achieve our goals earlier than Medium-term Vision 2024.
	Total payout ratio	—	64.9%	FY22 forecast Dividend payout ratio 32.0% Share buybacks 30.9% Dividends for the Earth 2.0%
Asset efficiency	Strategic shareholdings/ Net assets rate	Less than 20%	27.6%	Due to the rise of the stock prices, At the end of FY21 : 26.4% ➔ FY22 1Q : 27.6%
	Sales of assets	Consider sale or integration of inefficient assets by examining the usage status of group-owned assets.		

Segment Highlights

Building Construction	Civil Engineering	Infrastructure Operations
Road Paving	Machinery	Others

1. Net sales and Gross Profit (Maeda Corp. Non-Consolidated)

- FY22 1Q Compared with the previous 2 years, Domestic Net sales decreased, but Gross profit exceeded FY21.
- FY22 FY By progress of Contract backlogs, total profit and income is expected to increase year-on-year.



※For this figure including the real estate business (Building Construction), the figure before FY21 is different from the figure in publication documents.

Net Sales and profit of major local subsidiaries are contained in "others" segment.

2. Orders Received and Profit Margin on Orders (Maeda Corp. Non-Consolidated)

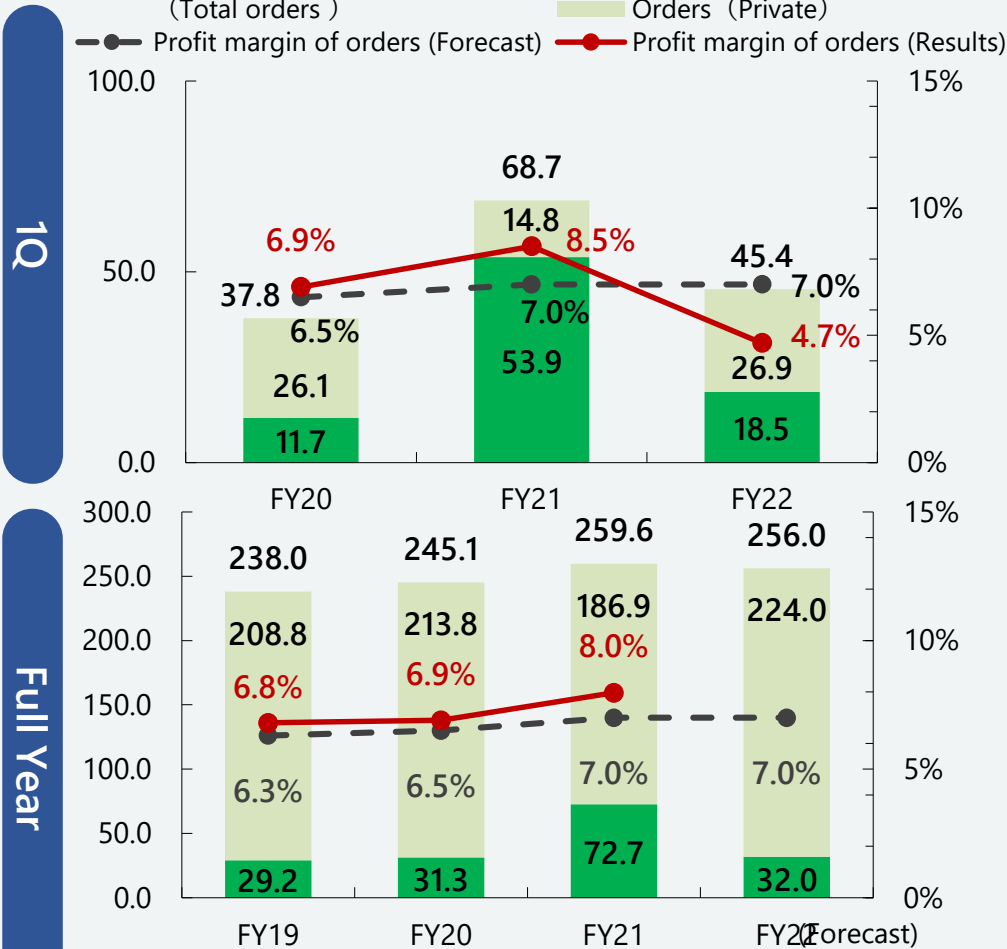
- FY22 1Q We expect to receive orders for large projects with a high degree of certainty that we can secure profit margins this year, so **our full-year target of 7% profit margin on orders received is expected to be achieved.**
- FY22 FY The possibility that changes with the profit rate by an order strongly at an intake of orders, an order of the highly reliable large-scale construction.

(Billions of Yen)

Domestic^{※1}

(Billions of Yen)

Overseas^{※2}

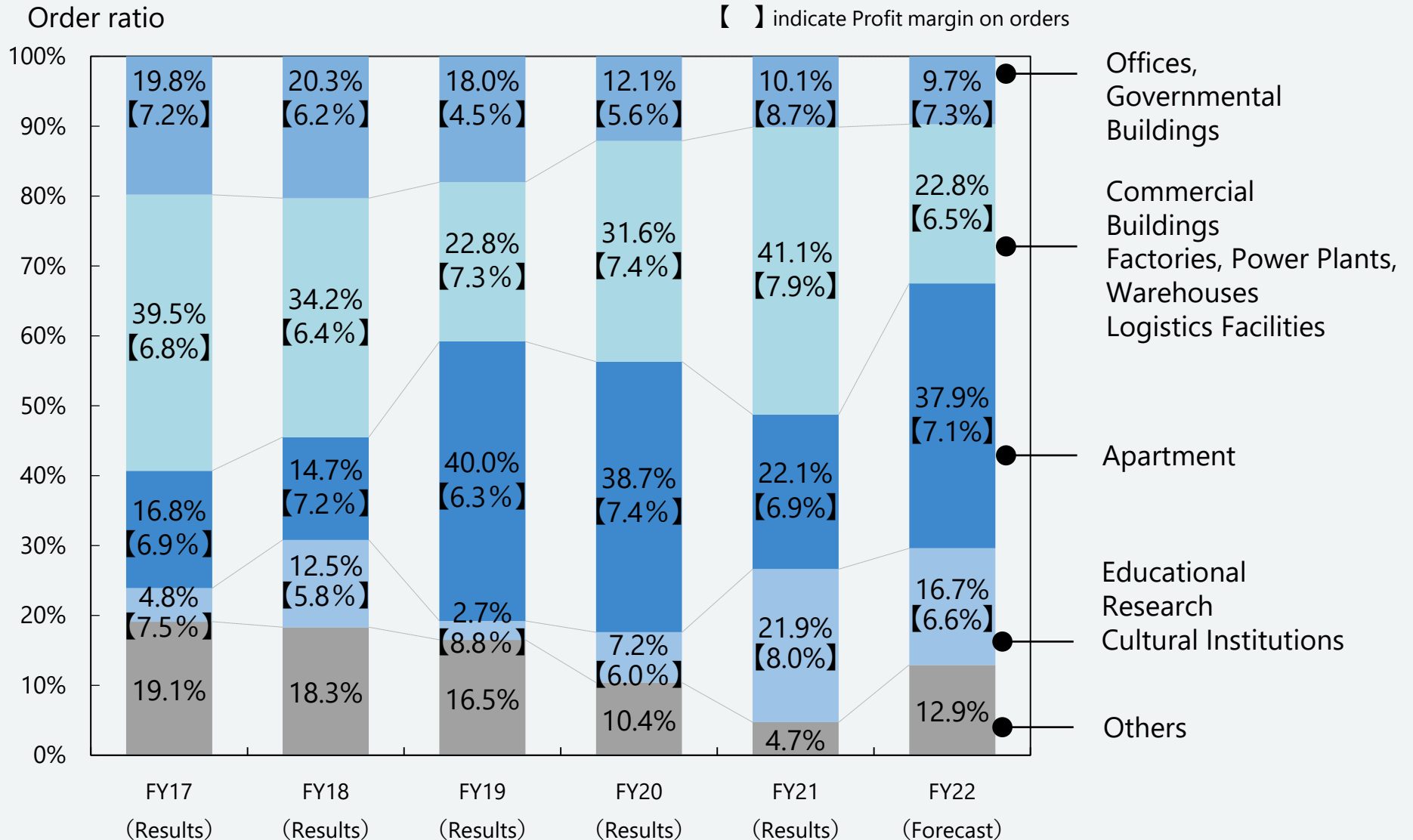


※1 For this figure including the real estate business (Building Construction), the figure before FY21 is different from the figure in publication documents.

※2 Overseas figure is calculated by the foreign exchange rate at the time.

3. Types of Orders received (Maeda Corp. Non-Consolidated)

- FY22 FY It is expected that the constitution ratio of "Apartment" will go up by accepting plural orders of "Apartment" having high productivity such as redevelopment projects.

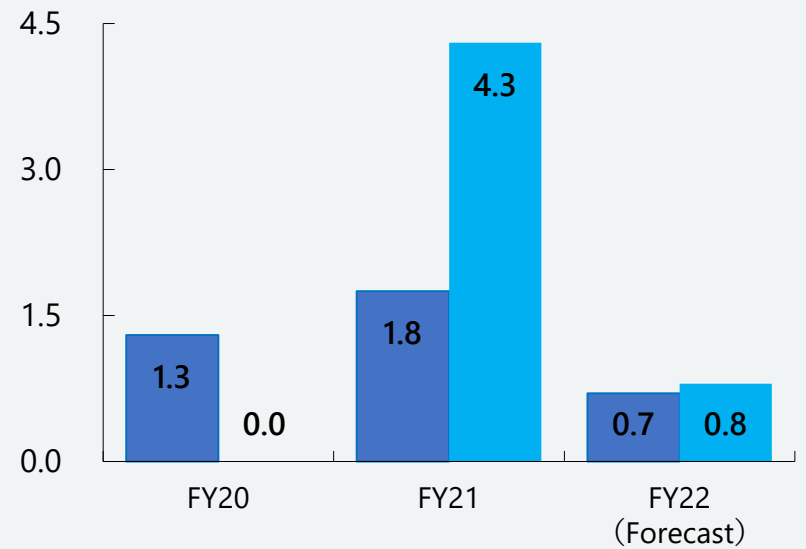
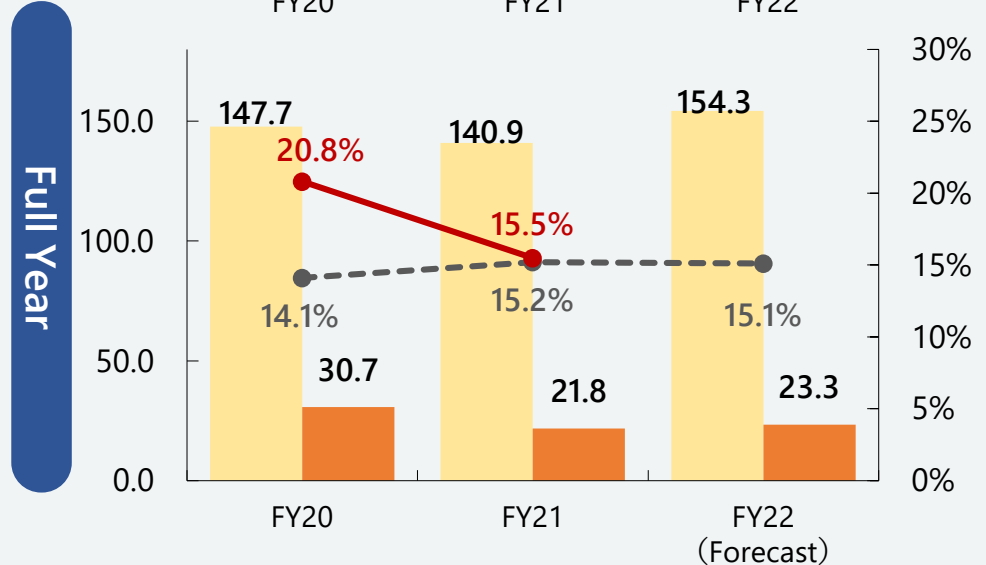
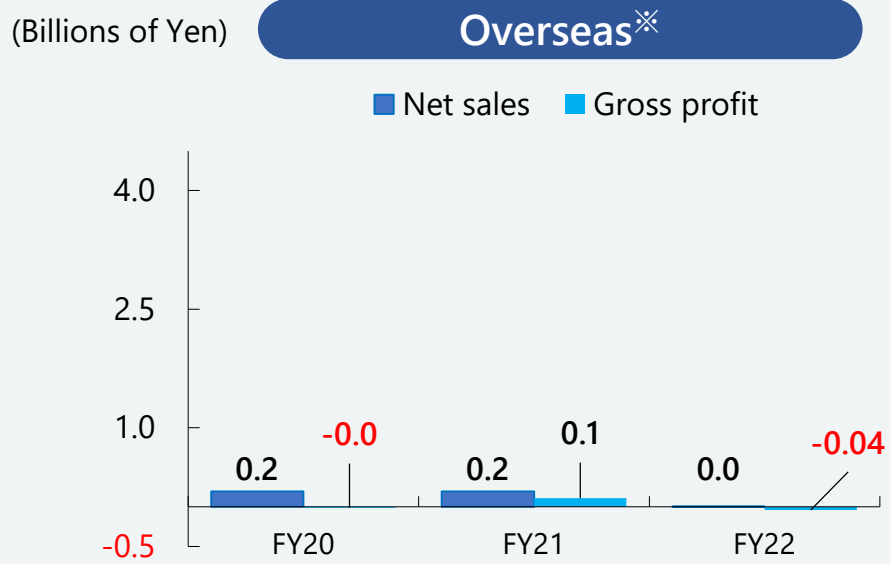
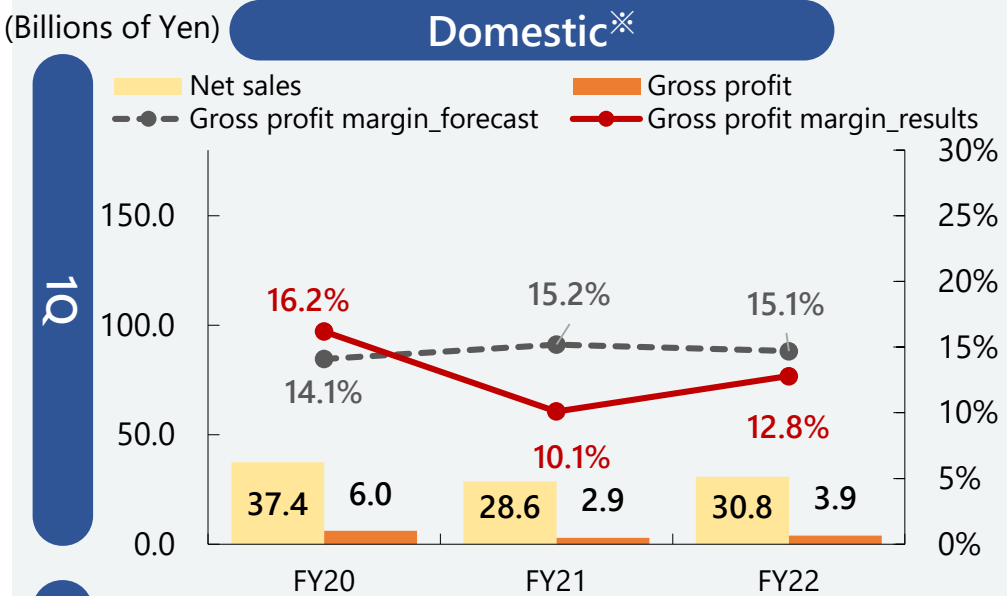


Segment Highlights

Building Construction	Civil Engineering	Infrastructure Operations
Road Paving	Machinery	Others

4. Net sales and Gross Profit (Maeda Corp. Non-Consolidated)

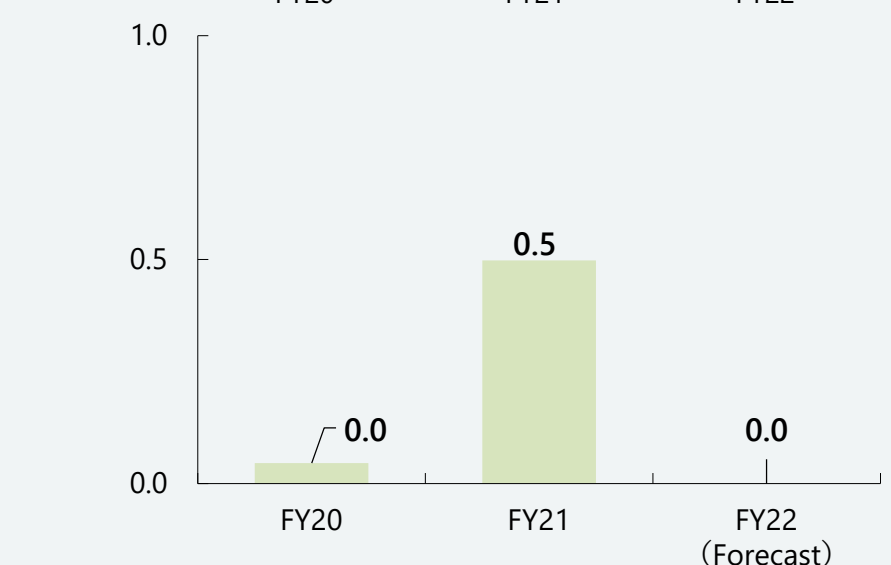
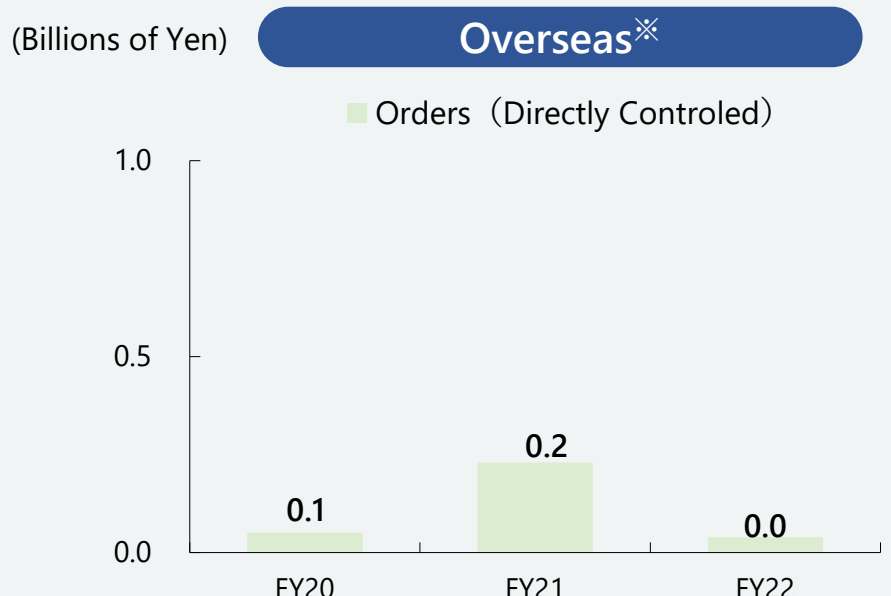
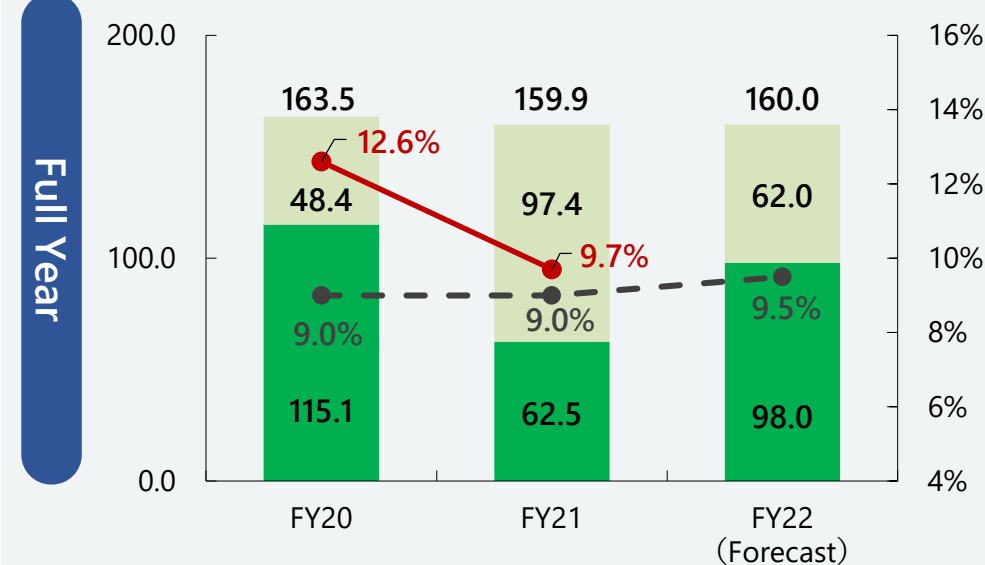
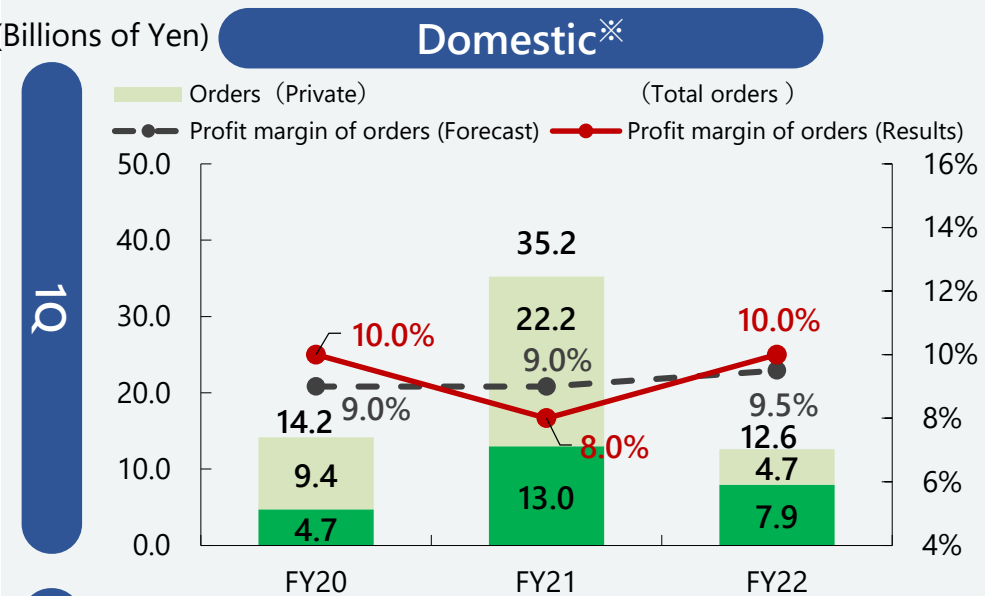
- FY22 FY Profit is expected to increase due to progress in profitable backlogs. (Excluding special factors overseas)



* For this figure including the real estate business (Civil Engineering), the figure before FY21 is different from the figure in publication documents.

5. Orders Received and Profit Margin on Orders (Maeda Corp. Non-Consolidated)

- FY22 FY We expect to achieve the order of full-year plan 160 billion JPY, because new orders center for the second half year.



* For this figure including the real estate business (Civil Engineering), the figure before FY21 is different from the figure in publication documents.

Segment Highlights

Building Construction	Civil Engineering	Infrastructure Operations
Road Paving	Machinery	Others

6. Contribution to Consolidated Profits

- In the renewable energy business, we achieved significant year-on-year increase in sales and income because of sale of a windfarm in 1Q.
- Our consortium was selected as a Preferential Negotiation Right Holder of Miura City Public Sewerage (Eastern Treatment Area) Operation Project in July.
- Contribution to full-year consolidated profits is expected to be **10.9 billions of Yen the record high.**
(ratio to Maeda corp.) (Billions of Yen)

		FY18 (Results)	FY19 (Results)	FY20 (Results)	FY21 (Results)	FY22		
						Forecast (1)	1Q Result (2)	Progress (2)/(1)
Contribution to consolidated profit (total)		6.2	5.3	5.2	7.2	10.9	7.9	72%
Breakdowns	Operating profit of consolidated subsidiaries (Aichi Road C, Happo Wind Power, etc.)	3.8	4.8	4.3	4.0	2.9	1.1	38%
	Contribution to non- consolidated results (O&M, EPC, development and other outsourcing profit, etc.)	1.3	0.5	1.2	0.2	0.8	0.03	4%
	Other profit ※	1.1	0	△0.3	2.9	7.1	6.7	94%

※Other profit includes gain on sales, dividends on shares of unconsolidated SPCs, etc.

7. Renewable Energy Projects

(Billions of Yen)

Projects	Locations	AC	FIT Price	Total Project Costs	Status
Solar Power Plants	Tsukuba City, Ibaraki Pref.	2 MW	40JPY	Approx. 0.6	2013/3 Completed
	Ofunato City, Iwate Pref.	18 MW	40JPY	Approx. 6.4	2022/3 Sold
	Kitaibaraki City, Ibaraki Pref.	6.5 MW	36JPY	Approx. 2.1	2016/3 Sold
	Mine City, Yamaguchi Pref.	7 MW	40JPY	Approx. 2.8	2022/3 Sold
	Kai City, Yamanashi Pref.	18 MW	36JPY	Approx. 7.0	2020/5 Completed/Sold
Windfarms	Rokkasho Village, Aomori Pref.	20 MW	22JPY	Approx. 11.3	2016/6 Sold
	Happo Town, Akita Pref.	20 MW	22JPY	Approx. 7.2	2022/6 Sold
Biomass Power Plants	Ozu City, Ehime Pref.	50 MW	24JPY	Approx. 40.0	2024/7 Completion Scheduled
計		141.5MW		Approx.77.0	

Offshore Windfarms	Every region of Japan	Planning	—	—	Developing
Onshore Windfarms	Every region of Japan	Planning	—	—	Developing
Biomass Power Plants	Every region of Japan	Planning	—	—	Developing
計		1,000MW or more		Hundreds of billions of yen or more	

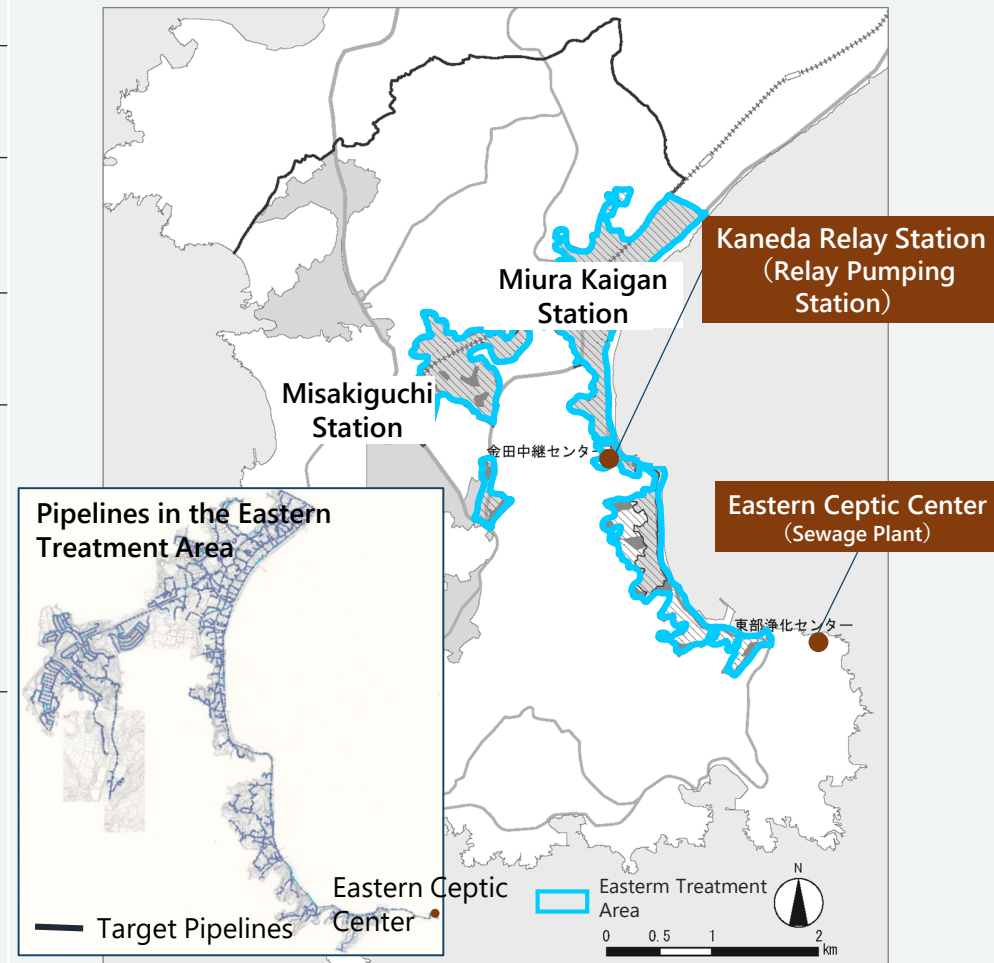
8. Miura City Public Sewerage (Eastern Treatment Area) Operation Project

POINT

- ✓ First sewerage concession in Japan which includes maintenance and renewal of all treatment plants, pumping stations, and pipelines in one treatment district
- ✓ Solving common problems in small municipal sewerage through equipment downsizing and data-driven management

Order	Miura City
SPC	Scheduled to be established in August 2022
Component companies	Maeda Corp.(49%) Toshiba Infrastructure Systems & Solutions Corporation(20%) Kubota Corp.(20%) NIHON SUIKO SEKKEI(10%) Water Agency(1%)
Period	April 2023 to March 2043 (20 years)
Scope	<ul style="list-style-type: none"> • Eastern Ceptic Center (Proccecing capacity : 8,050m³ / day) • Kaneda Relay Station • Pipelines (Total length : 58 km ※main line : 8.45 km) • 14 manhole pumps
Business Content	<ul style="list-style-type: none"> • Management of public sewerage • Reconstruction (civil construction, electrical machinery, pipelines) • Maintenance management of treatment plant/pumping station/pipelines • Support for various planning (e.g. Sewerage Business Plan)

■ Miura City Eastern Treatment Area

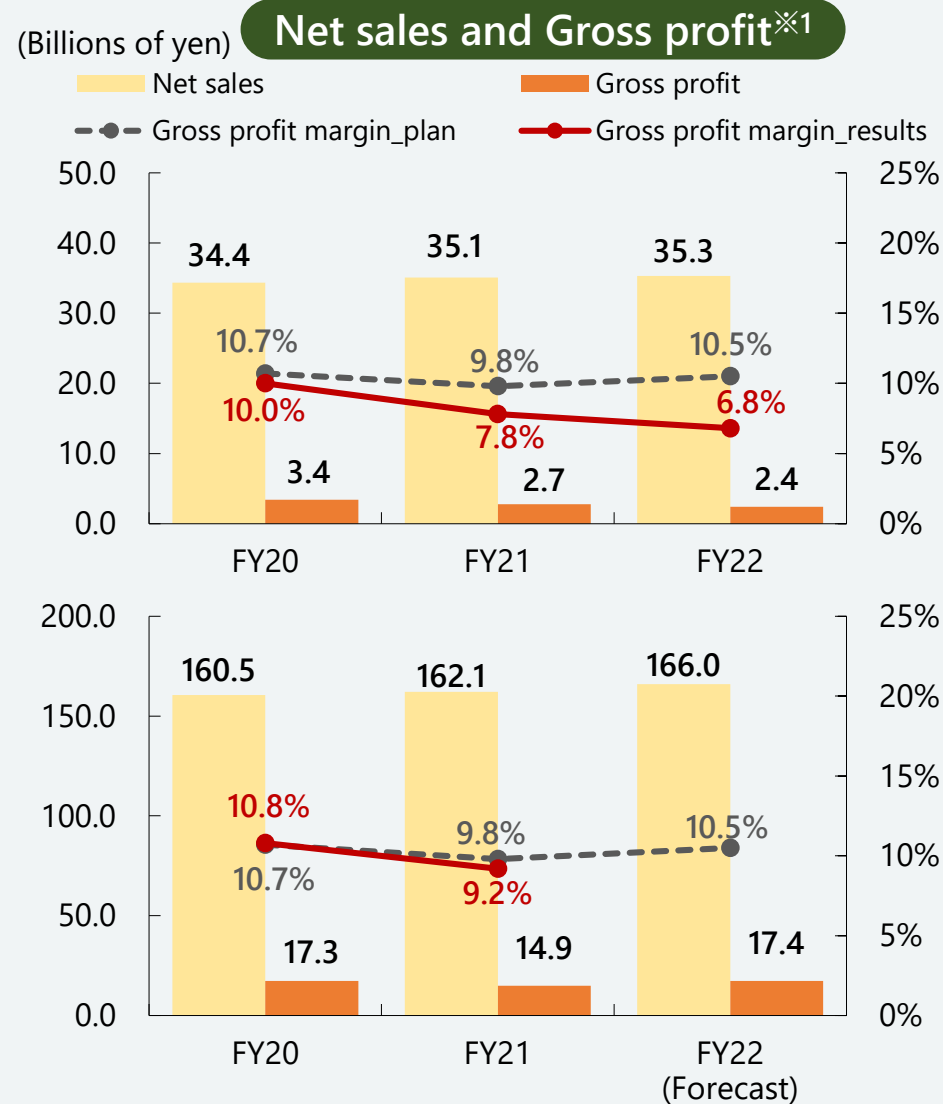
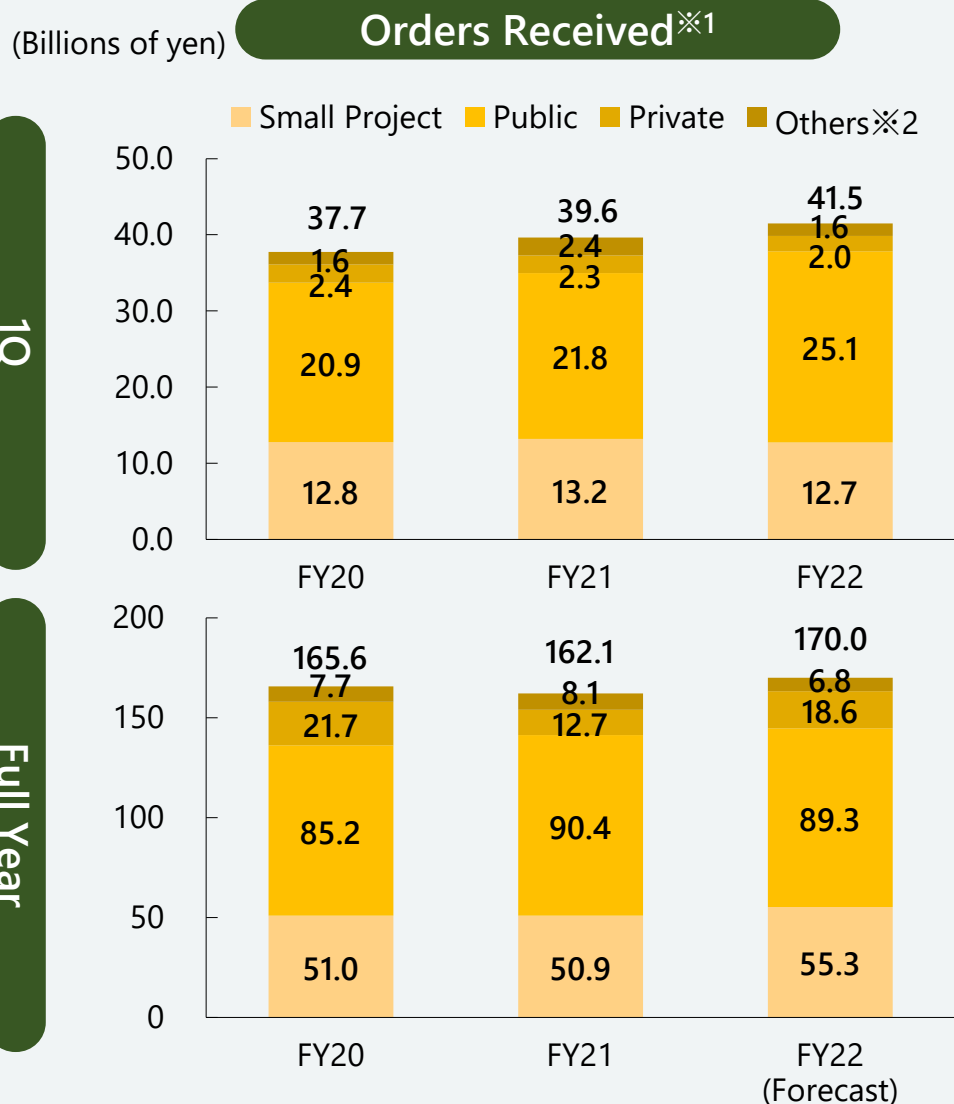


Segment Highlights

Building Construction	Civil Engineering	Infrastructure Operations
Road Paving	Machinery	Others

9. [Construction Business] Orders Received, Net Sales, and Gross Profit

- FY22 1Q Profit decreased due to rising raw material costs in pavement construction.
- FY22 FY Profit margin is expected to recover as higher raw material costs are reflected in construction prices from 2Q .



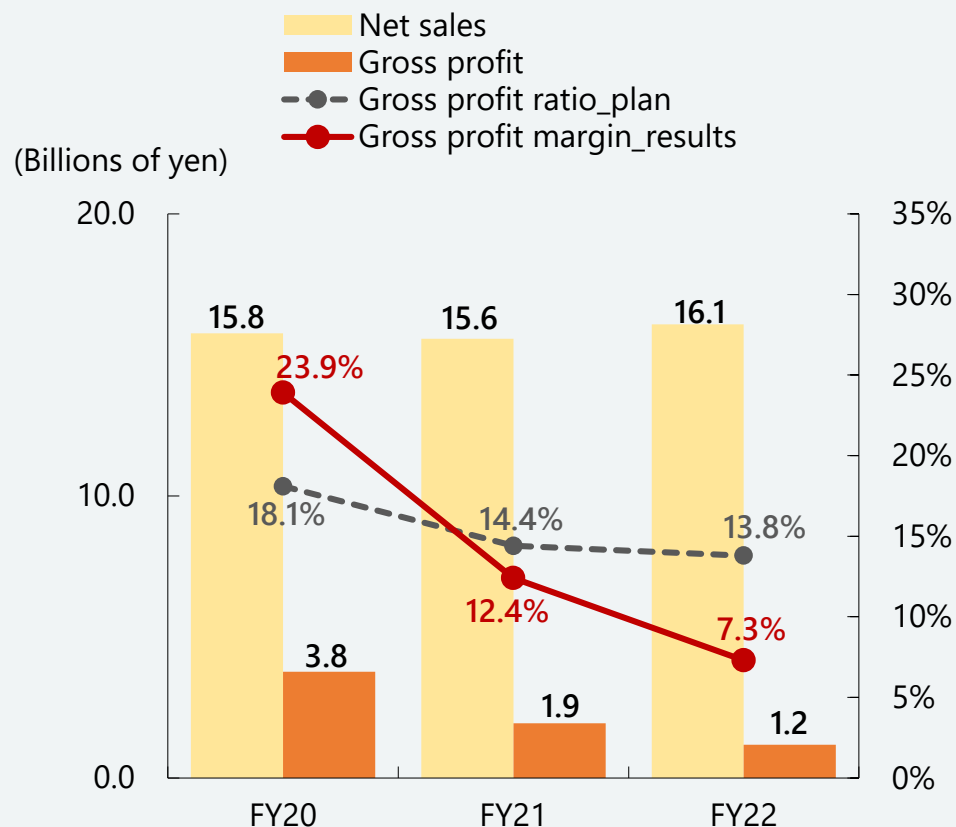
*1 The figures are same as Maeda Road (consolidated) in the past, and do not take into account the consolidation and elimination within the INFRONEER Group.

*2 Others: Orders which Subsidiaries got (mainly public construction) and elimination within segment transactions.

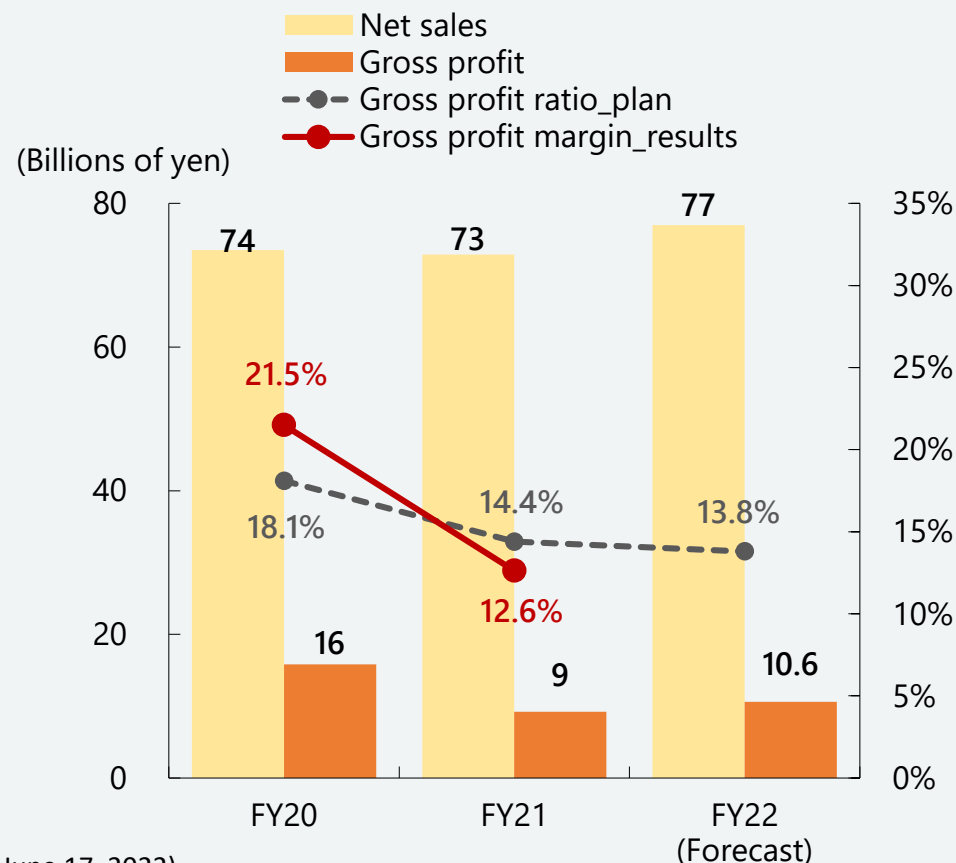
10. [Manufacturing and Sales Business] Net Sales and Gross Profit

- FY22 1Q Profit decreased year-on-year due to inability to absorb higher raw material costs caused by high crude oil prices and the weaker yen.
- FY22 FY Due to revisions of operating rules* by MLIT, the price increase for asphalt mixture will progress more smoothly. Furthermore, due to current low crude oil prices, **performance is expected to improve** in the second half of the year.

1Q*



Full Year*



*Revisions of operating rules of the material price adjustment clause (Issued on June 17, 2022)

Previously, the "actual purchase price" was compared to the "unit price data for the month purchased", the lower unit price was used for the construction contract price. From now on, even if the "actual purchase price" is higher, it is possible to use for the contract price by submitting documentation to prove that the purchase price is appropriate.

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Segment Highlights

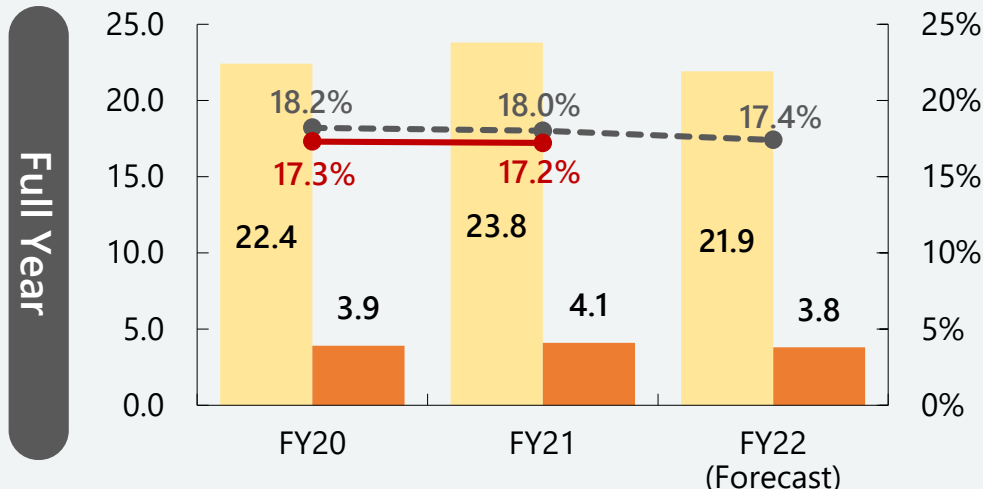
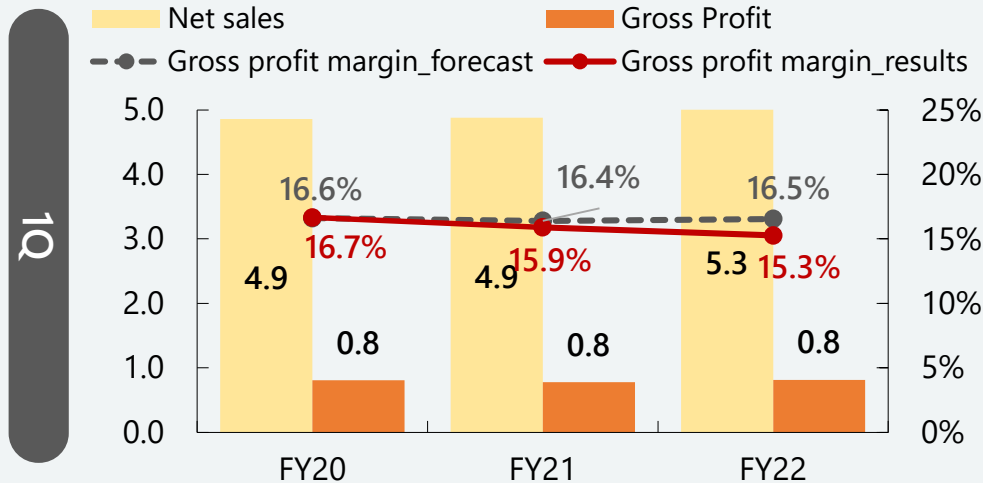
Building Construction	Civil Engineering	Infrastructure Operations
Road Paving	Machinery	Others

10. Net Sales and Gross Profit※1

- FY22 1Q Sales of new and used vehicles of construction machinery, and industrial machinery (Crawler crane) are steady growth.
- FY22 FY Despite concerns about the impact of delays in component supply, industrial machinery and steel products are steady growth. Sales and gross profit are expected to achieve the FY21.

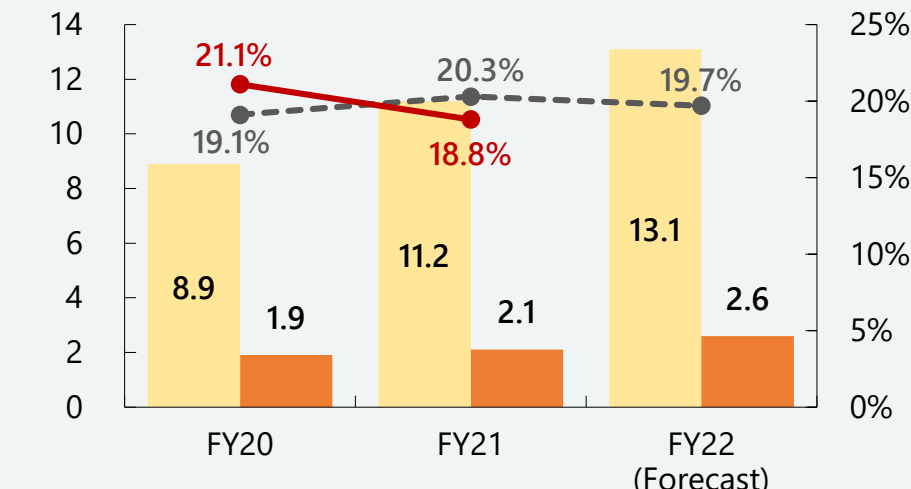
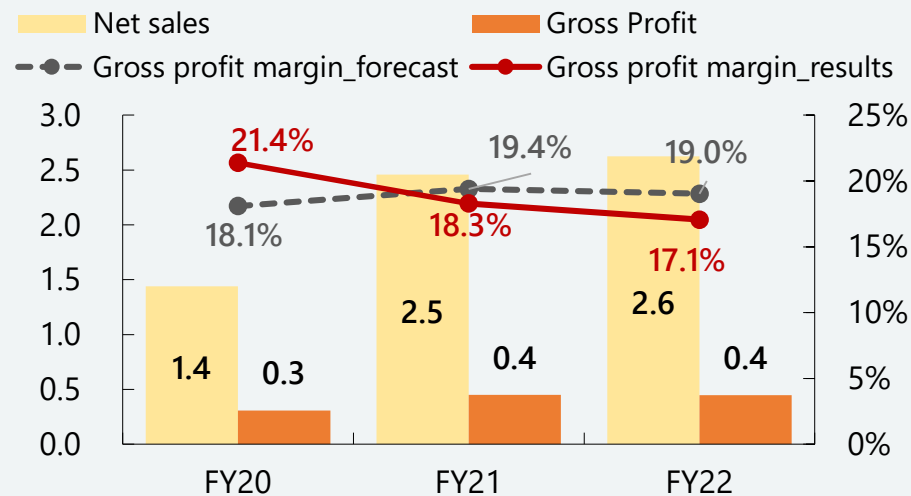
Construction Machinery※2

(Billions of Yen)



Industrial machinery & Steel Products※3

(Billions of Yen)



*1 The figures are only construction machinery, industrial machinery and steel products, etc. which are the main businesses in the Machinery segment.

*2 Mainly sales, service and rental of Komatsu Ltd. products.

*3 Mainly planning, product and sales of own products such as cranes.

Appendix

1. [Non-Consolidated] Maeda Corp. Results and Full-Year Forecast

(Billions of Yen)

		FY21 1Q Results		FY22 1Q Results		YoY	FY22 Forecast		Progress
Net sales		75.1		77.6		2.5	402.5		19.3%
Building Construction	Total	45.5		39.4		△6.1	238.5		16.5%
	Domestic	45.5		39.4		△6.1	237.5		16.6%
	Overseas	0.0		0.0		0.0	1.0		4.4%
Civil Engineering	Total	28.8		30.8		1.9	155.0		19.8%
	Domestic	28.6		30.8		2.1	154.3		19.9%
	Overseas	0.2		0.0		△0.2	0.7		0.3%
Infrastructure Operations		0.4		6.9		6.5	7.5		92.3%
Real Estate		0.4		0.5		0.1	1.5		34.8%
Gross Profit		6.6 (8.8%)		14.2 (18.3%)		7.6	58.2 (14.5%)		24.9%
Building Construction	Total	3.0 (6.7%)		3.2 (8.1%)		0.1	25.3 (10.6%)		12.6%
	Domestic	3.0 (6.7%)		3.2 (8.1%)		0.1	25.9 (10.9%)		12.4%
	Overseas	0.0 —		0.0 —		0.0	0.1 (10.0%)		3.9%
Civil Engineering	Total	3.0 (10.4%)		3.9 (12.6%)		0.9	23.5 (15.2%)		16.5%
	Domestic	2.9 (10.1%)		3.9 (12.8%)		1.0	23.3 (15.1%)		16.7%
	Overseas	0.1 —		△0.1 —		△0.2	0.8 (102.7%)		—
Infrastructure Operations		0.4 (99.7%)		6.9 (100.0%)		6.5	7.5 (100.0%)		92.3%
Real Estate		0.2 (50.6%)		0.2 (42.0%)		0.0	0.8 (50.0%)		29.2%
SG&A		6.5 (8.7%)		7.1 (9.2%)		0.6	27.6 (6.9%)		25.8%
Operating Profit		0.1 (0.1%)		7.1 (9.1%)		7.0	30.6 (7.6%)		23.1%
Ordinary		4.3 (5.7%)		8.8 (11.4%)		4.6	32.1 (8.0%)		27.5%
Profit		4.6 (6.1%)		6.2 (8.0%)		1.6	28.0 (7.0%)		22.1%

2. [Consolidated] Maeda Road Results and Full-Year Forecast

(Billions of Yen)

	FY21 1Q Results		FY22 1Q Results		YoY	FY22 Forecast	Progress	
Net sales	50.8		51.6		0.8	243.0	21.2%	
Construction Business	35.1		35.3		0.2	166.0	21.3%	
Production and sales	15.6		16.1		0.5	77.0	20.9%	
Other	0.1		0.1		0.0	—	—	
Gross profit	4.8	(9.3%)	3.6	(7.1%)	△1.1	28.0	(11.5%)	13.0%
Construction Business	2.7	(7.8%)	2.4	(6.8%)	△0.3	17.4	(10.5%)	13.8%
Production and sales	1.9	(12.4%)	1.2	(7.3%)	△0.7	10.6	(13.8%)	11.1%
Other	0.1	(49.6%)	0.1	(49.2%)	0.0	—	(—)	—
SG&A	3.0	(5.9%)	3.3	(6.5%)	0.3	14.2	(5.8%)	23.5%
Operating profit	1.7	(3.4%)	0.3	(0.6%)	△1.4	13.8	(5.7%)	2.2%
Ordinary profit	1.8	(3.6%)	0.6	(1.3%)	△1.2	14.0	(5.8%)	4.6%
Profit	1.5	(3.0%)	0.4	(0.8%)	△1.1	9.2	(3.8%)	4.4%

3. [Consolidated] Maeda Seisakusho Results and Full-Year Forecast

(Billions of Yen)

	FY21 1Q Results	FY22 1Q Results	YoY	FY22 Forecast	Progress
Net sales	7.8	8.5	0.7	37.2	22.8%
Construction Business	4.9	5.3	0.4	21.9	24.4%
Production and sales	2.5	2.6	0.1	13.1	20.0%
Other	0.5	0.5	0.0	2.2	24.2%
Gross profit	1.5 (19.3%)	1.6 (18.8%)	0.1	7.6 (20.3%)	21.1%
Construction Business	0.8 (15.9%)	0.8 (15.3%)	0.0	3.8 (17.4%)	21.4%
Production and sales	0.4 (18.3%)	0.4 (17.1%)	0.0	2.6 (19.7%)	17.3%
Other	0.3 (55.6%)	0.3 (62.1%)	0.0	1.2 (53.0%)	28.3%
SG&A	1.3 (17.2%)	1.4 (16.6%)	0.1	6.0 (16.1%)	23.5%
Operating profit	0.2 (2.1%)	0.2 (2.2%)	0.0	1.6 (4.2%)	12.0%
Ordinary profit	0.2 (2.6%)	0.2 (2.9%)	0.0	1.7 (4.5%)	14.7%
Profit	0.1 (1.8%)	0.1 (1.7%)	0.0	1.1 (3.0%)	13.1%

4. INFRONEER Group's Financial Results and Full-Year Forecast

(Millions of Yen)

Consolidated Subsidiaries	FBS			Fujimi Koken			JM		
	FY21 1Q Results	FY22 1Q Results	FY22 Forecast	FY21 1Q Results	FY22 1Q Results	FY22 Forecast	FY21 1Q Results	FY22 1Q Results	FY22 Forecast
Net sales	5,302	4,156	21,382	1,658	2,088	9,000	4,011	4,356	21,000
Operating profit	266	110	986	87	41	218	-111	-1	460
Ordinary profit	278	113	996	115	63	245	-94	-1	470
Profit	185	99	650	106	211	246	-79	-2	296

Consolidated Subsidiaries	Aichi Road Concession			Miotsukushi Industrial Concession		
	FY21 1Q Results	FY22 1Q Results	FY22 Forecast	FY21 1Q Results	FY22 1Q Results	FY22 Forecast
Net sales	3,255	3,503	13,406	—	325	1,290
Operating profit	988	751	2,808	—	36	126
Ordinary profit	638	449	1,606	—	33	36
Profit	590	412	1,476	—	15	22

Consolidated Subsidiaries	Toyo Construction			Hikarigaoka Corporation		
	FY21 1Q Results	FY22 1Q Results	FY22 Forecast	FY21 1Q Results	FY22 1Q Results	FY22 Forecast
Net sales	30,626	30,976	162,694	834	1,008	3,800
Operating profit	893	1,195	8,500	93	143	500
Ordinary profit	989	1,217	8,500	1,042	1,208	1,560
Profit	637	937	6,000	861	903	1,100

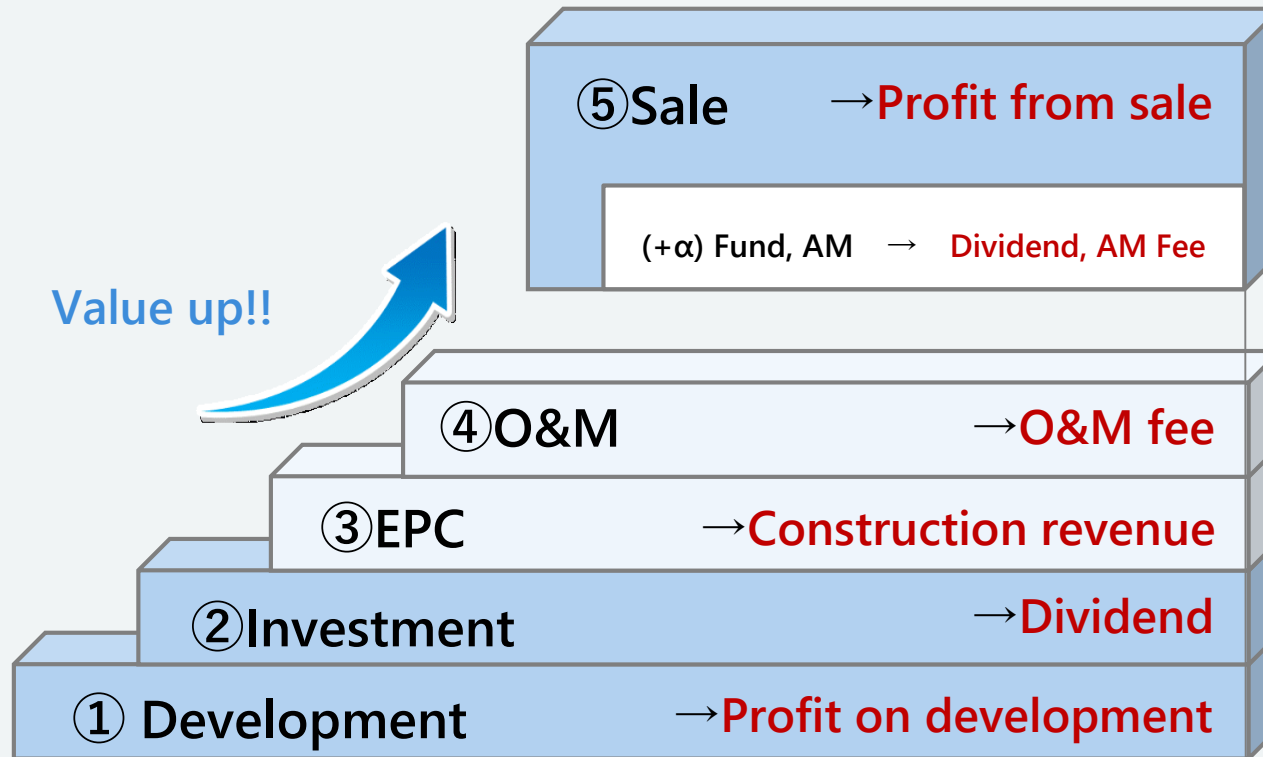
6. Segments

- Segments of INFRONEER Holdings and Maeda Corporation will be changed.
- There will be no major changes in results due to the change in segments.

NEW Segment of INFRONEER Holdings		FORMER Segment of Maeda Corporation	
Building Construction	MK Building Construction MK Real Estate (Building Construction)	Building Construction	MK Building Construction JM Thai Maeda Corporation Limited FBS Building Construction
Civil Engineering	MK Civil Engineering MK Real Estate (Civil Engineering)	Civil Engineering	MK Civil Engineering FBS Civil Engineering
Road Paving	MD (Consolidated)	Road Paving	MD (Consolidated)
Machinery	MS (Consolidated)	Manufacturing	MS (Consolidated) Fujimi Koken
Infrastructure Operations	MK Infrastructure Operations Other subsidiaries	Infrastructure Operations	MK Infrastructure Operations Other subsidiaries
Others	JM Thai Maeda Corporation Limited FBS Fujimi Koken	Others	MK Real Estate

7. Business Model of Infrastructure Operations

- Infrastructure operations is business that gain profits on every steps from upstream to downstream of infrastructure management.

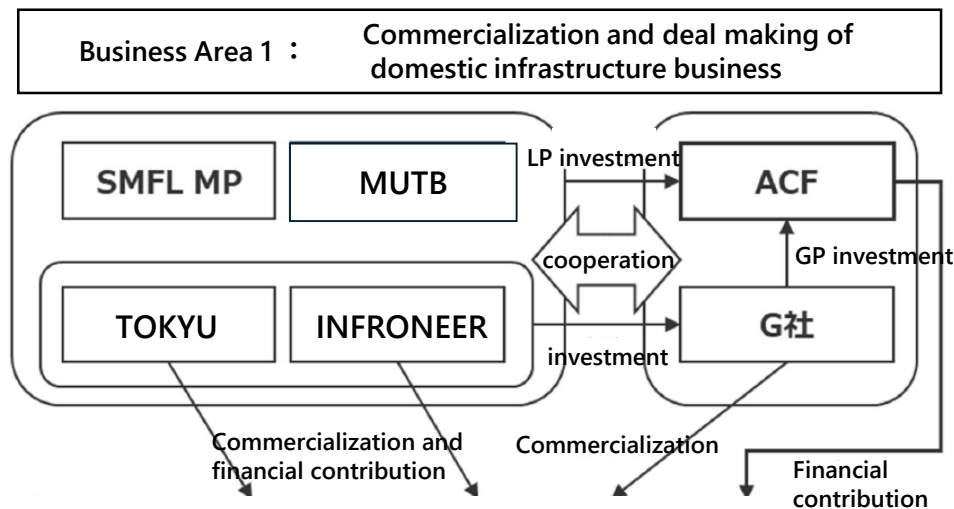


- Profits can be obtained from 5 stages of infrastructure operations
- We can capitalize our know-how of construction in development, EPC and O&M stages.

7. Establishment of New Business Platform of Infrastructure Operations

- We built a new business platform including two types of infrastructure funds, the Asset Creation Fund Series (“ACF”) and the Income Fund Series (“ICF”) with TOKYU CORPORATION, Global Infrastructure Management (INFRONEER and TOKYU each own 50% of the company), Sumitomo Mitsui Finance and Leasing Company, Limited (SMFL), and Mitsubishi UFJ Trust and Banking.
- We aim to further develop business and promote the development of the domestic infrastructure capital market in infrastructure business areas that have been attracting attention in recent years, such as PPP and environmental energy fields.

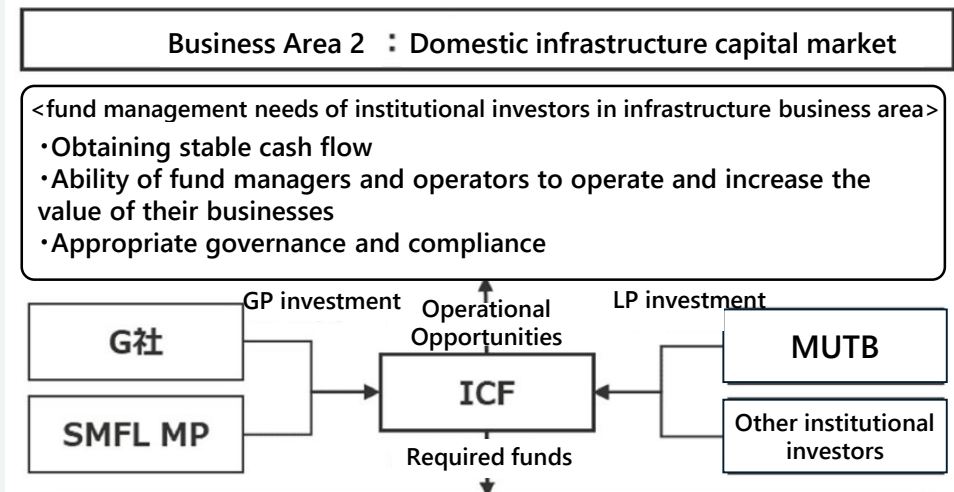
< ACF Fund >



<Demand for deal making & financing in infrastructure business>

- Flexible and mobile financing needs (such as developing, publicly solicited and tendered project)
- Opportunities that require time to commercialize and stabilize cash flow
- Opportunities that require assistance in developing rules and schemes

< ICF Fund >

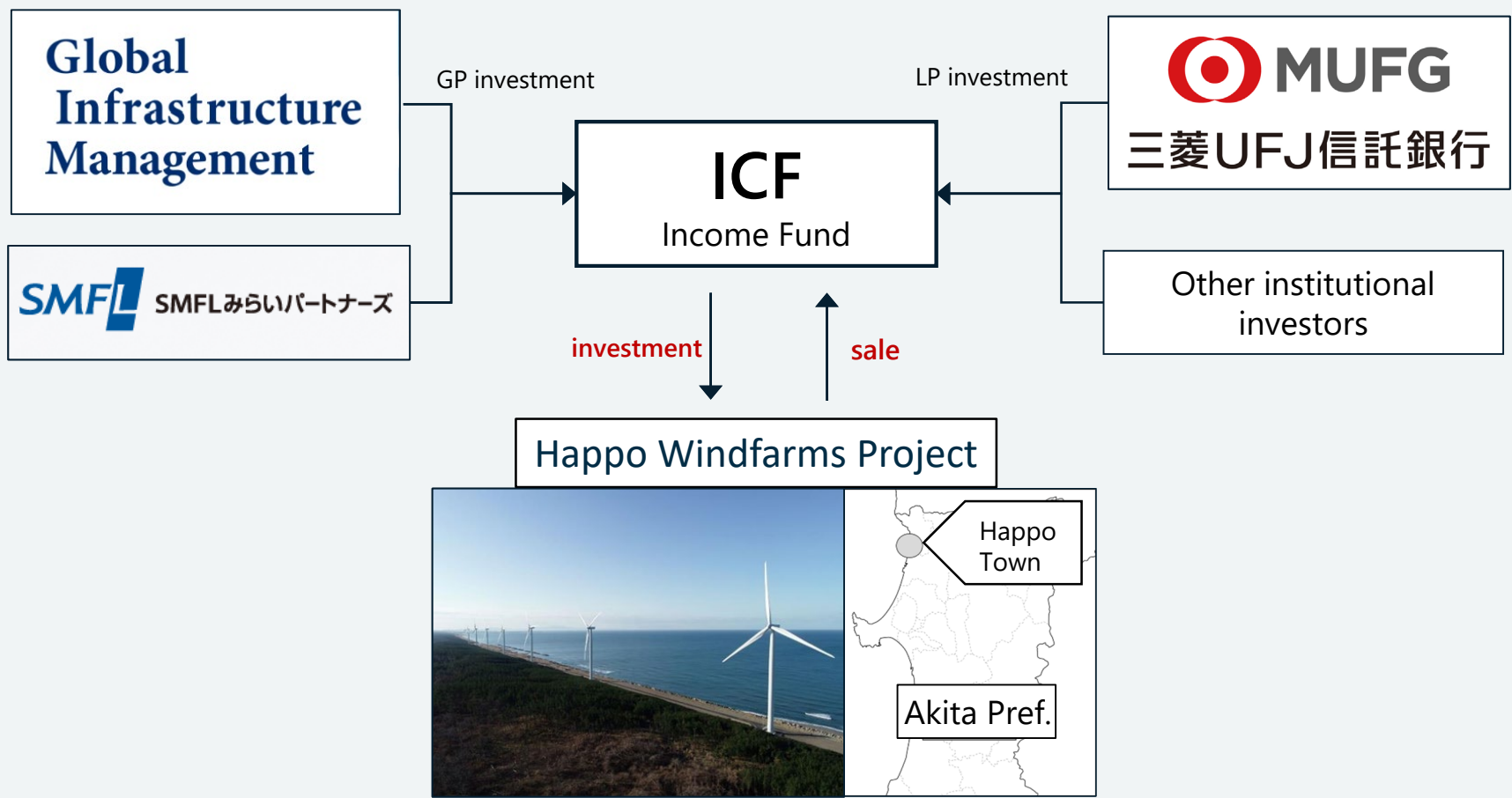


<financing needs from in infrastructure project personnel and owners>

- Business continuity, operational capacity and responsibility
- Peace of mind and stable long-term holdings
- Ability to provide funding and cost of capital

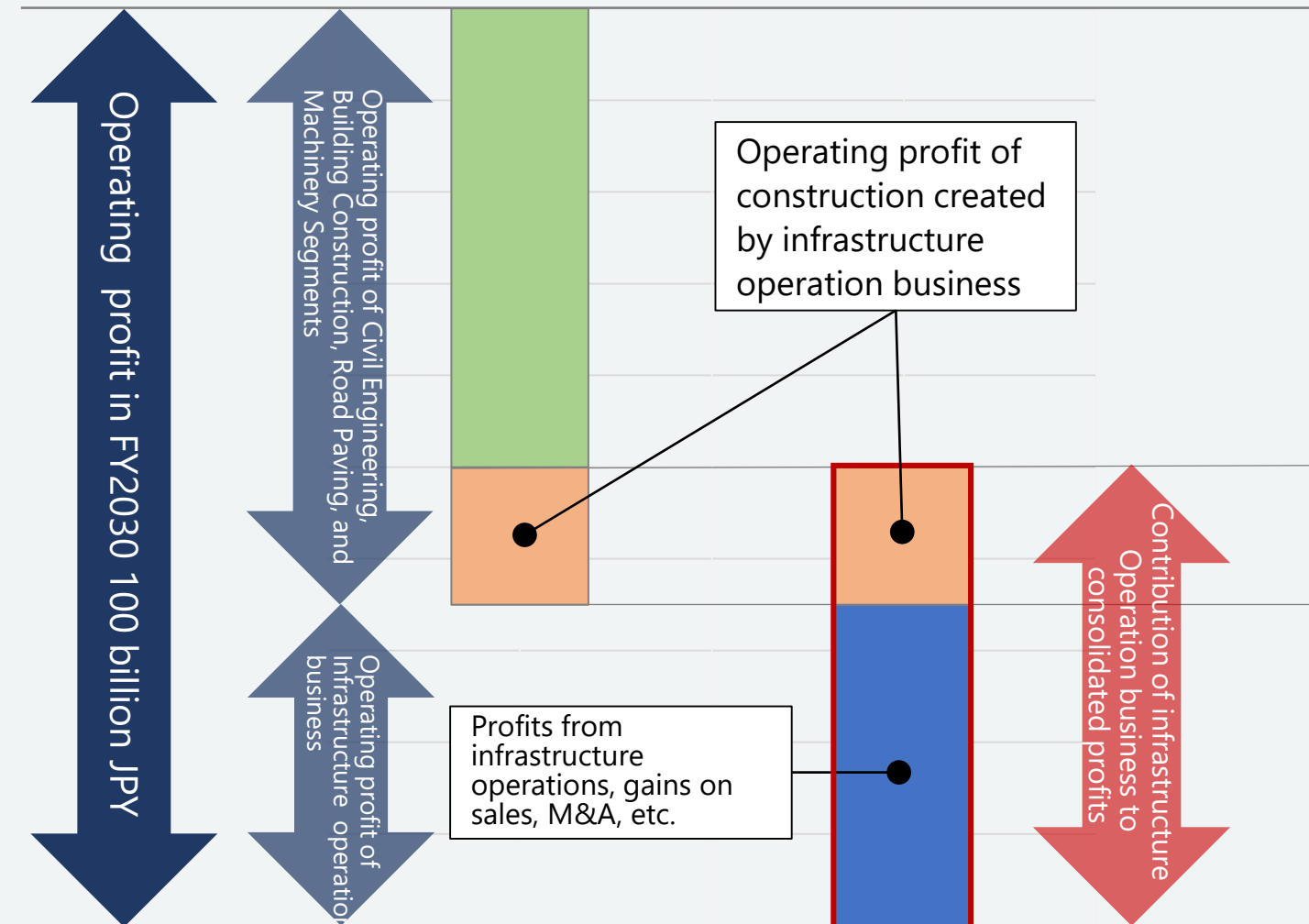
8. Investment Case No. 1 of Income Fund (ICF)

- Global Infrastructure Management and SMFL MIRAI Partners Company, Limited formed Income Fund (ICF), an infrastructure fund that invests in infrastructure projects, etc. in collaboration with domestic institutional investors.
- It invests Happo Windfarm Project as the first investment project.



8. Contributions of infrastructure operation segment to the consolidated profit

- "Contribution of infrastructure management business to consolidated profits"
= "Profits from construction projects (EPC) generated by the infrastructure operation businesses" and "consolidated profits of SPCs involved in infrastructure operation, gains on sales, and profits of M&A, etc."



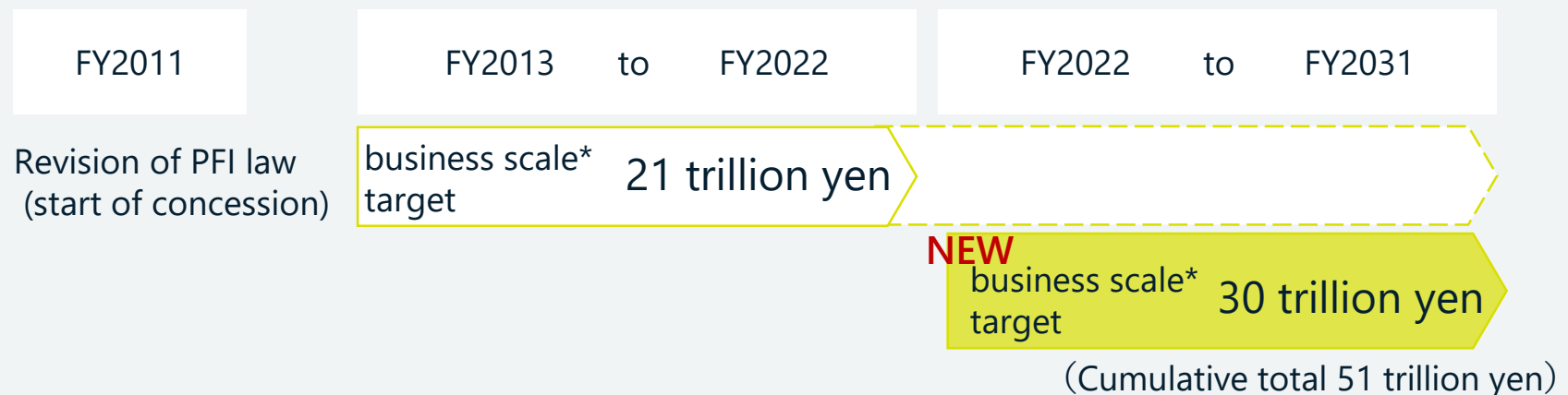
10. Policy Trends

– Act on Promotion of Private Finance Initiative (Act No.117 of July 30, 1999) published by the Cabinet Office

The Kishida Cabinet positions PPP/PFI as the core of **a New Form of Capitalism**.

- **Act on Promotion of Private Finance Initiative** sets project scale targets, priority areas, and an action plan for promoting PPP/PFI.
(It's decided by the Council for the Promotion of Private Finance Initiative under the PFI Law, and announced by the PPP/PFI Promotion Office, Cabinet Office)
- It is updated annually based on progress, issue follow-up, etc.
- This year was the timing for updating the business scale target, and **the new business scale* target** was set.

➤ **The business scale target was much larger than assumed** when INFRONEER Medium-term Vision 2024 was formulated (FY2021).



* It should be noted that the business scale in this case refers to **the total revenue during the contract period of the private operator expected from the projects contracted during this period**, and not the annual sales.

11. Topics – Promotion of the Introduction of Low-Carbon Composite

Low-carbon composite is a generic term for **asphalt mixtures produced with a lower carbon footprint** than conventional methods.

➔ Reduce manufacturing-related CO2 emissions **by up to 50 %**



低炭素合材
MAEDA ROAD

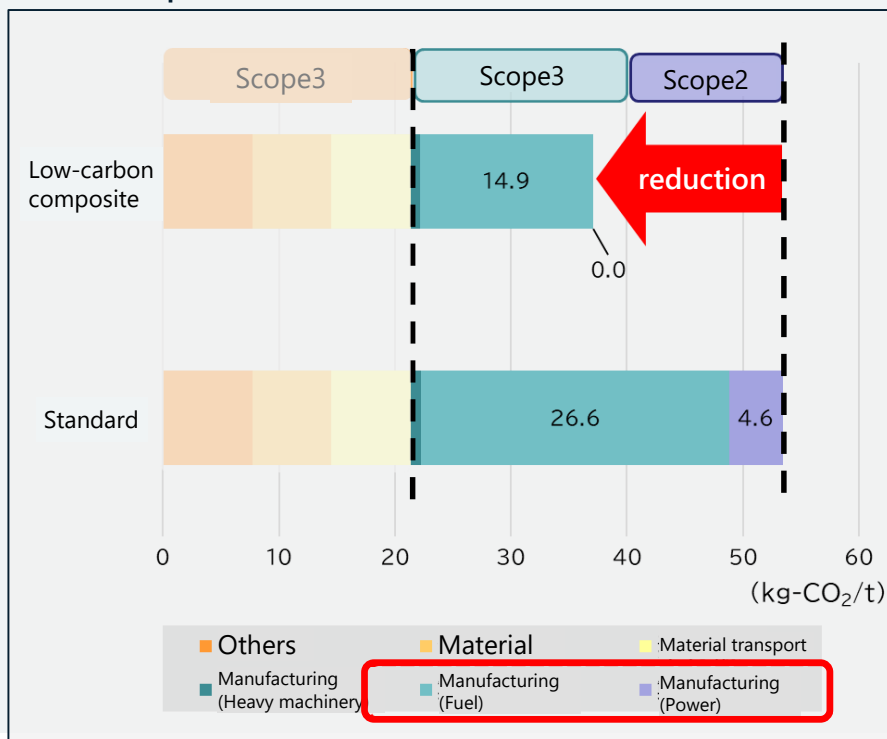


Maeda Road Asaka Composite Plant

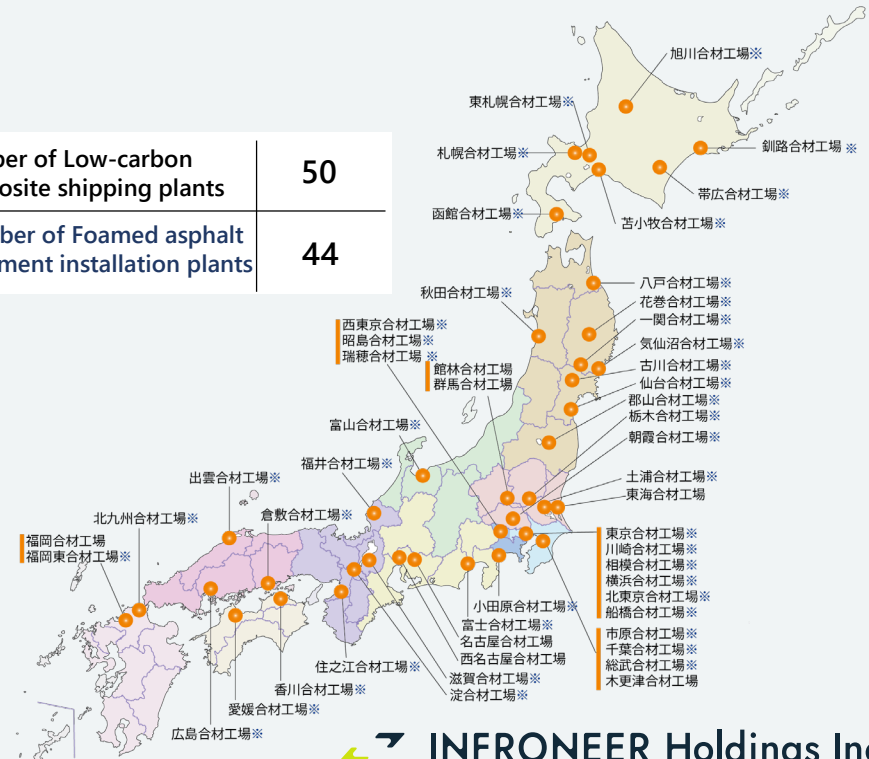
- LEAB
- Thermal storage type deodorizing furnace
- RE100 power
- carbon-neutral fuel

More CO2 reduction can be achieved by combining advanced technologies.

◆ CO2 emission reduction effect of low-carbon composite at Asaka Composite Plant



Number of Low-carbon composite shipping plants	50
※ Number of Foamed asphalt Equipment installation plants	44



News 1

Our company was featured on YouTube channel "Mariko Mabuchi's stock club"!

Ms. Mariko Mabuchi, an economic analyst, and Mr. Kibe, our president, had a dialogue. Ms. Mabuchi's sharp perspective provided an in-depth look at our business model, mid- to long-term business strategy, and our vision.

Please take a look!



Press release



YouTube

Press release : <https://www.infroneer.com/topics/2022/05/30/277.html>

YouTube : <https://www.youtube.com/watch?v=e1O95qRdkX0>



News 2

INFRONEER Holdings Official Facebook & Instagram



We are sending out information via SNS with desire to let many people know about INFRONEER HD. takes on the challenge of the future of infrastructure.

Please follow and like! on our Facebook and Instagram pages!



Facebook

Facebook : <https://www.facebook.com/infroneer.hd/>



Instagram

Instagram : <https://www.instagram.com/infroneer.hd/>

News 3

Kibe-log

We will send the thoughts of Mr. Kibe in order to inform all stakeholders about what INFRONEER HD. is thinking and what kind of society it aims to achieve.



Kibe-log

Kibe-log : <https://www.infroneer.com/topics/tag/16.html>

~Back number~

- Vol.1 : The future of the general construction industry proposed by INFRONEER Holdings Inc.
- Vol.2 : The reason to establish INFRONEER Holdings Inc.
- Vol.3 : Why is it so important to disclose the cost of construction?
- Vol.4 : The secondary market of infrastructure will bring more investment
- Vol.5 : Non-recourse loans that are not true non-recourse loans hinder infrastructure investment

【Disclaimer】

- This financial presentation document is made in Japanese and translated in English. Any texts, figures and descriptions etc. in Japanese document is the original and the English document is for reference purposes. If there is any conflict or inconsistency between these two documents, the Japanese documents shall prevail.
- The figures in this document are based on Financial results on August 10, 2022, and rounded to the nearest 100 million yen.
- All financial information has been prepared in accordance with generally accepted accounting principal in Japan.
- While every attempt has been made to accuracy of information, forecast contained in this documents are based on the judgements made with information available as on August 10, 2022, and are subject to risks and uncertainties that may cause the actual results to vary.

インフラの未来に挑む
Challenge the status quo

 **INFRAFRONTIER Holdings Inc.**