


INFRONEER Holdings
FY2023 2nd Quarter Financial Presentation



Nov 10, 2023

FY2023 2Q Financial Presentation Contents

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IFRS Transition Schedule and Major Changes Due to the Transition

[Non-Consolidated] Maeda Corp. FY23 2Q Results and FY23 Full-Year Forecast

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INFRONEER Group's FY23 2Q Results and FY23 Full-Year Forecast

Integrated Report 2023 -Making Steady Progress as an Integrated Infrastructure Service Company-

Comprehensive Partnership Agreement Signed Aiming to Enhance the Value of the Town Famous for its Ceramics

Allocation of the Segments

Business Model of Infrastructure Management Business

Establishment of New Business Platform of Infrastructure Operations

First Investment Case of the Income Fund (ICF)

Differences between "Contribution to profit" and "Segment profit"

1. Points

① Summary of financial FY23 2Q results (P.5-8)

- As to the FY23 2Q results, **net sales and gross profits increased significantly year-on-year.**
- We have made **upward revision** as to the full year plan.

② FY23 2Q Results and FY23 Plan for each segments (P.14-36)

Building Construction & Civil Engineering Segment (P.14-19)

- Increase in net sales while decrease in gross profit for FY23 2Q results. However, as to the full year plan, we expect an increase in both net sales and gross profits as a result of successfully passing on the rising material and equipment cost to the clients.
- Amount of orders has **increased significantly year-on-year** in FY23 2Q as a result of obtaining order for a large-scale project. **We expect significant increase** in the full year as well. We expect to **maintain 7% of profit margin on orders received.**

Civil Engineering Segment (P.20-23)

- **Significant year-on-year increase in net sales and gross profit** in FY23 2Q as a result of successfully obtaining change orders. For full year, we expect **significant increase in both net sales and gross profit** while maintaining high profit margin.
- We have been receiving orders as planned. **Profit margin on orders remains high.**

Infrastructure Management Segment (P.24-28)

- Following Osaka City Industrial Water Concession Project, we have started operating **Miura City Public Sewerage Operation Project which is the first project in Japan that contains maintenance and renewal work for wastewater treatment facility, pump station, and pipelines.**
- **PPP/PFI Promotion Action Plan (Revised 2023) which could potentially increase arena and water PPP projects has been published.**
- **We have decided to postpone the sale of the renewable energy project and to sell some other developing projects this fiscal year considering the upswing performance of other segments as well as the potential higher profits from the sales of the renewable energy project in the future.**

1. Points

Road Civil Engineering Segment (P.29-32)

- As to the FY23 2Q results, **net sales and gross profit increased year-on-year** as a result of successfully passing on the rising material cost to the clients as well as carrying out abundant carry-overed projects.
- For Construction Business, we will focus **on gross profit margin when making decision on receiving orders**. For Manufacturing and Sales Business, we will maintain proper unit sales prices in order to achieve the full year plan.

Machinery Segment (P.33-36)

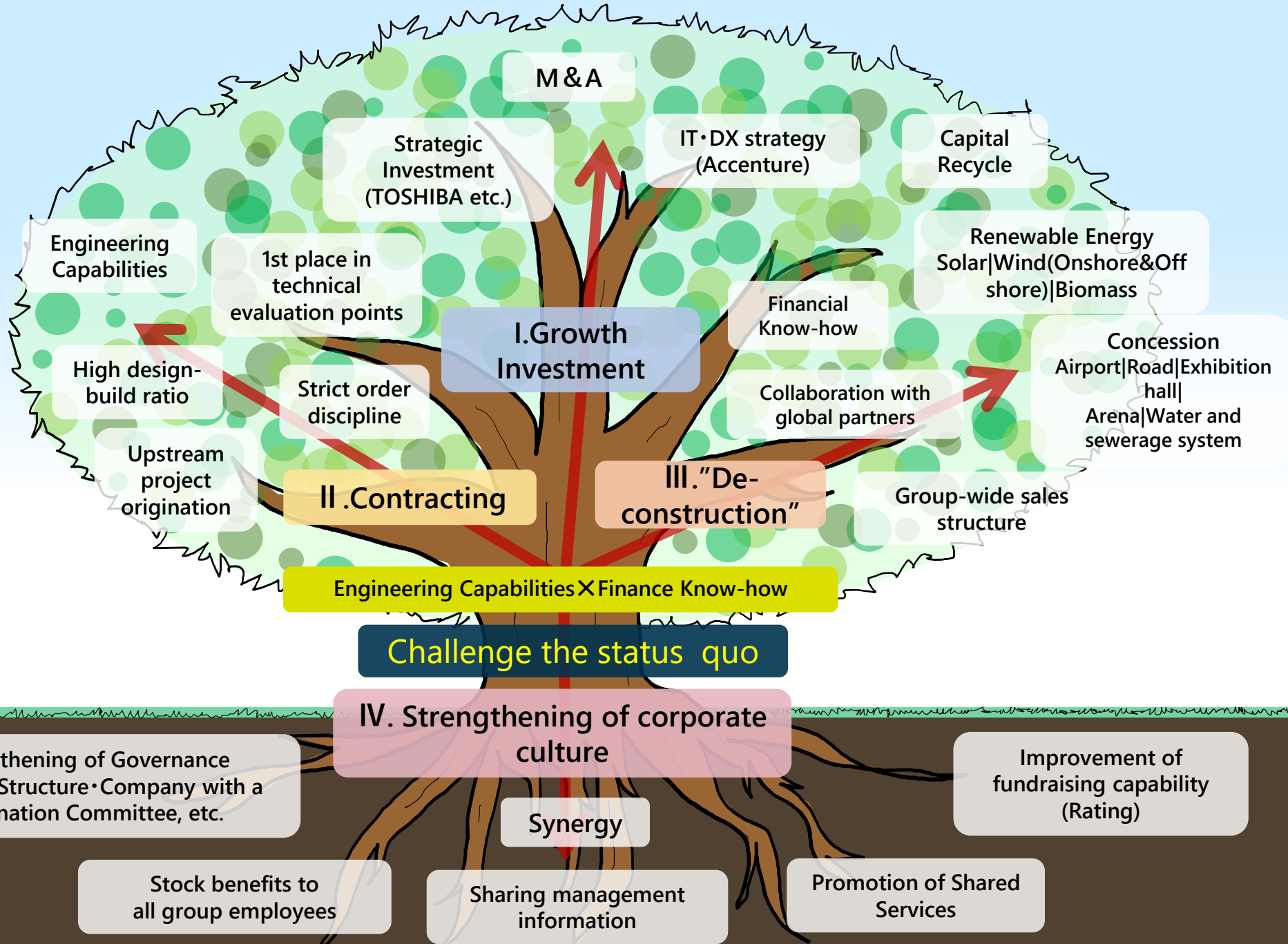
- In FY23 2Q, **net sales and gross profits increased year-on-year** due to strong sales of industrial machinery ("Spider Cranes" and crawler cranes), revision of sales prices, and other factors.
- **Full-year results are expected to achieve the FY23 plan as well**, based on the current order situation.

③ Return Policies for shareholder (P.9)

- Following the JPY 30 billion yen share buyback in FY21 and FY22, **JPY 10 billion yen share buyback is expected to be completed in FY23** (commenced from June and has completed 48 billion yen as of end of October).
- **In FY23, total return ratio expected to be 76.9%**. (dividend payout ratio 43.4%, share buybacks 31.5%, "Dividends for the Earth" 2.0%)
- **Interim dividend distributing** from FY23.

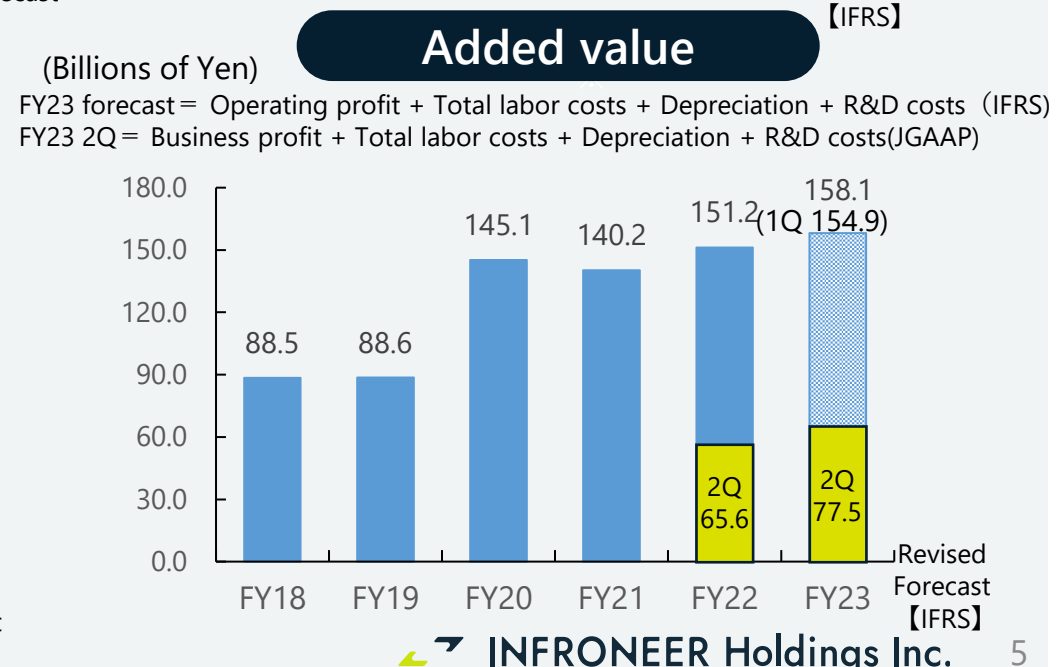
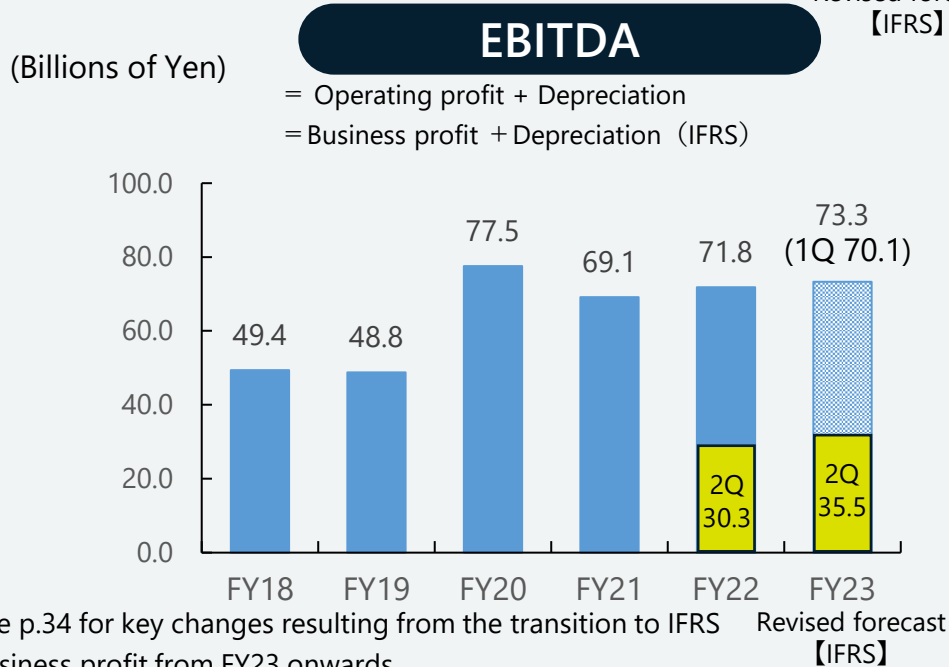
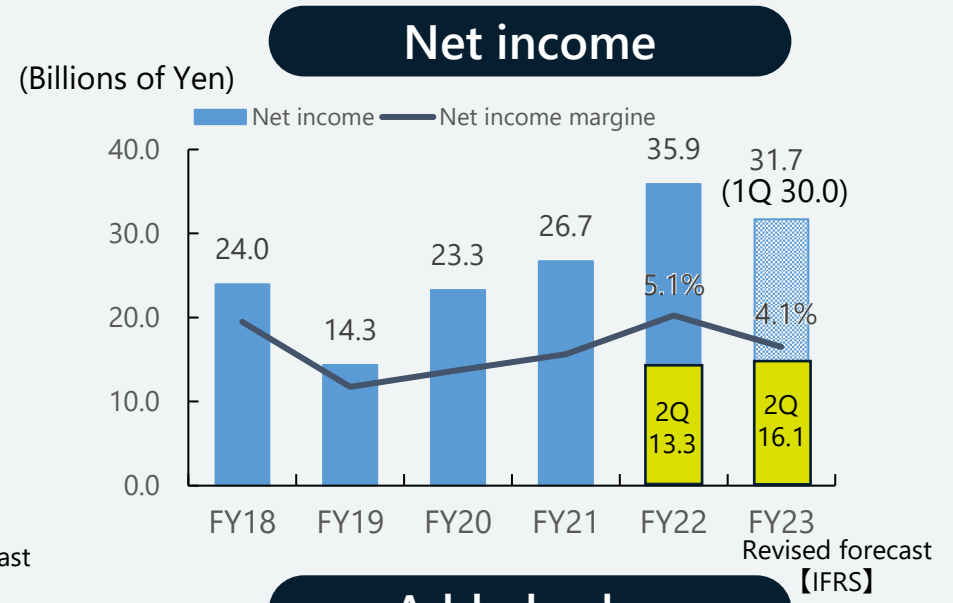
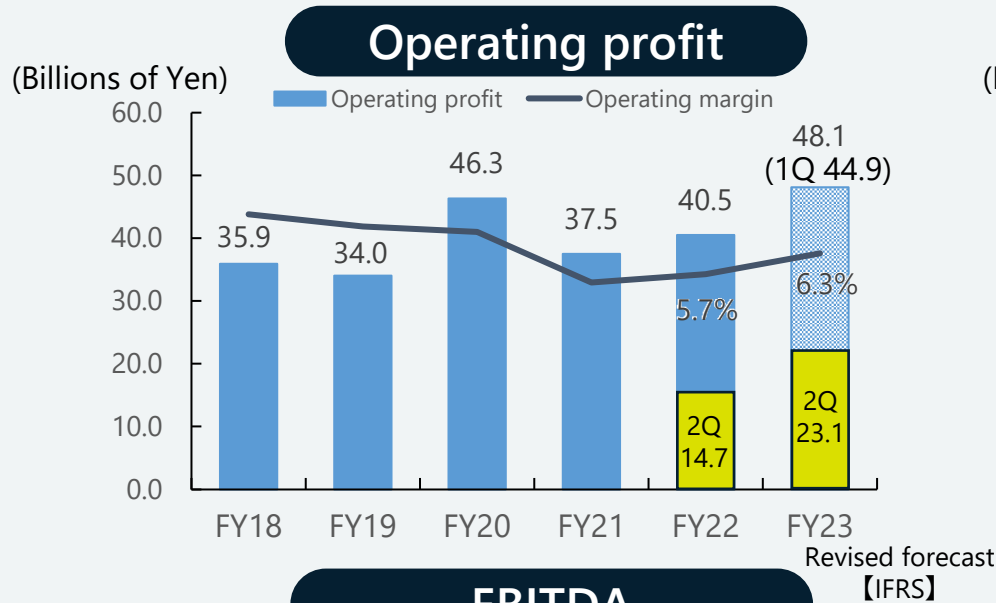
④ Cross-shareholdings (P.9)

- 3.0 billion yen to be sold in FY23



3. Transition of Results and Forecast

- Each segment is progressing well, and we expect to achieve our full-year plan.
- We expect operating profit and added value to exceed the previous year (with added value expected to reach a record high).



4. Summary of Financial Results

- FY23 2Q results, results showed a **significant year-on-year increase in both sales and profits**. This substantial growth was due to the successful completion of major projects and the acquisition of design changes.
- The full-year plan for FY23 has also been revised **upward from the original plan**.

(Billions of Yen)

	FY22 2QResult	FY23 2QResult		YoY	Progress	FY22 Result	FY23 [Forecast]				YoY
		IFRS [※]	JGAAP				IFRS [※]		JGAAP		
							Full -year	Revised	Full-year	Revised	
Net sales	313.5	355.4	353.1	39.6	46.3%	709.6	745.0	↑ 768.2	740.0	↑ 762.9	53.3
Gross profit	42.8 (13.7%)	51.3 (14.4%)	51.3 (14.5%)	8.5	47.9%	98.1 (13.8%)	102.8 (13.8%)	↑ 107.2 (14.0%)	103.0 (1.4%)	↑ 107.0 (1.4%)	8.9
SG&A	28.1 (9.0%)	28.6 (8.0%)	31.4 (8.9%)	3.2	47.8%	57.6 (8.1%)	59.3 (8.0%)	↑ 60.3 (7.8%)	64.7 (0.9%)	↑ 65.7 (0.9%)	8.1
Business profit	—	23.1 (6.5%)	—	—	—	—	44.9 (6.0%)	↑ 48.1 (6.3%)	—	—	—
Operating profit	14.7 (4.7%)	—	19.9 (5.6%)	5.2	48.2%	40.5 (5.7%)	—	—	38.3 (0.5%)	↑ 41.3 (5.4%)	0.8
Non-operating profit	3.0 (0.9%)	—	2.3 (0.7%)	△0.6	—	4.3 (0.6%)	—	—	—	—	—
Non-operating expenses	1.6 (0.5%)	—	1.4 (0.4%)	△0.2	—	3.0 (0.4%)	—	—	—	—	—
Ordinary profit	16.0 (5.1%)	—	20.9 (5.9%)	4.8	49.1%	41.8 (5.9%)	—	—	39.2 (0.5%)	↑ 42.5 (5.6%)	0.7
Extraordinary income	3.1 (1.0%)	—	0.6 (0.2%)	△2.5	—	12.5 (1.8%)	—	—	—	—	—
Extraordinary losses	0.3 (0.1%)	—	0.2 (0.1%)	△0.1	—	2.4 (0.3%)	—	—	—	—	—
Net income	13.3 (4.2%)	16.1 (4.5%)	13.5 (3.8%)	0.2	49.2%	35.9 (5.1%)	30 (4.0%)	↑ 32 (0.4%)	25.2 (0.3%)	↑ 27.5 (3.6%)	△8.4
Equity	345.0	—	363.7	—	—	352.7	—	—	—	—	—
ROE	—	—	—	—	—	10.3%	—	—	—	—	—
EPS	—	—	—	—	—	138.4JPY	120.1JPY	↑ 126.7JPY	100.9JPY	↑ 109.9JPY	—

※ This is an estimate as the reclassification of actual figures to IFRS will be done in the future.

※ See p.38 for key changes resulting from the transition to IFRS

5. Segment Net Sales and Gross Profit

(Billions of Yen)

	FY22		FY23		YoY	Progress	FY22 Result ①	FY23【forecast】 JGAAP			YoY ③-①	FY23【forecast】 IFRS**			YoY ⑤-①
	2QResult	2QResult	Full-Year ②	Revised ③				difference ③-②	Full-Year ④	Revised ⑤		difference ⑤-④			
Net sales	313.5	353.1	39.6	47.7%			709.6	740.0	762.9	22.9	53.2	745.0	768.2	23.2	58.6
Building Construction	86.9	107.0	20.1	44.8%			215.5	239.0	259.7	20.7	44.2	220.5	242.1	21.6	26.6
Civil Engineering	68.6	82.7	14.1	53.3%			152.0	155.0	165.2	10.2	13.1	155.0	165.0	10.0	13.0
Road Paving	109.1	116.4	7.3	47.9%			243.7	243.0	243.0	0.0	△0.7	242.5	242.4	△0.1	△1.3
Machinery	16.3	19.4	3.0	49.6%			37.3	39.0	39.4	0.4	2.1	39.0	39.3	0.3	2.0
Infrastructure Operations	14.7	8.3	△6.4	34.7%			22.5	24.0	17.6	△6.5	△5.0	38.0	31.6	△6.4	9.1
Others	17.9	19.4	1.5	48.4%			38.6	40.0	38.1	△1.9	△0.5	50.0	47.8	△2.2	9.2
Gross profit	42.8 (13.7%)	51.3 (14.5%)	8.5	49.8%			98.1 (13.8%)	103.0 (13.9%)	107.0 (14.0%)	4.0	8.9	102.8 (13.8%)	107.2 (14.0%)	4.4	9.1
Building Construction	7.4 (8.5%)	6.9 (6.4%)	△0.5	26.4%			23.7 (11.0%)	26.0 (10.9%)	24.9 (9.6%)	△1.1	1.2	25.0 (11.3%)	24.2 (10.0%)	△0.8	0.5
Civil Engineering	13.7 (20.0%)	23.8 (28.7%)	10.1	88.0%			28.5 (18.8%)	27.0 (17.4%)	39.0 (23.6%)	12.0	10.5	27.0 (17.4%)	38.9 (23.6%)	11.9	10.4
Road Paving	8.1 (7.4%)	14.0 (12.0%)	5.9	49.4%			24.1 (9.9%)	28.3 (11.6%)	27.9 (11.5%)	△0.4	3.8	28.0 (11.5%)	27.7 (11.4%)	△0.3	3.6
Machinery	3.4 (20.6%)	4.1 (21.1%)	0.7	49.8%			7.8 (20.8%)	8.2 (21.0%)	8.4 (21.3%)	0.2	0.6	8.2 (21.0%)	8.4 (21.4%)	0.2	0.6
Infrastructure Operations	8.6 (58.2%)	1.1 (13.1%)	△7.5	11.8%			10.1 (44.8%)	9.2 (38.3%)	2.8 (16.0%)	△6.4	△7.3	9.4 (24.7%)	3.3 (10.4%)	△6.1	△6.8
Others	1.7 (9.4%)	1.5 (7.8%)	△0.2	35.1%			3.9 (10.1%)	4.3 (10.8%)	4.0 (10.5%)	△0.3	0.1	5.2 (10.4%)	4.7 (9.8%)	△0.5	0.8
Operating profit Business profit (IFRS)	14.7 (4.7%)	19.9 (5.6%)	5.2	52.0%			40.5 (5.7%)	38.3 (5.2%)	41.3 (5.4%)	3.0	0.8	44.9 (6.0%)	48.1 (6.3%)	3.2	7.6
Building Construction	△0.2 (-0.2%)	△2.0 (-1.9%)	△1.9	-22.7%			8.9 (4.1%)	9.0 (3.8%)	7.3 (2.8%)	△1.7	△1.6	8.0 (3.6%)	6.6 (2.7%)	△1.4	△2.3
Civil Engineering	8.2 (11.9%)	17.7 (21.4%)	9.5	128.9%			17.0 (11.2%)	13.7 (8.8%)	25.6 (15.5%)	11.9	8.6	13.7 (8.8%)	25.5 (15.5%)	11.8	8.5
Road Paving	△1.8 (-1.6%)	3.4 (2.9%)	5.2	54.0%			3.9 (1.6%)	6.3 (2.6%)	5.8 (2.4%)	△0.5	1.9	12.5 (5.2%)	12.1 (5.0%)	△0.4	8.2
Machinery	0.6 (3.5%)	1.1 (5.4%)	0.5	58.3%			1.7 (4.7%)	1.8 (4.6%)	1.8 (4.6%)	0.0	0.1	1.8 (4.6%)	1.8 (4.6%)	0.0	0.1
Infrastructure Operations	7.6 (51.8%)	△0.1 (-1.4%)	△7.8	-1.9%			8.1 (36.2%)	6.3 (26.3%)	0.0 (0.0%)	△6.3	△8.1	6.2 (16.3%)	0.1 (0.3%)	△6.1	△8.0
Others	0.3 (1.4%)	△0.0 (-0.2%)	△0.3	-2.5%			0.8 (2.2%)	1.2 (3.0%)	0.8 (2.1%)	△0.4	△0.0	2.7 (5.4%)	2.0 (4.2%)	△0.7	1.2

※ The Pavement segment includes amortization etc. of goodwill.

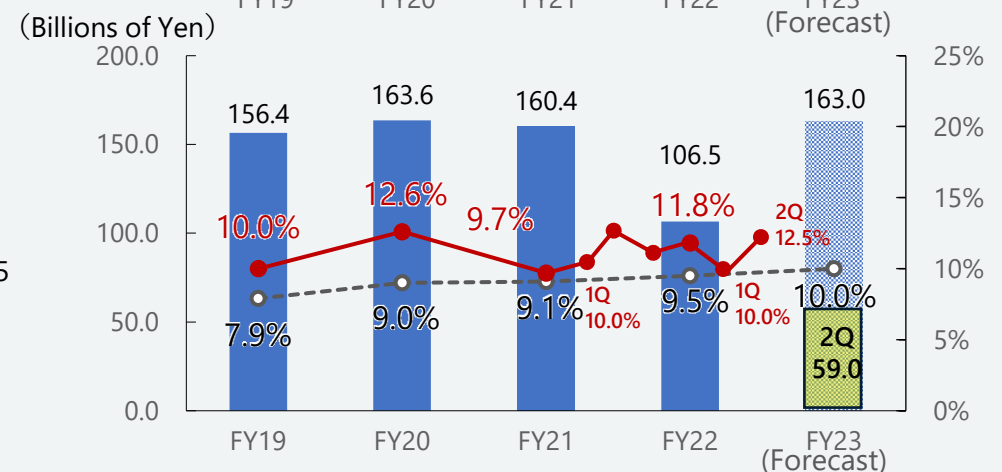
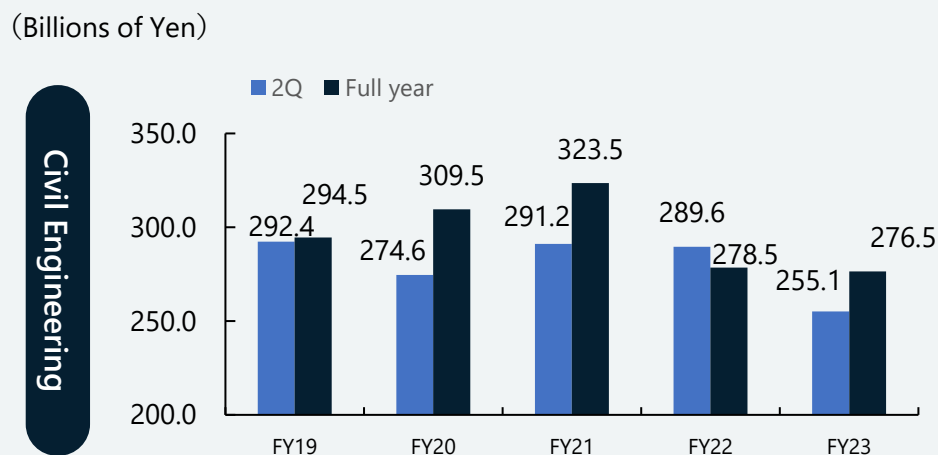
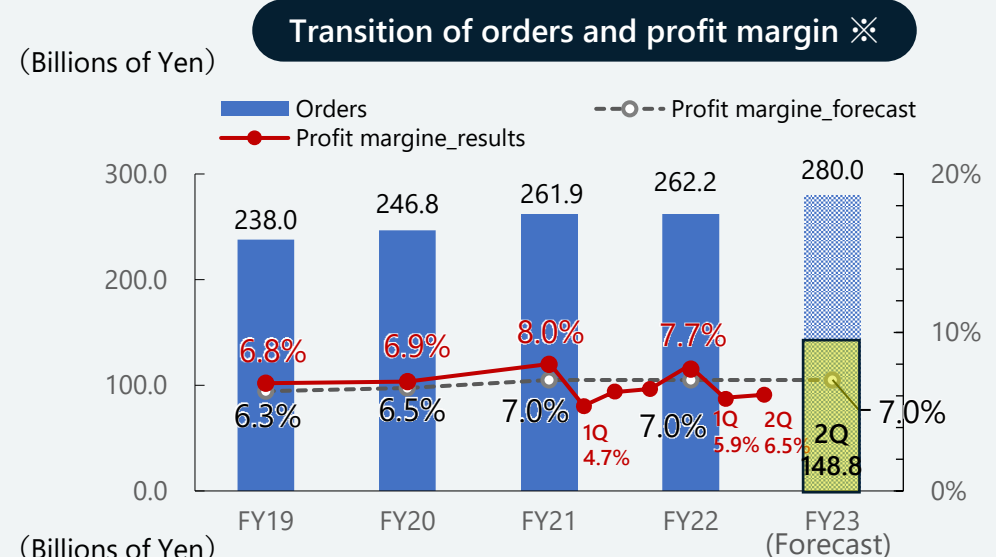
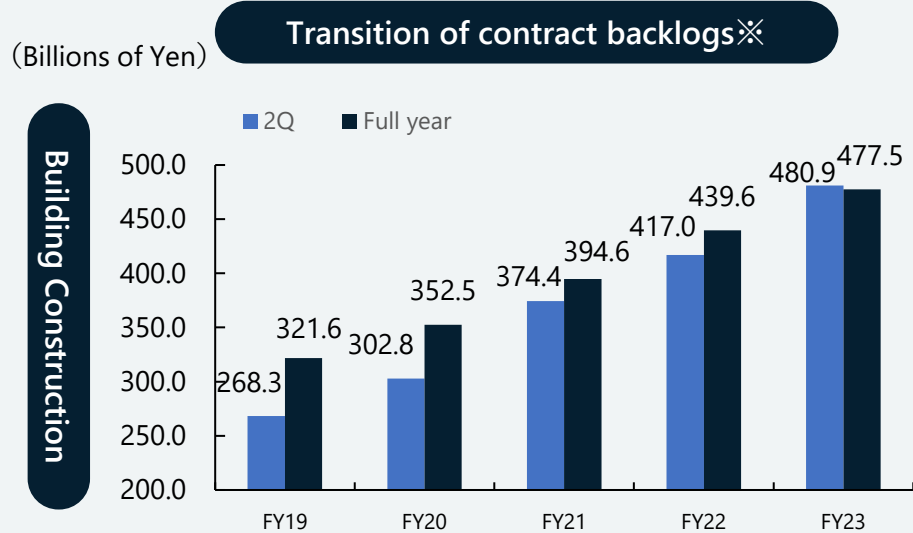
※ Previous Segment : See p.45 for details on segments.

※ See p.38 for key changes resulting from the transition to IFRS.

6. Transition of Backlog, Order Intake and Profit Margin on Orders

(Building Construction and Civil Engineering)

- Backlog as of 2Q and planned at the end of the fiscal year is the **highest ever** for building construction.
- The civil engineering order profit margin is expected to maintain a high level, and order profit margin of the building construction is also expected to achieve the plan .
- We will continue to focus on negotiating price increases and proactively engage in **upstream activities** to minimize participation in bidding (such as securing stable customers, increasing the design-build ratio and obtaining information on large projects). This approach will enable us to effectively manage the order margin.



※ Maeda Corporation (Non-consolidated)

7. Strategies & Return Policies / FY23 2Q Results and Forecast of Capital

Shareholder returns

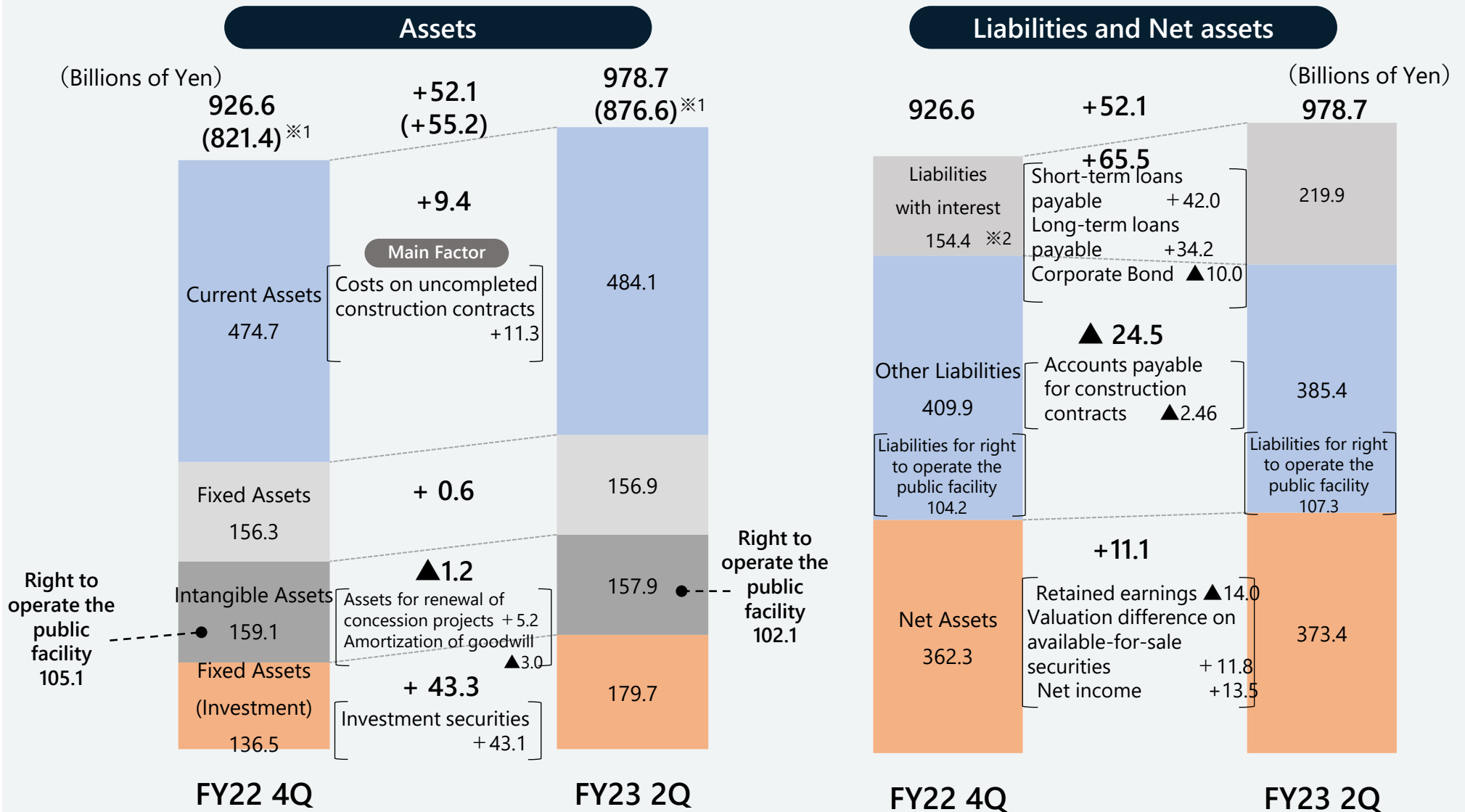
- Following JPY 30 billion yen share buyback undertaken in FY21 and FY22, **JPY 10 billion yen share buyback in FY23 is in progress (as announced on May 11, 2023) (Commenced on 2023 June. Further 4.8 billion yen completed at end of October)**

Cross-shareholdings

- **3.0 billion yen of shares to be sold in FY23.**

Medium-term Vision 2024			FY22 Year End	FY23 2Q Result	Notes
Capital efficiency	ROE	9.5%	10.3%	–	–
Optimal capital structure	Equity ratio	More than 30%	38.1%	37.2%	–
	D/E ratio	Less than 0.6 times	0.4 times	0.6 times	–
Shareholder returns	Dividend payout ratio	More than 30%	39.7%	43.4% (Full-Year revised Plan)	FY23 Full-Year Plan Dividends per share: JPY 55 yen (distribute interim dividend)
	Share buyback	More than 40.0 billion JPY	JPY 30 billion yen completed in FY21-22	JPY 10 billion yen planned to be completed in FY23 (in progress since June)	Medium-term targets are expected to be achieved in FY23.
	Total payout ratio	–	69.5%	76.9% (Full-year revised Plan)	FY23 Full-Year Plan Dividend payout ratio 43.4% +Share buybacks 31.5% +“Dividends for the Earth” 2.0%
Asset efficiency	Cross-shareholdings/Net assets rate	Less than 20%	19.8%	23.5%	Due to an increase in the share price of cross-shareholdings FY22 4Q 19.8% → FY23 1Q 23.5%
	Sales of assets	Consider sale or integration of inefficient assets by examining the usage status of group-owned assets.			

8. Main Factors for Increase / Decrease in the Consolidated Balance Sheet



ROA 3.9%
(4.4%)^{※1}

※1 () ... Figures exclude Right to operate the public facility

※2 Liabilities with interest= short term debt, long term debt, non-recourse borrowings (including current portion) and bonds.

※3 Right to operate the public facility

Consideration paid for the transfer of rights to operate public facilities such as concession projects over a period of years

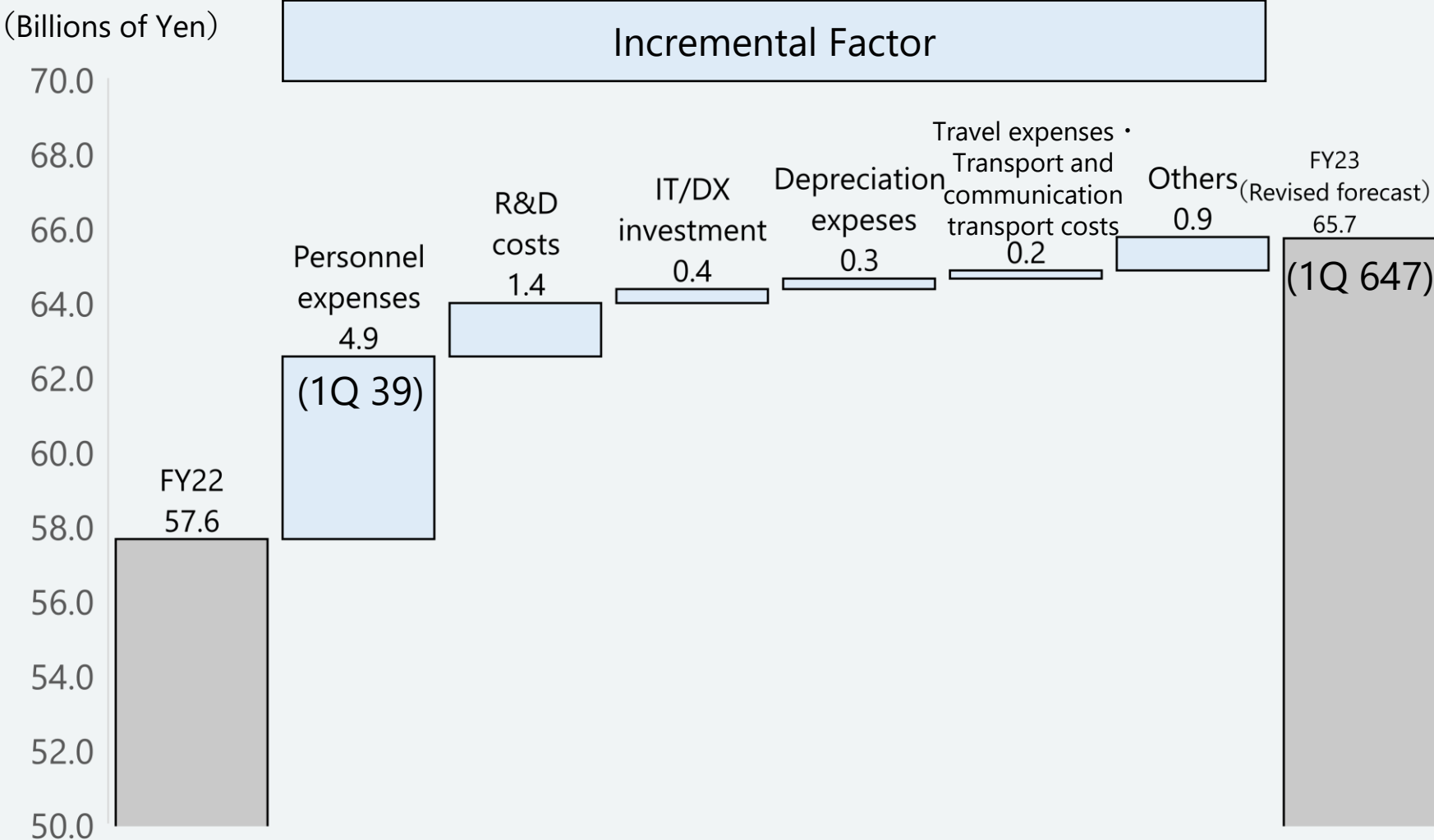
9. Main Factors for Increase/Decrease in G&A

Personnel expenses

- Increase in reserves due to the introduction of the J-ESOP for all group employees
- Increase due to introduction of new personnel system and regular salary increases

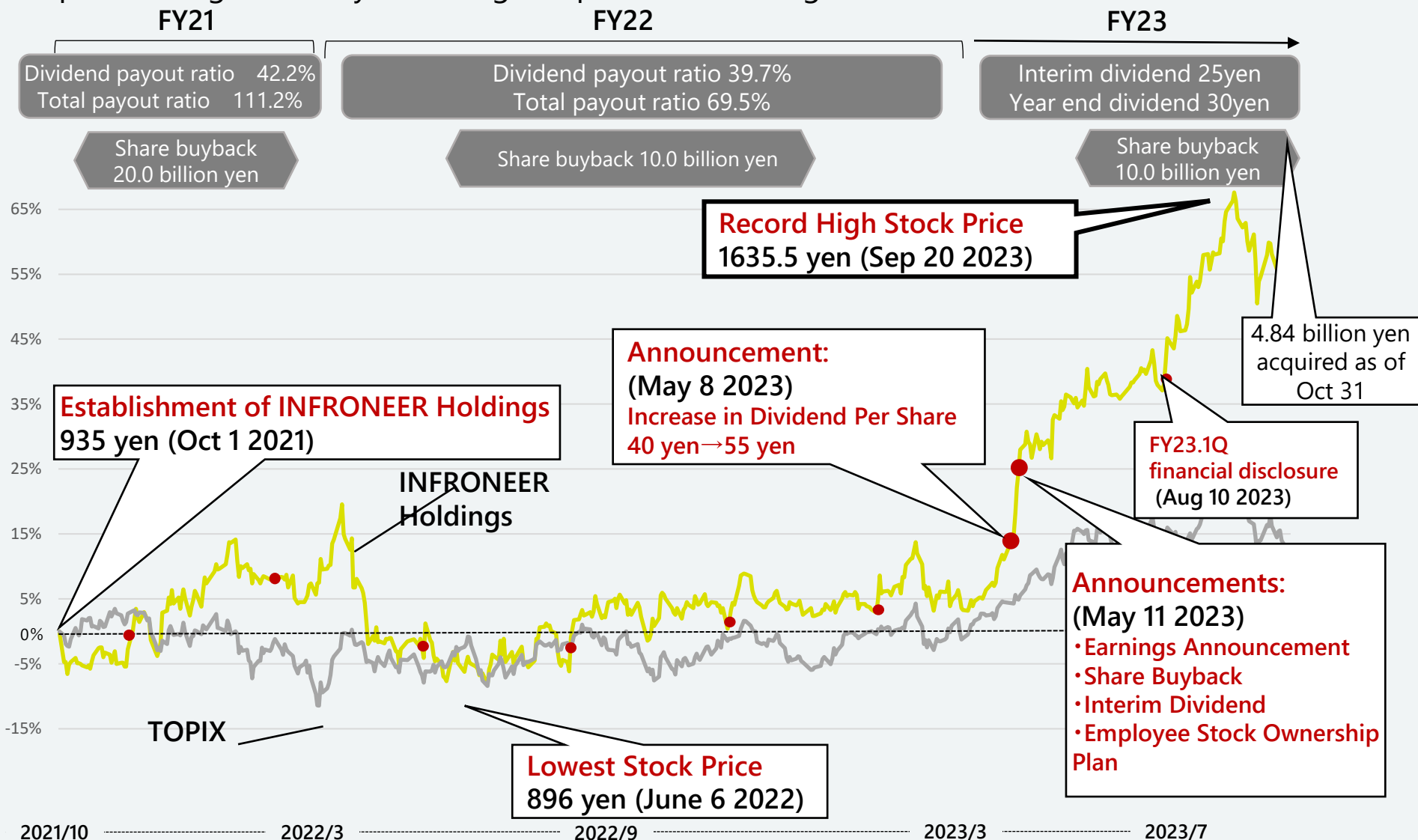
R&D costs

- Increase in new development themes such as in the area of de-construction, and research cost on comprehensive road management work.



10. Capital Strategies and Share Price Performance

- Following the announcement of the FY22 financial statement, the **share price has surpassed the record since the listing on the stock exchange market**
- We will continue to perform capital-efficiency oriented management by constantly executing our capital strategies and by achieving our performance targets.

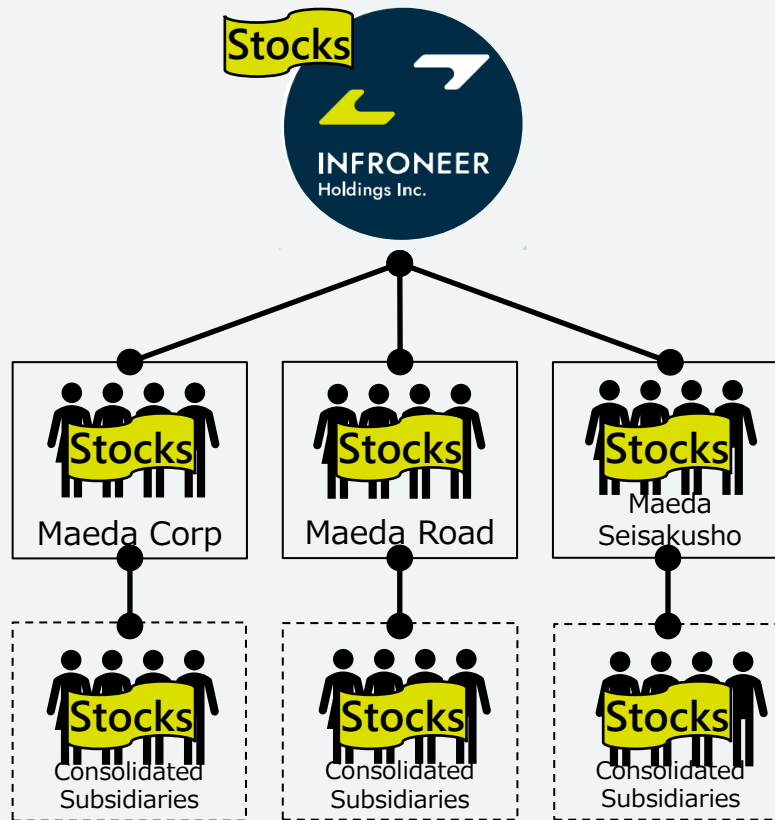


※Growth rate of the share price since the reference date (Oct 1 2021)

●: Date of Announcement on Financial Results

11. INFRONEER Group Employee Stock Ownership Plan

- We will apply Employee Stock Ownership Plan (“J-ESOP”) which distributes INFRONEER Holdings’ stocks to all INFRONEER Holdings’ and the Group companies’ employees subject to certain criteria.
- The purpose of this program is to foster connections between the employees and the company, to improve stock price, and to **create stronger sense of commitment and motivation among the employees to improve the INFRONEER Group’s performance.**
- **The amount of stocks distributed will be determined in accordance with the Group’s net income**



- ✓ **Align the interest of the employees with those of the shareholders**
- ✓ **Incentivize to increase INFRONEER Group’s profit**
- ✓ **Increase commitment to the management**
- ✓ **Increase employees’ interest to the stock market**
- ✓ **Strengthen ties between the employees and the INFRONEER Group**

Distribute stocks to all **group companies' employees** subject to certain criteria (**approx. 8,000 employees**)

Segment Highlights

Building Construction	Civil Engineering	Infrastructure Management
Road Civil Engineering	Machinery	Others

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

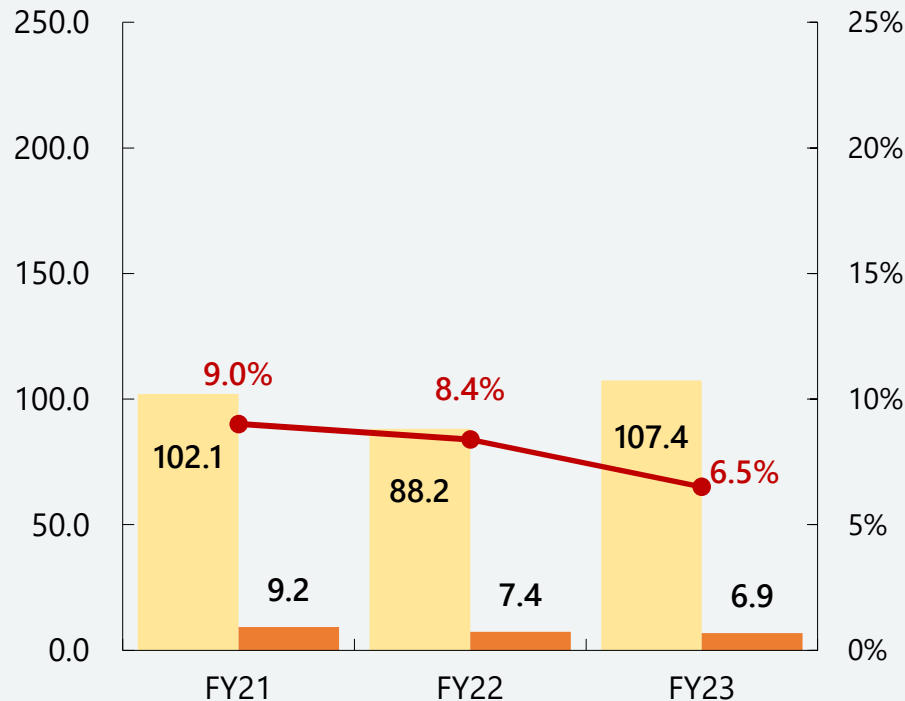
- FY23 2Q The current sales progress rate towards the end-of-term sales plan is 45%, which is average rate for this time of the year. Profit has decreased due to delay in passing on soaring labor cost and facility constructions cost.
- FY23 FY Expecting increase in both net sales and gross profit. We will recover profits by passing on labor cost and facility construction cost to the clients.
- FY24 FY Expecting significant increase in both net sales and gross profit due to progress of the large-scale project and completion of "completion basis" project.

2Q*

Full Year*

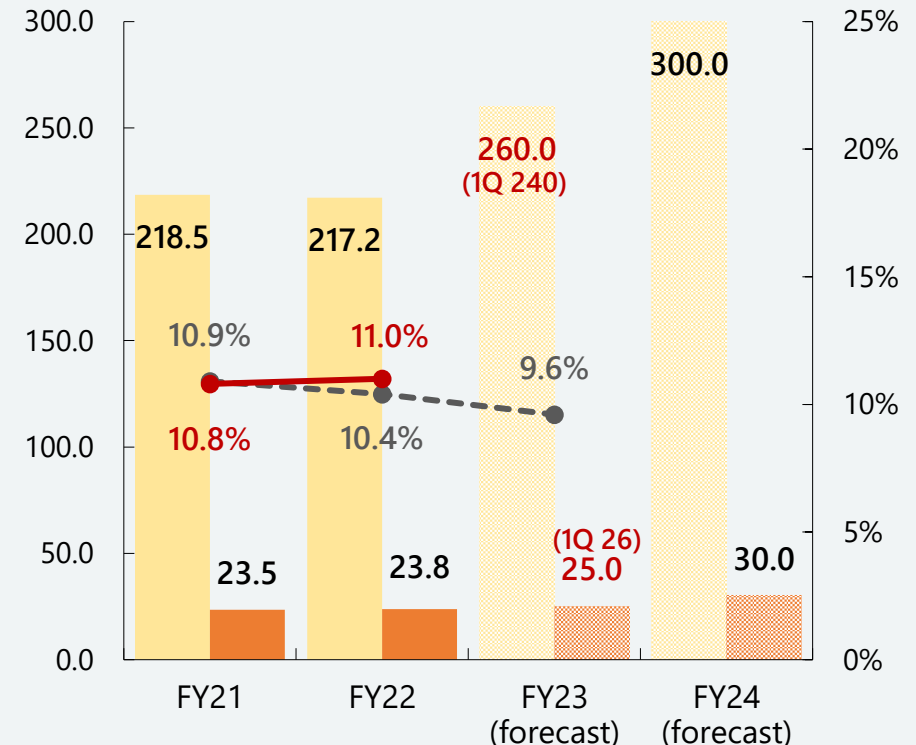
(Billions of Yen)

Net sales Gross profit Gross profit margin_result



(Billions of Yen)

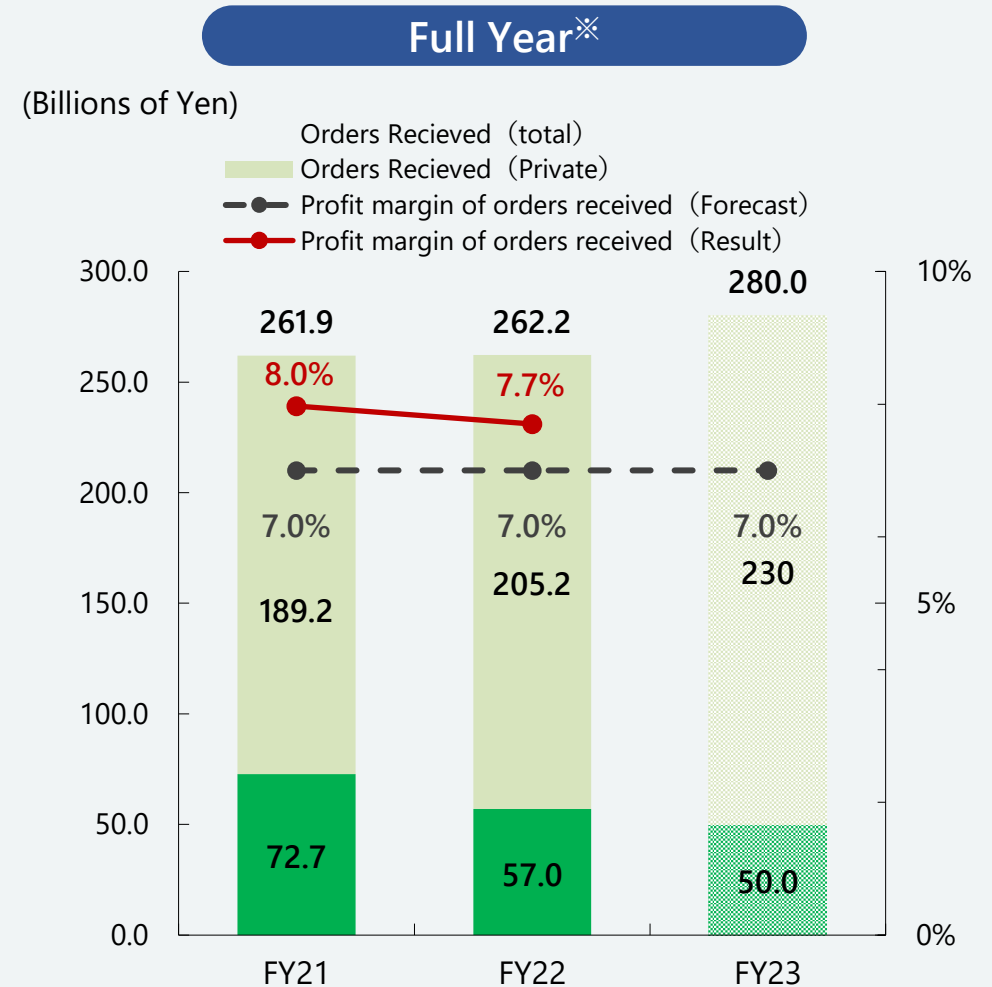
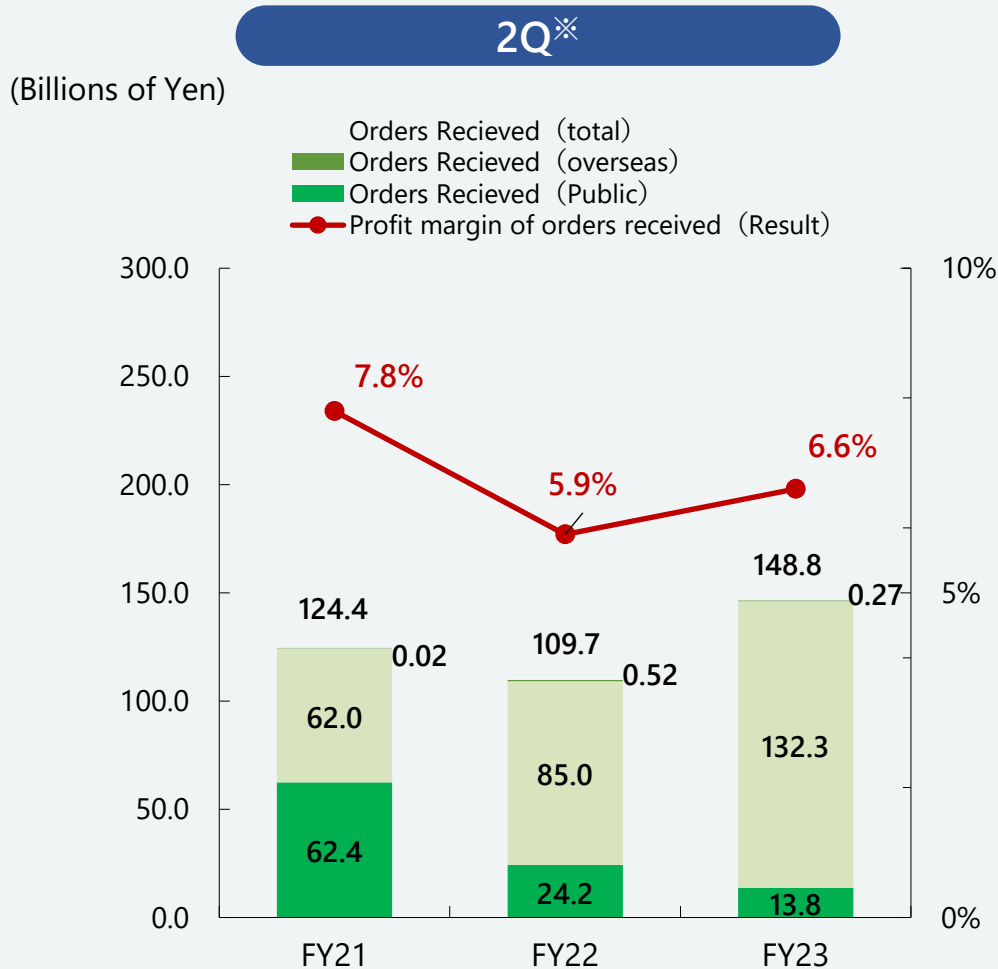
Net sales Gross profit
Gross profit margin_forecast Gross profit margin_result



*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 of Orders Received (Maeda Corp. Non-Consolidated)

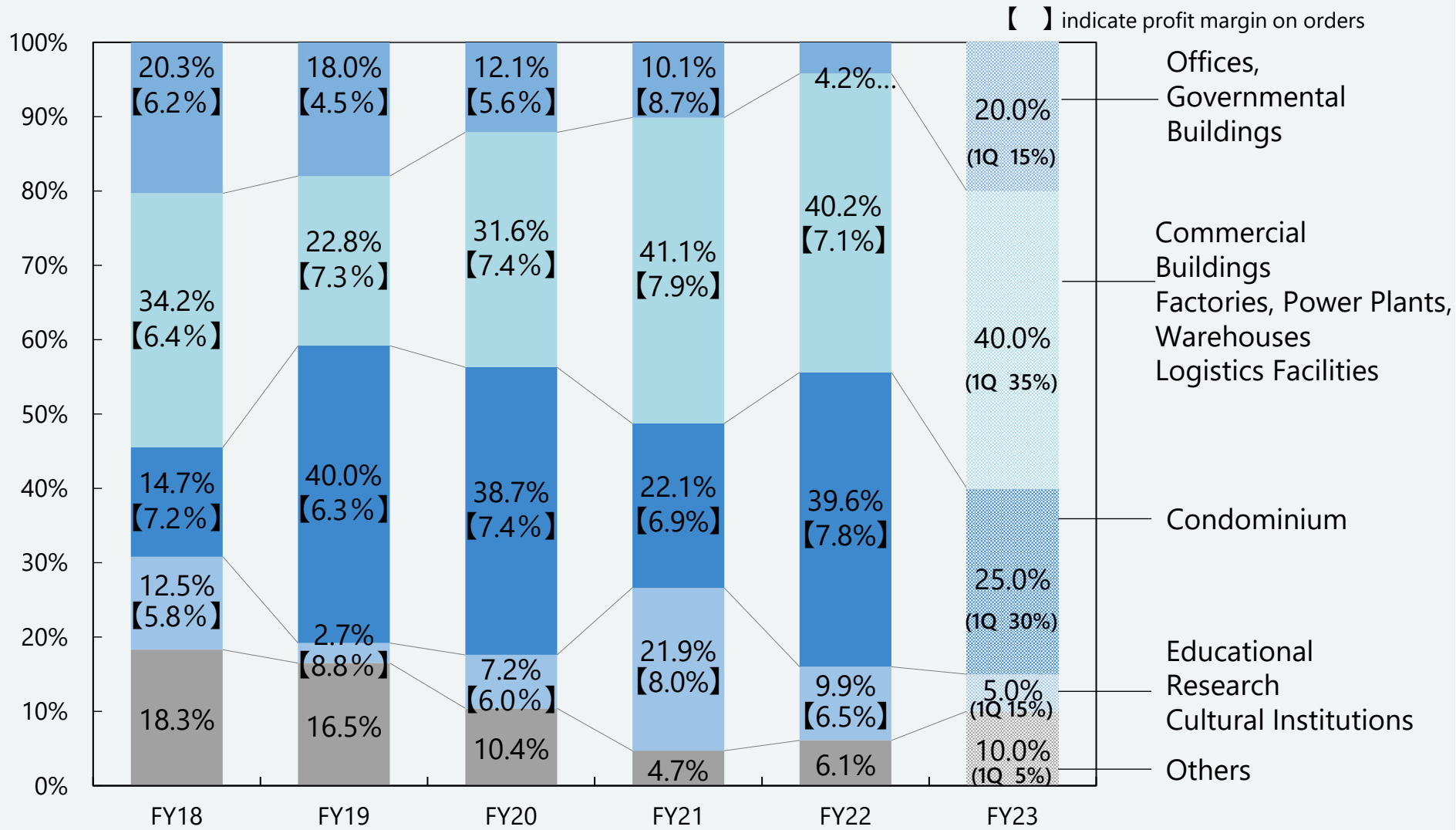
- FY23 2Q We have received orders for large-scale redevelopment project, office building project, and logistics warehouse project
- FY23 FY We forecast to meet our 280 billion yen target of orders as we expect to receive orders for redevelopment project and large-scale logistics warehouse projects this fiscal year.



※ For this figure including the real estate business (Building Construction), the figure before FY21 is different from the figure in publication documents.
 ※The amount calculated based on the exchange rate at that time for overseas.

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

- FY23 FY We expect an increase in the share of "Offices, Governmental Buildings" sector due to obtaining contracts for large -scale office building projects.
We also expect "Warehouses and Logistics Facilities" as we expect an increase in obtaining contracts for large scale logistics facilities
- We will continue to target stable order intake by primarily focusing on "Condominium" sector.



4. Topics – Large-scale Private Sector Projects (Redevelopment/Office Buildings Projects)

Urban Redevelopment Project at Osaki Station West Exit F South District (Building & Public Facilities Construction)



This district was plagued with disaster prevention issues such as densely packed aging small wooden houses, narrow roads, and a lack of squares and green spaces. In this project, we aim to create a safe and comfortable urban environment suitable for a subcenter by rational and sound high-density use of land and renewal of urban functions. We are creating a space with high disaster prevention capabilities by resolving the densely populated urban area.

Owner : Osaki Station West Exit F South District Redevelopment Association

Use	Condominium, offices, commercials, nursing facility, public facilities, parking spaces and others
Structure and Scale	Structure: Reinforced Concrete Structure, Steel Reinforced Concrete Structure, Steel Construction Scale: Basement 3-story basement, 37-story building
Gross Floor Area	52,124 m ²
Period	2023 April to 2026 February

Tenjin Business Center (2nd Phase) Project (Tentative Name)



This project is to build a next-generation workplace that contributes to the improvement of the international competitiveness of the Tenjin district, realizing diverse and flexible ways of working. We will develop a distinctive atrium space called "Accelerium" that spans seven floors from the basement, leading to the activation of customer attraction, interaction, and creation. By actively placing green spaces inside and outside the building and aiming to obtain "ZEB oriented" certification through excellent environmental consideration technologies, we will reduce environmental load and realize a building with high energy-saving performance.

Owner : 天神一丁目761プロジェクト合同会社 (Tenjin 1 Chome 761 Project LLP)

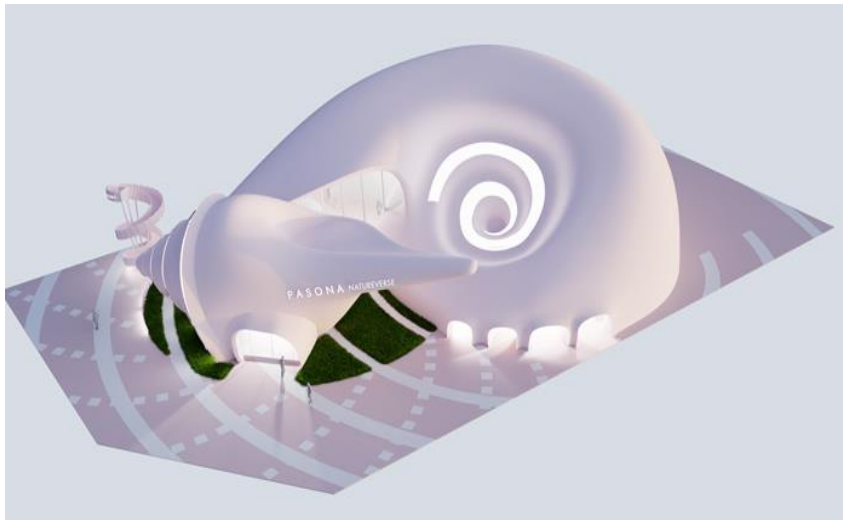
Use	Offices, commercials, parking spaces
Structure and Scale	Structure: Steel Construction (partially Reinforced Concrete Structure) Scale: 2-story basement, 18-story building
Gross Floor Area	62,948.19 m ²
Period	2023 October to 2026 June

4 .Topics - Osaka Expo Projects

2025 Osaka Kansai Expo Pavilion

Numerous pavilions proposing solutions to social issues are being planned by various domestic and international organizations for the "2025 Osaka-Kansai Expo," under the theme of "Designing a Future Society for Our Lives." Amidst this, we have received an order for the "PASONA NATUREVERSE" by Pasona Group Inc., which contemplates health, purpose in life, and work styles under the concept of "Thank you, life." Furthermore, we have also received an order for the "GUNDAM NEXT FUTURE PAVILION" by Bandai Namco Holdings Inc., which explores further possibilities of Gundam in solving future societal issues, based on a worldview where Gundam and humans coexist.

PASONA NATUREVERSE



Owner: Pasona Group Inc

Use	Buildings (others)
Structure and Scale	Structure: Steel Construction Scale: 2-story building
Gross Floor Area	2, 4 8 5 m ²
Period	2023 September to 2024 November

GUNDAM NEXT FUTURE PAVILION



Owner: Bandai Namco Holdings Inc

Use	Buildings (others)
Structure and Scale	Structure: Steel Construction Scale: 2-story building
Gross Floor Area	2, 5 1 5 m ²
Period	2023 August to 2024 September

Segment Highlights

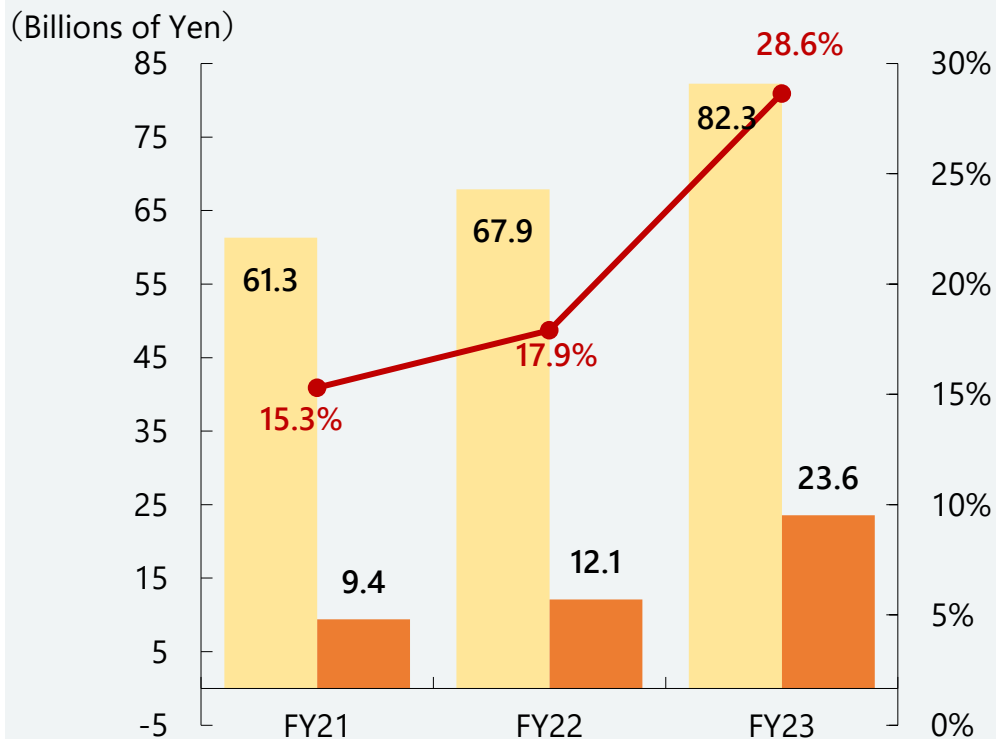
Building Construction	Civil Engineering	Infrastructure Management
Road Civil Engineering	Machinery	Others

5. Net Sales and Gross Profit (Maeda Corp Non-Consolidated Domestic)

- FY23 2Q It has become almost certain that the profit margin on the large construction projects on hand at the beginning of the period will improve significantly. In addition, difficult design changes for projects completed this fiscal year, as well as more efficient construction and shorter construction periods, led to a significant increase in profits.
- FY23 FY Expect to see an increase in YoY revenue due to the completion of large projects on hand at the beginning of the period and further design changes.

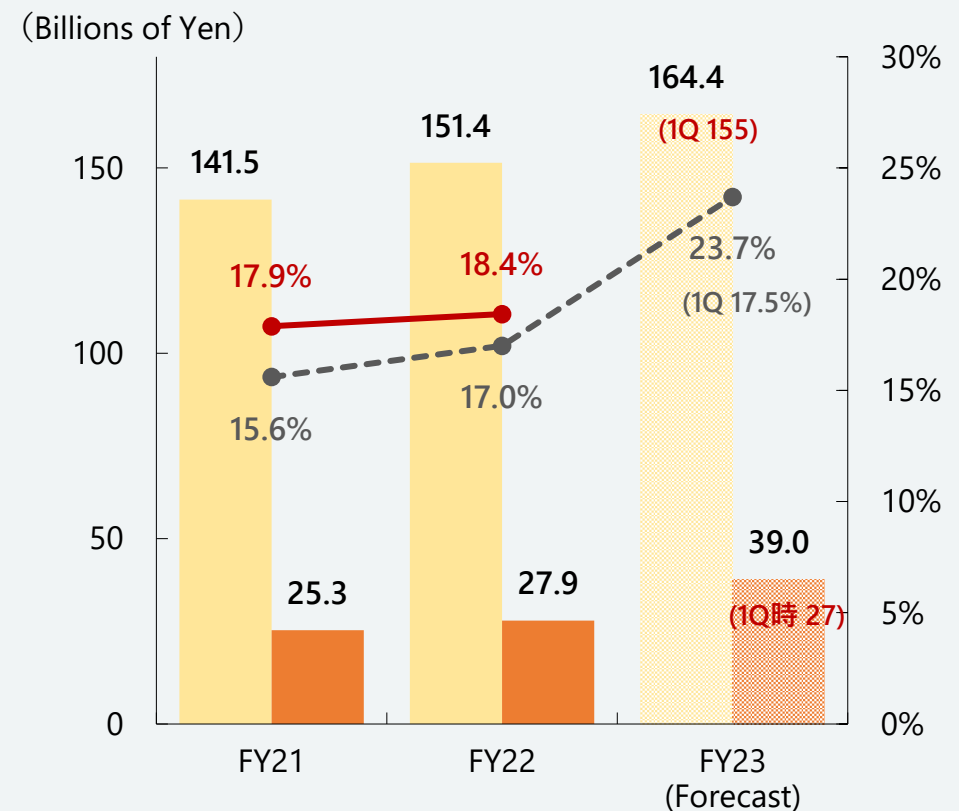
2Q*

Net Sales Gross Profit Gross Profit Margin_Results



Full Year*

Net Sales Gross Profit
Gross Profit Margin_Plan Gross Profit Margin_Results



※The figures for FY21 in this page differs from the figures announced in the previous statements as the figures in this page includes figures of the real estate sector

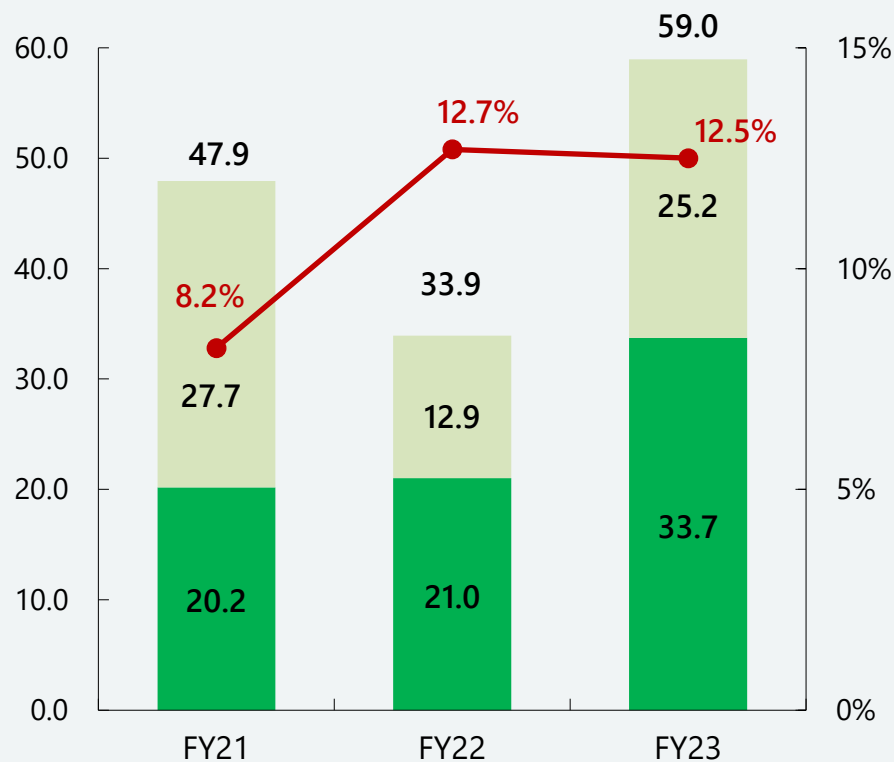
6. Orders Received and Profit Margin on Orders Received (Maeda Corp Non-Consolidated)

- FY23 2Q Orders continue to be steady in both the public and private sectors following 1Q, progressing as planned. The profit margin at the time of order is also maintained at a high level.
- FY23 FY Securing orders for large-scale projects concentrated in the second half of the year. Expect full year plans to be achieved through the acquisition of additional design modifications.

2Q*

Orders (Public) Orders (Private) Profit Margin for Orders_Results

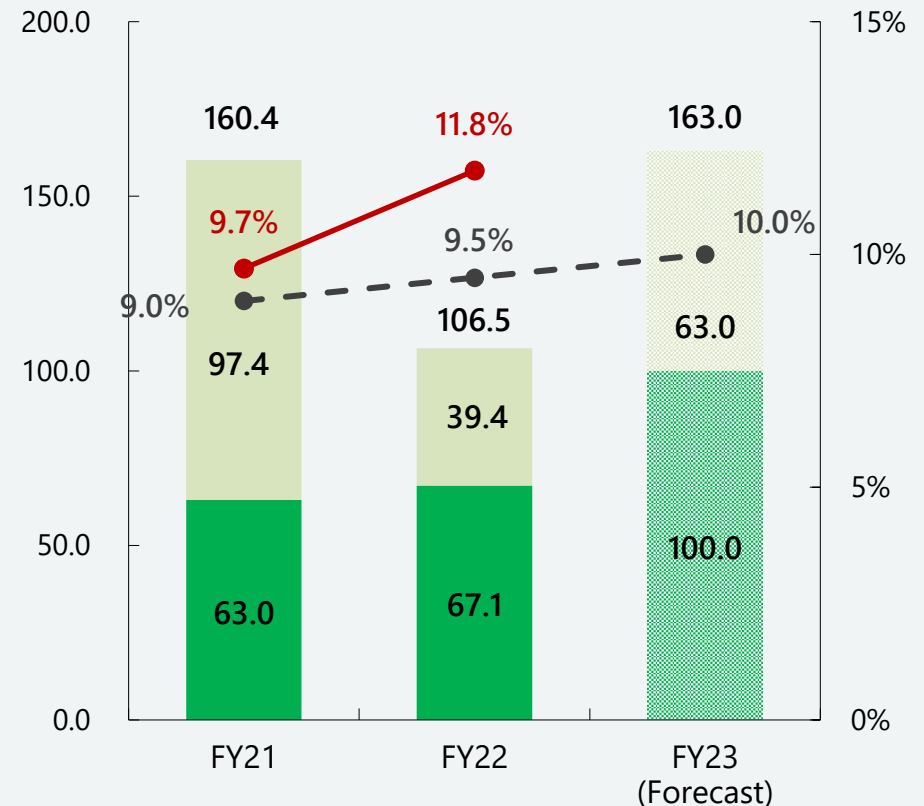
(Billions of Yen)



Full Year*

Orders (Public) Orders (Private)
Profit Margins of Orders_Plan Profit Margins of Orders_Results

(Billions of Yen)



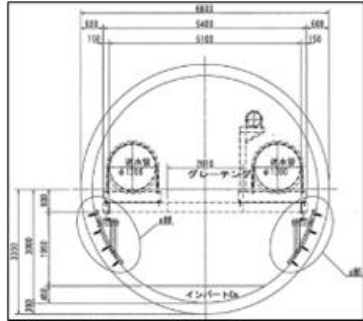
※The figures for FY21 in this page differs from the figures announced in the previous statements as the figures in this page include figures of the real estate sector.

7. Topics 「 Wins Bid for Long-Distance Shield Construction for Tokyo's Water and Wastewater Future 」

Construction of a connecting pipe between Shibaura Water Reclamation Center and Morigasaki Water Reclamation Center 5



● Standard cross-sectional drawing

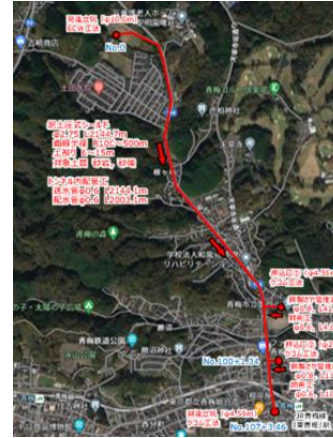


This project involves the reconstruction of the Shibaura Water Reclamation Center and Morigasaki Water Reclamation Center facilities, which are facing problems such as aging and insufficient capacity, to improve their functions. A large-diameter shield will be constructed 65 m below the Keihin Canal to create a connecting pipe that can exchange treatment capacity with each other during temporary shutdowns.

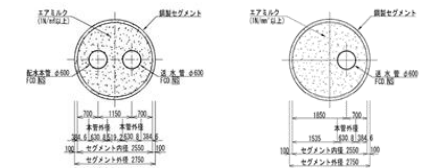
Owner : Japan Sewage Works Agency

Location	1-4 Chome, Yashio, Shinagawa-ku, Tokyo
Outline of construction	Slurry shield method $\Phi 6000$ L=2,162.2m
Period	2023 September to 2027 April

New construction of a water pipe (inner diameter: 600 mm) between the sites of Nekabu Water Station and Katsunuma 1- chome, Oume-shi (shield tunneling works)



● Tunnel standard cross-sectional drawing



This project aims to ensure a stable water supply in the event of disasters or accidents. The construction work includes the installation of a water supply pipe and a main distribution pipe from the distribution tank of the Nekabu Water Station to the vicinity of the JR Oume Line "Higashi Oume" Station using the shield construction method. Push-in shafts will be constructed for the main distribution pipe at two locations along the route, and the work will also include connection to nearby distribution pipes by driving and excavation.

Owner : Bureau of Waterworks Tokyo Metropolitan Government

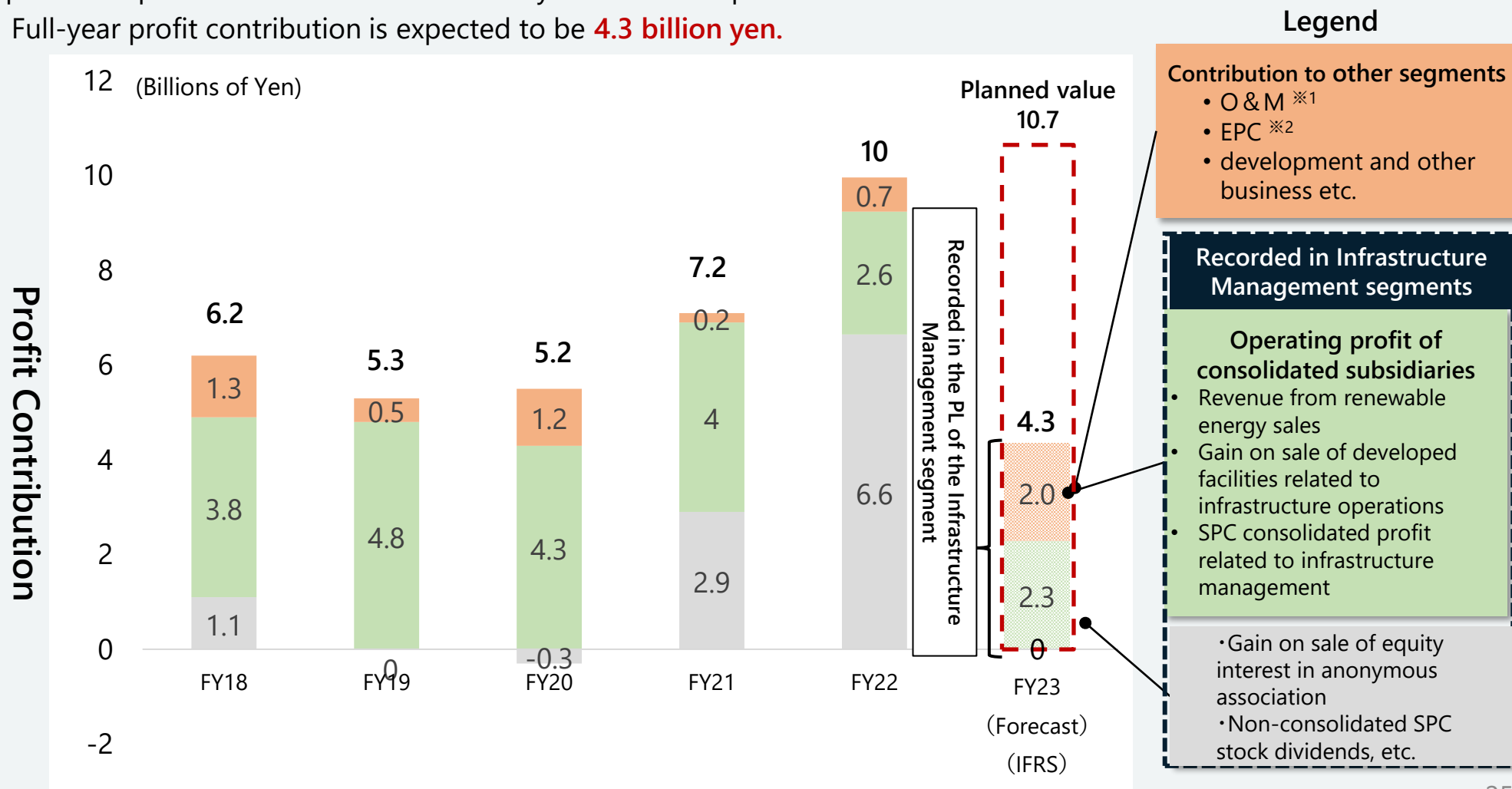
Location	From 237 Nekabu 2-chome (Nekabu Water Station) to 27 Katsunuma 1-chome, Oume-shi, Tokyo
Outline of construction	Earth pressure balanced shield $\Phi 2250$ L=2,145m、 New construction of a water pipe (inner diameter: 600 mm)
Period	2023 May to 2027 July

Segment Highlights

Building Construction	Civil Engineering	Infrastructure Management
Road Civil Engineering	Machinery	Others

8. Contribution to Consolidated Profits

- Although **the sale of the renewable energy business, which had been under consideration, was postponed** to the next fiscal year or later, **the sale of some development facilities** is expected to result in a gain of 0.9 billion yen.
- As for the performance of the Aichi Road Concession, traffic volume has increased since last fiscal year, but has not recovered to pre-Corona levels. In addition, due to the change in depreciation method and other factors, operating profit is expected to be about 900 million yen lower than planned.
- Full-year profit contribution is expected to be **4.3 billion yen**.



※1 O&M Operation and maintenance associated with infrastructure maintenance and management

※1 EPC Lump-sum contracting for design, procurement, construction work, etc. associated with infrastructure operation projects

9-1. Policy Trends : PPP/PFI Promote Action Plan (Revised 2023) has been released by the Cabinet Office

- Kishida Cabinet positions PPP/PFI as the core of new capitalism and announces new **"Action plan"**.
- The Action Plan sets project size targets, priority areas, and an action plan to promote PPP/PFI. (Decided by the Council for the Promotion of Private Finance Initiative under the PFI Law, announced by the PPP/PFI Promotion Office, Cabinet Office.)
- **Strengthen efforts in the water sector, promote the introduction of water PPPs in water supply and sewerage system , and promote gradual transition to concessions**

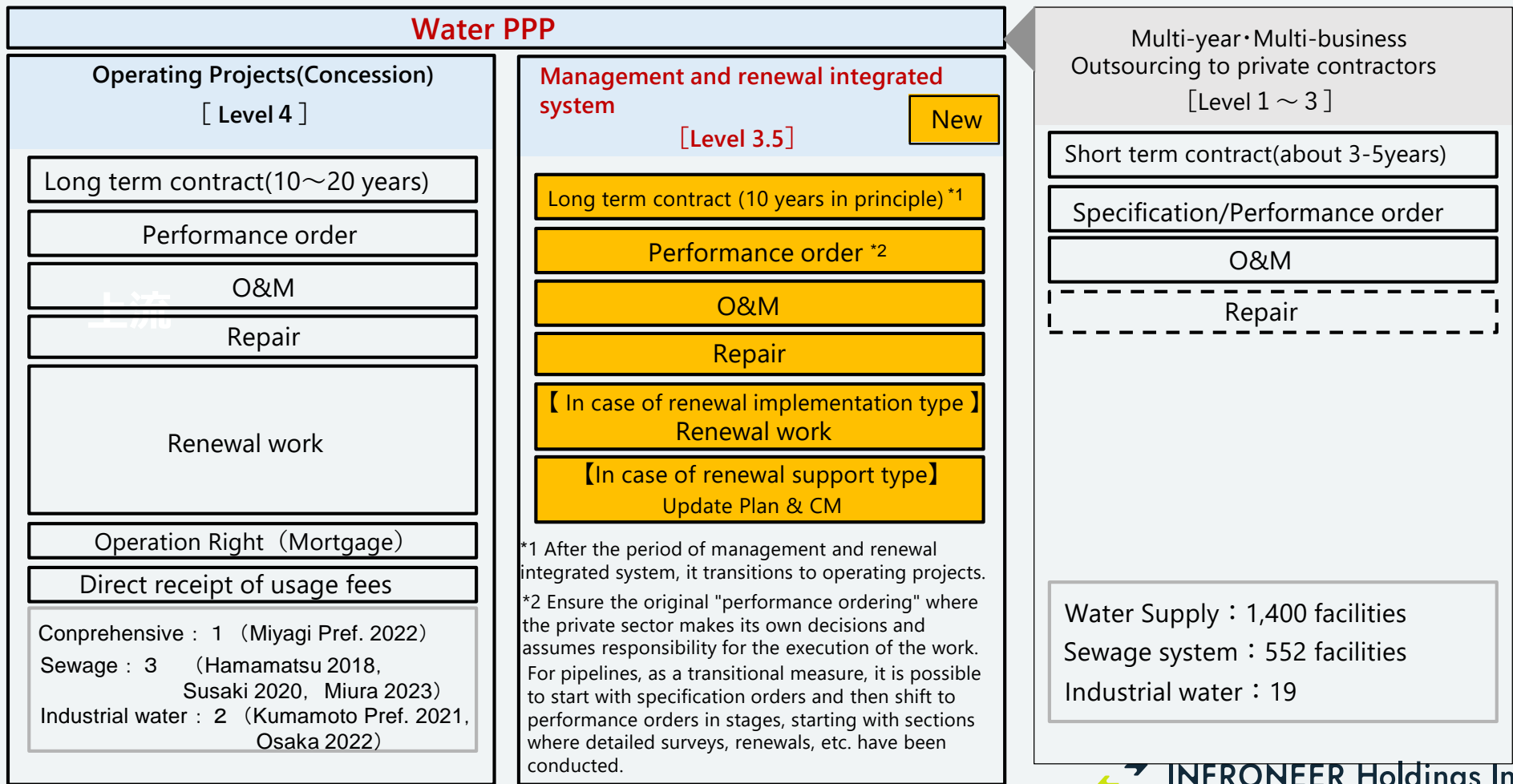
		PFI Promotion Conference Decision in June 2022		2023 Action Plan		
		5 years (2022-2026)		5 years (2022-2026) Priority Areas Action Plan	10 years Target (2022-2031)	
No.	Focus Area	Number Target	Target Facilities/ Type of Contract	Potential Projects	Number Target	Target Facilities/ Type of Contract (Plan)
1	Airport	3	Concession	8	10	Concession
2	Water Suply	5	Concession, etc.	24	→ 100	Water PPP
3	Sewage System	6	Concession	20	→ 100	Water PPP
4	Road	7	PPP/PFI such as concessions in Bus Terminals	7	→ 60	PPP/PFI in the entire road sector (including collaboration with other sectors), including Bus Terminals
5	Sports Facilities	10	Concession	30	30	Concession
6	Cultural and Social Education Facilities	10	Concession, etc.	30	30	Concession, etc.
7	University Facilities	5	Concession, etc.	15	30	Concession, PPP/PFI
8	Park	2	Concessions in parks with set fees for use	3	30	Private-sector utilization including concession in entire park sector
9	MICE Facilities	10	Concession	49	30	Concession, PPP/PFI
10	Public Housing	10	Concession, profitable business, Public Real Estate Utilization	30	100	Concession, profitable business, Public Real Estate Utilization, PFI
11	Cruise Ship Terminals	3*	Concession	3	10	Concession and International Passenger Ship Base Formation Port System
12	Public Hydropower Generation	3*	Management style examination of public enterprise bureaus	2	20	Management style examination of public enterprise bureaus
13	Industrial Water Supply	3	Various PPP/PFI including concessions	9	→ 25	Various PPP/PFI including Water PPP
	Total	77		230	→ 575	

9-2. Water PPP

- For water supply, industrial water supply, and sewage system, in the 10 years of the PPP/PFI Promotion Action Plan period (2022 - 2031), PPP/PFI method (**management and renewal integrated system**) for phased transition to concession will be introduced and expanded as "Water PPP" together with public facility management projects.

[Requirements of management and renewal integrated system]

- ① **Long term contract (10 years in principle)** ② **Performance Order** ③ **Integrated management of maintenance and renewal** ④ **Profit share**
- The government will determine the target facilities based on the willingness of the private sector to participate in the project, while **assuming that the pipelines will be included** in the government support.
- Bundling of water supply, industrial water, and sewage system is possible according to the needs of local governments and other entities.
- In cooperation with related ministries and agencies, promote the development of the environment, including detailed scheme studies and the formulation of guidelines and templates through support for the formation of model projects.



10. Major Infrastructure Management Projects in Japan

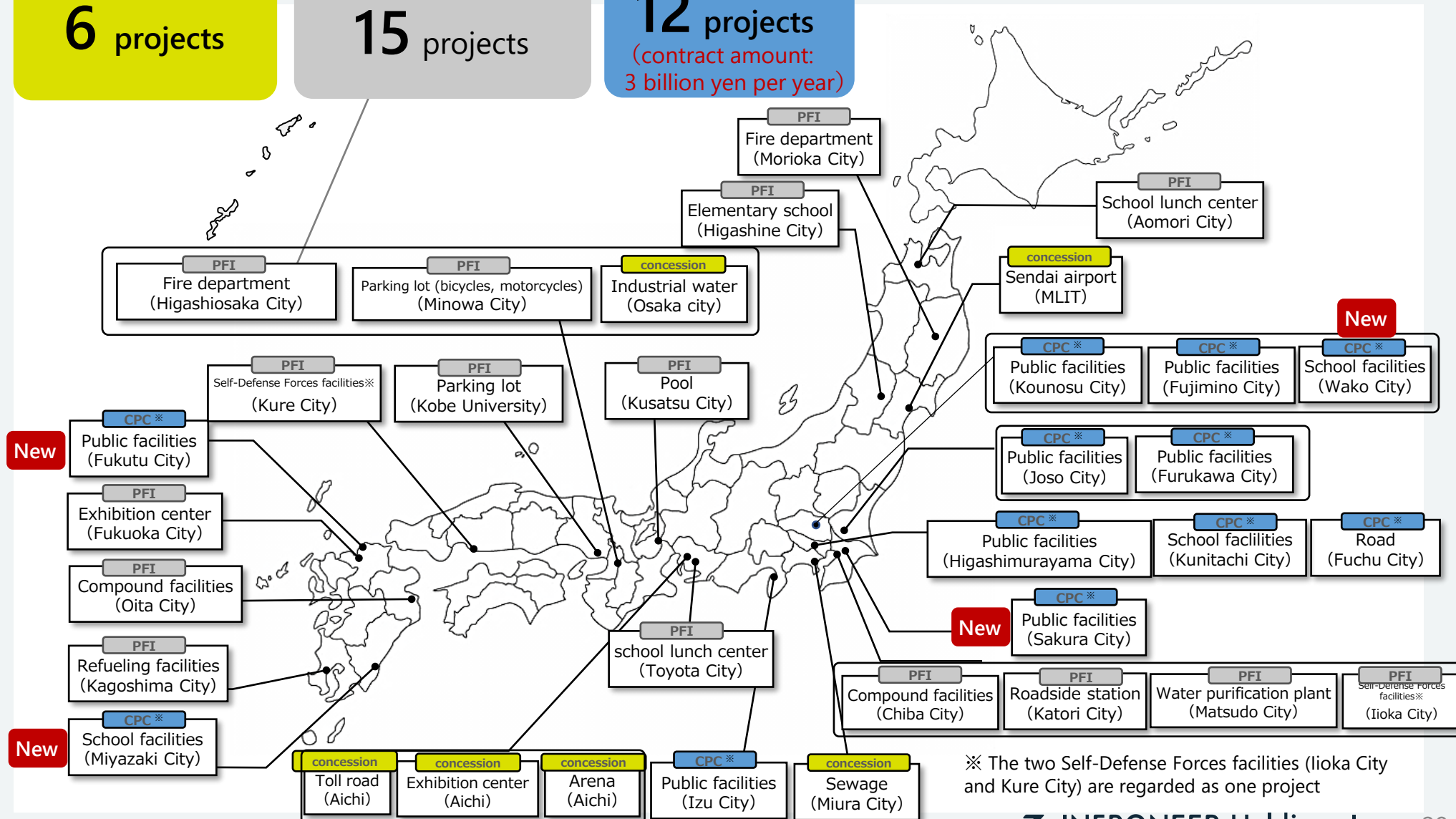
POINT

- ✓ Solid track record in a variety of infrastructure services
- ✓ Through comprehensive private contracting, we attempt to leverage the strength of private company to implement efficient comprehensive management

Concession
6 projects

PFI(Service Purchase Type)
15 projects

Comprehensive private contracting
12 projects
(contract amount: 3 billion yen per year)



※ The two Self-Defense Forces facilities (Iioka City and Kure City) are regarded as one project

Segment Highlights

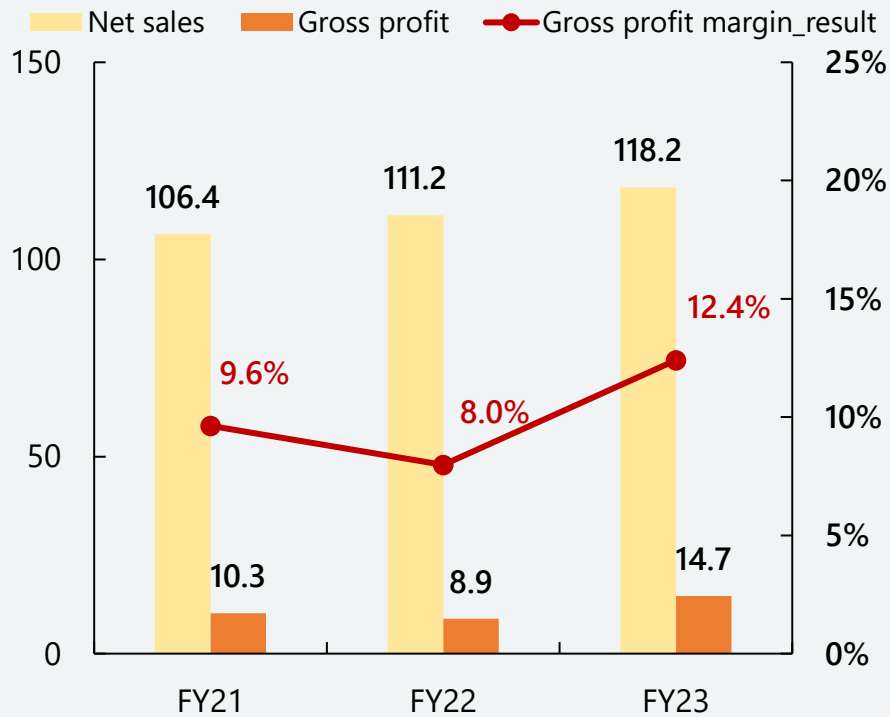
Building Construction	Civil Engineering	Infrastructure Management
Road Civil Engineering	Machinery	Others

11. Net Sales, and Gross Profit (MAEDA ROAD Consolidated)

- FY23 2Q Both sales and income increased YoY due to the estimated cost of materials and abundant construction work carried over from the previous year..
- FY23 FY The full-year plan is expected to be achieved by focusing on gross profit margin-oriented order-taking activities in the construction business and appropriate price pass-through of manufacturing cost fluctuations in the product sales business.

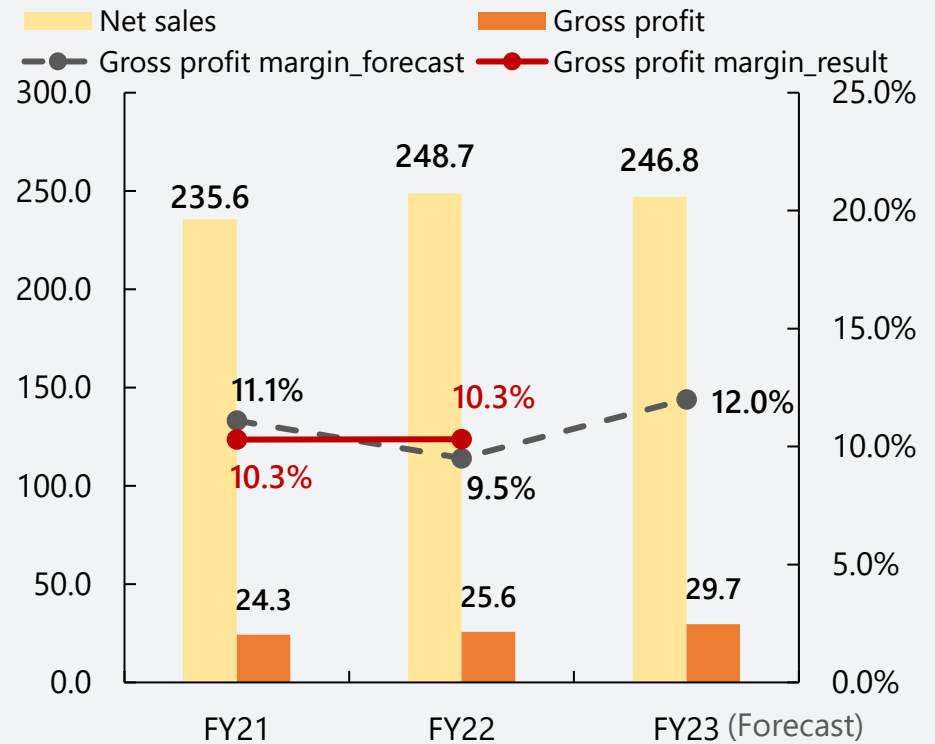
2Q

(Billions of Yen)



Full Year*

(Billions of Yen)



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

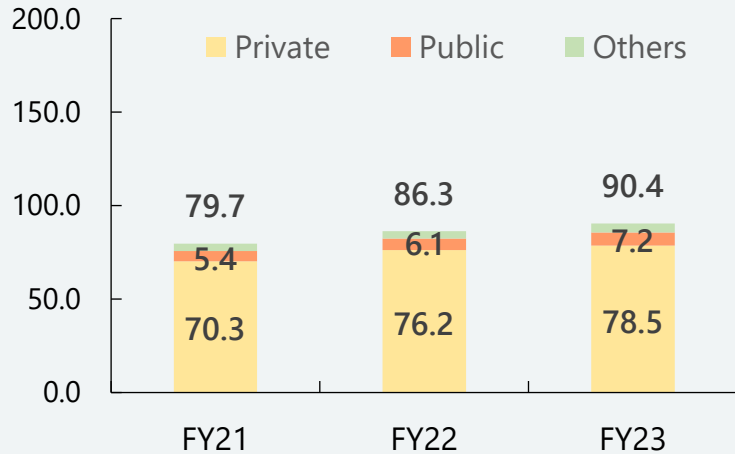
12. Orders Received, Net Sales, and Gross Profit (MAEDA ROAD Consolidated Construction business)

- FY23 2Q Both sales and income increased year-on-year, reflecting the estimated price for higher material costs and abundant carry-over construction work.
- FY23 FY Aim to improve profitability through sales activities with an emphasis on gross profit margin.

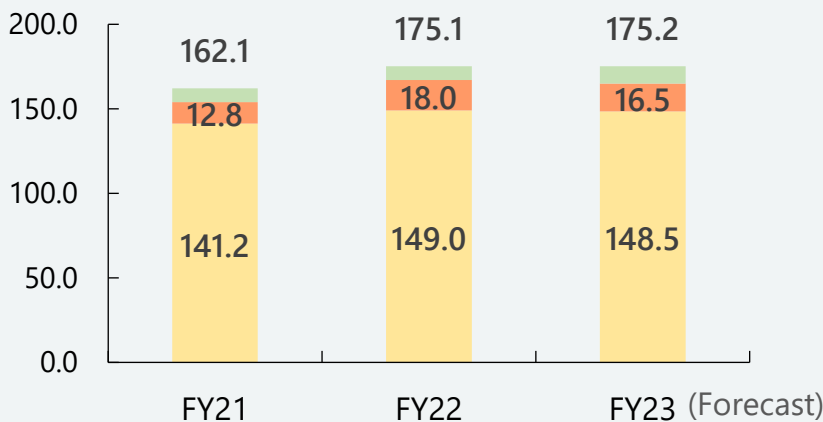
Orders Received ※1

(Billions of Yen)

2Q



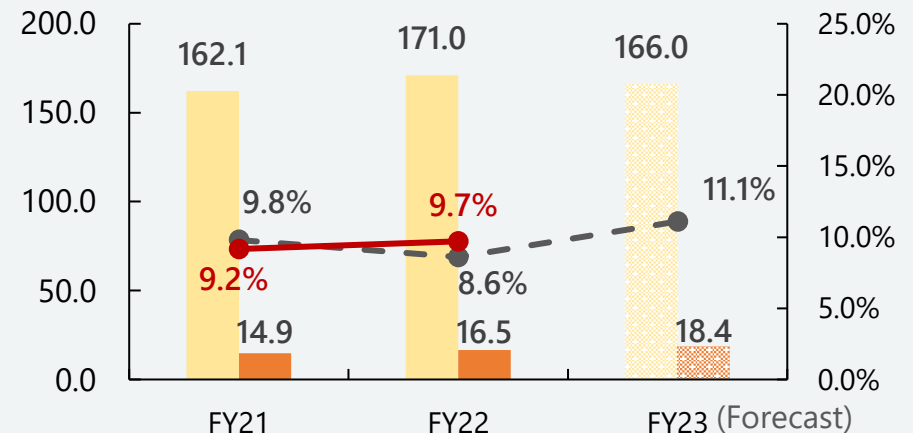
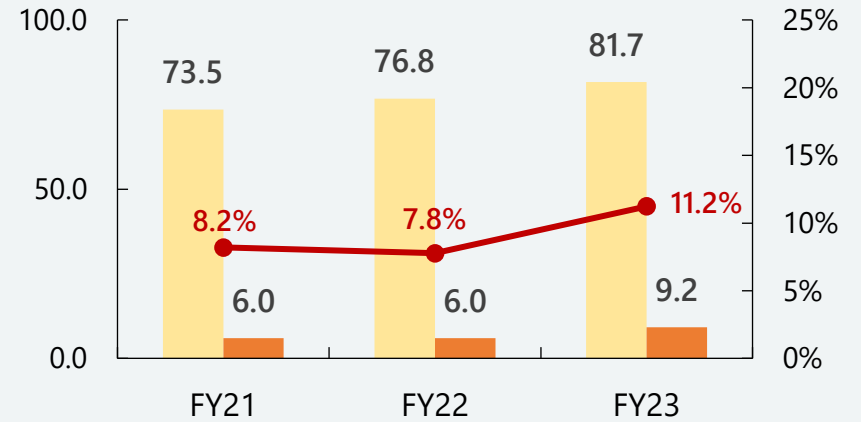
Full Year



(Billions of Yen)

Net sales and Gross profit ※1

Net sales Gross profit Gross profit margin_result



*1 The figures are same as MAEDA ROAD (consolidated) in the past, and consolidation eliminations within the INFRONEER Group are not taken into account.

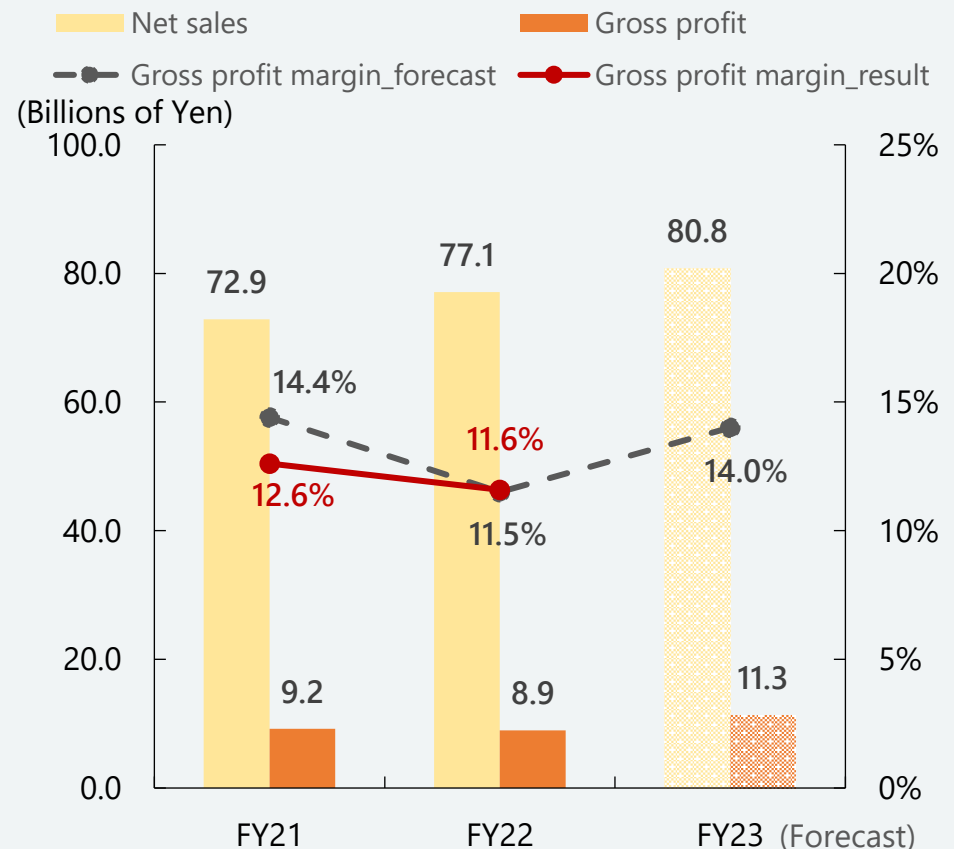
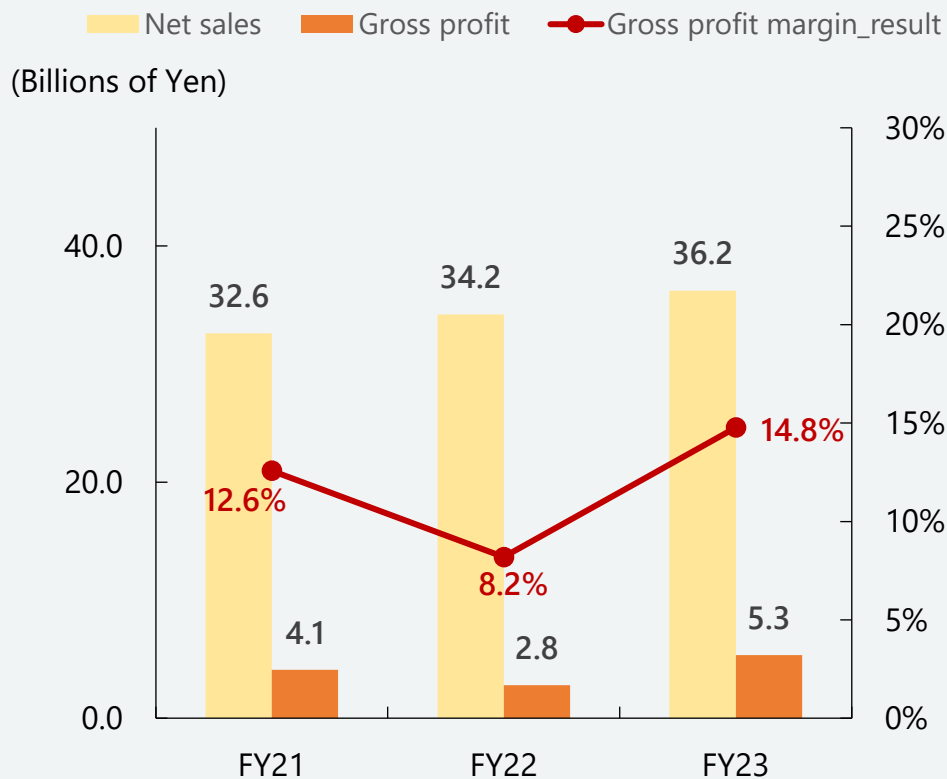
*2 Others: Orders received from affiliated companies (mainly government works) and eliminations within segment transactions.

13. Net Sales and Gross Profit (MAEDA ROAD Consolidated Manufacturing and Sales Business)

- FY23 2Q Both sales and income increased YoY due to the price pass-through implemented in the previous quarter.
- FY23 FY Ensure stable profit margins by setting appropriate selling prices on a case-by-case basis.

2Q*2

Full Year*



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

Segment Highlights

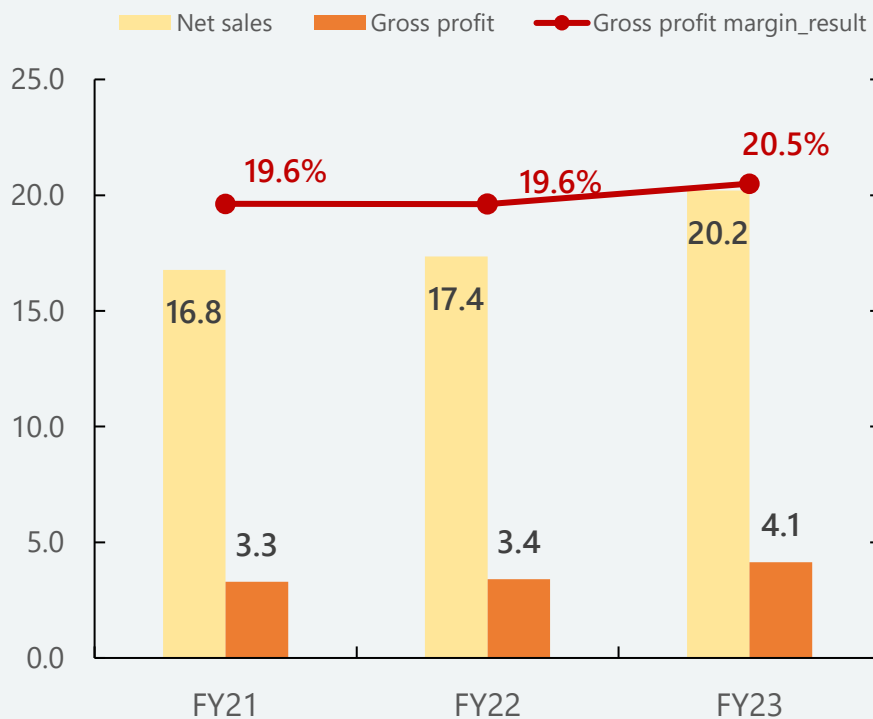
Building Construction	Civil Engineering	Infrastructure Management
Road Civil Engineering	Machinery	Others

14. Net Sales and Gross Profit MAEDA SEISAKUSHO (Consolidated)

- FY23 2Q Net sales and Gross profits increased YoY due to firm sales of Industrial machinery, and revision of sales prices, etc.
- FY23 FY Both Net sales and Gross profit are expected to achieve the full-year plan.

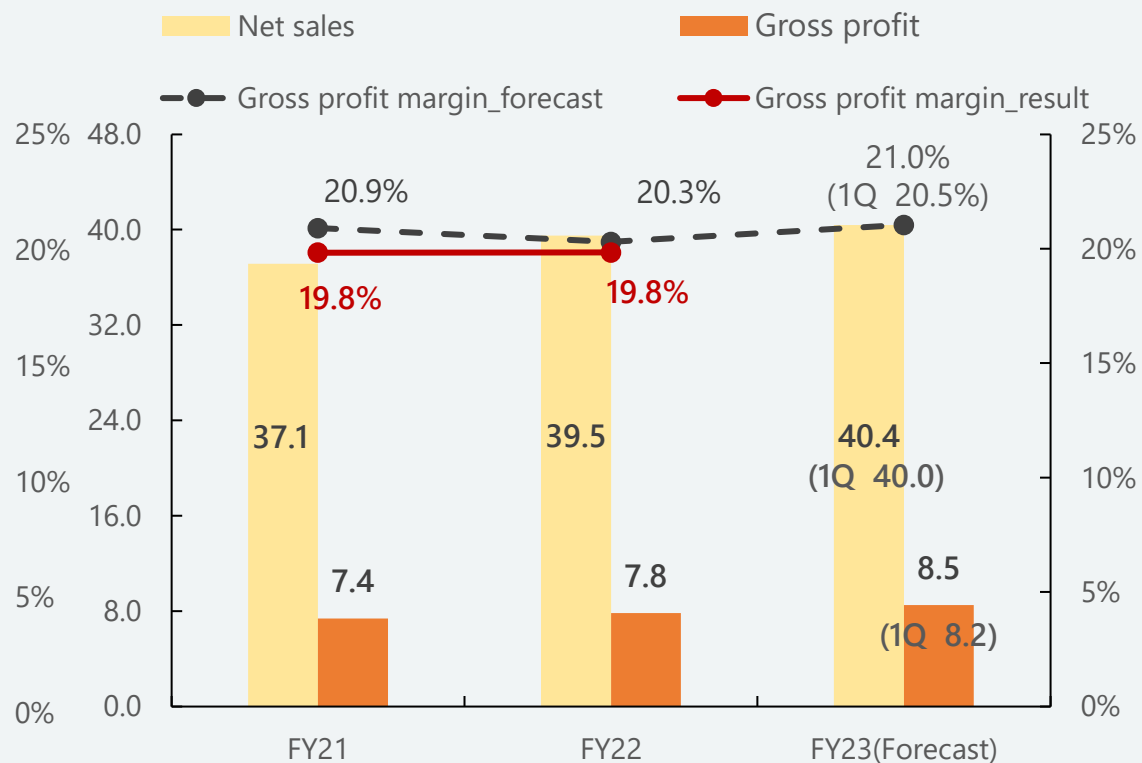
2Q

(Billions of Yen)



Full Year

(Billions of Yen)



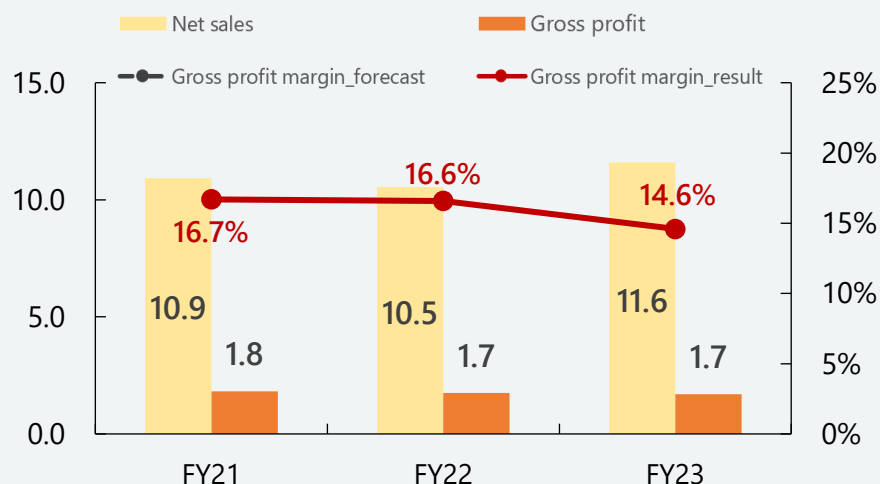
15. Net Sales and Gross Profit^{※1} MAEDA SEISAKUSHO (Consolidated)

- FY23 2Q Net sales and Gross profit in the industrial machinery and steel products are increased YoY because of firm sales of industrial machinery (Spider crane). Gross profit margin also improved due to revision of sales prices, etc.
- FY23 FY Given the current order situation, full-year results are expected to achieve the plan.

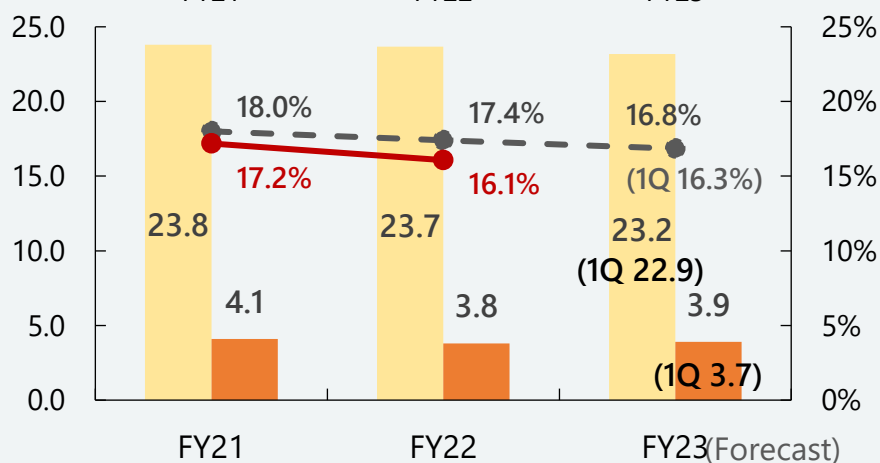
Construction Machinery^{※2}

(Billions of Yen)

2Q

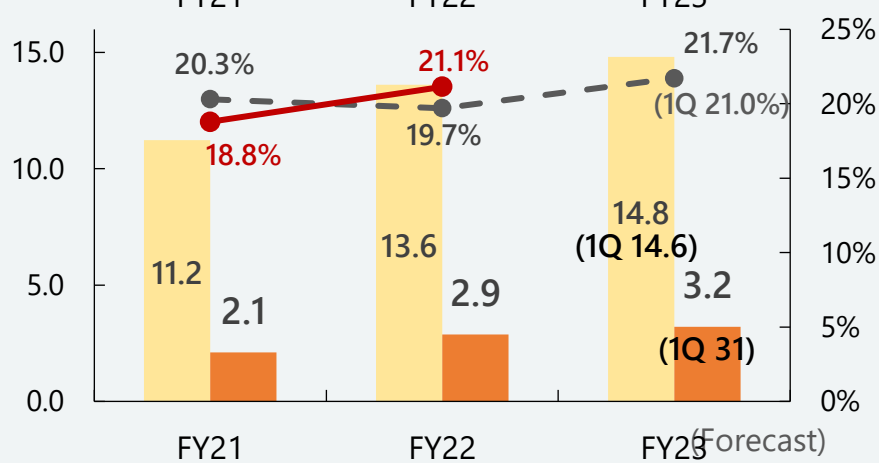
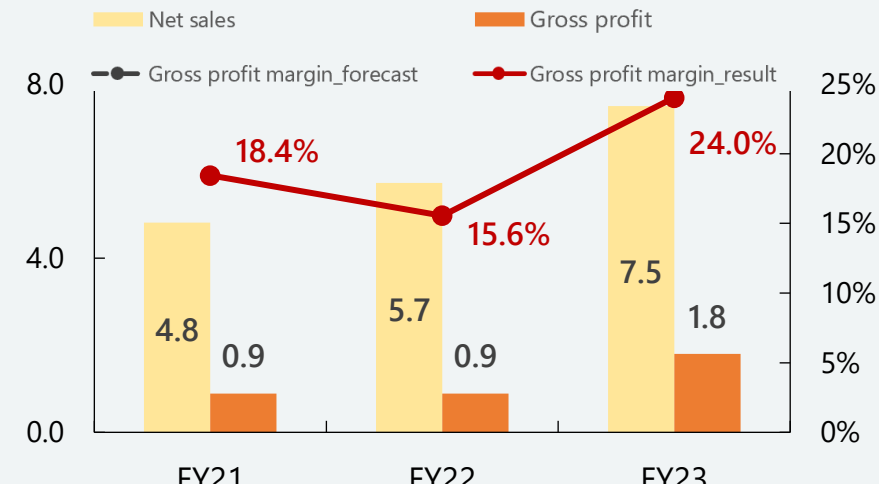


Full Year



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 design, manufacturing and sales of own products such as cranes.

16. Topics : Market introduction of attractive products for sustainable forest development and wood utilization

POINT

Dedicated Forestry Forwarder Contributes to Lumber Gathering and Forest Renewal Operations to achieve Carbon Neutrality

Function of the Forest

Forests absorb and fix CO₂ and can store carbon for a long time by using it as wood for buildings and other structures.

Issues in the Forestry Sector

- Productivity
- Safety
- Aging and decline of forestry workers etc.

Approach as a machine manufacturer

Mechanization supports harsh forestry sites. As a first step, we introduced to the market a "hydraulic lumber collector" that stretches wires through the forest to carry away trees. Launched "Forwarder," a traveling lumber collection machine, in September 2023.

Newly launched in September 2023

Forwarder **FC560S**

- ✓ It is useful for transporting timber harvested in forests where trucks cannot enter.
- ✓ Designed for operator safety and comfort in harsh forest work.



Appendix

IFRS Transition Schedule and Major Changes Due to the Transition

Accounting Standards applied	FY23				After FY24
	1Q	2Q	3Q	4Q	
Consolidated Performance (Forecast)	JGAAP / IFRS				IFRS
Consolidated Performance	JGAAP		IFRS*		

*Cumulative total for 1Q~4Q is disclosed at the time of 4Q results.

Key changes resulting from the transition to IFRS

- Accounting treatment of goodwill
 - JGAAP Amortization of goodwill
 - IFRS No amortization of goodwill

	(Billions of yen)	
	~FY22	FY23~
Goodwill amortization (annual)	JGAAP 6.6	IFRS 0.0

Decrease JPY 6.6 billion in SG&A on P/L on an annual basis.

Goodwill amortization will be eliminated from FY23, and SG&A will be reduced by JPY 6.6 billion on P/L. ※JPY 1.7 billion in depreciation of machinery arising from M&A remains.

- Depreciation expense of tangible fixed assets

The depreciation method will be changed from declining balance method to straight-line method. The assets that have already been acquired and were depreciated using the declining balance method will be retrospectively depreciated using the straight-line method for past fiscal years. The impact on our P/L is expected to be limited.

- Investment Securities

Under JGAAP, gains or losses on sales are recorded in P/L, whereas under IFRS, gains or losses on sales are not recorded in P/L.

※ If Recognition of valuation differences in 'comprehensive income (FVOCI)' is selected.

[Non-Consolidated] Maeda Corp. FY23 1Q Results and FY23 Full-Year Forecast

(Billions of Yen)

		FY22 2Q Results (JGAAP)		FY22 2Q Results (JGAAP)		YoY	FY23 Forecast (JGAAP)		FY23 Revised (JGAAP)		Progress
Net Sales		163.1		190.1		27.0	401.7		425.7		44.7%
Bulding Construction	Total	87.3		106.8		19.5	238.5		258.3		41.3%
	Domestic	87.1		106.6		19.5	235.0		255.9		41.7%
	Overseas	0.2		0.2		0.0	3.5		2.4		7.7%
Civil Engineering	Total	67.8		82.5		14.7	155.0		165.0		50.0%
	Domestic	67.9		82.3		14.4	154.6		164.4		50.0%
	Overseas	-0.1		0.3		0.3	0.4		0.6		45.2%
Infrastructure Management		7.0		0.0		△ 7.0	6.7		0.7		0.2%
Real Estate		1.0		0.8		△ 0.2	1.5		1.7		47.7%
Gross Profit		27.5 (16.9%)		30.7 (16.1%)		3.2	59.7 (14.9%)		64.7 (15.2%)		47.4%
Bulding Construction	Total	7.0 (8.0%)		6.6 (6.2%)		△ 0.3	25.3 (10.6%)		24.3 (9.4%)		27.3%
	Domestic	7.0 (8.0%)		6.6 (6.2%)		△ 0.3	25.0 (10.6%)		24.1 (9.4%)		27.4%
	Overseas	0.0 —		0.0 (13.0%)		△ 0.0	0.3 (7.1%)		0.2 (8.3%)		11.9%
Civil Engineering	Total	13.1 (19.2%)		23.8 (28.8%)		10.7	27.0 (17.4%)		39.0 (23.6%)		60.9%
	Domestic	12.1 (17.8%)		23.7 (28.9%)		11.6	27.1 (17.5%)		39.0 (23.7%)		60.9%
	Overseas	0.9 —		0.0 —		△ 0.9	-0.1 (-16.7%)		0.0 (0.0%)		—
Infrastructure management		7.0 (99.9%)		-0.0 (-245.2%)		△ 7.0	6.7 (100.0%)		0.7 (100.0%)		-0.5%
Real Estate		0.5 (47.4%)		0.3 (36.3%)		△ 0.2	0.8 (50.0%)		0.7 (41.2%)		42.1%
SG & A		14.2 (8.7%)		16.1 (8.5%)		1.9	33.0 (8.2%)		33.6 (8.4%)		48.1%
Operating profit		13.3 (8.1%)		14.5 (7.6%)		1.2	26.7 (6.6%)		31.1 (7.7%)		46.7%
Ordinary profit		15.5 (9.5%)		16.3 (8.6%)		0.8	28.6 (7.1%)		33.1 (8.2%)		49.3%
Net income		14.5 (8.9%)		11.5 (6.1%)		△ 3.0	22.5 (5.6%)		25.3 (6.3%)		45.5%

[Consolidated] MAEDA ROAD FY23 2Q Results and FY23 Full-Year Forecast

(Billions of Yen)

	FY22 2Q Results (JGAAP)		FY23 2Q Results (JGAAP)		YoY	FY23 Forecast (JGAPP)		Progress
Net sales	111.2		118.2		7.0	246.8		47.9%
Construction Business	76.8		81.7		4.9	166.0		49.2%
Manufacturing and Sales Business	34.2		36.2		2.1	80.8		44.8%
Others	0.3		0.3		0.0	-		-
Gross profit	8.9	(8.0%)	14.7	(12.4%)	5.8	29.7	(12.0%)	49.4%
Construction Business	6.0	(7.8%)	9.2	(11.2%)	3.2	18.4	(11.1%)	49.9%
Manufacturing and Sales Business	2.8	(8.2%)	5.3	(14.8%)	2.6	11.3	(14.0%)	47.3%
Others	0.1	(41.1%)	0.1	(42.2%)	0.0	-	-	-
SG&A	6.8	(6.1%)	7.4	(6.2%)	0.6	15.7	(6.4%)	46.9%
Operating profit	2.1	(1.9%)	7.3	(6.2%)	5.2	14.0	(5.7%)	52.1%
Ordinary profit	2.6	(2.3%)	7.5	(6.3%)	4.9	14.0	(5.7%)	53.4%
Net income	1.6	(1.4%)	5.2	(4.4%)	3.6	9.2	(3.7%)	56.3%

[Consolidated] MAEDA SEISAKUSHO FY23 2Q Results and FY23 Full-Year Forecast

(Billions of Yen)

	FY22 2Q Results (JGAAP)	FY23 2Q Results (JGAAP)	YoY	FY23 Forecast (JGAPP)	FY23 Revised (JGAPP)	Progress
Net sales	17.4	20.2	2.8	40.0	40.4	50.0%
Construction Machinery	10.5	11.6	1.1	22.9	23.1	50.2%
Industrial Machinery and Steel Products	5.7	7.5	1.8	14.6	14.8	50.6%
Care products and Others	1.1	1.1	0.0	2.4	2.4	45.5%
Gross profit	3.4 (19.6%)	4.1 (20.5%)	0.7	8.2 (20.5%)	8.5 (21.0%)	48.7%
Construction machinery	1.7 (16.6%)	1.7 (14.6%)	△ 0.1	3.7 (16.3%)	3.9 (16.9%)	43.4%
Industrial Machinery and Steel Products	0.9 (15.6%)	1.8 (24.0%)	0.9	3.1 (21.0%)	3.2 (21.7%)	56.0%
Care products and others	0.8 (70.7%)	0.6 (58.8%)	△ 0.1	1.4 (57.3%)	1.4 (57.3%)	46.6%
SG&A	2.8 (16.3%)	3.0 (15.0%)	0.2	6.4 (16.0%)	6.6 (16.3%)	45.9%
Operating profit	0.6 (3.4%)	1.1 (5.5%)	0.5	1.8 (4.5%)	1.9 (4.7%)	58.3%
Ordinary profit	0.7 (3.8%)	1.2 (6.1%)	0.6	1.9 (4.8%)	2.0 (5.0%)	61.3%
Net income	0.4 (2.4%)	0.9 (4.5%)	0.5	1.3 (3.3%)	1.4 (3.5%)	63.3%

INFRONEER Group's FY23 2Q Results and FY23 Full-Year Forecast

(Millions of Yen)

Consolidated Subsidiaries	FBS				Fujimi Koken				JM			
	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision
Net sales	810.6	680.4	1808.0	1530.0	405.6	600.1	1284.5	1274.6	920.3	1150.5	2300.0	No Revision
Operating profit	25.8	0.8	50.0	13.0	8.7	19.2	26.0	29.4	0.5	10.8	60.0	
Ordinary profit	26.4	1.8	51.3	14.5	11.3	24.2	28.1	34.3	0.5	12.8	62.0	
Net income	19.5	1.5	30.8	9.0	29.8	24.2	21.6	26.2	0.0	9.4	34.2	

Consolidated Subsidiaries	Aichi Road Concession				Miotsukushi Industrial Concession				Miura City Public Sewerage Concession			
	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision
Net sales	715.1	751.3	1585.7	1499.5	68.6	71.9	134.1	No Revision	-	9.8	19.7	No Revision
Operating profit	130.6	63.1	243.3	152.8	12.6	13.1	5.3		-	2.8	2.2	
Ordinary profit	70.0	5.0	128.7	38.0	11.9	12.5	4.1		-	2.5	1.1	
Net income	63.9	3.2	117.9	33.0	7.2	8.2	2.7		-	1.7	.8	

Equity Method Affiliates	Toyo Construction				Hikarigaoka Corporation			
	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision	FY22 2Q Results	FY23 2Q Results	FY23 Forecast	FY23 Revision
Net sales	6450.3	7827.9	16850.0	No Revision	192.2	192.6	373.0	385.0
Operating profit	247.7	325.3	860.0		31.4	39.1	53.0	56.0
Ordinary profit	242.6	289.5	840.0		138.1	184.7	265.0	268.0
Net income	171.4	196.5	560.0		102.0	148.8	184.6	198.0

We have issued our Integrated Report -Making Steady Progress as an Integrated Infrastructure Service Company-

(Issued on 2023 Sep 21)

POINT

- ✓ President and CEO Kibe discusses Infroneer's current position and future outlook
- ✓ Infroneer's concepts and commitments to solve social issues regarding infrastructure and the future realized by them are expressed in Value Creation Story
- ✓ Presidents of the three business companies discuss the creation of synergy through group collaboration in the roundtable discussion session
- ✓ All external directors made proposals on the issues and points for further improvement of corporate value.



Contents

【Chapter1】 Value Creation Story

【Chapter2】 Top Message

【Chapter3】 Business Models

【Chapter4】 Growth Strategy

【Chapter5】 Sustainability

【Chapter6】 Corporate Data



Integrated Report (WEB version) is available online. Proceed from the QR code or the link below to download.

https://www.infroneer.com/jp/sustainability/integrated_report/



Comprehensive Partnership Agreement Signed Aiming to Enhance the Value of the Town Famous for its Ceramics

We have signed “Comprehensive Partnership Agreement to Improve the New National Wealth Index of Arita Town Applying ESG Analysis”

Overview : Arita Town in Saga Prefecture is famous for its traditional Japanese ceramics, "Arita-yaki". However, CO₂ emissions from the pottery industry has been a major issue. In response to this challenge, we aim to enhance the overall value of Arita Town by practicing ESG management through quantifying and verifying the increased value of human capital, natural capital, and artificial capital in the town. Furthermore, the sustainable development of Arita Town will also contribute to establishing an advantage in the intensifying "competition among local governments" in recent years.

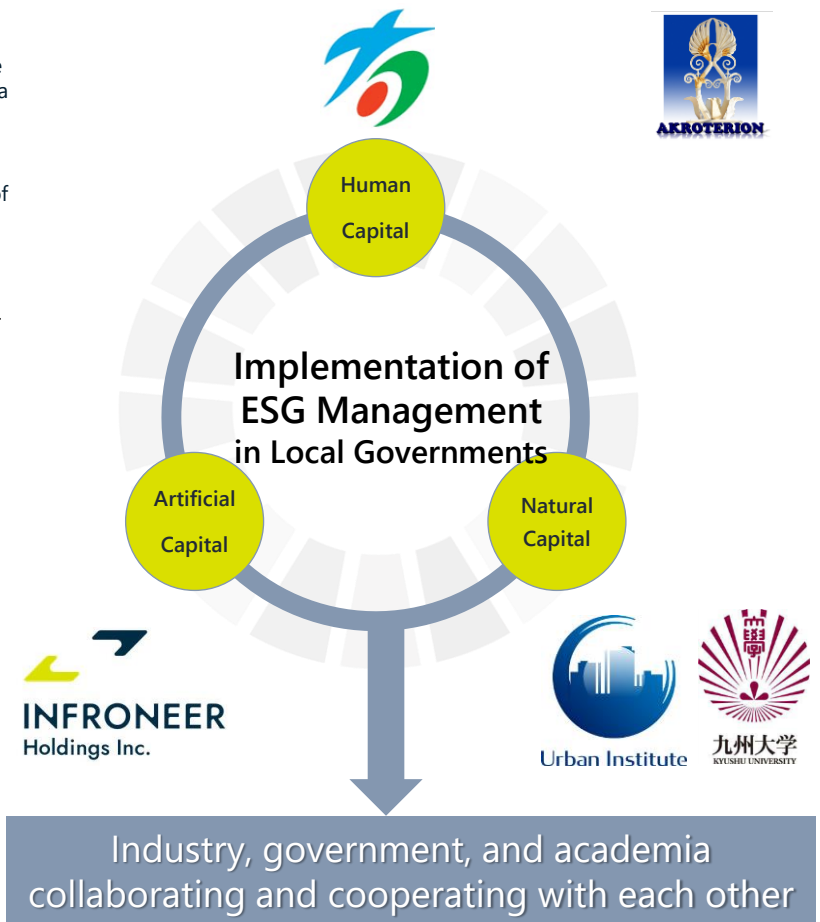


On October 18 2023, the comprehensive partnership agreement was signed by the four parties at the community hall of Arita Town Hall

- (from the left)
- Makoto Otsukeno, Maeda Corporation Managing Executive Officer (on behalf of Infroneer President and CEO)
- Yoshiaki Matsuo, Mayor of Arita Town
- Managi Shunsuke, Director of Kyushu University Urban Institute
- Shimokawa Hiroshi, Managing Director of Acroterion

Roles	
	<p><u>Arita Town</u> Add values on health, education and arts Visualizing the initiatives of the local businesses towards achieving the SDGs</p> <p><u>Kyushu University Urban Institute</u> Promoting NCCC*1 Undertaking verification with aiESG**2 (ESG analysis service)</p> <p><u>Infroneer Holdings</u> Promoting public private partnership in infrastructure area Promoting efficiency and advancement in public services</p> <p><u>Acroterion</u> Administrative office</p>

※1 Natural Capital Credit Consortium <https://nccc.earth/>
 ※2 <https://aiesg.co.jp/>

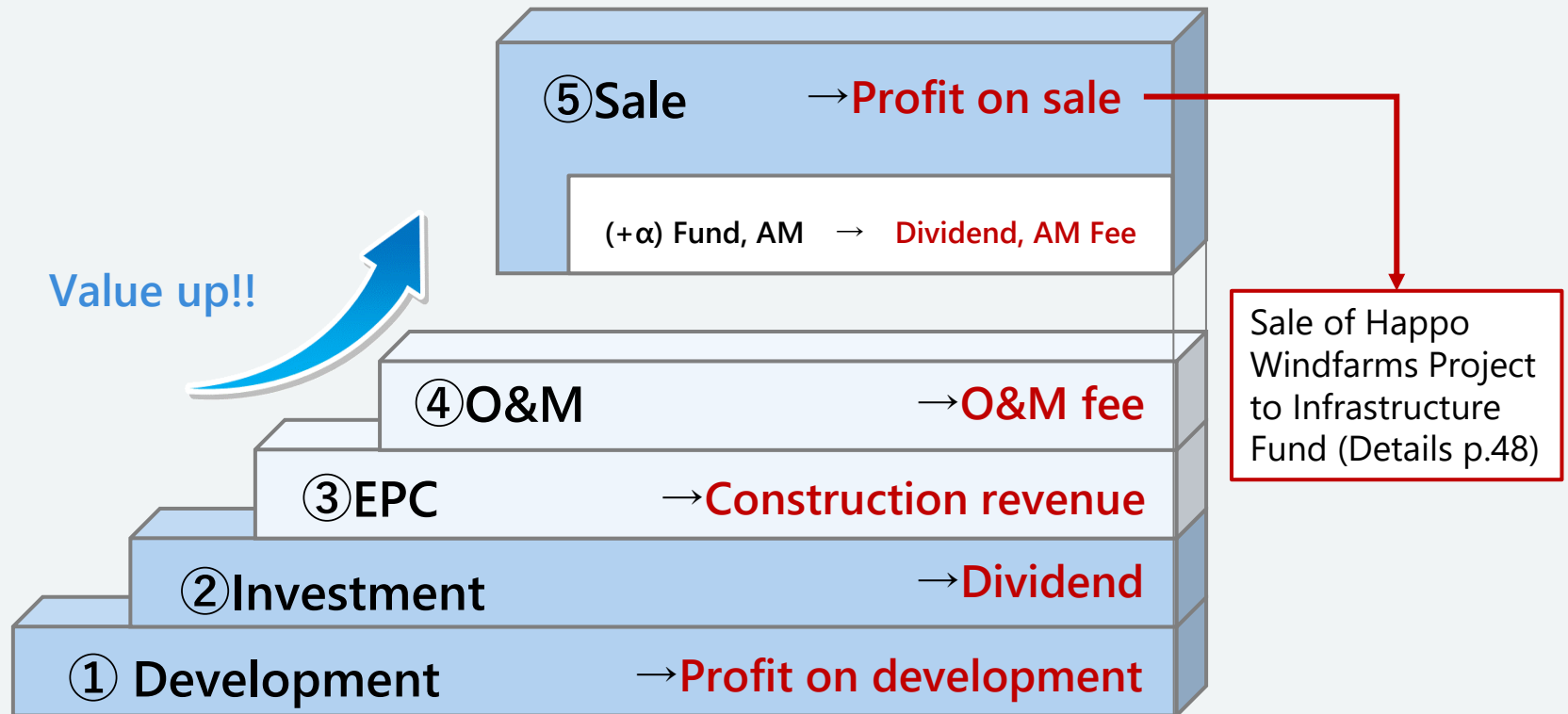


Allocation of the Segments

Segment of INFRONEER Holdings (JGAAP)	
Building Construction	MK Building Construction MK Real Estate (Building Construction)
Civil Engineering	MK Civil Engineering MK Real Estate (Civil Engineering)
Road Civil Engineering	MD (Consolidated)
Machinery	MS (Consolidated)
Infrastructure Management	MK Infrastructure Operations Aichi Road Concession Anonymous association of Aichi Road Concession Miotsukushi Industrial Water Concession
Others	JM Thai Maeda Corporation Limited FBS Fujimi Koken

Business Model of Infrastructure Management Business

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

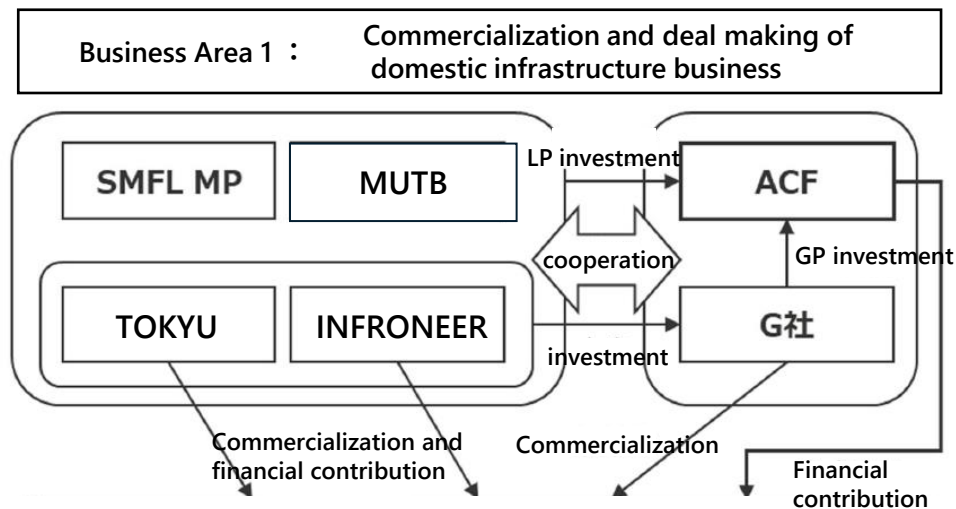


- Profits can be obtained from 5 stages of infrastructure operations
- We can capitalize our know-how of construction in development, EPC and O&M stages.

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.

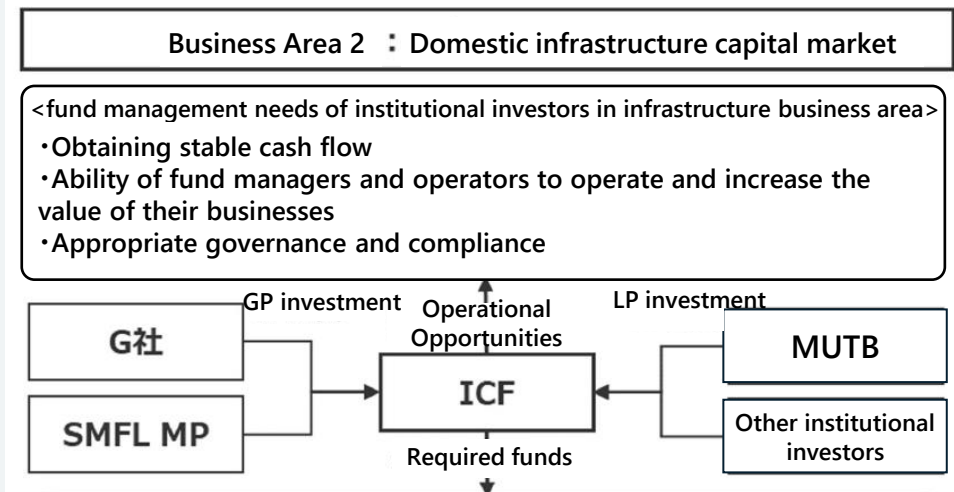
< ACF Fund >



<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 >

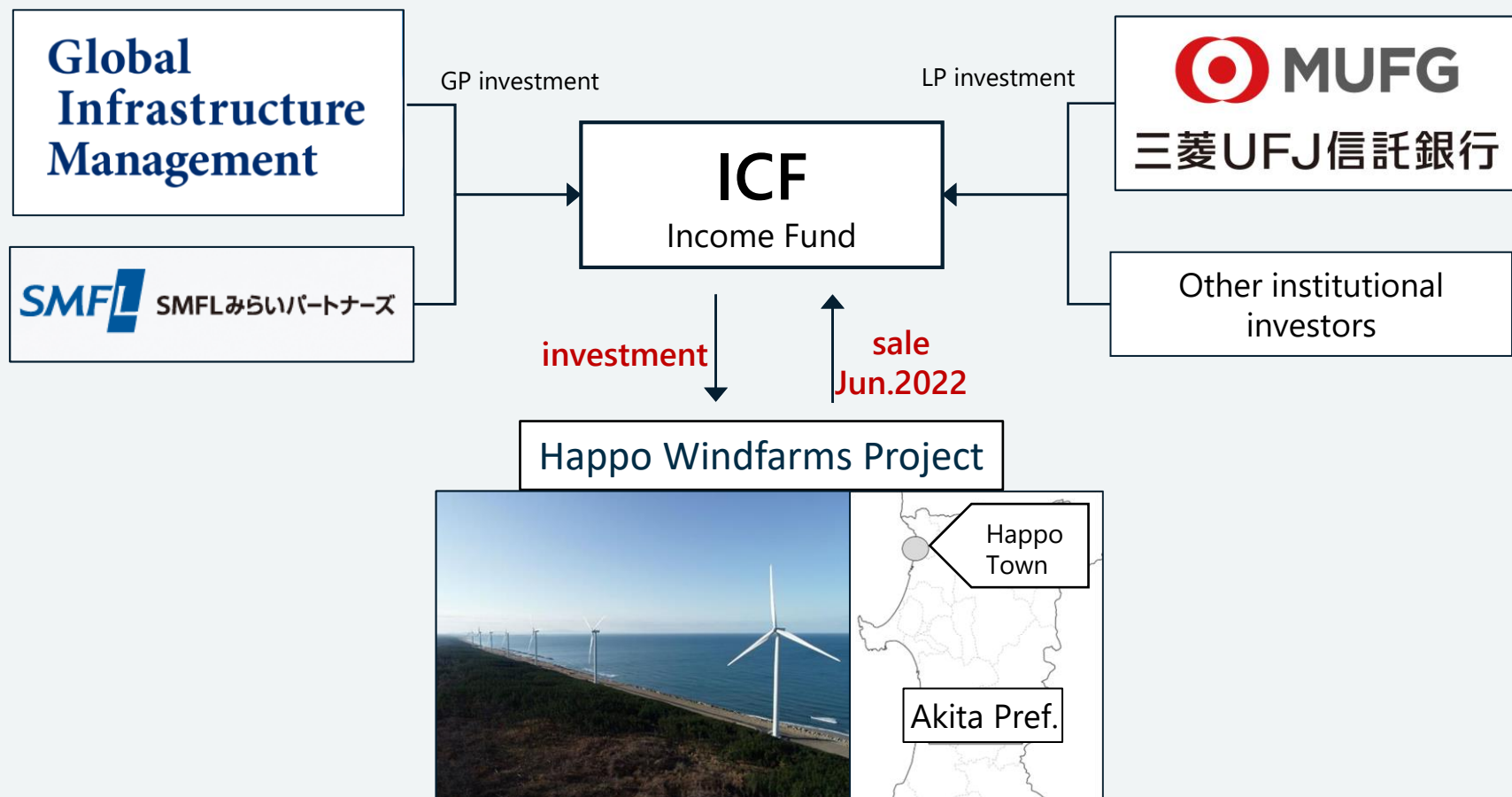


<financing needs from in infrastructure project personnel and owners>

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

First Investment Case of the Income Fund (ICF)

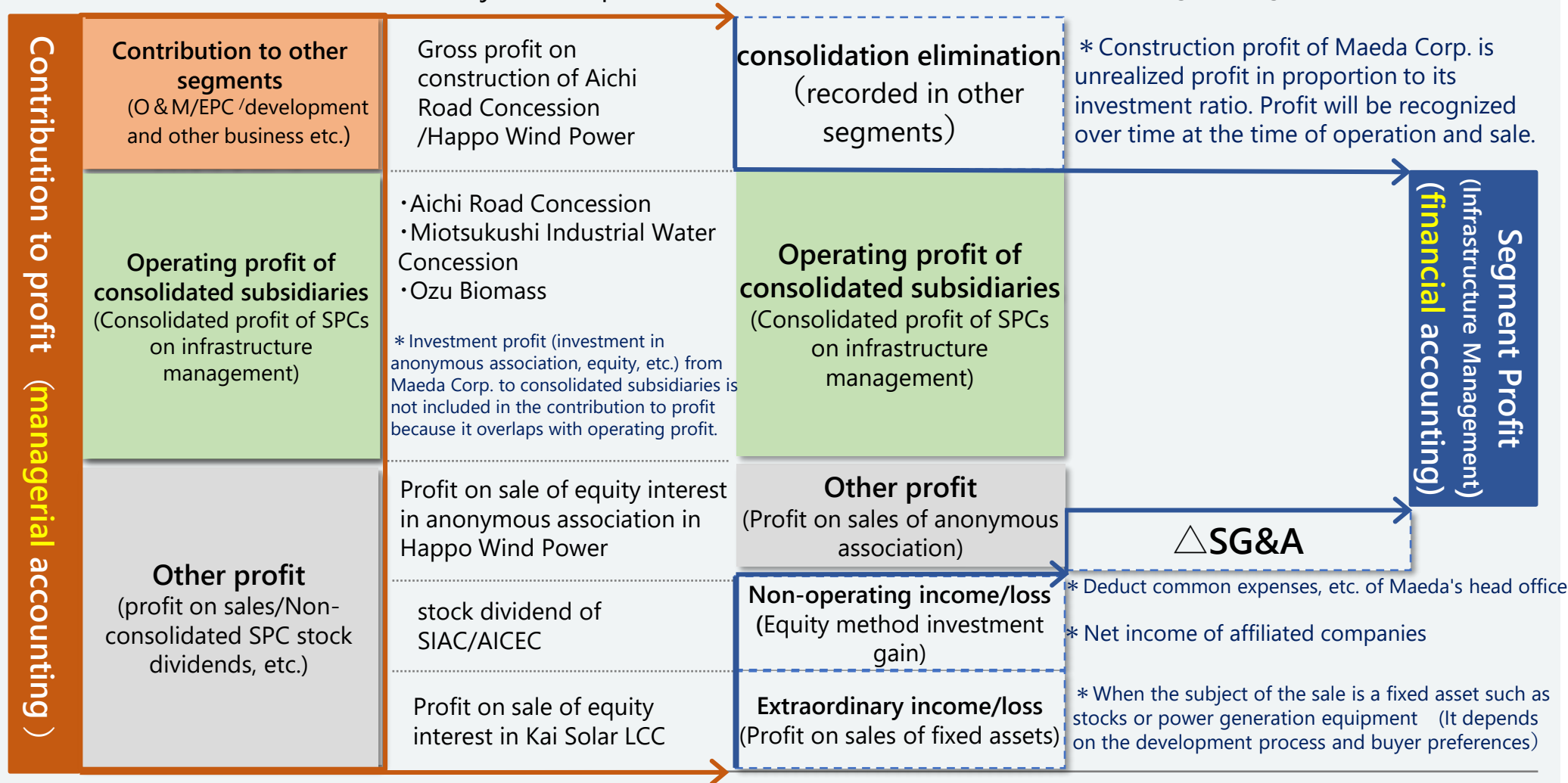
- Global Infrastructure Management and SMFL MIRAI Partners Company, Limited formed Income Fund (ICF), an infrastructure fund that invests in infrastructure projects, etc. in collaboration with domestic institutional investors.
- It invests Happo Windfarm Project as the first investment project.



Differences between "Contribution to profit" and "Segment profit"

- "Contribution to profit" is the actual contribution for managerial accounting purposes, which is the sum of construction Gross profit, other income, and operating income of individual consolidated subsidiaries. This is in consideration of the fact that the profit presentation points on the consolidated basis differ depending on the investment ratio and sale scheme.
- "Segment profit (Infrastructure management)" in the consolidated financial statements is operating profit for financial accounting purposes after eliminating construction profit and other items included in contribution to profit and common administrative expenses, but before non-operating/extraordinary items.

Correspondence to segment profit



※Contribution to profit does not take into account SG&A such as common expenses at the Maeda head office.

News 1

We were featured on the YouTube channel "Mariko Mabuchi's Stock Club" again, just like last November!

【Listed Company】

Changing the World with Infrastructure , Infrastructure Changes the World.

-Interview with the President of INFRONEER HD !-

Our president, Kibe , had a discussion with economic analyst Mariko Mabuchi. They delved into the achievements and strategies of our company a year and a half after its establishment from Mabuchi's keen perspective . Please take a look !

YouTube URL : <https://www.youtube.com/watch?v=ZdTecZUo0uU>



YouTube



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

In order to inform all stakeholders about what INFRONEER HD. is thinking and what kind of society it aims to achieve, President Kibe will communicate what he is thinking.



Kibe-log

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

~Back number~

- Vol.5 : Non-recourse loans that are not true non-recourse loans hinder infrastructure investment
- Vol.6 : The challenge of a Ghana toll road concession
- Vol.7 : INFRONEER'S VIEW OF "DX"
- Vol.8 : The "Availability Payment Method" is needed for infrastructure in Japan
- Vol.9 : The Digital World INFRONEER aims to create
- Vol.10 : Challenging corporate culture

【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 Nov 10, 2023, 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 Nov 10, 2023, 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.**