



日本コンクリート工業株式会社
NIPPON CONCRETE INDUSTRIES CO., LTD.

Fiscal Year 2025

Semi-annual Financial Results Briefing Materials

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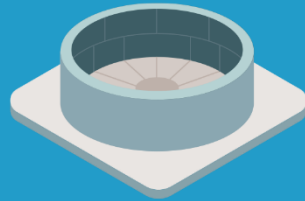
Reference Material



CHAPTER

1

About NIPPON CONCRETE INDUSTRIES



An aerial photograph of a dense urban landscape, likely Tokyo, showing a vast expanse of skyscrapers and buildings stretching towards the horizon. The sky is a clear, bright blue with a few wispy white clouds. The overall tone is professional and aspirational.

Corporate Philosophy

NIPPON CONCRETE INDUSTRIES Group exists to
Contribute to a safe, secure, and affluent society through
concrete

Our concrete products are all around us and are deeply connected to our lives.

We are building the foundation to support people's lives, based on our Group corporate philosophy.

Business Overview

- We operate four businesses centered on concrete products, including our foundation business, which accounts for about half of our sales.
- We contribute to a safe, secure, and affluent society as a concrete specialist.

Sales composition: Approx. 41%

■ Foundation business

Manufacturing, sales, and construction of foundation piles for buildings

Sales composition: Approx. 33%

■ Pole-related business

Manufacturing, sales, and construction of concrete poles

Sales composition: Approx. 26%

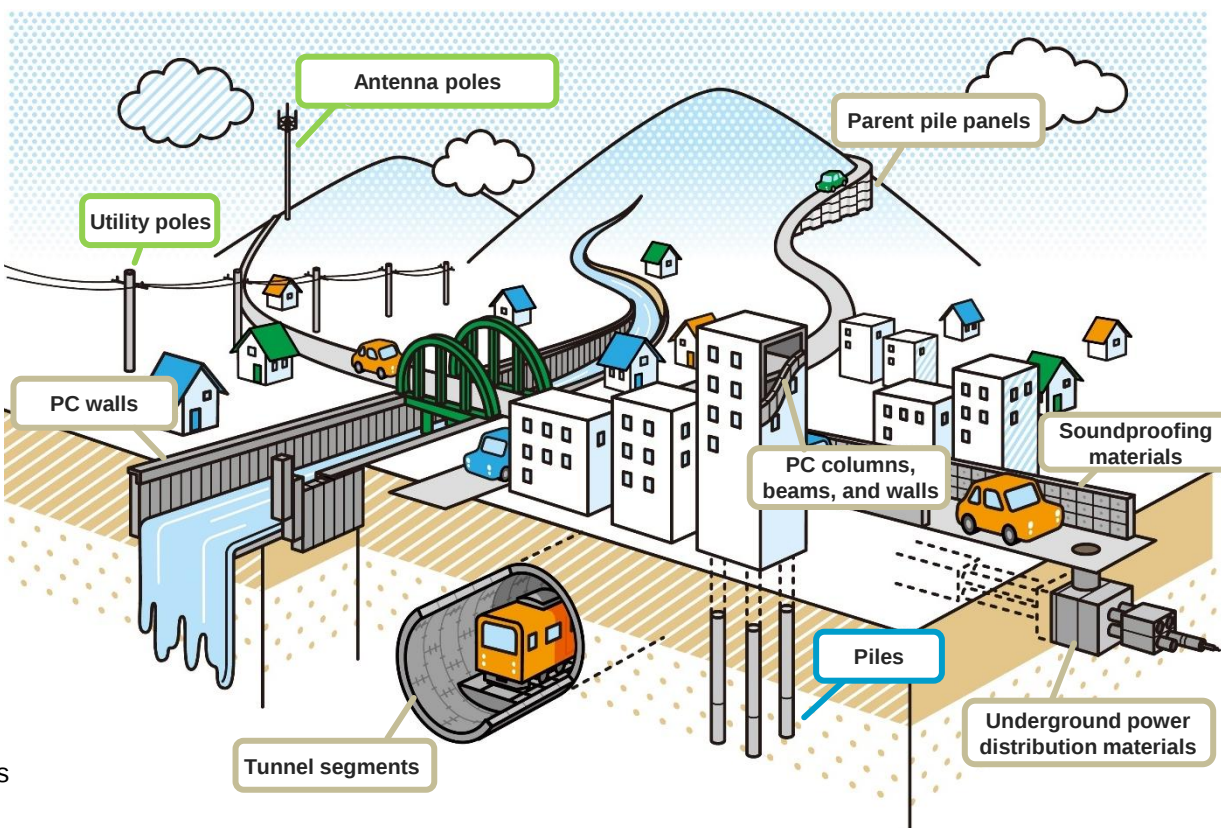
■ Civil engineering products business

Manufacturing, sales and construction of various pre-cast products

Sales composition: Approx. 1.0%

■ Other business

Real estate, solar power, and environmental businesses



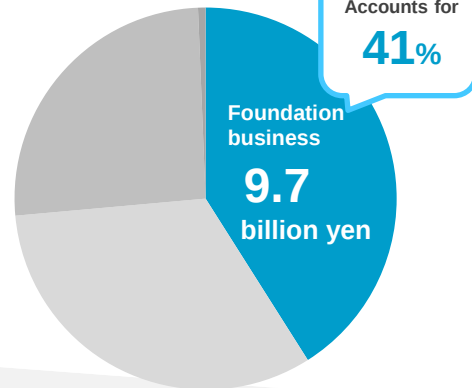
Foundation Business

Business overview

- We **manufacture, sell, and construct foundation piles** for buildings and structures.
- The foundation piles are utilized for **middle and low-rise buildings mainly** and can **meet a wide range of ground conditions** using our extensive product lineup and construction methods.

Sales composition

* 1H FY2025



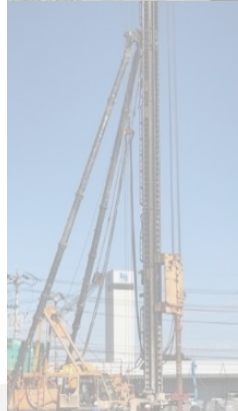
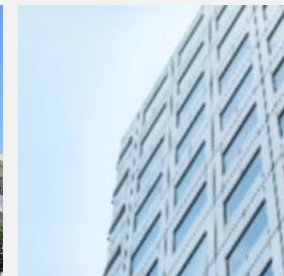
Business strengths

- Comprehensive group strength, from manufacturing to sales and construction
- Nationwide network including the NC Group made up of technology licensees (strong cooperative system for manufacturing and sales)
- Technology development and design proposal to meet customer needs
- Expansion of environmentally friendly products

Main applications

- Foundations for middle and low-rise office buildings, commercial facilities, and residential complexes
- Foundations for factories, warehouses, schools, etc.
- Foundations for roads, bridges, and port facilities etc.

We build **foundations** for local **roads and facilities**



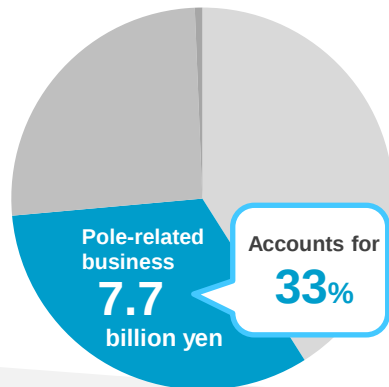
Pole-related Business

Business overview

- We **manufacture, sell, and construct concrete poles** used for power lines, telecommunications, and road lighting.
- We supply high-strength and quality products and have the **top domestic market share at approximately 38%**.

Sales composition

* 1H FY2025



Business strengths

- Manufacturing and construction technology and know-how accumulated over many years (Japan's leading company of concrete poles)
- Able to handle everything from design to manufacturing, sales, construction, and maintenance
- Product lineup and development capabilities to meet a wide range of applications
- Development of engineering business

Main applications

- Power transmission and distribution equipment for electric companies
- Telecommunication carrier base stations
- Lighting equipment for roads, parks, and commercial facilities
- Support poles for protective netting at sports facilities

We also build local **utility poles** and **protective netting** (such as at driving ranges)



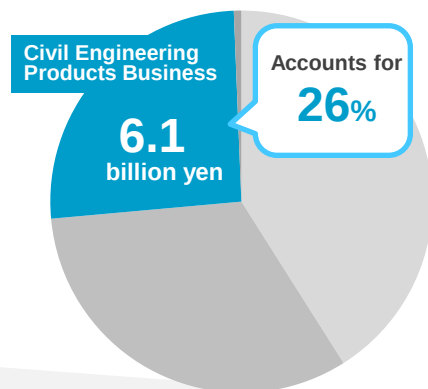
Civil Engineering Products Business

Business overview

- We **manufacture and sell a wide range of precast products for various applications**, such as retaining walls, tunnel lining materials, building materials (pillar, beam) and soundproof walls.
- We **supply high-precision products** to ensure shortened construction times and improved quality.

* 1H FY2025

Sales composition



Business strengths

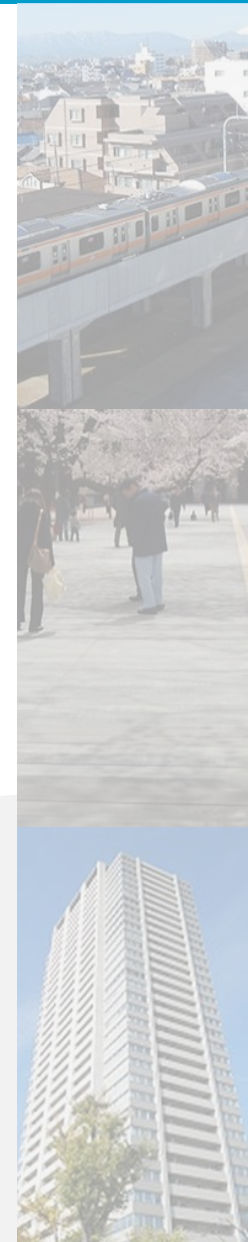
- Comprehensive group strength with a wide variety of unique products and construction methods
- A nationwide network encompassing the entire group
- A product lineup to meet a wide range of applications, including roads, rivers, and railways
- Technology development to meet customer needs

Main applications

- Infrastructure development for roads, railways, and rivers
- Sewage and rainwater drainage facilities
- Disaster-prevention measures (retaining walls and tsunami-prevention structures)
- Main materials (pillar, beam) for high-rise and large buildings

We contribute to building safer cities by **helping minimize disaster-related damage**

Our products help prevent landslides due to heavy rains and earthquakes

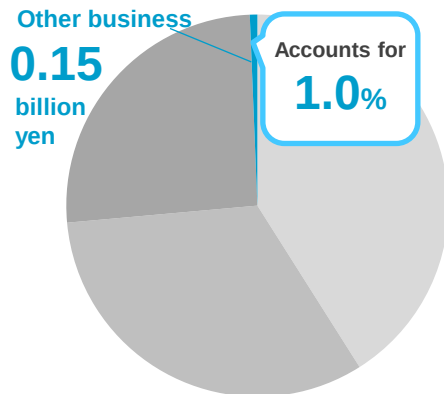


Other Business

Business overview

- We are **developing our real estate and solar power generation businesses**, and we are leading the industry in **environmental business**.
- We are leveraging synergies with our core businesses while actively developing new initiatives to **create business opportunities and realize a sustainable society**.

Sales composition * 1H FY2025



Other business (1)

Real estate and solar power generation businesses

- We invest in stable rental properties, such as nursing care facilities, and record stable rental income.
- We are developing our solar power generation business, utilizing the rooftops and storage areas of group factories.
- We stably generate and sell electricity at two power plants.

Other business (2)

Environmental business

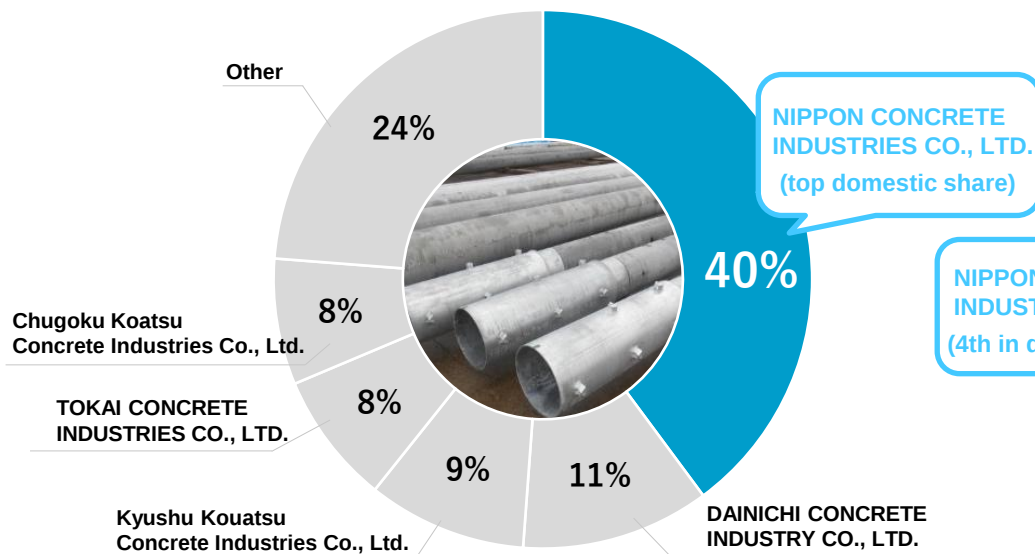
- We are using our concrete sludge recycling technology to realize carbon fixation and a more efficient utilization of resources.
- We are expanding our environmentally friendly products and contributing to a better global environment through our business activities, such as by promoting joint research, including industry-academia collaboration, to reduce our environmental impact.



Market Share of Main Products * 1H FY2025

Concrete poles

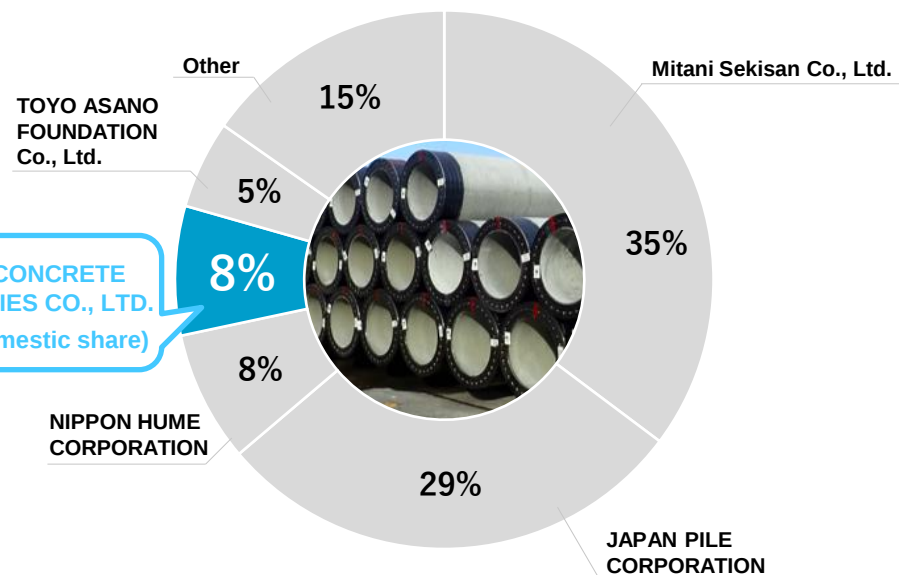
We have the top share in domestic shipments at **approx. 40%**



The Company has held the top share in concrete utility poles since they were first developed in the 1950s to replace conventional wooden utility poles. With a top domestic share of approximately 40%, the NC Group of technology licensees holds an approximately 77% share of the market.

Piles

We have the 4th highest share in domestic shipments at **approx. 8%**



Although the Company was a latecomer to the market, we succeeded in developing a higher strength product than the conventional one, expanding our market share. We are aiming to expand market share from current 8%.

Source: Figures provided by Concrete Pile and Pole Industrial Technology Association.



Our Competitive Advantage

- Our strengths are our unique industry-leading technology, results and trust built over 70 years, and comprehensive group strength.

Unique products, construction methods, and technology

Concrete pole sales share:

No. 1

(NC non-consolidated)

We develop industry-leading products and construction methods backed by our unique technological capabilities. Our pole business, which utilizes centrifugal molding technology,¹ holds the industry's top share in sales and, together with our precast construction,² it has earned high acclaim.

Results and trust

Built over

70 years

(Established on August 5, 1948)

With over 70 years of experience, we have been involved in numerous infrastructure development projects. We deliver high-quality products and services based on this experience and trust.

Comprehensive group strength

Number of companies in the
NIPPON CONCRETE INDUSTRIES Group:

28

(The Company and consolidated subsidiaries)

By leveraging our group strength of 28 total companies, **we offer everything from manufacturing to construction and after-sales support.** In this way, we support the development of safe, high-quality infrastructure.

¹ Centrifugal molding technology is a method of forming concrete by applying centrifugal force through high-speed rotation. It enables the production of concrete products with excellent durability and seismic resistance, contributing to the development of social infrastructure.

² precast construction is a construction method in which concrete components prefabricated in a factory are assembled on site. It enables uniform quality, shorter construction times, and greater efficiency, offering excellent value in both safety and cost-effectiveness. By using these cutting-edge technologies, we are supporting the creation of a more sustainable social infrastructure.

CHAPTER

2

Overview of Financial Results for the Six Months Ended September 30, 2025



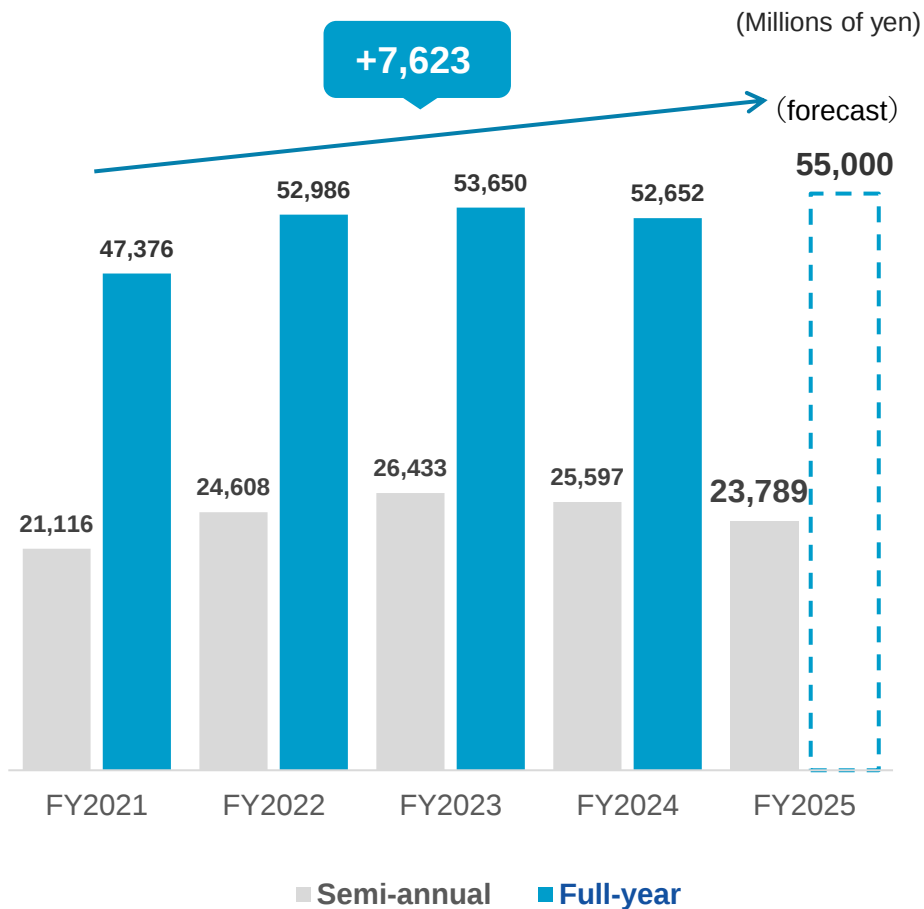
Consolidated Statement of Income

- Although Concrete Secondary Product Business was favorable, sales decreased due to difficulties in receiving orders for large-scale projects in Foundation Business and timing differences.
- Profit fell due to a decrease in net sales in Foundation Business, the deterioration of profits of manufacturing subsidiaries, etc.
- We did not achieve the forecast due mainly to the impact of lower sales and profits in Foundation Business
- On the other hand, profit exceeded the forecast due to factors such as extraordinary income being recorded as sales of cross-shareholdings progressed

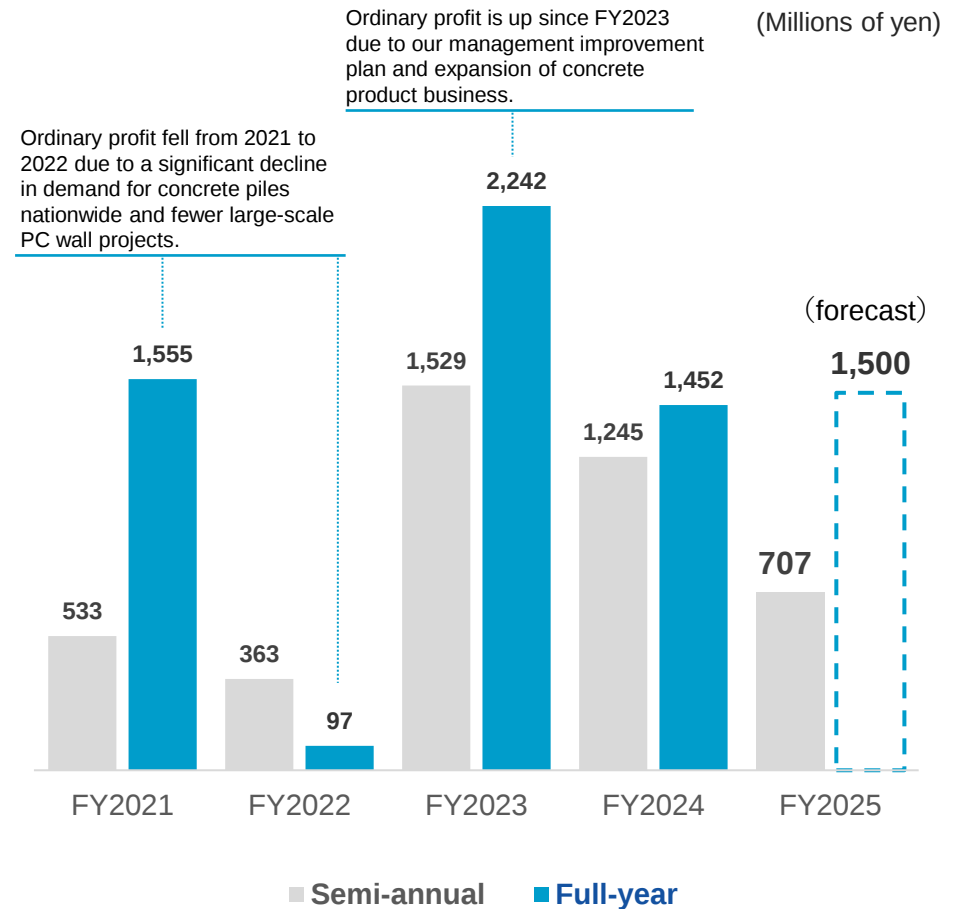
	Previous semi-annual result (A)	Current semi-annual result (B)	Change		Published value Semi-annual earnings forecast
			Amount of change (B)-(A)=(C)	Rate of change (C)/(A)	
(Unit: Millions of yen)					
Net sales	25,597	23,789	(1,808)	(7.1%)	26,500
Operating profit	892	129	(762)	(85.5%)	400
Ordinary profit	1,245	707	(537)	(43.2%)	750
Profit attributable to owners of parent	481	567	85	17.8%	500

Five-Year Performance Trend (Semi-annual and Full-Year)

Net sales



Ordinary profit

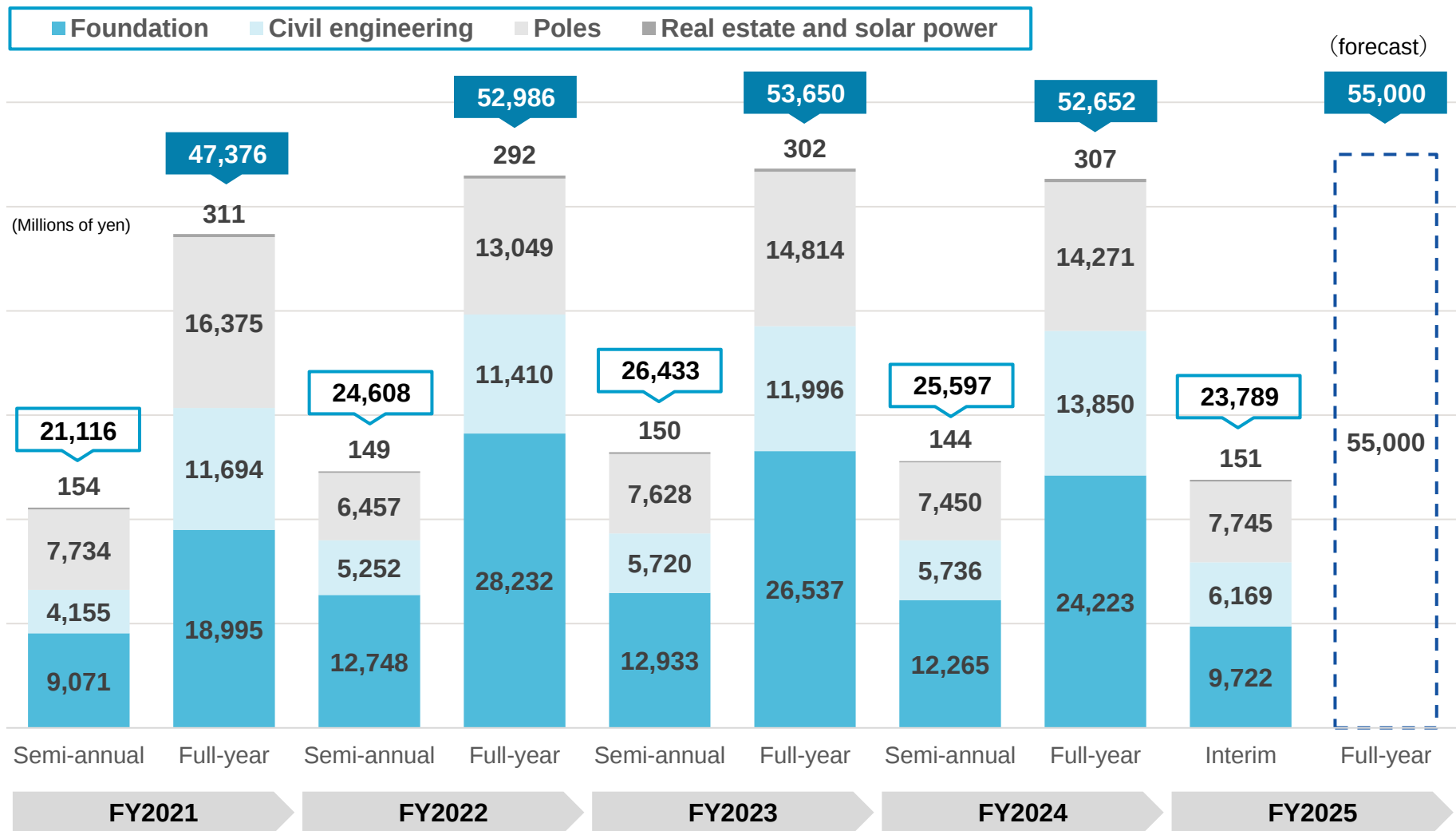


Net Sales and Profit (Loss) by Consolidated Segment

- In Foundation Business, sales and profit decreased due to the impact of difficulties in receiving orders for large-scale projects, the occurrence of differences in timing, the deterioration of income and expenditure at manufacturing subsidiaries, etc.
- In the Concrete Secondary Product Business, sales and profit increased as pole shipments for mobile phone base stations gradually resumed while the penetration of appropriate prices progressed. In addition, the results of Group companies that produce and sell construction materials were also favorable, and sales of precast concrete walls and other civil engineering products as well as construction trended steadily.

Net sales	(Millions of yen)	Previous semi-annual result (A)	Current semi-annual result (B)	Amount of change (B)-(A)=(C)	Rate of change (C)/(A)
	Foundation business	12,265	9,722	(2,543)	(20.7%)
	Secondary concrete product business	13,186	13,915	728	5.5%
	Real estate and solar power businesses	144	151	6	4.6%
	Total	25,597	23,789	(1,808)	(7.1%)
Operating profit (loss)	(Millions of yen)	Previous semi-annual result (A)	Current semi-annual result (B)	Amount of change (B)-(A)=(C)	Rate of change (C)/(A)
	Foundation business	503	(392)	(896)	-
	Secondary concrete product business	1,140	1,378	238	20.9%
	Real estate and solar power businesses	89	79	(9)	(10.9%)
	Adjustment amount	(840)	(935)	(94)	-
	Total	892	129	(762)	(85.5%)

Trends in Net Sales by Consolidated Segment



Consolidated Balance Sheets

- While sales of cross-shareholdings progressed, non-current assets and net assets increased due to the rise in valuation of investment securities

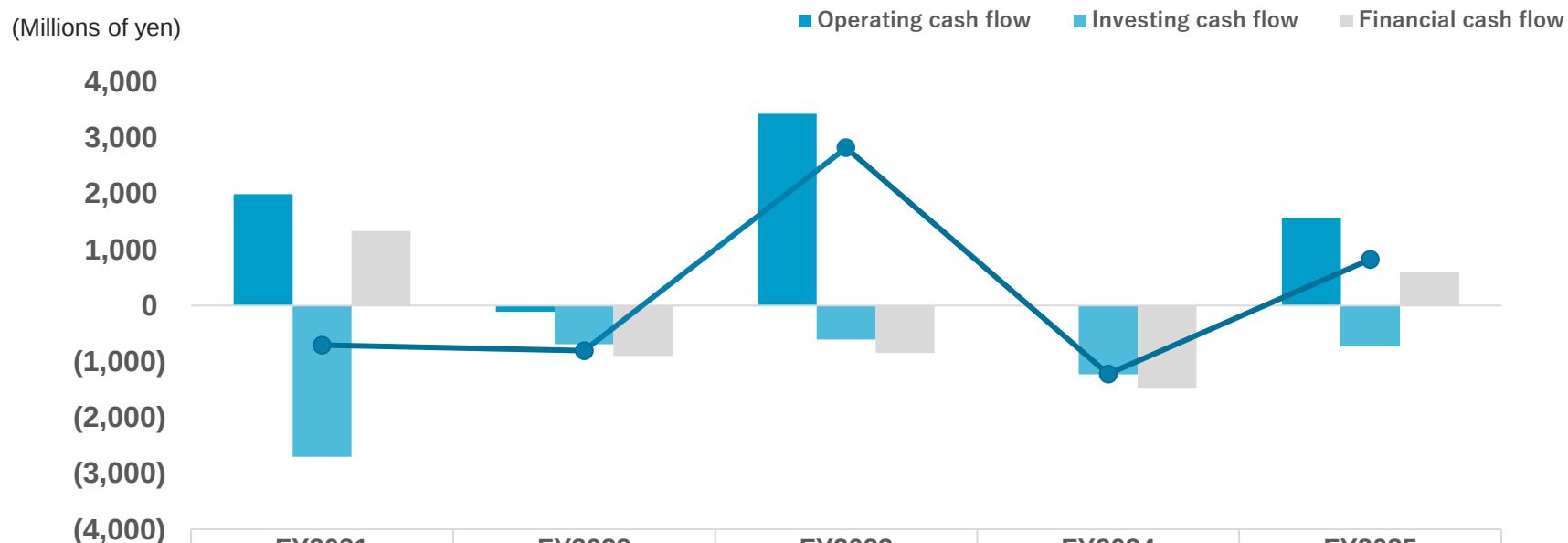
(Millions of yen)	End of previous fiscal year	End of current semi-annual period	Change
Current assets	30,471	30,347	(124)
Cash and deposits	7,149	8,669	1,520
Non-current assets	46,811	49,859	3,047
Property, plant and equipment	26,384	26,828	443
Intangible assets	886	835	(50)
Investments and other assets	19,540	22,195	2,654
Total assets	77,282	80,206	2,923

(Millions of yen)	End of previous fiscal year	End of current semi-annual period	Change
Total liabilities	37,297	38,134	836
Interest-bearing debt	13,857	14,834	977
Total net assets	39,985	42,072	2,086
Shareholders' equity	25,879	26,481	602
Total accumulated other comprehensive income	11,103	12,910	1,806
Non-controlling interests	3,002	2,680	(322)
Total liabilities and net assets	77,282	80,206	2,923

(Millions of yen)	End of previous fiscal year	End of current semi-annual period	Change
Equity (millions of yen)	36,983	39,391	2,408
Capital adequacy ratio (%)	47.9	49.1	1.2
D/E ratio	0.37	0.38	0.01

Consolidated Statements of Cash Flows

- Capital investment increased y-o-y due to investment for greater efficiency, the review of the production system, etc., but cash flows from investing activities were controlled due to sales of cross-shareholdings and free cash flow was in the black.



	FY2021 (semi-annual)	FY2022 (semi-annual)	FY2023 (semi-annual)	FY2024 (semi-annual)	FY2025 (semi-annual)
Operating cash flow	1,994	(110)	3,429	7	1,561
Investing cash flow	(2,702)	(693)	(609)	(1,230)	(733)
Financial cash flow	1,334	(901)	(849)	(1,470)	596
Free cash flow	(708)	(804)	2,820	(1,223)	828

Progress of Business Strategy

- We are promoting various business strategies aimed at the achievement of the medium-term management plan and medium- to long-term vision
- Although there were differences in progress in each business in FY2024, we are working towards the targets for the final year of the plan by conducting reviews and correcting course

Business strategy	Evaluation	Evaluation to date	Future initiatives
Foundation Business	×	● We struggled in both sales and order receipt as price competition intensified under the impact of sluggish demand in the industry overall, etc. ● We introduced new management equipment and accelerated the improvement of construction efficiency	● Activities prioritizing the expansion of net sales and order receipts through the enhancement of project management and strategic orders, etc. ● Promoting securing of on-site managers and qualified personnel and thorough cost control
Pole-related Business	○	● Shipment volumes have tended to decline, but we secured profits by advancing the penetration of appropriate prices ● We promoted pole development in accordance with customer needs ● We moved for the acquisition of integrated construction projects, not just product sales	● Continuing promotion of pole development in accordance with customer needs ● Focusing on survey and repair work in addition to receiving orders for and handling large-scale projects through engineering business integrating material supply and construction.
Civil Engineering Products Business	△	● Recovery of the slide provision for the increase in raw materials prices is advancing, but on the other hand, we recorded an impairment loss on production facilities in FY2024 due to profitability in segment business tending to decline ● We updated factory facilities for construction material products in strong demand ● We strengthened external cooperation and developed a system to advance into new fields	● Accumulation of orders for segments such as medium- and small-diameter sewage pipes projects (see page 21) ● Improvement of profitability through the expansion of sales of precast walls and precast products ● Expansion of the construction material, infrastructure maintenance, and national land conservation fields
Production system	○	● We promoted the redevelopment of the production system through the expansion of compatible varieties and standardization of production ● We worked on the introduction of DX at factories, the handling of logistics issues, the education of foreign workers, and the reduction of costs by reviewing product designs, etc.	● Promoting construction of the optimal production system to meet demand (see page 20) ● Continuation of securing and development of human resources tailored to each region and personnel exchanges between factories

Redevelopment of the Production System for the Strengthening of Competitiveness

- We are promoting the redevelopment of our production system (optimization of the supply system based on demand trends, etc.) for the strengthening of competitiveness as raised in the 2024 Medium-Term Management Plan
- We decided to suspend operations, pivot business and consolidate lines at some factories based on product demand trends
- With regard to investment related to the redevelopment, in addition to operating revenue, we will use funds obtained from the sale of cross-shareholdings

Kasaoka Factory

NC Kaihara Pile
Manufacturing Co., Ltd.



Takasago Factory

NC West Japan Pile
Manufacturing Co., Ltd.



Kawashima Factory

NC East Japan Concrete
Industries Co., Ltd.



Suspension of production

Based on the sluggishness of concrete pile demand and the trend toward larger diameter concrete piles, etc., we transferred and consolidated the production of pile types produced at the factory to other factories to optimize the production system of the Group overall. We will use the factory as a logistics-related facility from now on.

Business pivot

In light of the fact that demand for precast concrete products for building materials is tending to increase, we pivoted business to the manufacture of precast concrete products (we are planning to start production in 1H FY2026)

Consolidation of lines

In circumstances where customer needs are changing greatly from long poles to spliced poles, we consolidated multiple concrete pole production lines at Kawashima Factory to optimize production

Segments Supporting Water Supply, Sewerage and Underground Infrastructure

- The aging of sewerage infrastructure has attracted attention in recent years as a national issue
- RC segments manufactured and sold by NIPPON CONCRETE INDUSTRIES Group are used by local governments and on infrastructure development projects nationwide as essential materials for the renewal of water supply and sewerage lines, with budget expansion expected for the promotion of national resilience policies and the renewal of aging infrastructure

The NIPPON CONCRETE INDUSTRIES Group will advance various initiatives positively as a company that produces underground infrastructure safely and securely.

The following are examples

1 Handling of nationwide production with a three-factory system

2 Quality assurance using testing facilities where we can test segment performance indoors

3 Mass storage system using our vast stockyard

Based on the advanced technological capabilities we have cultivated over many years, we contribute to the creation of an affluent society through the integrated production of various segments.

We will continue to support Japan's lifeline network from the inside.

etc.

See here for details



CHAPTER

3

Earnings Forecast for the Fiscal Year Ending March 31, 2026



Full-Year Earnings Forecast

- Progress in 1H (semi-annual period) was significantly short of expectations due to difficulties in receiving orders and the stagnation of Foundation Business due to differences in timing
- Net income exceeded expectations slightly due to sales of cross-shareholdings progressing more than expected
- In 2H, we expect to respond to large-scale projects, etc., and think that we can make up for 1H. We will work on the achievement of our full-year earnings forecast.
- We anticipate the implementation of an interim dividend of 4 yen and a full-year dividend of 8 yen in line with the full-year forecast (dividend payout ratio of around 40%).

	FY2024		FY2025		Full-year comparison				
(Millions of yen)	Full-year results (A)		Semi-annual results		Full-year forecast (B)		Change (B)-(A)=(C)	Rate of change (%) (C)/(A)	Progress rate
Net sales	52,652	100%	23,789	100%	55,000	100%	2,347	4.5%	43.3%
Operating profit (loss)	990	1.9%	129	0.5%	1,100	2.0%	109	11.1%	11.8%
Ordinary profit	1,452	2.8%	707	3.0%	1,500	2.7%	47	3.2%	47.2%
Profit attributable to owners of parent	(209)	-	567	2.4%	1,000	1.8%	1,209	-	56.7%
Dividend (yen)	13.0	-	4.0	-	8.0	-	(5.0)	-	-

Net Sales and Profit (Loss) Forecast by Consolidated Segment

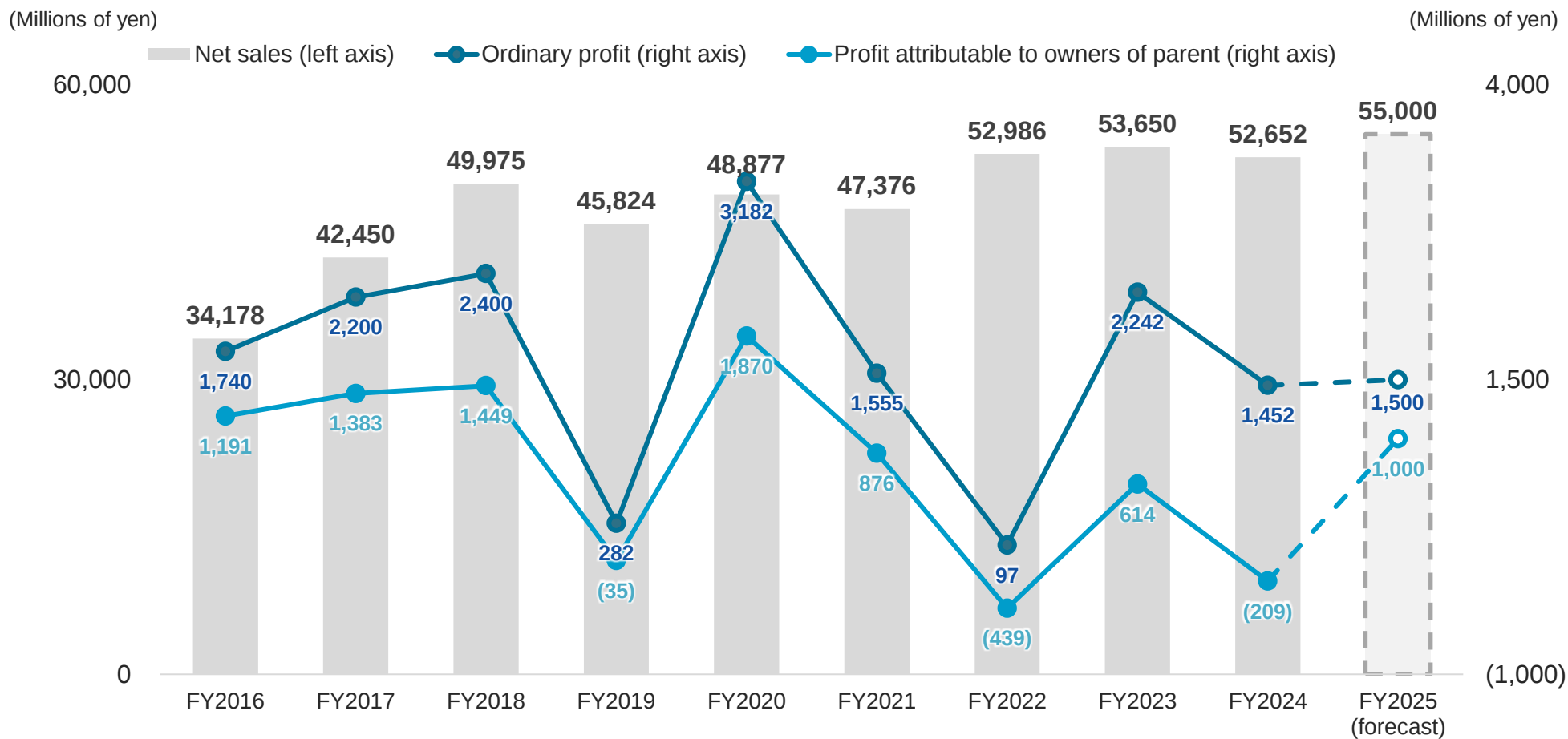
- In Foundation Business, we will work towards achievement of the forecast with the delayed amount from the first half and the handling of large projects.
- The sales of Civil Engineering Products Business did not achieve the forecast due to the delay in acceptance inspections on the Chuo Linear Shinkansen project, which will slide into the second half.

(This information is being provided from this semi-annual report on following dialogue with shareholders and investors.)

Net sales	(Unit: Millions of yen)	Current semi-annual result (A)	Full-year earnings forecast (B)	Progress (A)/(B)
	Foundation Business	9,722	24,500	39.7%
	[1] Pole-related Business	7,745	15,500	50.0%
	[2] Civil Engineering Products Business	6,169	14,700	42.0%
	Concrete Secondary Product Business ([1] + [2])	13,915	30,200	46.1%
	Real Estate and Solar Power Generation Business	151	300	50.5%
	Total	23,789	55,000	43.3%
Segment profit (loss)	(Unit: Millions of yen)	Current semi-annual result (A)	Full-year earnings forecast (B)	Progress (A)/(B)
	Foundation Business	(392)	450	-
	Concrete Secondary Product Business	1,378	2,550	54.1%
	Real Estate and Solar Power Generation Business	79	100	79.3%
	Head office expenses	(935)	(2,000)	-
	Total	129	1,200	11.8%

Trends in Full-Year Earnings

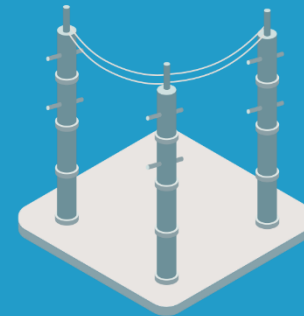
- We will continue to work on the stability of business results, which have been unstable since FY2019 while looking ahead to the targets of the final year of the medium-term management plan.

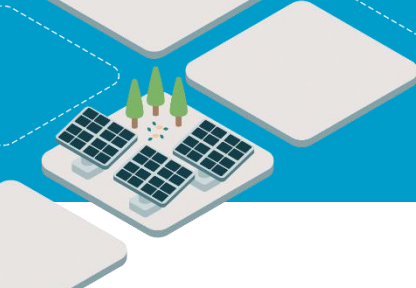


CHAPTER

4

Medium- to Long-Term Vision and Medium-Term Management Plan





Future Business Environment and Market Trends

Economic and social trends

- Strong construction demand
- Declining population, aging population, accelerating labor shortage
- Rising risk of natural disasters
- Climate change response



Market trends

Piles

- Rising private sector demand ratio (driven by logistics warehouses and factories)
- Sluggish demand in FY2024, slight increase expected in FY2025

Poles

- Development of split columns
- Demand for replacement of existing utility poles
- Concrete pole inspection demand expected

Civil engineering

- Trend in 5-year accelerated measures to strengthen national resilience (measures to prevent damage from wind, floods, and large-scale earthquakes)
- Demand for precast products for railways and roads (tunnel segments, decks, repair needs, etc.)



○ Strengthen market competitiveness of core businesses

Respond accurately to the needs of existing markets and customers and **focus allocation of management resources to new initiatives.**

○ Declining population and labor shortage (aging and decline in number of construction workers)

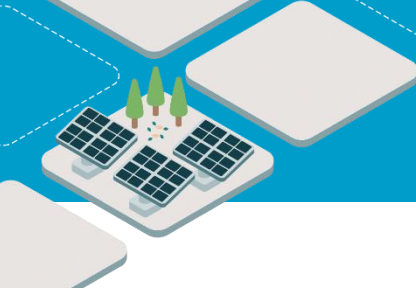
Expectations for high-quality precast concrete products that contribute to improved productivity and labor savings at construction sites

○ Preparations for increasingly severe and frequent natural disasters (disaster prevention/mitigation and disaster recovery)

Leverage the Group's unique products and construction methods to contribute to the development of social infrastructure.

○ Climate change response and carbon neutrality initiatives

Take the lead in **expanding and developing environmental technologies** to contribute to protecting the global environment.



Medium- to Long-Term Vision and Direction

Group's Medium- to Long-Term Vision

Corporate Philosophy

**NIPPON CONCRETE INDUSTRIES Group exists to
Contribute to a safe, secure, and affluent society through concrete**

We continue to pursue our medium- to long-term direction established in the 2021 Medium-Term Management Plan

Group's Medium- to Long-Term Vision

Protect future social infrastructure and the global environment

**Strengthen our core businesses and expand our
civil engineering and environmental fields**

**We will maintain our target of 100 billion yen in net sales
and 10 billion yen in ordinary profit in 10 years (by 2033)**

We aim to achieve this target by actively expanding into growth areas

Medium- to Long-Term Vision and Direction

Direction of the Group's business in 10 years

Medium- to long-term vision

Protect future social infrastructure and the global environment

2033 target:

100 billion yen in net sales and

10 billion yen in ordinary profit

Strengthen core businesses:

Strengthen competitiveness and expand business

Expand civil engineering and environmental fields:

Actively invest in growth areas

Foundation business

Transform our business with a market- and customer-oriented approach

- **Expand into prefabricated pile related business**
(Deepen construction capabilities and expand areas)
- **Expand sales of differentiated products and construction methods**
(Eco-friendly products, NT construction method, etc.)

Pole business

Further grow as an industry leader

- **Expand engineering business**
(Strengthen construction framework and expand product lineup)
- **Deepen customer relations**
(Early COP development of cost reduction)

Civil engineering business

Deliver new value to help build a safe and secure future society

- **Enter infrastructure maintenance market**
(Disaster prevention and mitigation, disaster recovery, and repair fields)
- **Develop applications for and expand sales of unique products**
(PC walls, etc.)

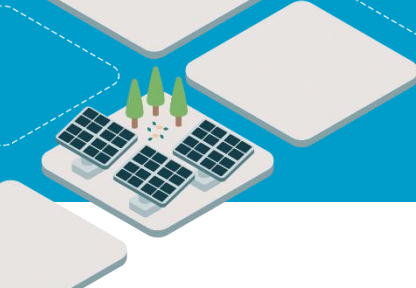
Environmental business

Achieve net-zero carbon emissions by 2048 to contribute to the realization of a decarbonized society

- **Accelerate initiatives toward carbon neutrality**
(Establish supply system and expand market for environmentally friendly products, and promote R&D)

Strengthen management base

- **Promote human capital management** (Strengthen human capital investment)
- **Establish a production system** (Optimize a supply system based on demand trends, etc.)
- **Strengthen group management** (Strengthen cooperation in development, manufacturing, sales, human resources, business management, etc.)
- **Promote digital transformation (DX)** (Enhance productivity through digital transformation in manufacturing and construction and advancement of business management)
- **Invest in R&D** (Strengthen competitiveness and create new value)
- **Develop overseas business** (Build a business promotion system and conduct market research and development)



2024 Group Medium-Term Management Policy

Corporate Philosophy

NIPPON CONCRETE INDUSTRIES Group exists to contribute to a safe, secure, and affluent society through concrete

Medium- to long-term vision

Protect future social infrastructure and the global environment

Strengthen core businesses

- Foundation business: Transform our business with a market- and customer-oriented approach
- Pole business: Further grow as an industry leader

Expand civil engineering and environmental fields

- Civil engineering business: Deliver new value to help build a safe and secure future society
- Environmental business: Achieve net-zero carbon emissions by 2048 to contribute to the realization of a decarbonized society



2024 Group Medium-Term Management Policy

Create new value through a Group transformation and sustainable growth while contributing to a sustainable society

Improve the profitability of core businesses

- Strengthen the competitiveness of core businesses
- Expand business in emerging and growth areas

▶ **Business strategy**

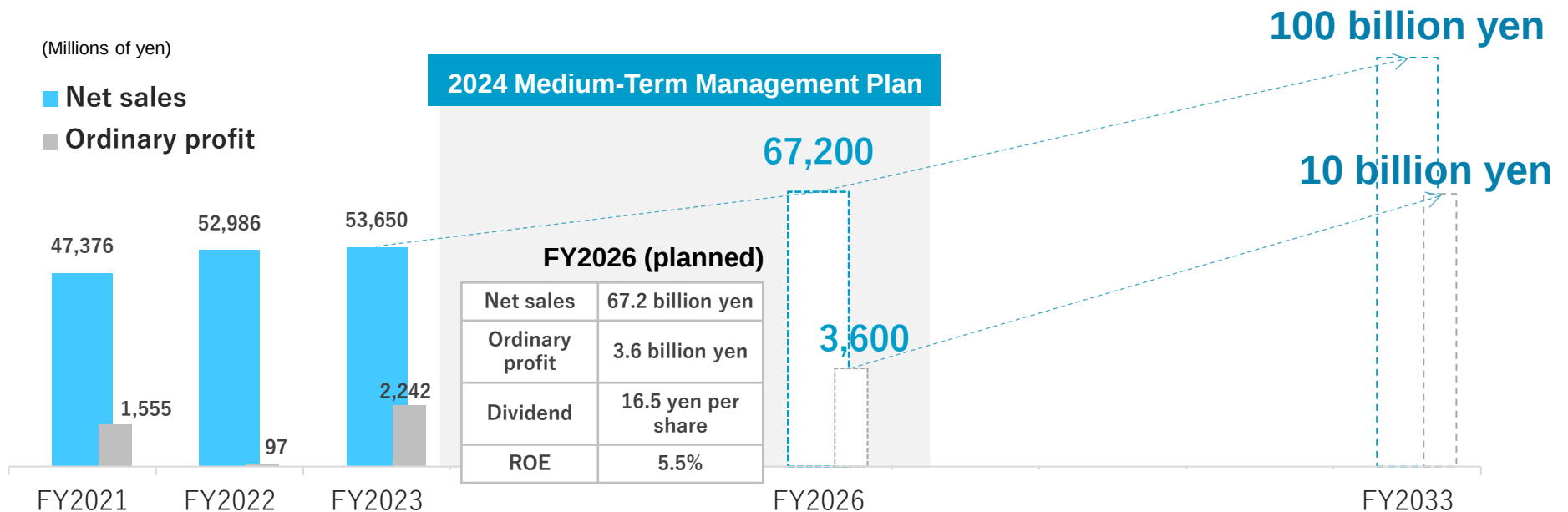
Strengthen the management base to create added value

- Promote environmental management
- Create innovation
- Invest in human capital
- Strengthen Group governance

▶ **Corporate strategy**

Income and Expenditure Plan

- We recognize that the 2024 Medium-Term Management Plan is at a critical phase as we look forward to FY2033.
- For FY2026, the final year of the Medium-Term Management Plan, we are aiming for 67.2 billion yen in net sales and 3.6 billion yen in ordinary profit.



2021 Medium-Term Management Plan

2024 Group Medium-Term Management Policy

Medium- to long-term vision

Create new value through a Group transformation and sustainable growth, and contribute to a sustainable society

Protect future social infrastructure and the global environment
Strengthen our core businesses and grow into the civil engineering and environmental fields

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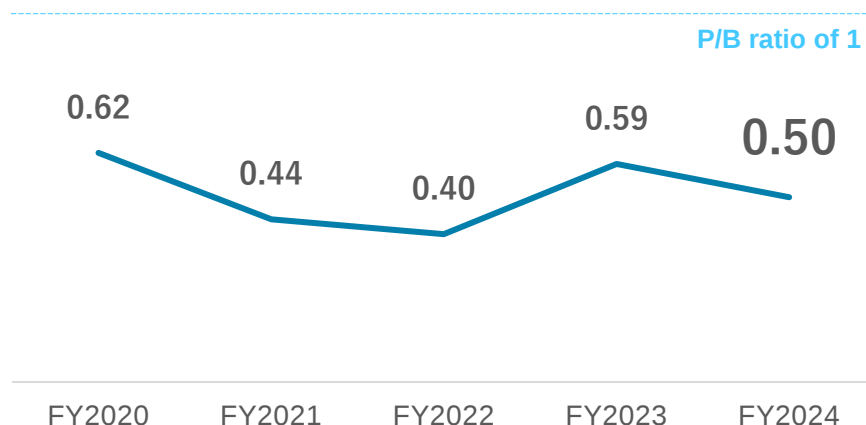
Initiatives to Enhance Corporate Value



Analysis of Current Situation

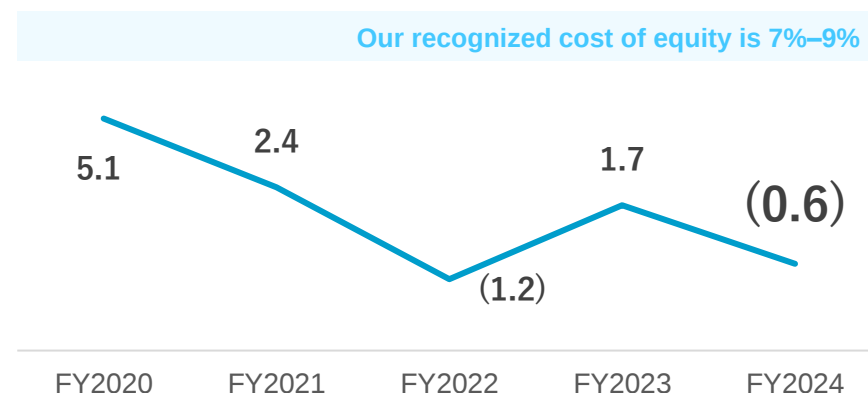
- The P/B ratio remains well below 1.
- ROE also continues to fall short of the cost of equity, reflecting unmet market expectations.

Trends in P/B ratio



The P/B ratio remains under 1 and has been trending between 0.4 and 0.6 for the past 5 years. We recognize that this reflects modest market expectations, and we must drive various initiatives to achieve our goal of 0.8 during the 2024 Medium-Term Management Plan and 1.0 during the next medium-term management plan.

Trends in ROE (%)



We use the CAPM to calculate our cost of equity, which we estimate to be approximately 7%–9%. ROE was negative in FY2024 and has continued to remain below the cost of equity in recent years. We recognize restoring and improving profitability as our most important issue.



Policy for Enhancing Corporate Value

- By breaking down the P/B ratio into ROE and the P/E ratio, and improving both, we aim to achieve a P/B of 0.8 by FY2026.
- Our particular focus is on increasing ROE by improving profitability.

$$\text{PBR}\uparrow = \text{ROE}\uparrow \times \text{PER}\uparrow$$

P/B ratio
0.8 or higher by FY2026

Improve ROE
5.5% or higher
by FY2026

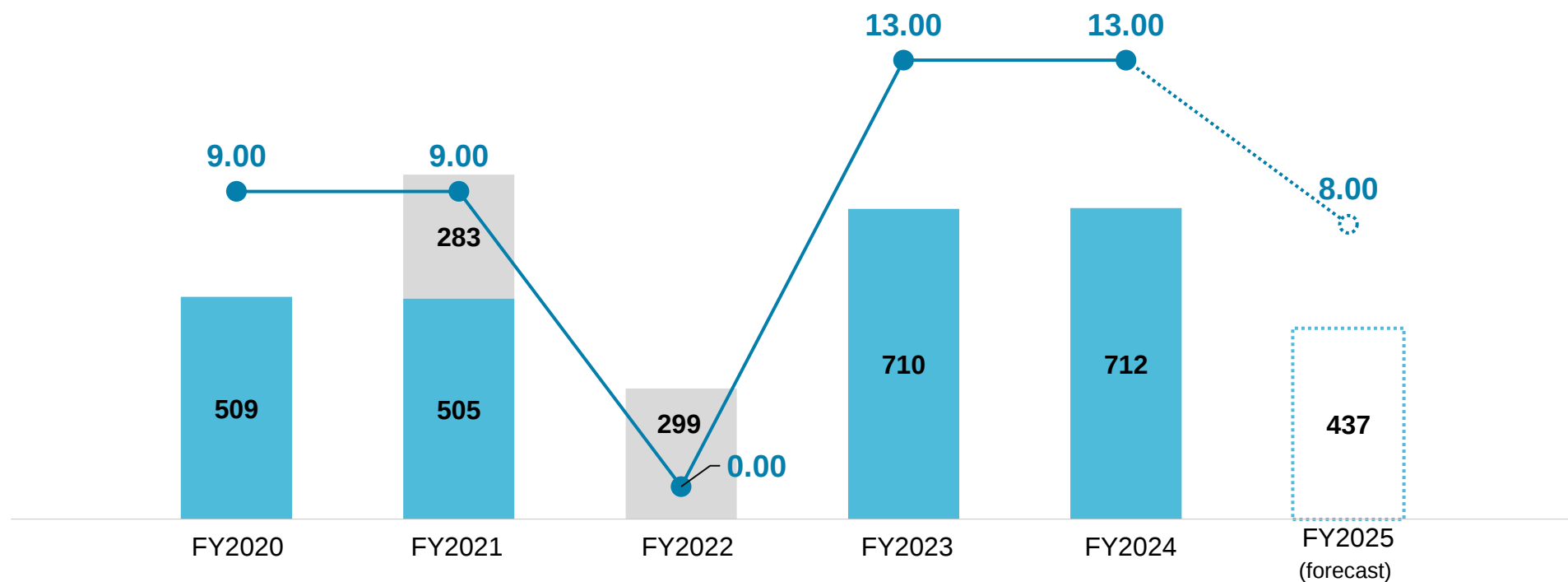
Improve P/E ratio
15 or higher by FY2026
(Reduce capital costs)

- We aim to strengthen core business competitiveness, expand into adjacent fields, and grow in areas such as infrastructure maintenance and carbon neutrality, with the goal of **steadily enhancing profitability**.
- Improve capital efficiency by **reducing cross-shareholdings (to approx. 2 billion yen during the 2024 Medium-Term Management Plan)**, reducing assets held, and others.
- Ensure **stable shareholder returns (dividend payout ratio of 40% or more)** and enhance engagement with individual shareholders (shareholder benefit program launched on March 31, 2025).
- **Strengthen sustainability management** through environmental initiatives and promotion of human capital management, while enhancing non-financial disclosure to improve understanding among stakeholders and the market.
- Strive to **enhance quantitative and qualitative information disclosure** to improve understanding our business activities **while strengthening our IR efforts**.

Shareholder Returns

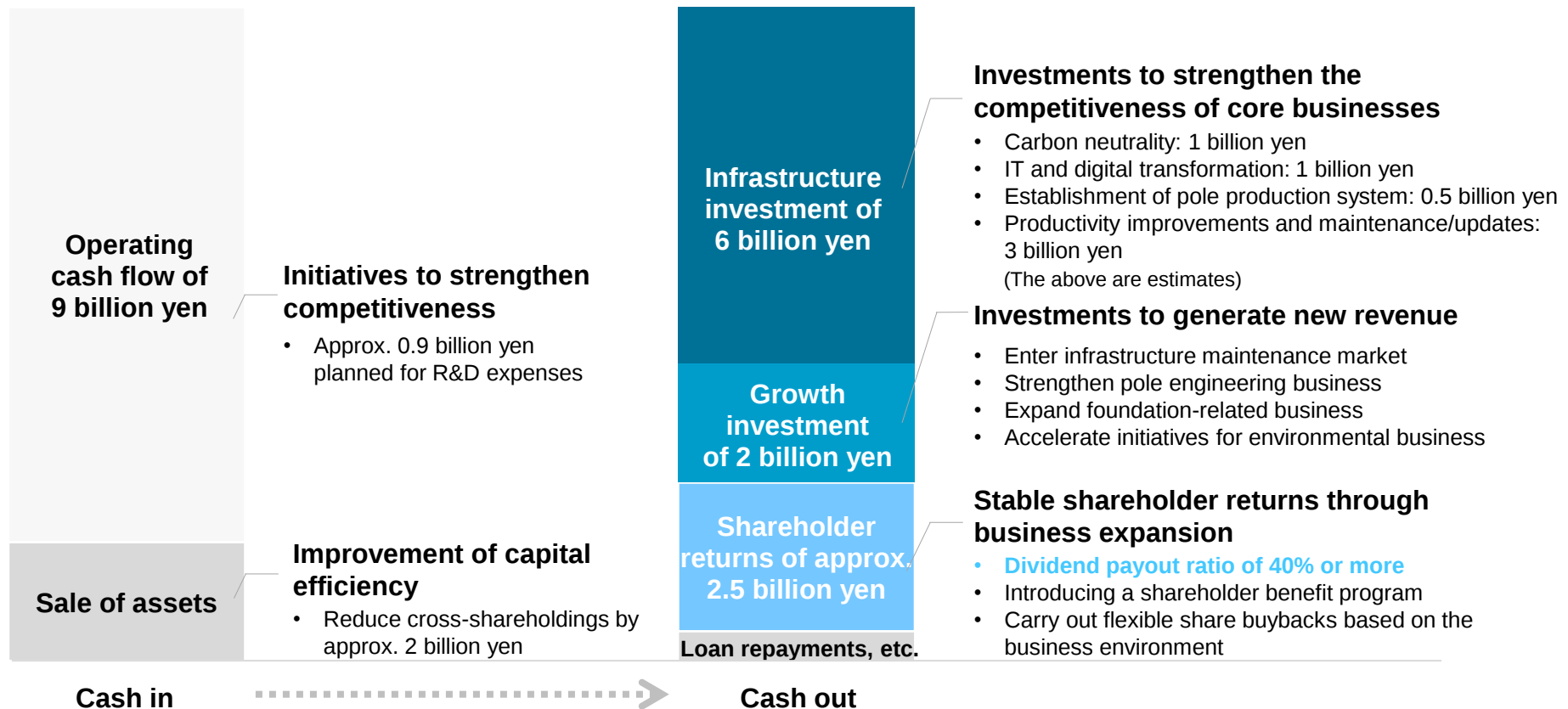
- In addition to returning profits to shareholders directly through dividends, we have also implemented flexible share buybacks.
- The dividend payout ratio target has been raised from 30% to 40% or more starting in the fiscal year ended March 31, 2025.
- For the fiscal year ending March 31, 2026, we will maintain a dividend payout ratio of 40% or more based on expected profits, with a dividend forecast of 8 yen per share (a reduction compared to last fiscal year)
- We may consider increasing the dividend depending on the progress of sales of cross-shareholdings

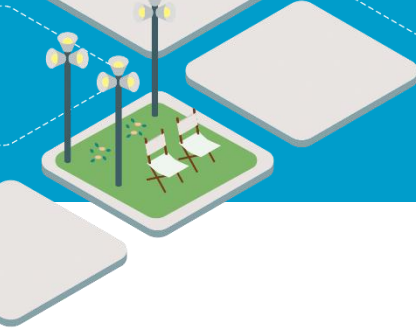
■ Total dividend amount (millions of yen) ■ Share buyback amount (millions of yen) ● Dividend per share (yen)



Cash Allocation

- Although cash flows from operating activities are expected to reach about 9 billion yen during the 2024 Medium-Term Management Plan period, progress is currently sluggish
- On the other hand, R&D, sales of cross-shareholdings, and investments in infrastructure and growth are proceeding as expected
- We will continue to progress R&D, asset sales and investment while working on the increase of cash flows from operating activities through business recovery based on the expansion of net sales and restructuring of the production system, etc.





About This Document

Notice

Forward-looking statements and forecasts presented in this document are based on information available at the time of its preparation. Actual results may differ from the forecasts and plans due to various factors. The Company does not guarantee or promise these results in any way.

Contact Information

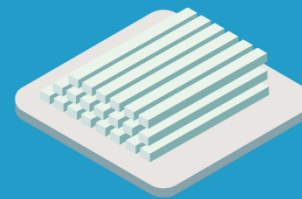
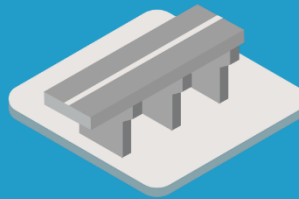
NIPPON CONCRETE INDUSTRIES CO., LTD.
Corporate Planning & Administration Dept.
Investor & Shareholder Relation Div.

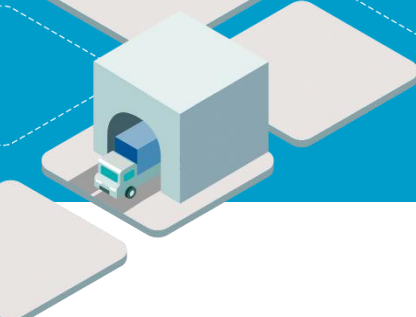
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Website: <https://www.ncic.co.jp/>

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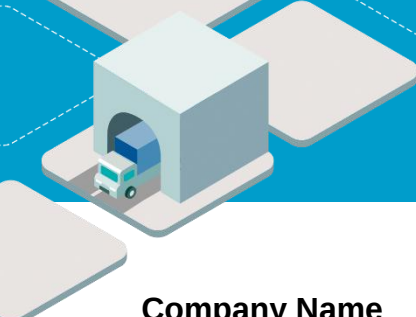
Reference Material





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Company Outline

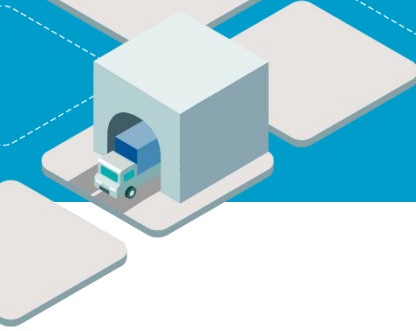
Company Name	NIPPON CONCRETE INDUSTRIES CO., LTD.
Established	August 5, 1948
Representative	TSUKAMOTO Hiroshi, Representative Director and President
Head Office	NC Shibaura Building, 4-6-14, Shibaura, Minatoku, Tokyo 108-8560
Listed Stock Exchange	Tokyo Stock Exchange Prime Market (stock code: 5269) Listed on the First Section of the Tokyo Stock Exchange in October 1967
Share Capital	5,111 million yen
Business Details	Manufacture, sale and installation of concrete poles, concrete piles and precast concrete products
Quality Management System	Acquired ISO9001 certification (June 2000)
Number of Employees	1,346 (consolidated, as of September 30, 2025)
Number of Companies in the NIPPON CONCRETE INDUSTRIES Group:	The group consists of 27 subsidiaries of the company engaged in manufacturing, construction, sales, logistics and services
NC Group (NCG)	NCG is a nationwide network of 14 companies and 30 factories centered on the Company's concrete pole and pile manufacturing technology (technology licensees)

Production and Sales Bases

Factory Name	Location	Products	Sales Bases
Kawashima Factory	Chikusei City, Ibaraki Prefecture	Poles, piles and civil engineering products	Head Office - Sendai Sales Office - Ibaraki Sales Office
Suzuka Factory	Suzuka City, Mie Prefecture	Poles	
Koga Factory	Koga City, Ibaraki Prefecture	Piles	Nagoya Branch - Nagoya Sales Office for pole-related business - Yokkaichi Sales Office
Takasago Factory	Takasago City, Hyogo Prefecture	Poles and piles (*1)	
Shiga Factory	Konan City, Shiga Prefecture	Piles	Osaka Branch
Kyushu Factory	Nogata City, Fukuoka Prefecture	Poles and piles	
Wake Factory	Wake-cho, Okayama Prefecture	Piles and PC floor slabs	Hiroshima Branch Okayama Sales Office
Kasaoka Factory	Kasaoka City, Okayama Prefecture	Piles (*2)	
Komatsu Factory	Saijo City, Ehime Prefecture	Poles and piles	Shikoku Branch Ehime Sales Office
Yokkaichi Factory	Yokkaichi City, Mie Prefecture	Piles	
Itakura Factory	Itakura Town, Gumma Prefecture	Tunnel segments	Kyushu Branch - Chikuho Sales Office - Kumamoto Sales Office - Okinawa Sales Office
Ozakata Factory	Chikusei City, Ibaraki Prefecture	Tunnel segments	
Mie-Suzuka Factory	Suzuka City, Mie Prefecture	Tunnel segments	Jakarta Representative Office
Yuki Factory	Yuki City, Ibaraki Prefecture	Parts processing for poles and piles	
Suzuka Factory	Suzuka City, Mie Prefecture	Parts processing for piles	NC Precon
Koga Factory	Koga City, Ibaraki Prefecture	Parts processing for piles	
Ibaraki Factory	Koga City, Ibaraki Prefecture	Steel processing for piles	NIPPON CONCRETE (Myanmar)
Chiba Factory	Shiroi City, Chiba Prefecture	Formwork for poles and piles	
Okayama Factory	Wake-cho, Okayama Prefecture	Construction materials	Hokkaido Concrete Industries
Mawlamyaing Factory	Mon State, Myanmar	Poles and piles	
Noboribetsu Factory	Noboribetsu City, Hokkaido	Poles, piles and civil engineering products	Tohoku Pole
Shirakawa Factory	Shirakawa City, Fukushima Prefecture	Poles, piles and civil engineering products	
Kitakami Factory	Kitakami City, Iwate Prefecture	Poles, piles and civil engineering products	NC Koki
			Free Kogyo
			NC Kaihara Concrete

(*1) Takasago Factory has been converting to construction materials since the end of September 2025.

(*2) We suspended production at Kasaoka Factory at the end of September 2025 and are planning to use it as a logistics-related facility from now on.



Our Code of Conduct

- 01** We value our customers and strive to make our employees happy and provide them with work satisfaction
- 02** We possess advanced concrete technological capabilities with the power to move our customers, and strive to continuously improve our quality
- 03** We strive to earn reasonable profits, increase our corporate value, and ensure the trust of our shareholders and the wellbeing of our employees
- 04** As employees, we:
 - Enthusiastically take on new challenges
 - Always aim to improve ourselves
 - Consider failure an opportunity for learning
 - Cheerfully greet others both inside and outside the company



Overview of Consolidated Statement of Income

(Unit: Millions of yen)	Previous semi-annual period (A)		Current semi-annual period (B)		Amount of change (B)-(A) = (C)	Rate of change (C)/(A)
Net sales	25,597	100.0%	23,789	100.0%	(1,808)	(7.1%)
Cost of sales	21,028	82.1%	19,817	83.3%	(1,210)	(5.8%)
Gross profit	4,569	17.9%	3,971	16.7%	(597)	(13.1%)
Selling, general and administrative expenses	3,677	14.4%	3,842	16.2%	165	4.5%
Operating profit (loss)	892	3.5%	129	0.5%	(762)	(85.5%)
Non-operating income/expenses	353	1.4%	578	2.4%	225	63.8%
Ordinary profit	1,245	4.9%	707	3.0%	(537)	(43.2%)
Extraordinary income/loss	6	0.0%	698	2.9%	691	-
Profit before income taxes	1,252	4.9%	1,406	5.9%	154	12.3%
Income taxes - current	498	1.9%	699	2.9%	201	40.5%
Income taxes - deferred	130	0.5%	55	0.2%	(75)	(57.6%)
Profit	624	2.4%	651	2.7%	27	4.4%
Profit attributable to non-controlling interests	142	0.6%	84	0.4%	(58)	(40.8%)
Profit attributable to owners of parent	481	1.9%	567	2.4%	85	17.8%

Overview of Consolidated Balance Sheet

(Unit: Millions of yen)	End of previous fiscal year (A)	Current semi-annual period (B)	Amount of change (B)-(A)
(Assets)			
Current assets	30,471	30,347	(124)
Cash and deposits	7,149	8,669	1,520
Trade receivables	12,489	11,351	(1,137)
Inventories	8,951	9,257	306
Other	1,881	1,067	(813)
Non-current assets	46,811	49,859	3,047
Property, plant and equipment	26,384	26,828	443
Intangible assets	886	835	(50)
Investments and other assets	19,540	22,195	2,654
Total assets	77,282	80,206	2,923

(Unit: Millions of yen)	End of previous fiscal year (A)	Current semi-annual period (B)	Amount of change (B)-(A)
(Liabilities)			
Current liabilities	22,394	21,910	(484)
Trade payables	11,323	10,306	(1,016)
Short-term borrowings (within one year)	6,278	6,764	486
Other	4,792	4,839	46
Non-current liabilities	14,902	16,223	1,321
Bonds payable	60	40	(20)
Long-term borrowings	6,440	7,052	612
Other	8,401	9,130	728
Total liabilities	37,297	38,134	836
(Net assets)			
Shareholders' equity	25,879	26,481	602
Accumulated other comprehensive income	11,103	12,910	1,806
Non-controlling interests	3,002	2,680	(322)
Total net assets	39,985	42,072	2,086
Total liabilities and net assets	77,282	80,206	2,923

Overview of Consolidated Statements of Cash Flows

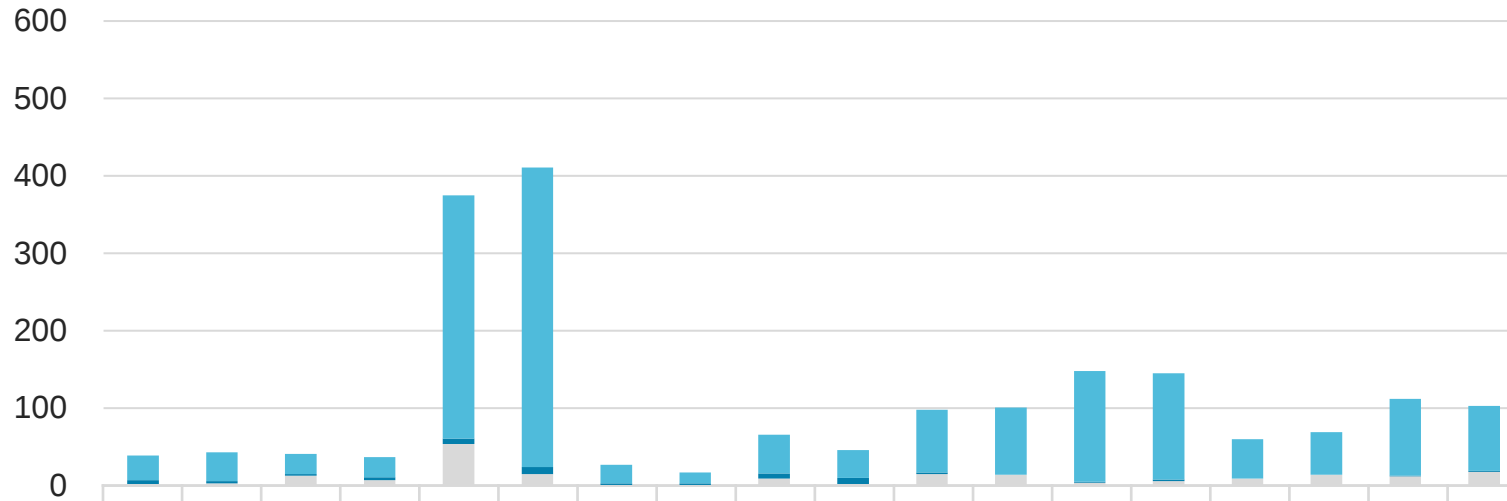
(Unit: Millions of yen)

		Previous semi-annual period (A)	Current semi-annual period (B)	Amount of change (B)-(A)
Cash flows from operating activities	Profit before income taxes	1,252	1,406	154
	Depreciation	858	775	(82)
	Decrease (increase) in accounts receivable - trade, and contract assets	2,498	1,137	(1,360)
	Decrease (increase) in inventories	(456)	(306)	149
	Increase (decrease) in trade payables	(2,450)	(1,016)	1,433
	Other	(1,695)	(435)	1,259
	Total	7	1,561	1,554
Cash flows from investing activities		(1,230)	(733)	497
Cash flows from financing activities		(1,470)	596	2,066
Net increase (decrease) in cash and cash equivalents		(2,699)	1,420	4,120
Cash and cash equivalents at beginning of period		11,120	7,033	(4,087)
Cash and cash equivalents at end of period		8,420	8,454	33
Free cash flow*		(1,223)	828	2,051

* Free cash flow = cash flows from operating activities + cash flows from investing activities

Concrete Pile Demand by Region in 1H FY2024 and 1H FY2025

(1,000 tons)

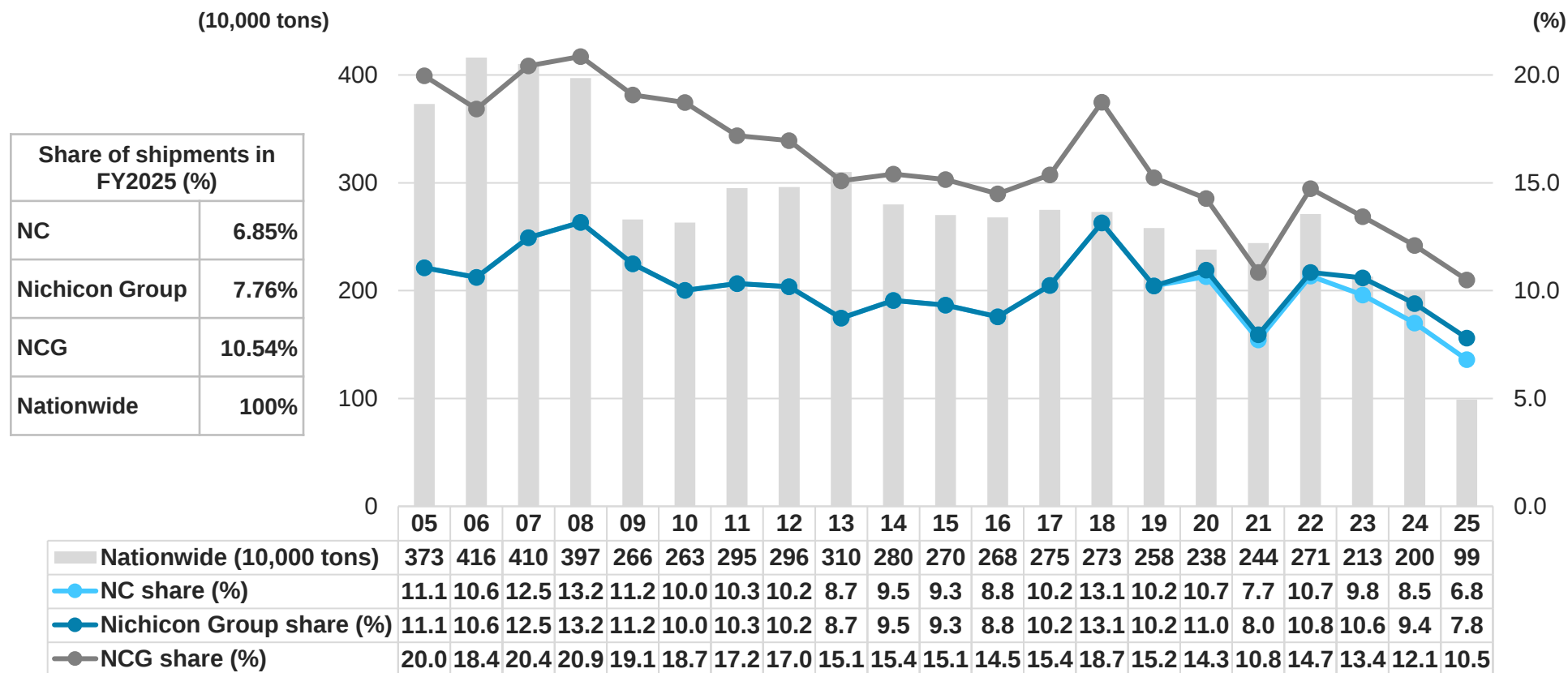


	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	24	25	Rate of change
	Hokkaido		Tohoku		Kanto		Sansei		Hokushin'etsu		Chubu		Kansai		Chu-shikoku		Kyushu		Total		
■ High bearing capacity piles	32	37	26	26	314	387	24	14	50	36	81	87	143	137	51	55	99	84	825	867	5.1%
■ Nodular piles	5	3	2	4	7	9	2	2	7	8	2	0	1	2	0	0	1	1	33	33	(0.2%)
■ Bearing piles	2	3	13	7	54	15	1	1	9	2	15	14	4	6	9	14	12	18	123	85	(30.9%)
Total	40	44	43	37	377	412	28	18	67	48	100	103	150	145	60	70	114	105	981	986	0.4%

* NC share: NIPPON CONCRETE INDUSTRIES CO., LTD. + NC Kaihara Concrete Co., Ltd.

* Nichicon Group share: NIPPON CONCRETE INDUSTRIES CO., LTD. + NC Kaihara Concrete Co., Ltd. + Hokkaido Concrete Industries Co., Ltd. + Tohoku Pole Co., Ltd.

Nationwide Concrete Pile Demand in 1H FY2025



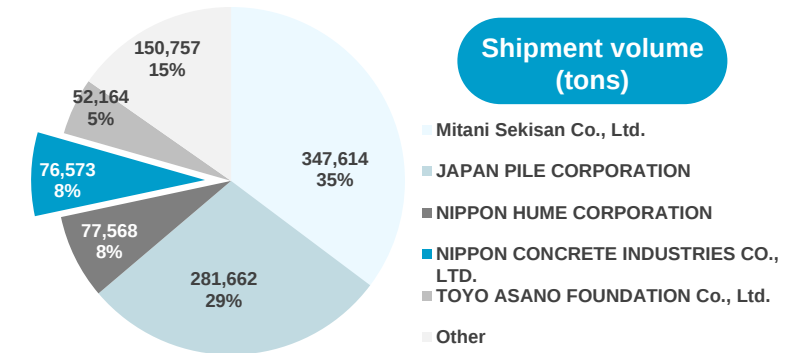
* NC share: NIPPON CONCRETE INDUSTRIES CO., LTD. + NC Kaihara Concrete Co., Ltd.

* Nichicon Group share: NIPPON CONCRETE INDUSTRIES CO., LTD. + NC Kaihara Concrete Co., Ltd. + Hokkaido Concrete Industries Co., Ltd. + Tohoku Pole Co., Ltd.

Nationwide Concrete Pile Production, Shipments and Market Share in 1H FY2025

	Company name	Production volume (ton)	Shipment volume (ton)	Share			
				Production share	Y-on-Y	Shipment share	Y-on-Y
1	Mitani Sekisan Co., Ltd.	335,850	347,614	33.95%	↑	35.24%	↑
2	JAPAN PILE CORPORATION	289,747	281,662	29.29%	↑	28.56%	↑
3	NIPPON HUME CORPORATION	87,005	77,568	8.80%	↓	7.86%	↓
4*	NIPPON CONCRETE INDUSTRIES CO., LTD.	90,024	76,573	9.10%	↓	7.76%	↓
5	TOYO ASANO FOUNDATION Co., Ltd.	49,385	52,164	4.99%	↓	5.29%	↓
6	MAETA CONCRETE INDUSTRY LTD.	31,124	32,352	3.15%	→	3.28%	↓
7	KODAMA CONCRETE INDUSTRY Co., Ltd.	10,703	20,792	1.08%	↓	2.11%	→
8	Manac Co.,Ltd.	17,805	17,146	1.80%	↓	1.74%	↓
9	NIPPON HIGH STRENGTH CONCRETE CO., LTD.	14,330	12,908	1.45%	→	1.31%	→
10	Fujimura Crest CO., LTD.	12,632	12,759	1.28%	↓	1.29%	↓
Other	19 companies	50,588	54,800	5.11%		5.56%	
Total (32 companies)		989,193	986,338	100.00%		100.00%	

(Notes) • Companies marked with an asterisk are NC Group
 • → for YoY change indicates from -0.3% to +0.3%
 • NIPPON CONCRETE INDUSTRIES CO., LTD. shows the total for 4 companies:
 NIPPON CONCRETE INDUSTRIES CO., LTD. + NC Kaihara Concrete Co., Ltd. + Hokkaido Concrete Industries Co., Ltd. + Tohoku Pole Co., Ltd.
 • Based on materials of the Concrete Pile and Pole Industrial Technology Association



[Internal breakdown] 1H FY2025

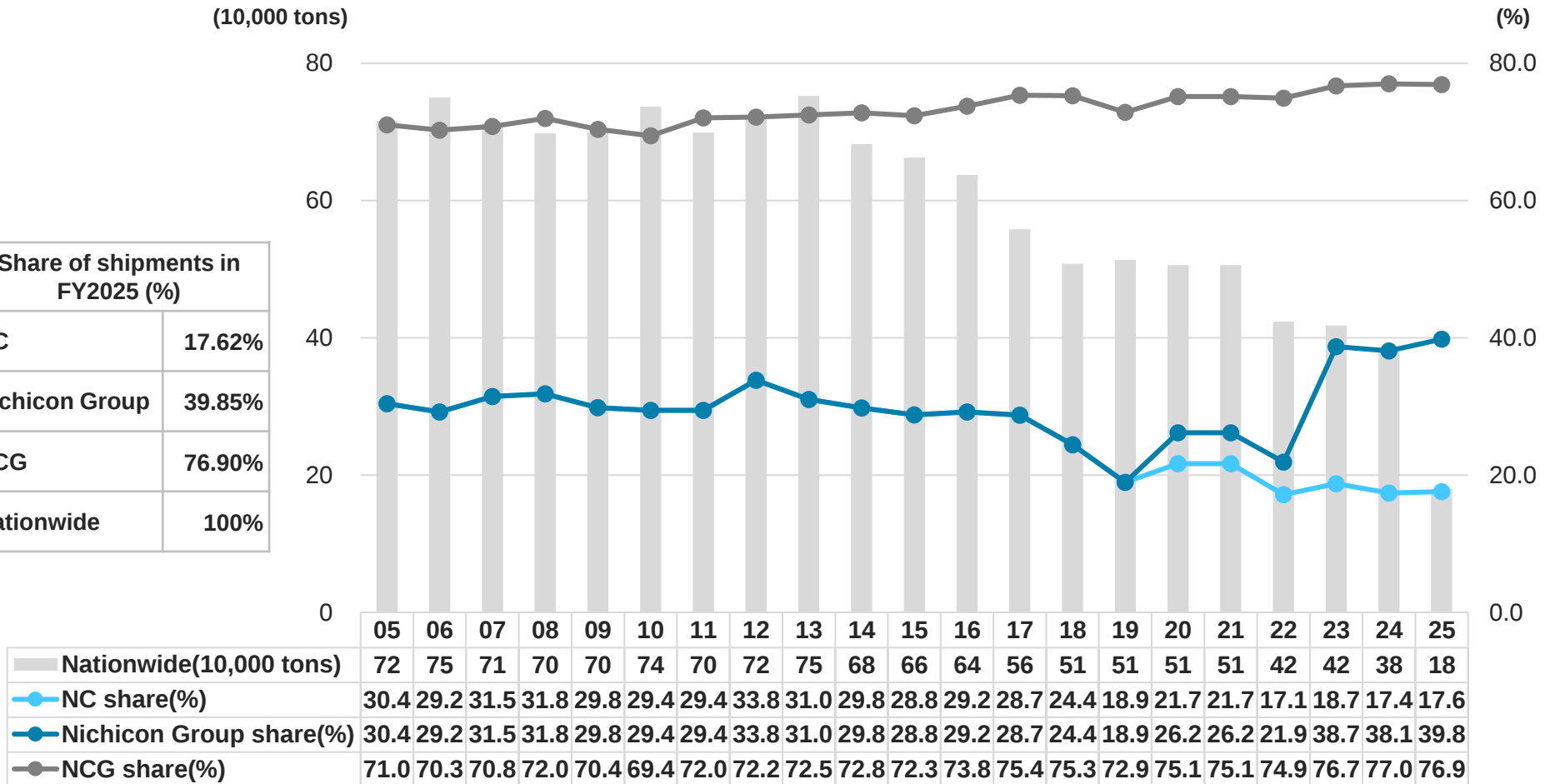
	Company name	Production volume (ton)	Shipment volume (ton)	Share			
				Production share	Y-on-Y	Shipment share	Y-on-Y
4*	NIPPON CONCRETE INDUSTRIES CO., LTD.	82,099	64,021	8.30%	↓	6.49%	↓
11*	Tohoku Pole Co., Ltd.	6,371	7,590	0.64%	→	0.77%	→
20	NC Kaihara Concrete Co., Ltd.	-	3,501	-		0.35%	→
25*	Hokkaido Concrete Industries Co., Ltd.	1,554	1,461	0.16%	→	0.15%	→

1H FY 2024 (previous fiscal year)

	Company name	Production volume (ton)	Shipment volume (ton)	Share			
				Production share	Y-on-Y	Shipment share	Y-on-Y
4*	NIPPON CONCRETE INDUSTRIES CO., LTD.	86,689	80,925	8.97%	↓	8.24%	↓
13*	Tohoku Pole Co., Ltd.	5,196	6,766	0.54%	→	0.69%	→
18	NC Kaihara Concrete Co., Ltd.	-	3,603	-		0.37%	→
21*	Hokkaido Concrete Industries Co., Ltd.	1,915	2,681	0.20%	→	0.27%	→
	Total	93,800	93,975	9.71%	↓	9.57%	↓

Trend in Nationwide Concrete Pole Demand in 1H FY2025

Share of shipments in FY2025 (%)	
NC	17.62%
Nichicon Group	39.85%
NCG	76.90%
Nationwide	100%

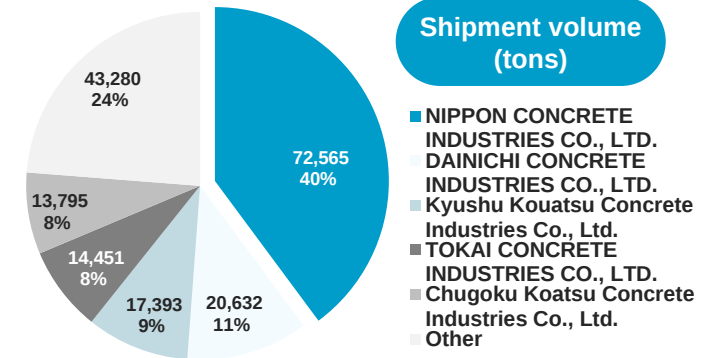


* Nichicon Group share: NIPPON CONCRETE INDUSTRIES CO., LTD. + Hokkaido Concrete Industries Co., Ltd. + Tohoku Pole Co., Ltd.

Nationwide Concrete Pole Production, Shipments and Market Share in 1H FY2025

	Company name	Production volume (ton)	Shipment volume (ton)	Share			
				Production share	Y-on-Y	Shipment share	Y-on-Y
1*	NIPPON CONCRETE INDUSTRIES CO., LTD.	66,571	72,565	38.01%	↓	39.85%	↑
3	DAINICHI CONCRETE INDUSTRIES CO., LTD.	22,278	20,632	12.72%	↑	11.33%	→
4*	Kyushu Kouatsu Concrete Industries Co., Ltd.	16,343	17,393	9.33%	↓	9.55%	↓
5*	TOKAI CONCRETE INDUSTRIES CO., LTD.	14,161	14,451	8.08%	→	7.94%	→
6*	Chugoku Koatsu Concrete Industries Co., Ltd.	10,162	13,795	5.80%	↓	7.57%	↓
7	Mitani Sekisan Co., Ltd.	13,092	13,092	7.47%	↑	7.19%	→
8*	Nihon Network Support Co., Ltd.	14,310	12,873	8.17%	↑	7.07%	↑
10	NIPPON HIGH STRENGTH CONCRETE CO., LTD.	6,922	8,126	3.95%	→	4.46%	↑
11*	NIHONKAI CONCRETE INDUSTRIES CO.	6,327	6,231	3.61%	→	3.42%	→
12*	Okinawa Technocrete Co., Ltd.	4,504	2,447	2.57%	↑	1.34%	→
Other	2 companies	492	511	0.28%		0.28%	
Total (14 companies)		175,162	182,116	100.00%		100.00%	

(Note) • Companies marked with an asterisk are NC Group
 • → for YoY change indicates from -0.3% to +0.3%
 • NIPPON CONCRETE INDUSTRIES CO., LTD. shows the total for 3 companies: NIPPON CONCRETE INDUSTRIES CO., LTD. + Tohoku Pole Co., Ltd. + Hokkaido Concrete Industries Co., Ltd.
 • Based on materials of the Concrete Pole and Pole Industrial Technology Association



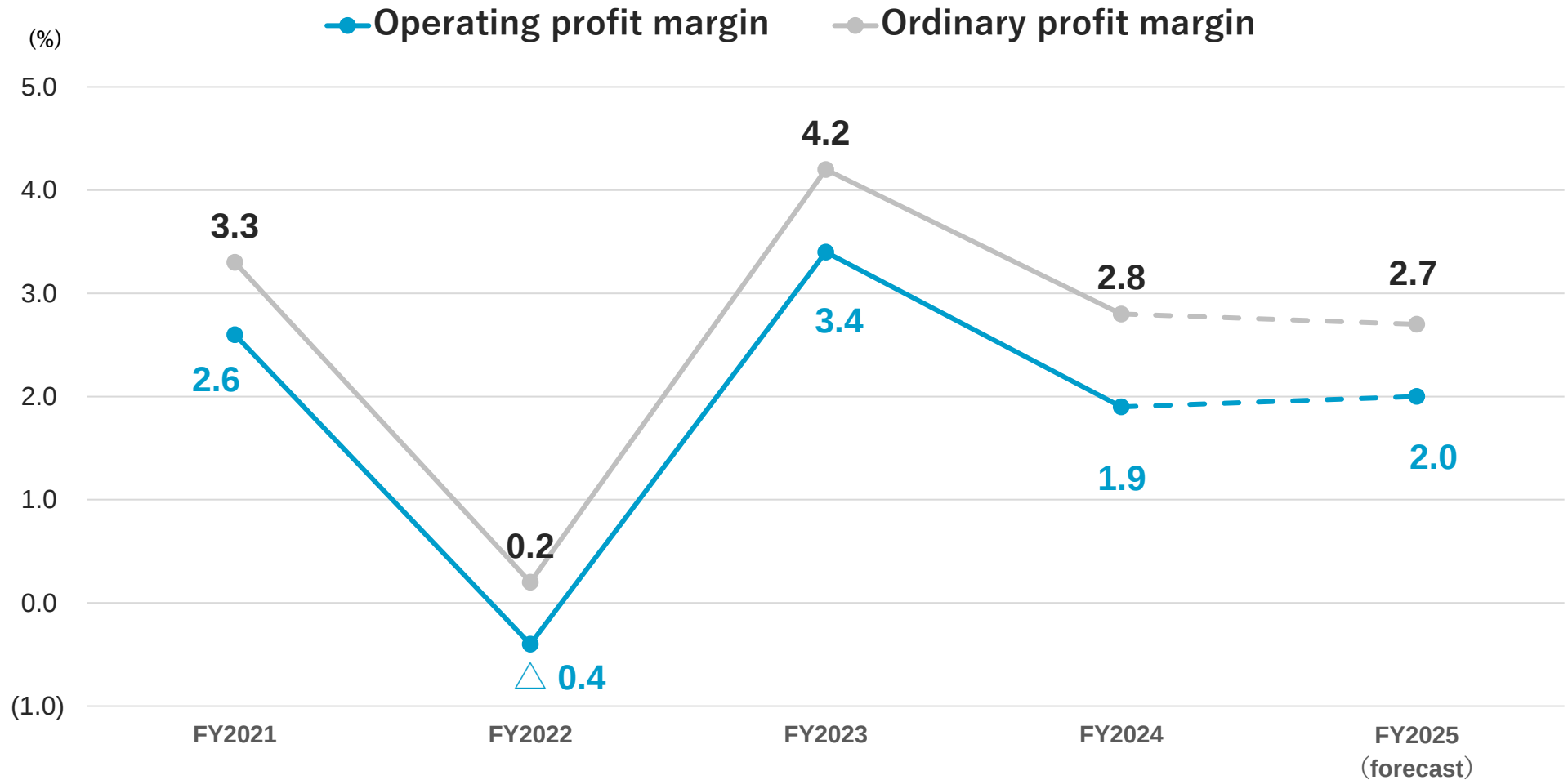
[Internal breakdown] 1H FY2025

	Company name	Production volume (ton)	Shipment volume (ton)	Share			
				Production share	Y-on-Y	Shipment share	Y-on-Y
1*	NIPPON CONCRETE INDUSTRIES CO., LTD.	27,812	32,083	15.88%	↓	17.62%	↑
2*	Tohoku Pole Co., Ltd.	28,670	29,784	16.37%	→	16.35%	↑
9*	Hokkaido Concrete Industries Co., Ltd.	10,089	10,698	5.76%	↓	5.87%	↓

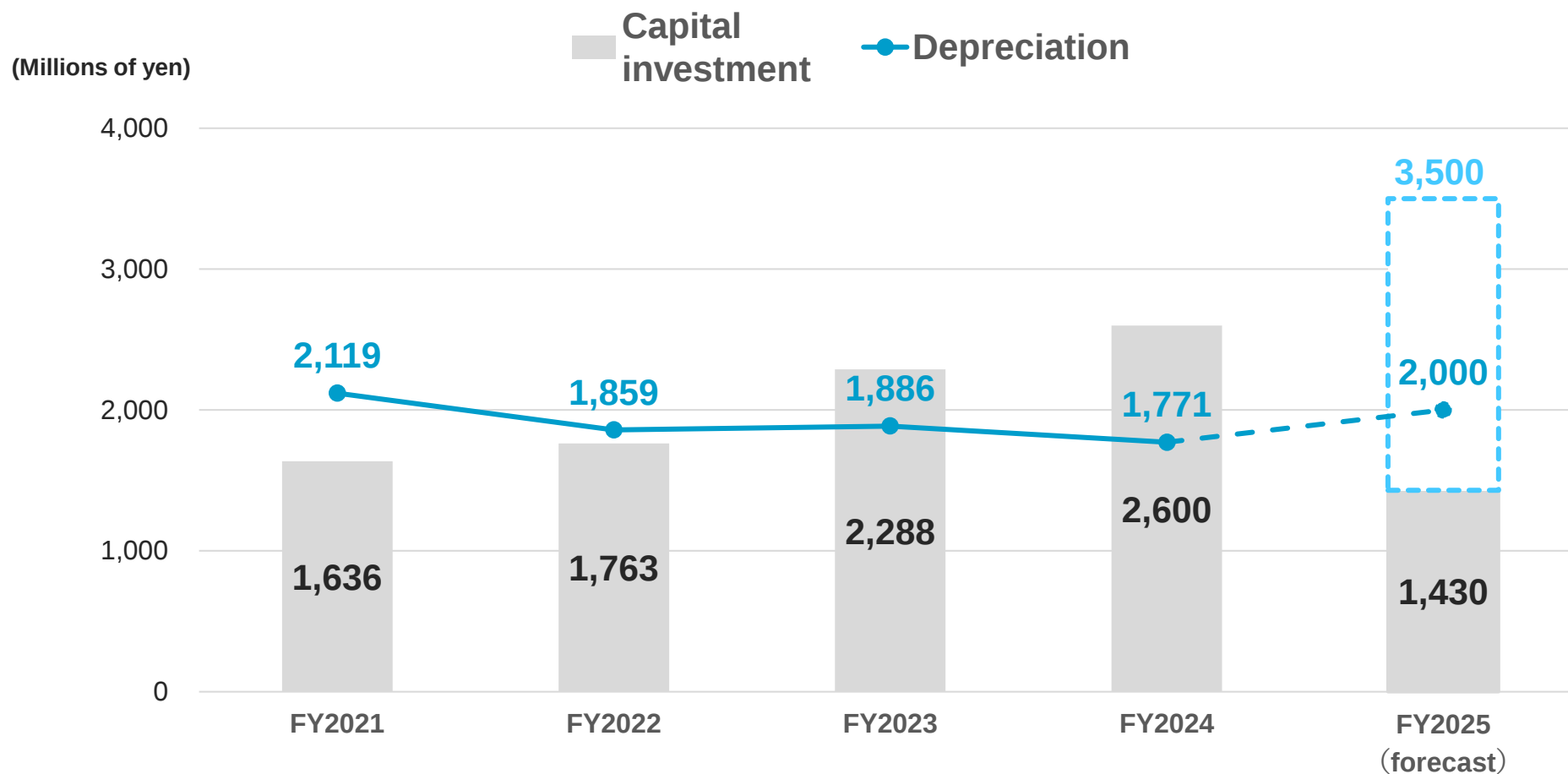
1H FY 2024 (previous fiscal year)

	Company name	Production volume (ton)	Shipment volume (ton)	Share			
				Production share	Y-on-Y	Shipment share	Y-on-Y
1*	NIPPON CONCRETE INDUSTRIES CO., LTD.	33,733	33,287	17.28%	↓	17.03%	↓
2*	Tohoku Pole Co., Ltd.	32,143	30,454	16.47%	↑	15.58%	→
8*	Hokkaido Concrete Industries Co., Ltd.	11,876	12,728	6.08%	↑	6.51%	↑
	Total	77,752	76,469	39.83%	→	39.13%	↓

Trends in Consolidated Operating Profit Margin / Ordinary Profit Margin

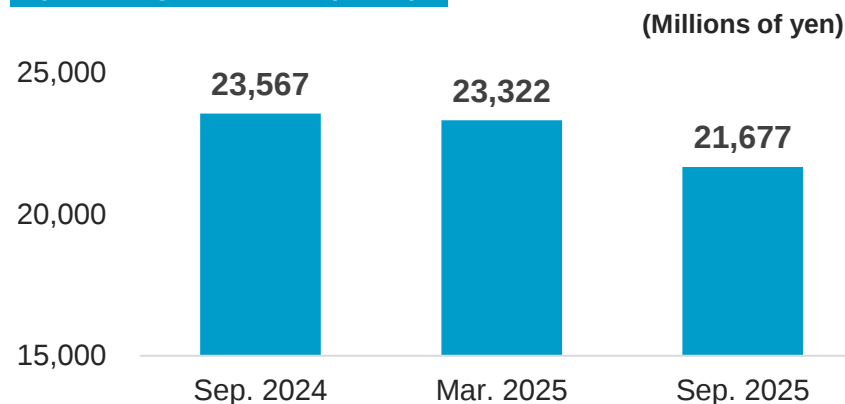


Trends in Capital Investment/Depreciation

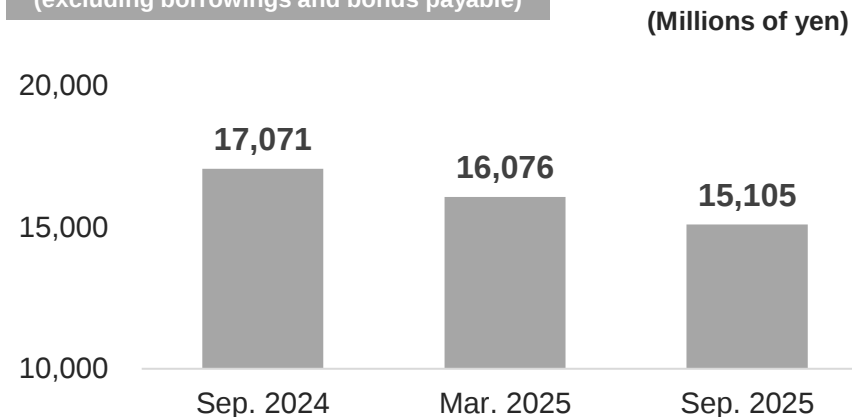


Trends in Inventories/Net Interest-Bearing Debt

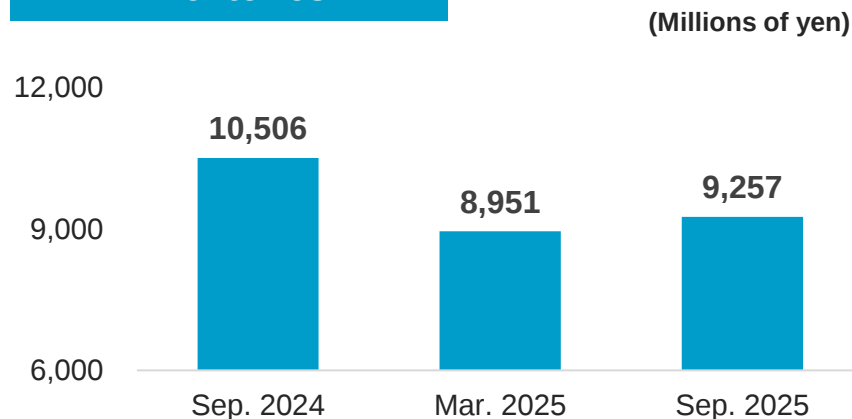
Current assets (excluding cash and deposits)



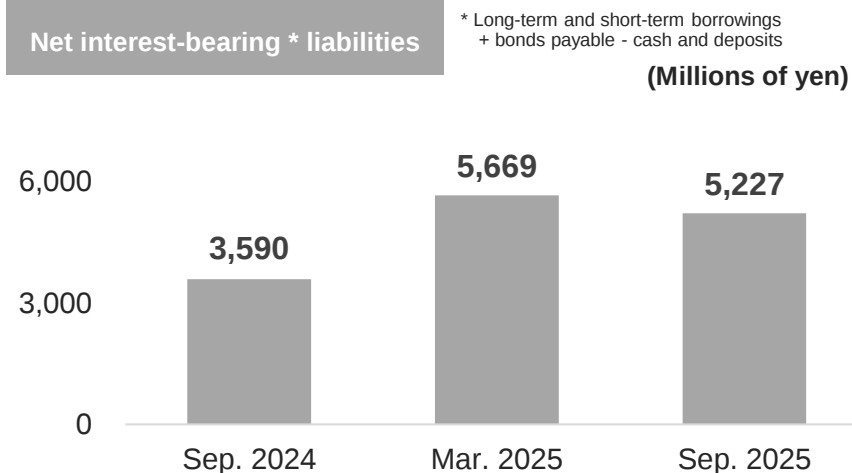
Current liabilities (excluding borrowings and bonds payable)



Inventories



Net interest-bearing * liabilities



* Long-term and short-term borrowings
+ bonds payable - cash and deposits

Trends in Bonds Payable/Borrowings Balance

