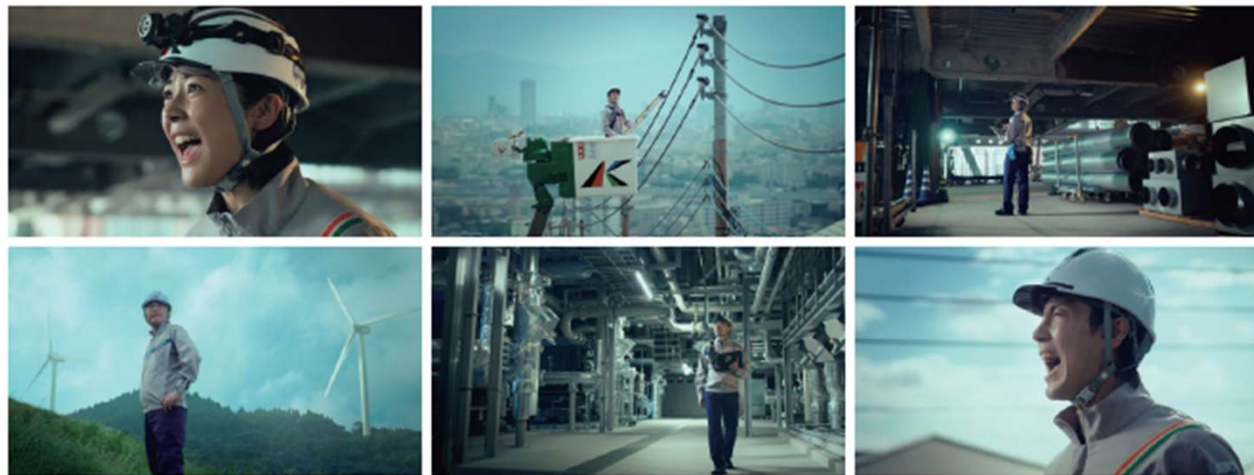




Prime Market of Tokyo stock exchange : 1959



九電工は、「クラフティア」へ。



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Overview of business results

Outline of P/L March 2026, 2nd quarter



★ Red letters indicate record highs

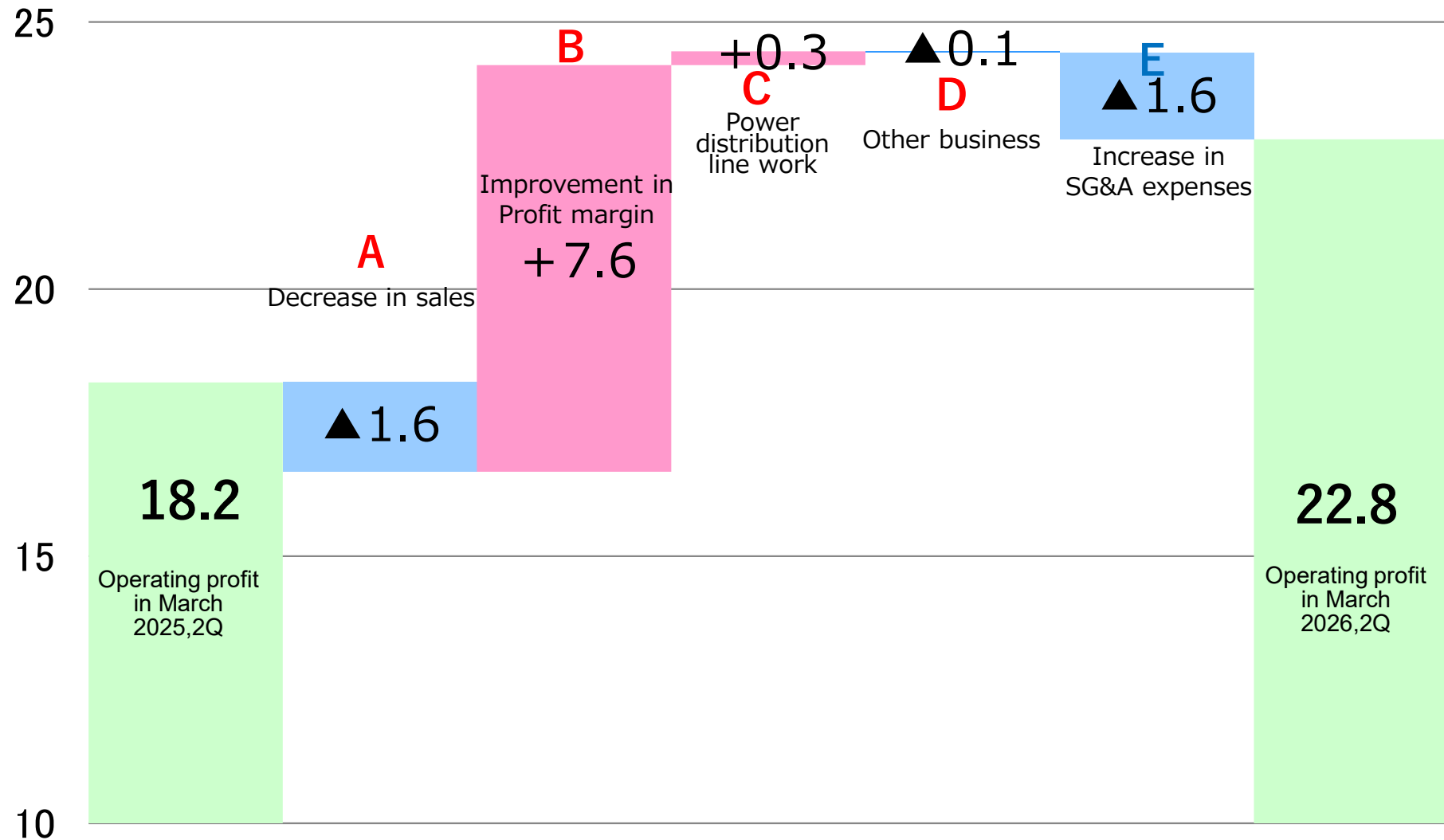
(Million yen)

	March 2025, 2Q Result	March 2026,2Q Result			
		Result	Increase /decrease	Percentage increase /decrease	Published value (2025.01.31)
Sales	219,303 (100.0%)	207,725 (100.0%)	▲11,578	▲5.3%	490,000 (100.0%)
Gross profit	32,651 (14.9%)	38,826 (18.7%)	+6,175	+18.9%	77,100 (15.7%)
Operating profit	18,254 (8.3%)	22,804 (11.0%)	+4,550	+24.9%	44,500 (9.1%)
Ordinary project	19,896 (9.1%)	24,178 (11.6%)	+4,282	+21.5%	47,500 (9.7%)
Net profit	13,168 (6.0%)	14,937 (7.2%)	+1,769	+13.4%	32,000 (6.5%)
Orders	227,881	275,256	+47,375	+20.8%	485,000
construction on hand	474,462	530,953	+56,490	+11.9%	-

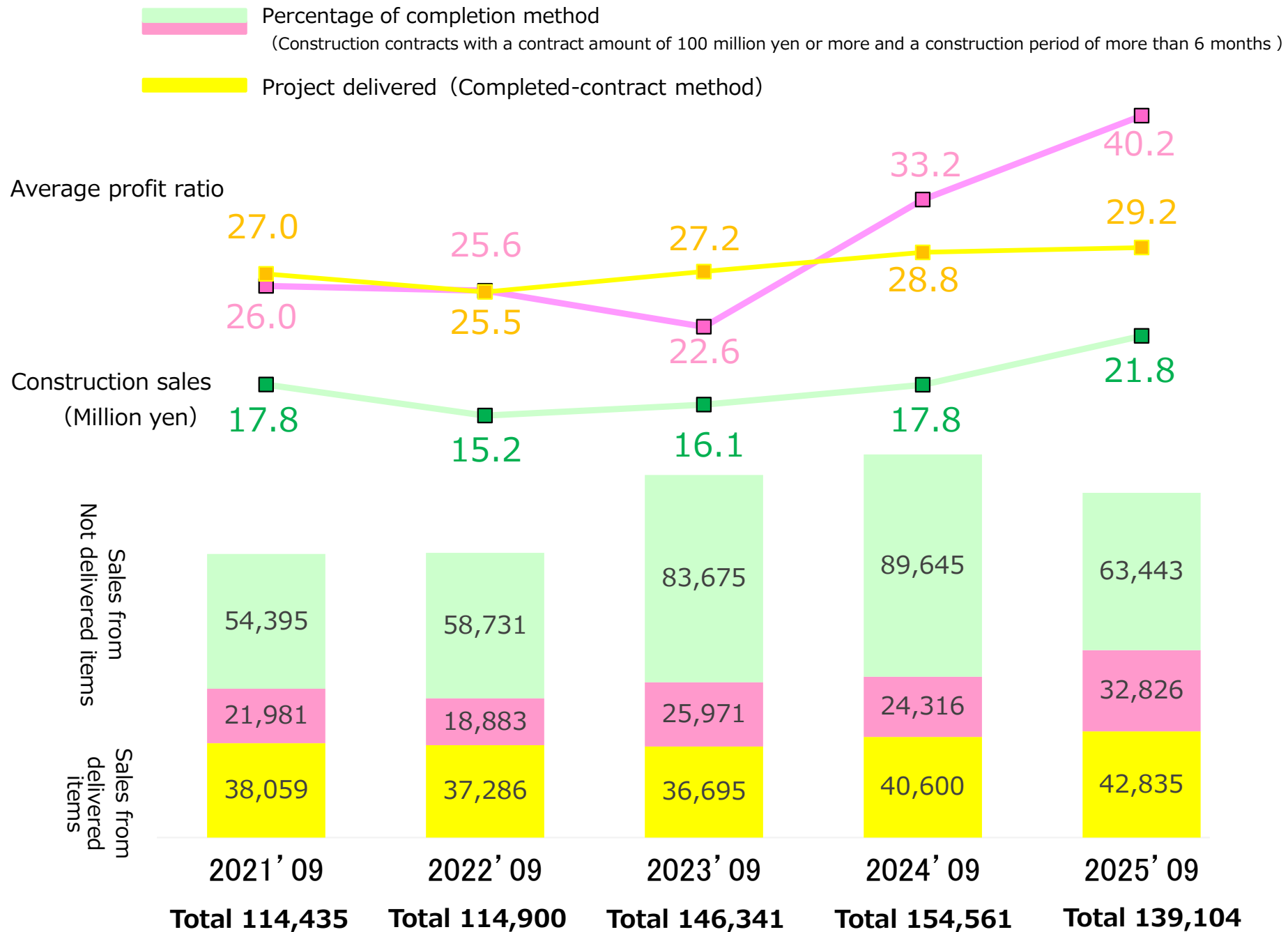
Factors of change in OP March 2026, 2nd quarter

(Billion Yen)

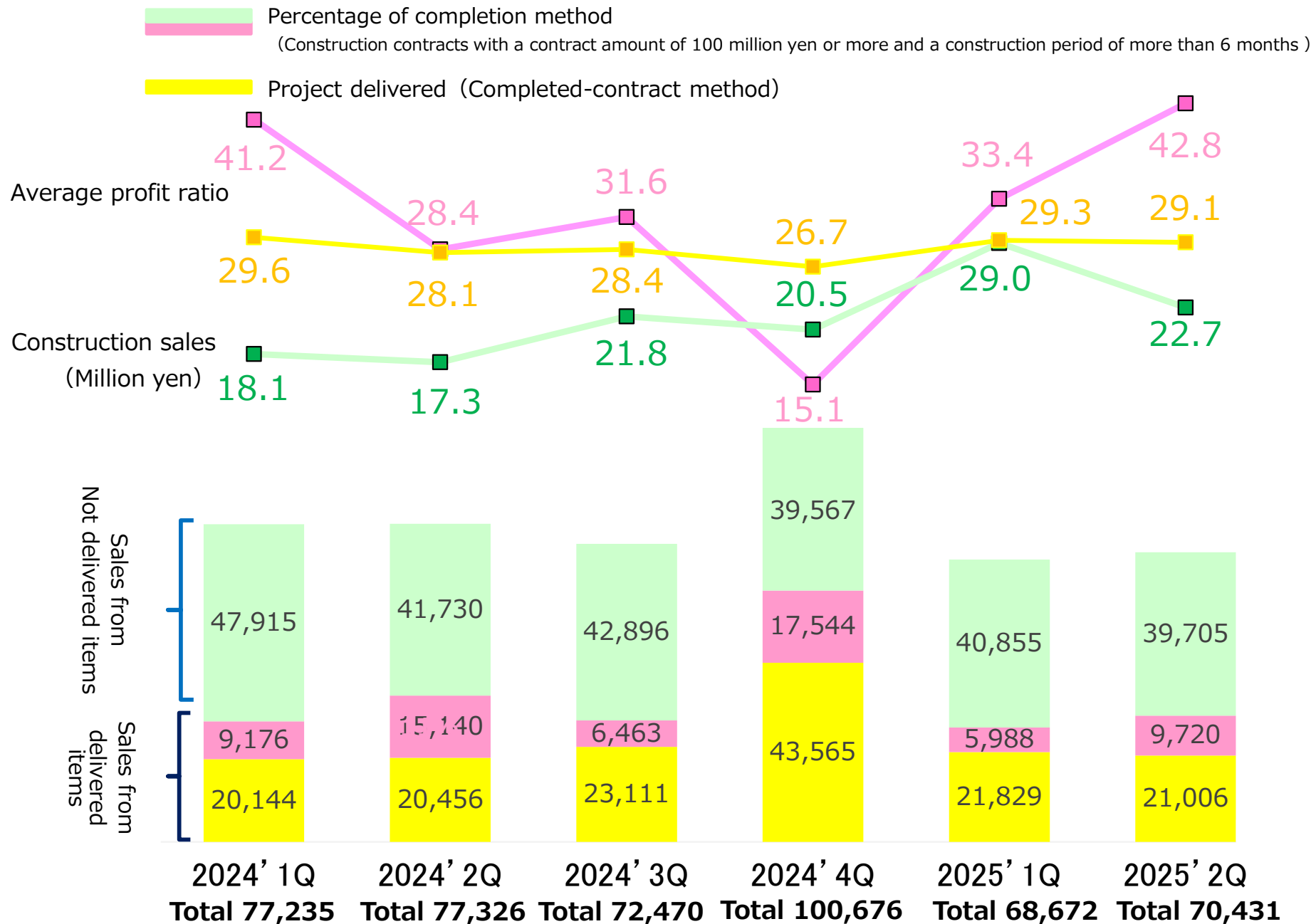
■ :Increase
■ :Decrease



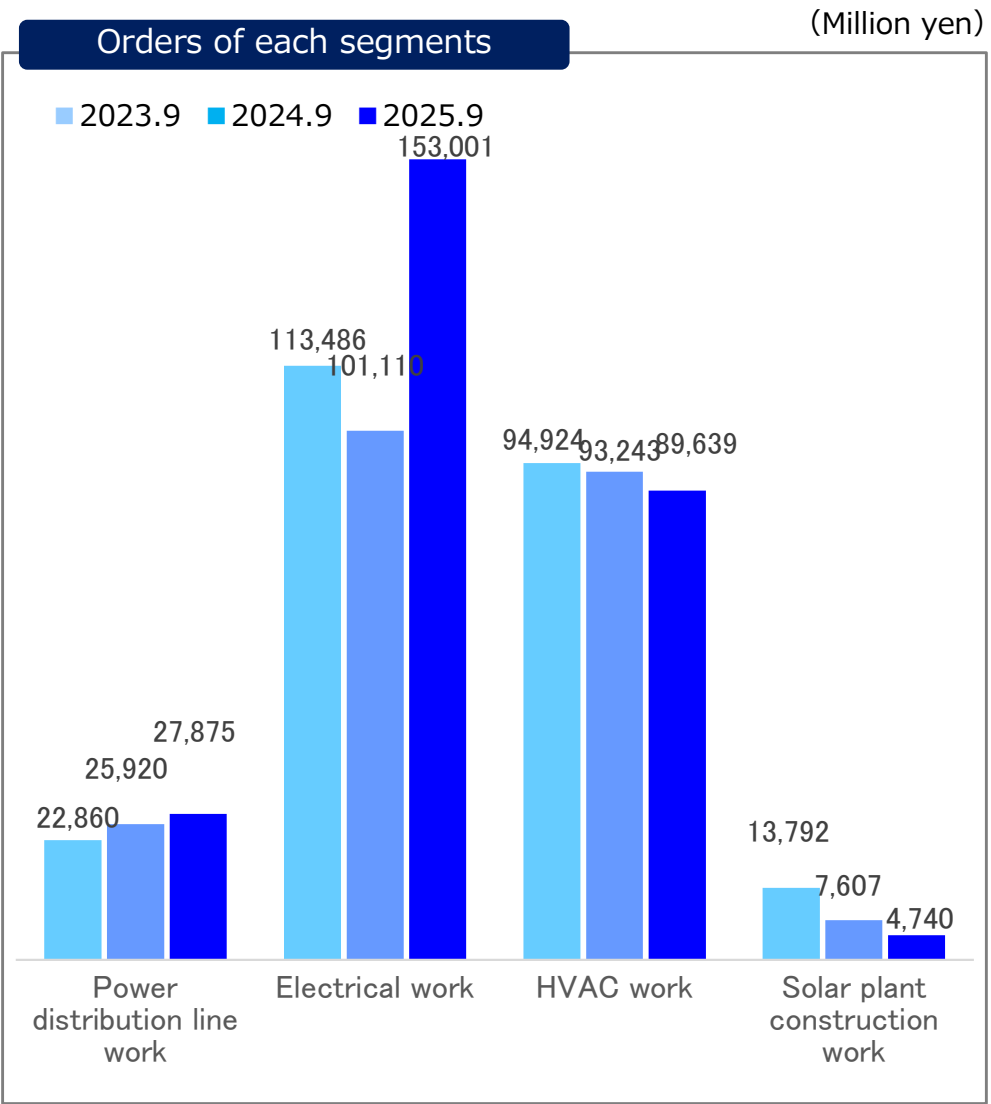
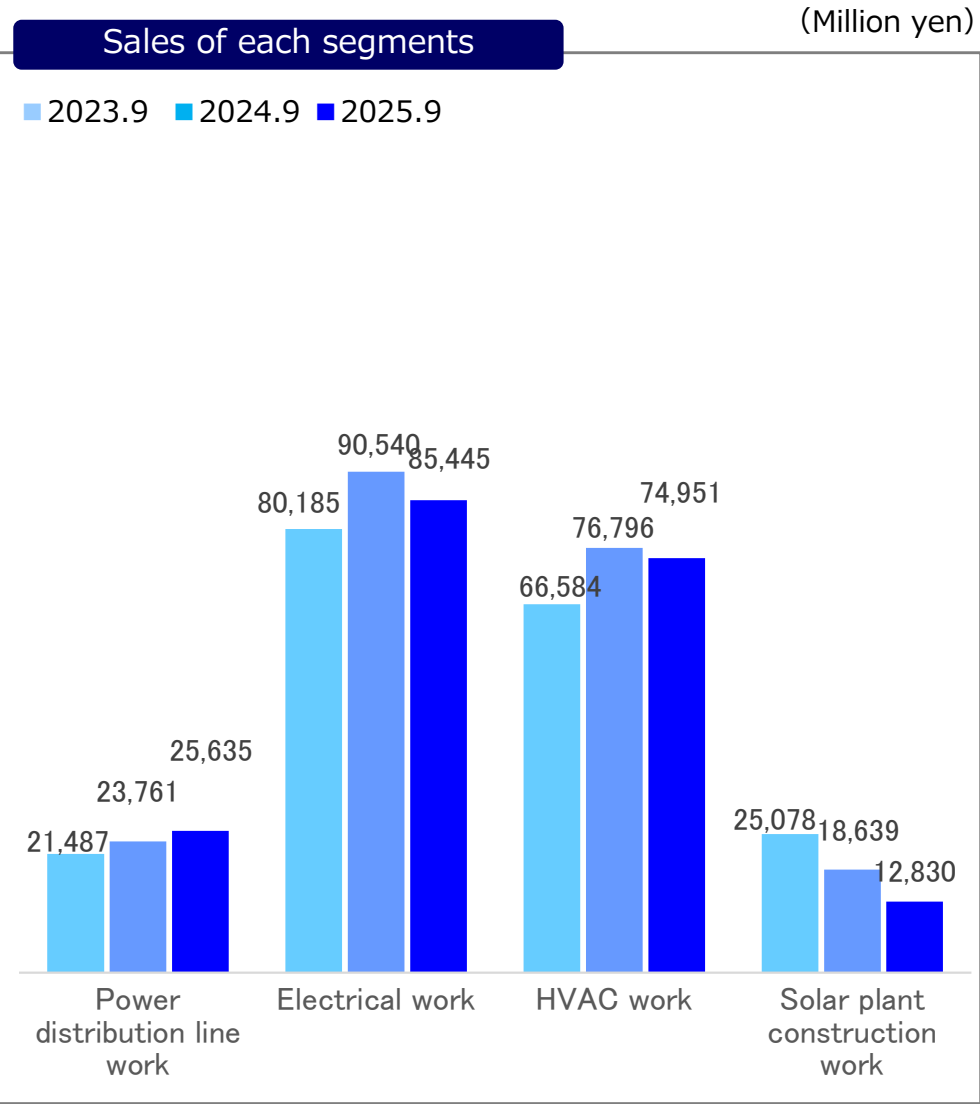
Breakdown of construction sales and average profit Sep.2025 (KRAFTIA individual : excluding power distribution line work&Ukujima)



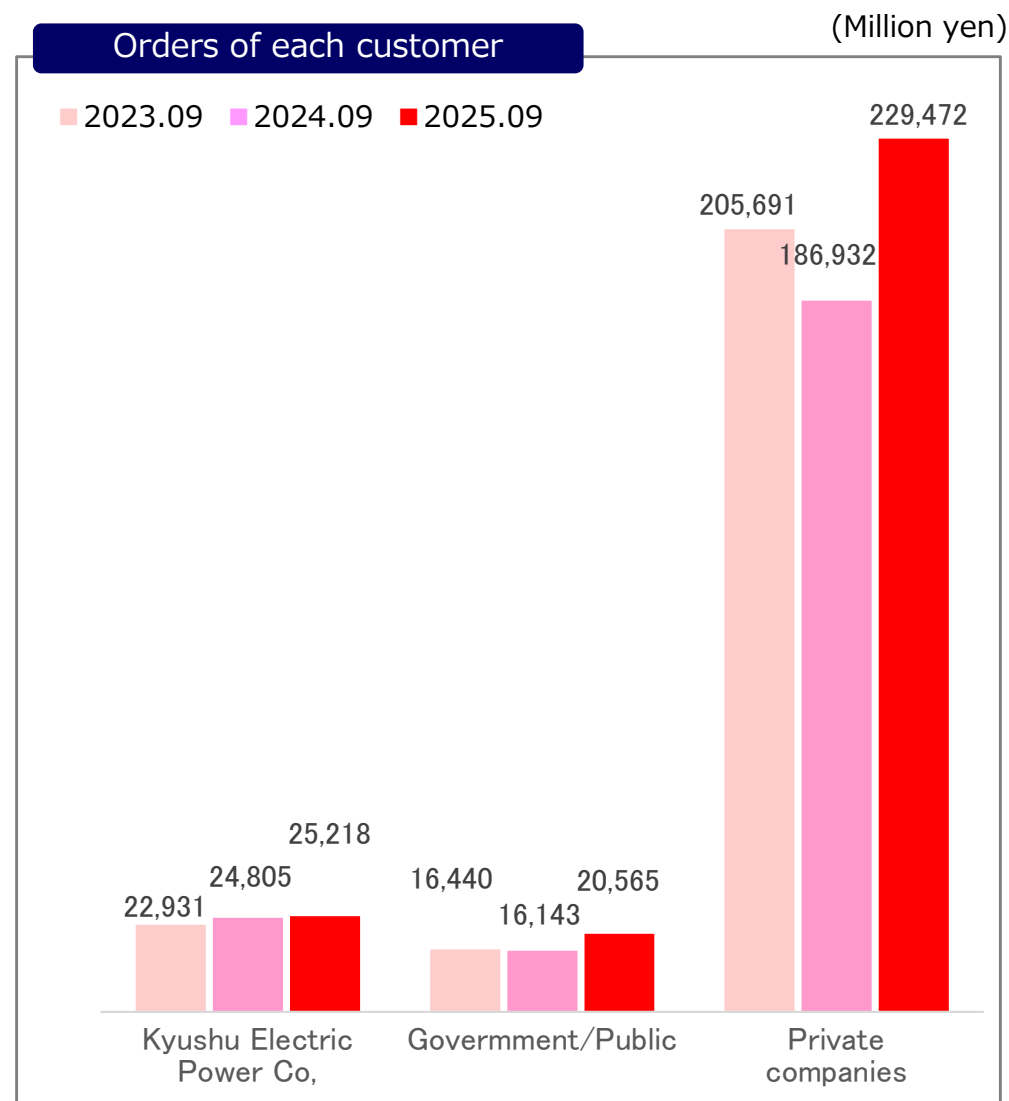
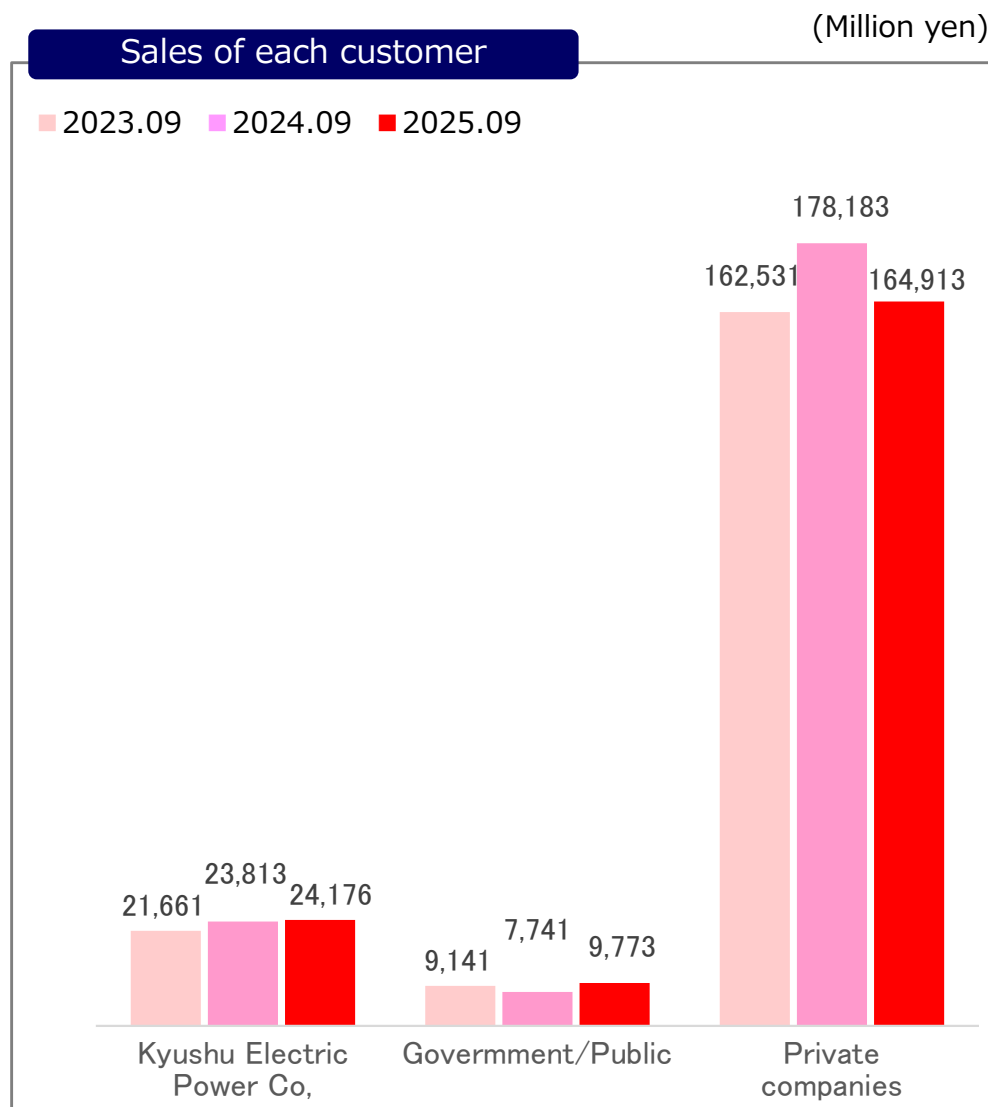
Breakdown of construction sales and average profit margin (by quarterly accounting period) (KRAFTIA individual : excluding power distribution line work&Ukujima)



Order received / Sales by department FY March 2026, 2nd quarter

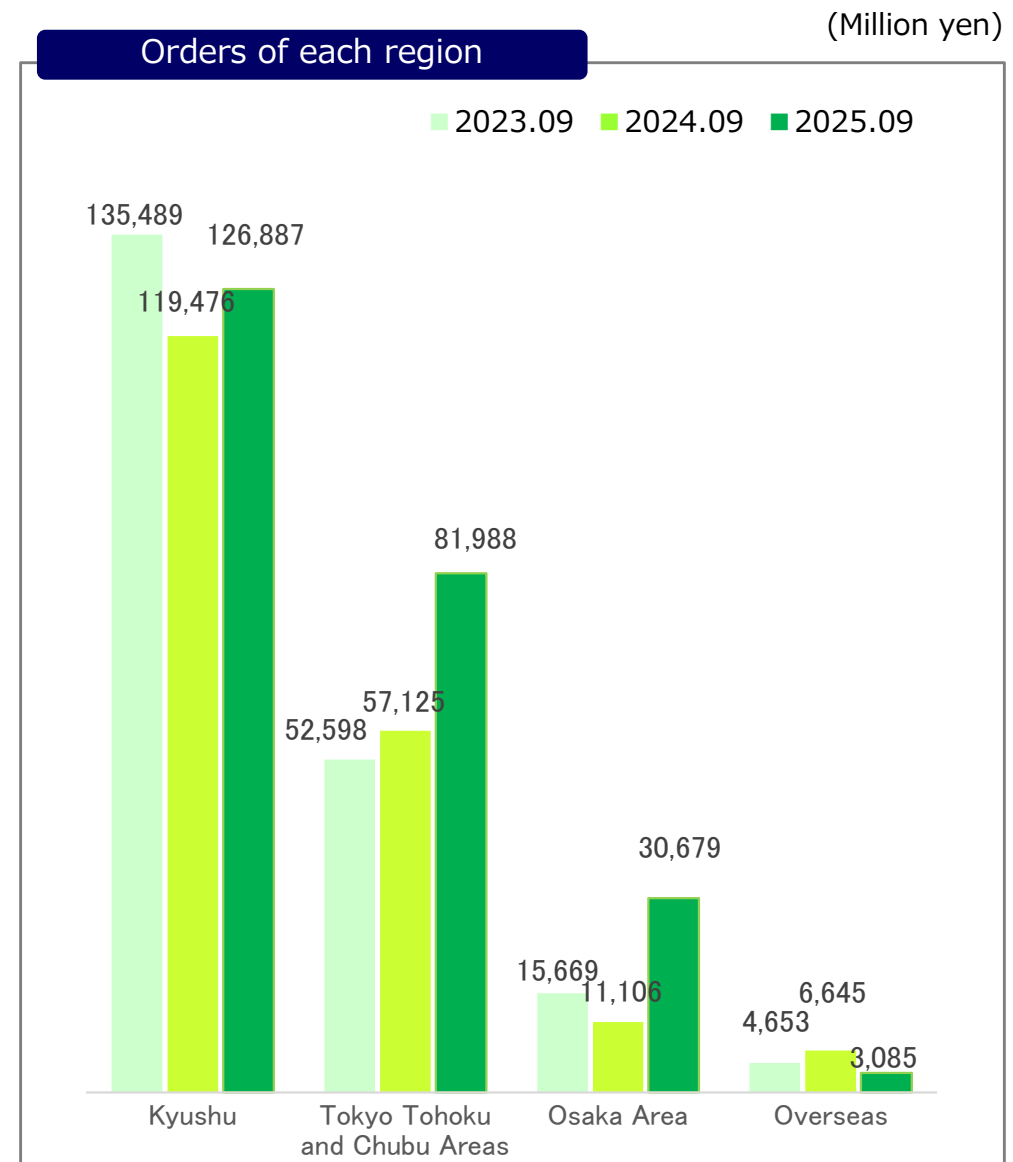
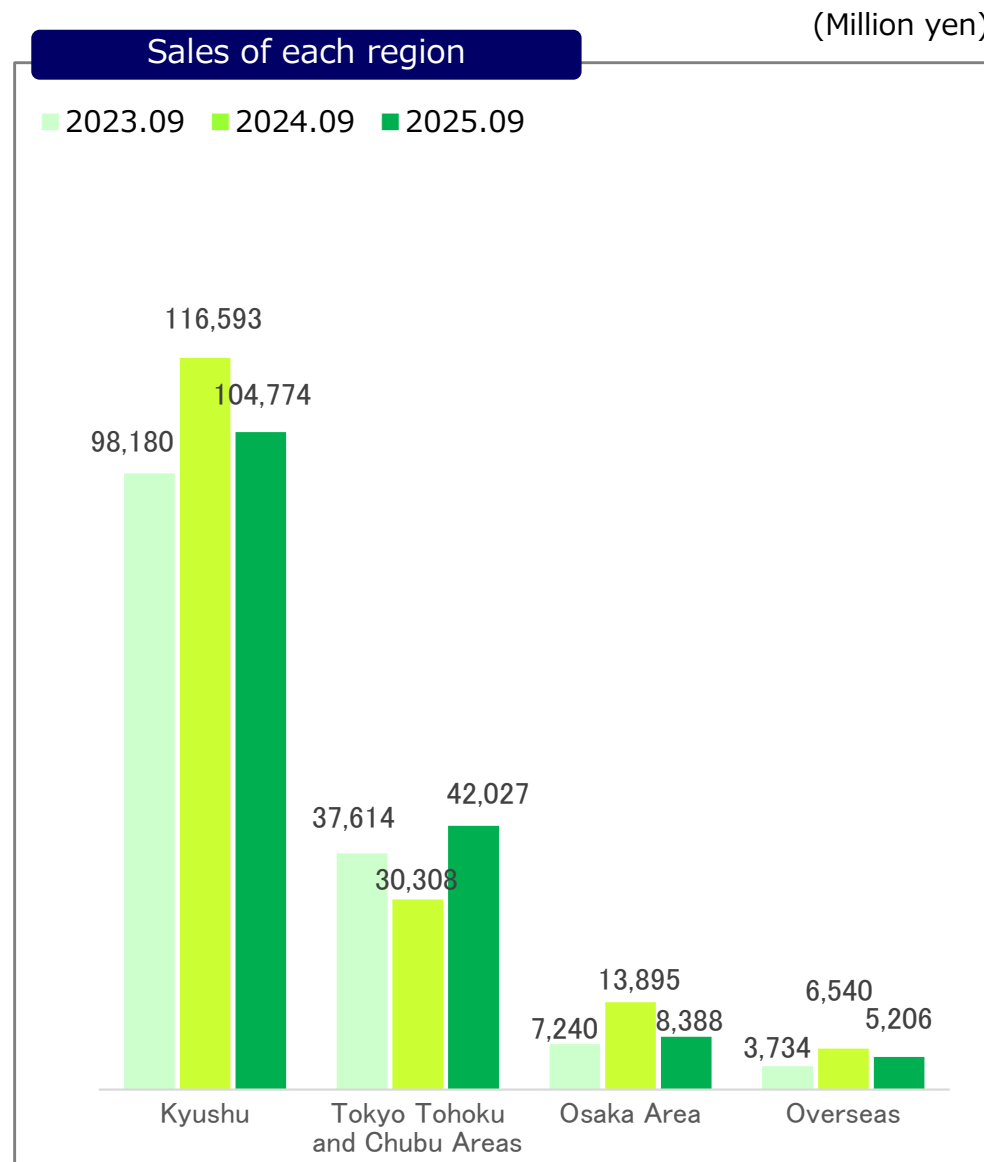


Order received / Sales by customer FY March 2026, 2nd quarter



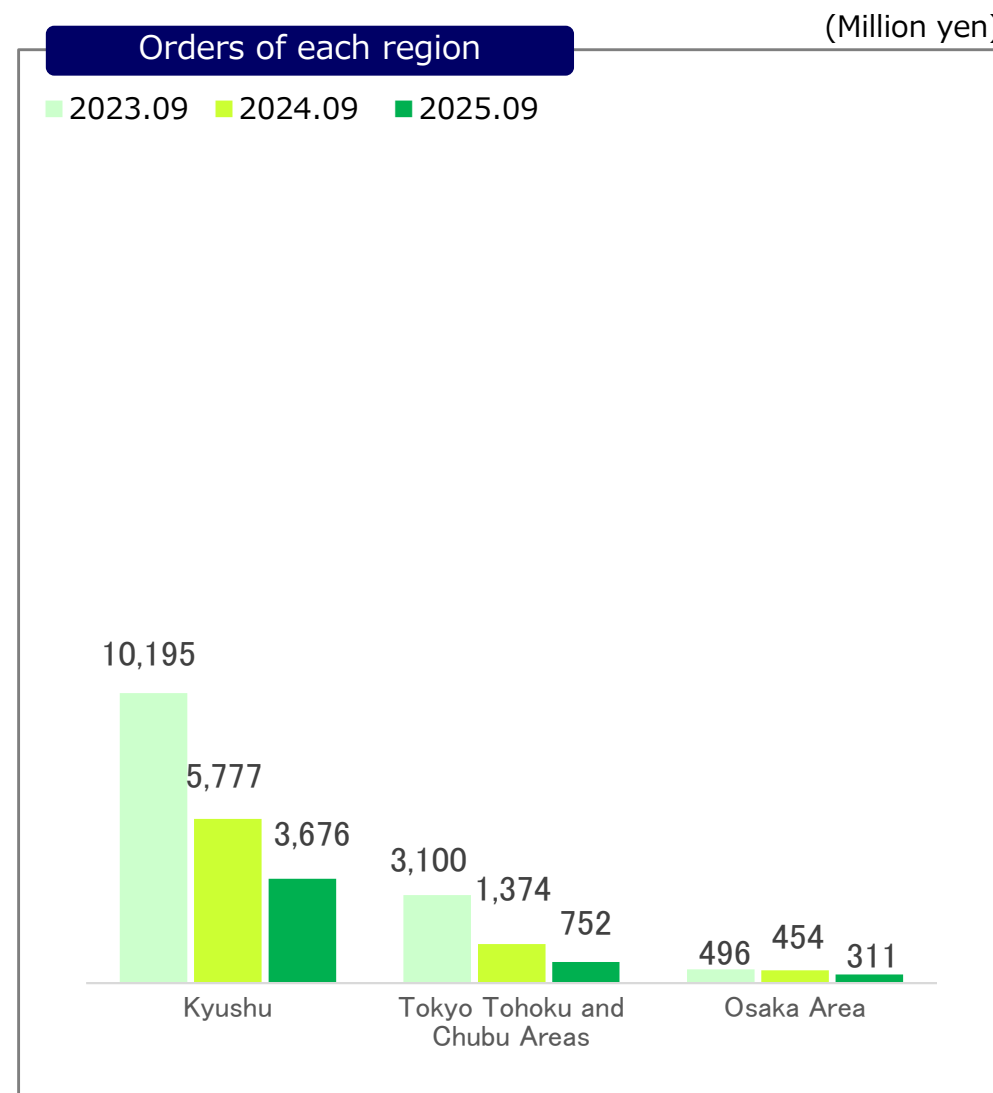
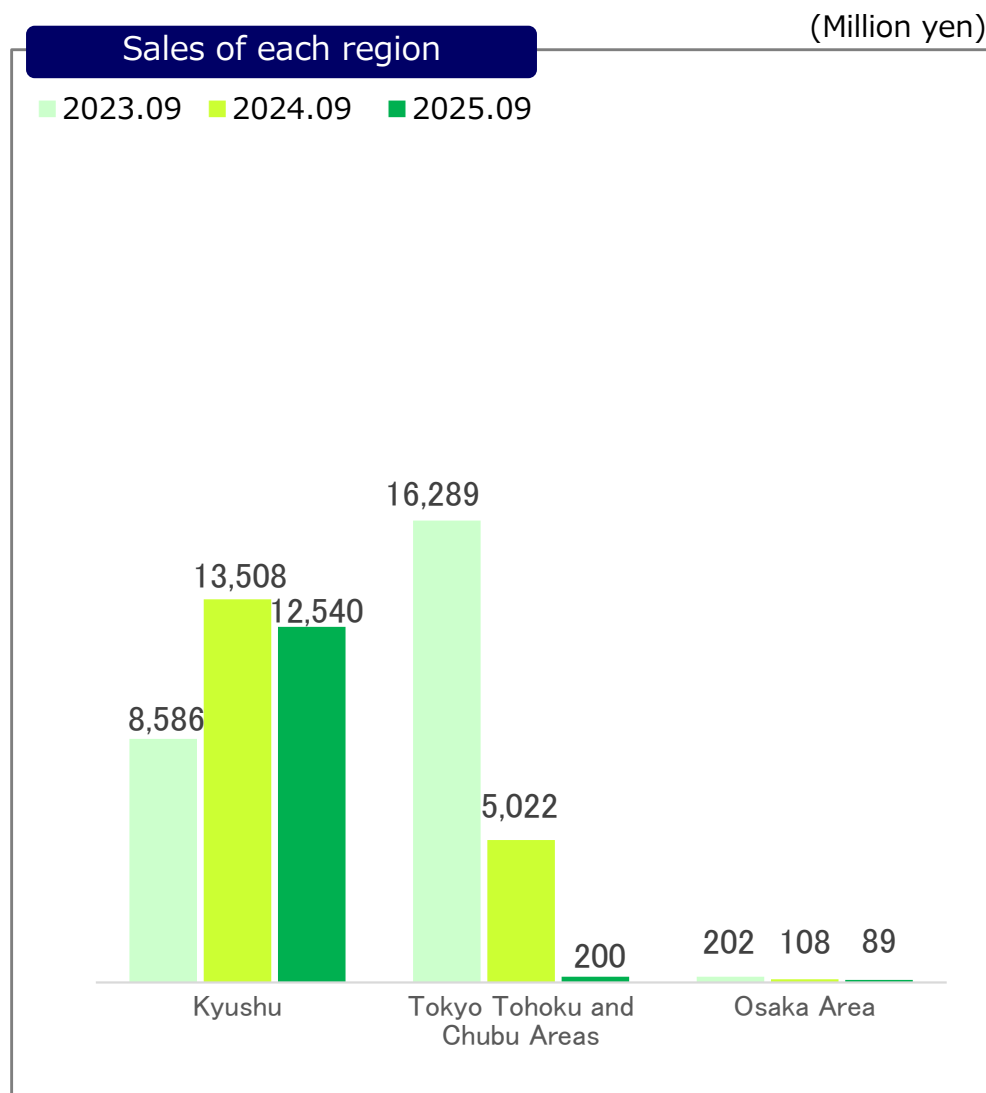
Order received / Sales by region FY March 2026, 2nd quarter

(Electrical & HVAC work excluding Solar plant construction work)



Order received / Sales by region FY March 2026, 2nd quarter

(Solar plant construction work)

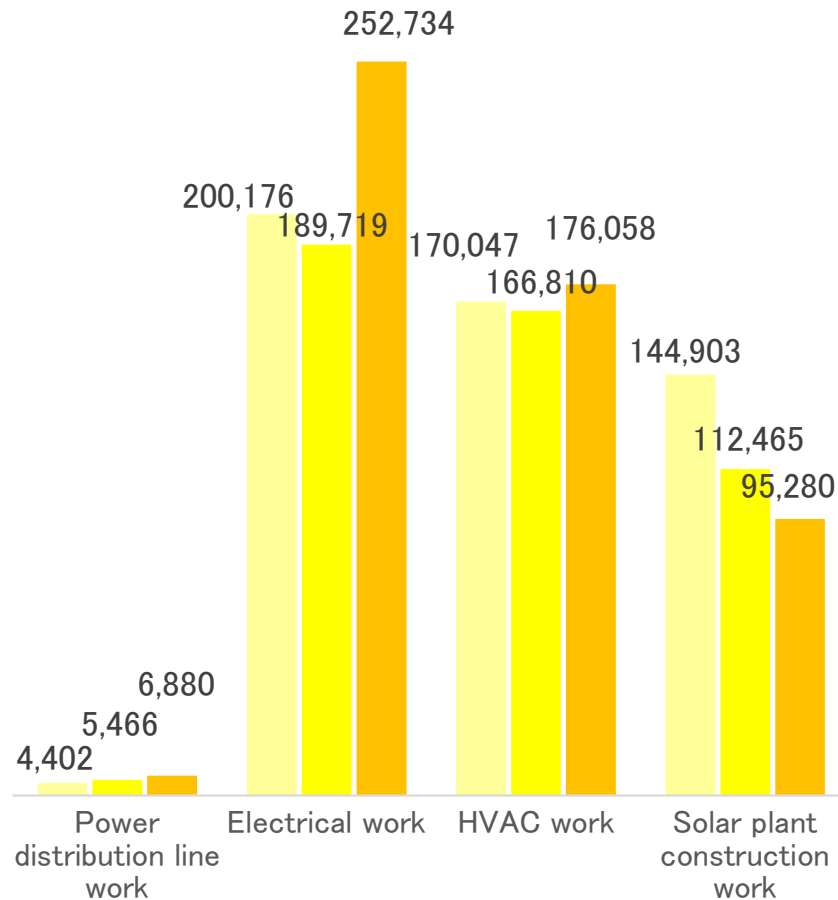


Situation of order stock FY March 2026,2nd quarter

Order stock of each segments

(Million yen)

■ 2023.9 ■ 2024.9 ■ 2025.9



Work in progress in FY March 2026,2Q

Image



Image



Image



Actual results of works FY March 2026 2Q?

Image



Image



Image



Investment in Power Operations

Solar Power Plants

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

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

	Number of power plants	Generation capacity (the entire operation)	Generation capacity (that equal to the equity)
In operation	50	92.0MW	87.4MW
Under construction	-	-	-
Total	50	92.0MW	87.4MW

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

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

	Number of power plants	Generation capacity (the entire operation)	Generation capacity (that equal to the equity)
In operation	56	856.1MW	248.2MW
Under construction	1	480.0MW	69.1MW
Total	57	1,336.1MW	317.3MW

Wind Power Plants

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

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

	Number of power plants	Generation capacity (the entire operation)	Generation capacity (that equal to the equity)
In operation	5	59.0MW	50.0MW
Under construction	-	-	-
Total	5	59.0MW	50.0MW

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

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

	Number of power plants	Generation capacity (the entire operation)	Generation capacity (that equal to the equity)
In operation	4	129.2MW	43.4MW
Under construction	1	240.0MW	24.0MW
Total	5	369.2MW	67.4MW

From April to September, a total of 53 controls on output were issued by Kyushu Electric Power Company.

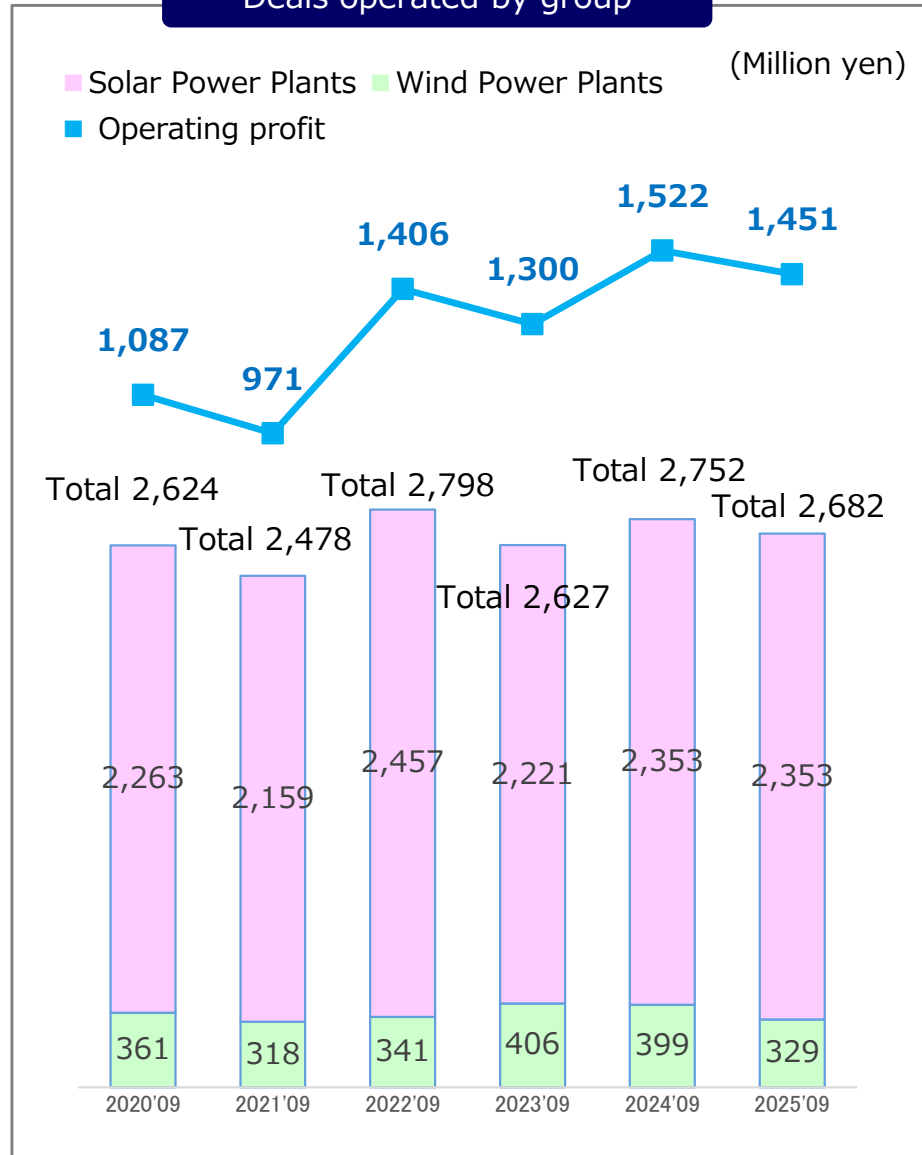
Cumulative total of 52 times in the same period of the previous year

Total Generation Capacity(Equity Share)

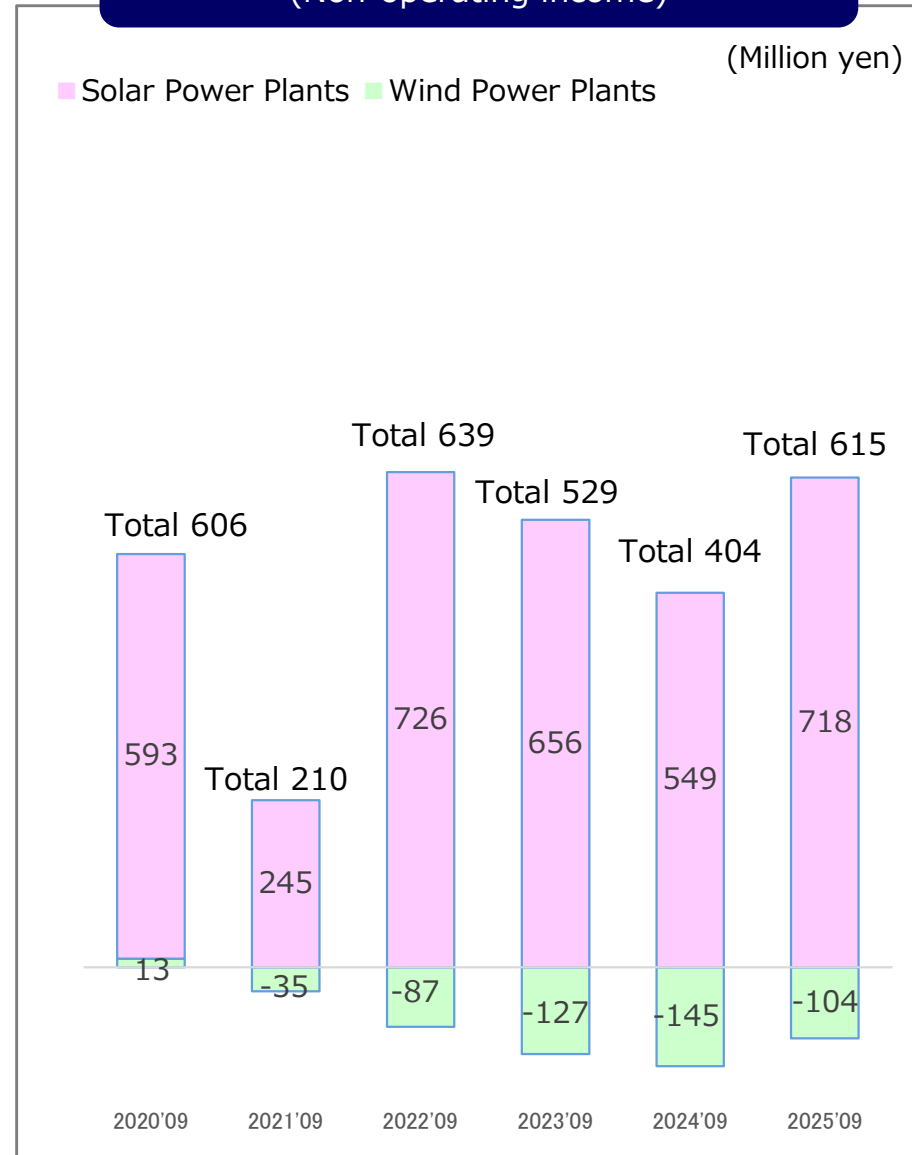
522.1MW

Investment in Power Operations

Deals operated by group



Deals through investment in equity
(Non-operating income)



Outline of balance sheet

(Million yen)

	End of Mar.2025	End of Sep.2025	Increase /decrease	Main factors behind increase/decrease
Current assets	299,268 (61.3%)	268,025 (57.0%)	▲31,242	Cash on hand and in banks ▲9,670 Trade notes and accounts receivable▲25,736
Fixed assets	189,203 (38.7%)	201,867 (43.0%)	+12,664	Investment securities +3,454 Asset for retirement benefits +1,222
Total assets	488,472 (100.0%)	469,893 (100.0%)	▲18,578	
Current liabilities	147,529 (30.2%)	105,635 (22.5%)	▲41,894	Trade notes and accounts payable ▲20,159 Electronic Recorded Debt ▲15,089
Fixed liabilities	28,789 (5.9%)	38,078 (8.1%)	+9,289	Long-term debt +6,730
Total liabilities	176,319 (36.1%)	143,713 (30.6%)	▲32,605	
Total net assets	312,152 (63.9%)	326,179 (69.4%)	+14,026	Shareholders' equity +9,281 (net income+14,937、 Dividend payment▲5,314)
Total liabilities and net assets	488,472 (100.0%)	469,893 (100.0%)	▲18,578	

Outline of C/F

(Million yen)

	Sep.2024	Sep.2025	Details of statement to Sep. 2025
Cash flow from operating activities	▲461	733	Profit before income taxes +22,867 Collection of accounts receivable +25,912 Decrease in accounts payable▲35,254
Cash flow from investment activities	▲5,230	▲4,535	Acquisition of Investment Securities ▲1,502 Acquisition of Tangible Fixed Assets ▲1,973
Free cash flow	▲5,692	▲3,802	
Cash flow by financial activities	▲5,619	▲6,389	Repayments of long-term debt ▲343 Cash dividends paid ▲5,308
Increase/decrease of cash and cash equivalents	▲10,970	▲10,210	
Cash and cash equivalents at the beginning of the period	94,588	70,437	
Cash and cash equivalents at the end of the period	83,946	60,312	

Capital Investment

	FY2024 Mar.	FY2025 Sep.
Capital investment	5.3 billion yen	2.7 billion yen
Facility work	5.0 billion yen • Replacement of branches and business offices of KRAFTIA (Including new headquarters) • Machinery and equipment, etc. for constructions • Lease contracts on specialized vehicles for construction • Software(DX-related)	1.9 billion yen • Replacement of branches and business offices of KRAFTIA (Including new headquarters) • Machinery and equipment, etc. for constructions • Lease contracts on specialized vehicles for construction • Software(DX-related)
Others	0.3 billion yen • Machinery • Rental property etc.	0.8 billion yen • Machinery • Rental property etc.
Depreciation	6.5 billion yen	3.3billion yen

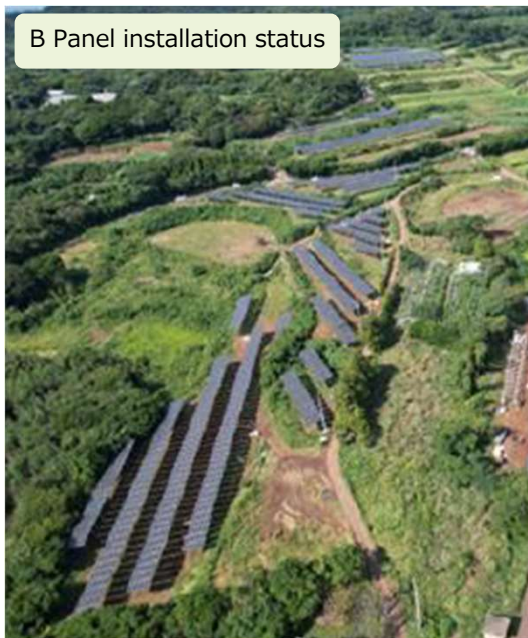
Ukujima solar power plant

Situation on the island of Ukujima

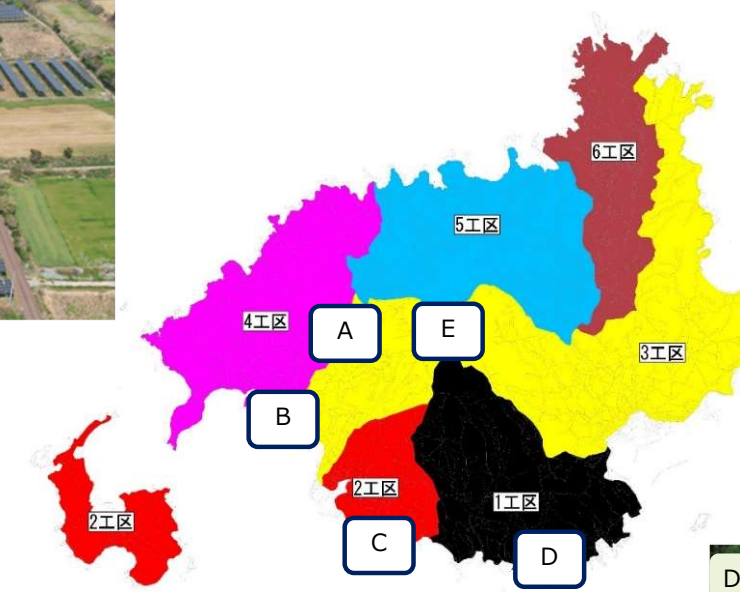
- For construction work, the project area is divided into six construction zones for management.
- The building for the Ukujima HVDC converter station has been completed. Work is currently underway to deliver and install the HVDC system equipment.
- Panel installation and utility pole erection work is progressing in Section 3 (Iira area). Section 2 (Kamiura area) is undergoing tree clearing and pile driving work, while preparatory work has begun in Section 6 (Nogata/Otae area).



A Panel installation status



B Panel installation status



C Miscellaneous tree cutting status



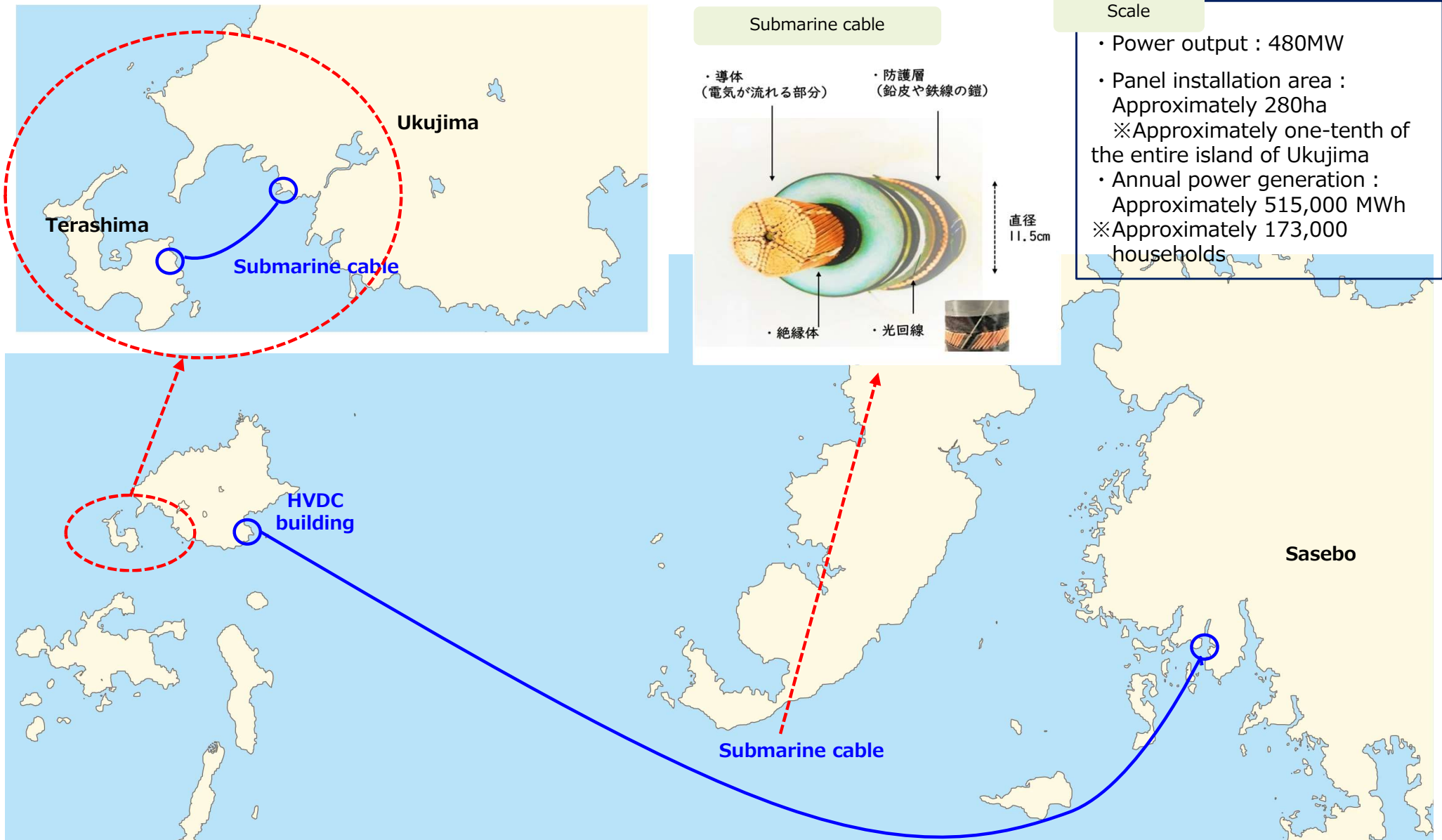
E Pole erection status

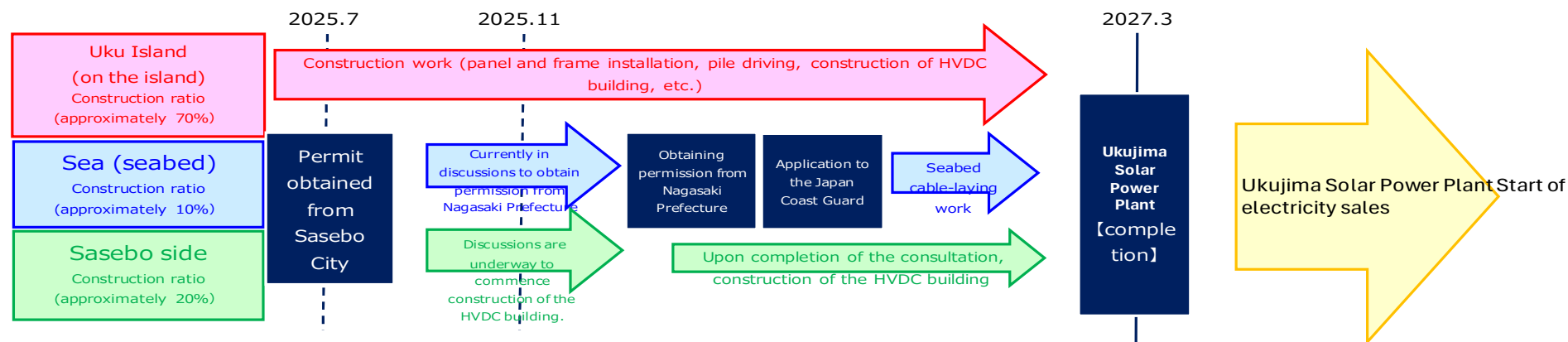


D HVDC building

Schematic of transmitting electricity

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





I. Regarding the Submarine Cable

- In July 2025, the SPC obtained permission from Sasebo City to occupy the “city-administered waters.”
- Currently, discussions are underway with Nagasaki Prefecture to obtain permission to occupy the “prefecture-administered waters.”
- After obtaining permission from Nagasaki Prefecture, an application will be submitted to the Japan Coast Guard, and work to lay the submarine cable will commence.
- Regarding the coastal areas of Ukujima, consent has been obtained from the UkuOjika Fisheries Cooperative, and permission from Nagasaki Prefecture has also been secured.

II. Regarding Kyushu Mainland

- Similar to Section I above, after obtaining permission from Sasebo City, discussions are underway with relevant parties to commence construction of the HVDC building.
- The goal is to begin preparatory work(※) within the year.

※ preparatory work : All preparatory work carried out before the commencement of full-scale construction

III. Regarding the SPC's Project Period and Profitability

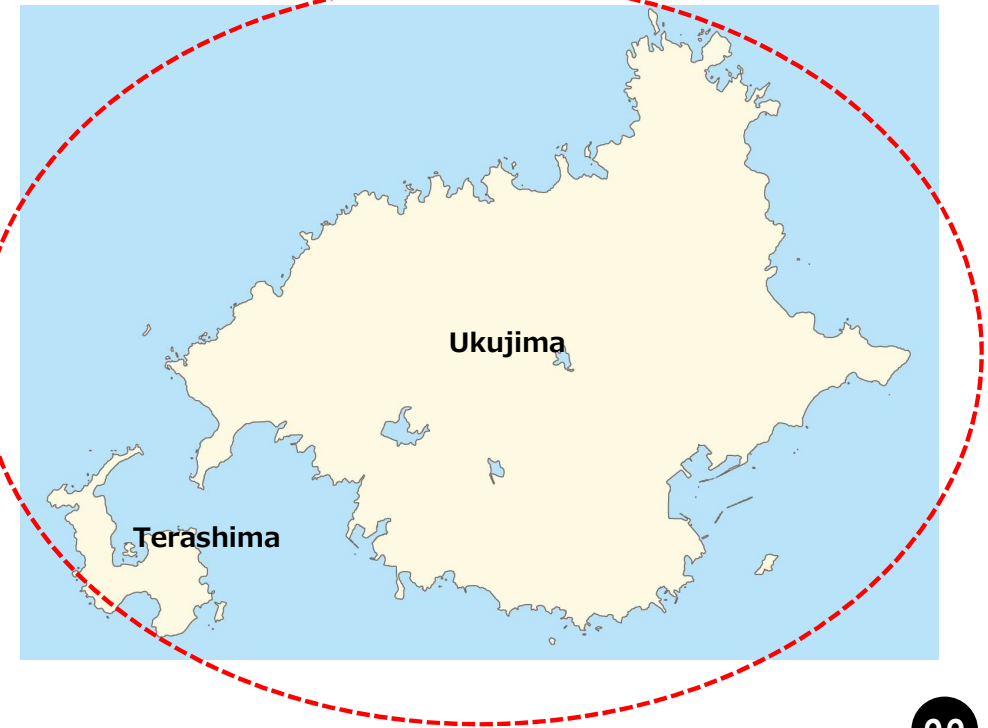
- Commencement of electricity sales has been delayed by over three and a half years from the initial schedule (June 2023).
- To counter deteriorating profitability due to the shortened FIT period (until end of September 2040), measures include increasing power generation through technical improvements like enhanced panel efficiency. Additionally, we are exploring profitability enhancements via transitioning to the FIP system and utilizing corporate PPA schemes, along with extending the project period.
- The SPC and financial institutions continue negotiations toward concluding a loan agreement, aiming for finalization within this fiscal year. Conclusion will lock in interest costs and clarify project profitability. Currently, discussions are underway with the SPC regarding the increased EPC costs.

IV. EPC Construction Period and Project Profitability

- Construction on Ukujima , accounting for approximately 70% of the total project, is progressing.
- Discussions are underway to commence submarine cable laying and HVDC building construction on the mainland side of Kyushu by March 2027. (Refer to Sections I and II)
- Discussions are underway with the SPC regarding cost increases due to rising expenses (Refer to Sections III”).
- Regarding outstanding construction payments, recovery is expected each time the SPC secures funding.

Location of Ukujima

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



Outlook for the Fiscal Year Ending March 2026

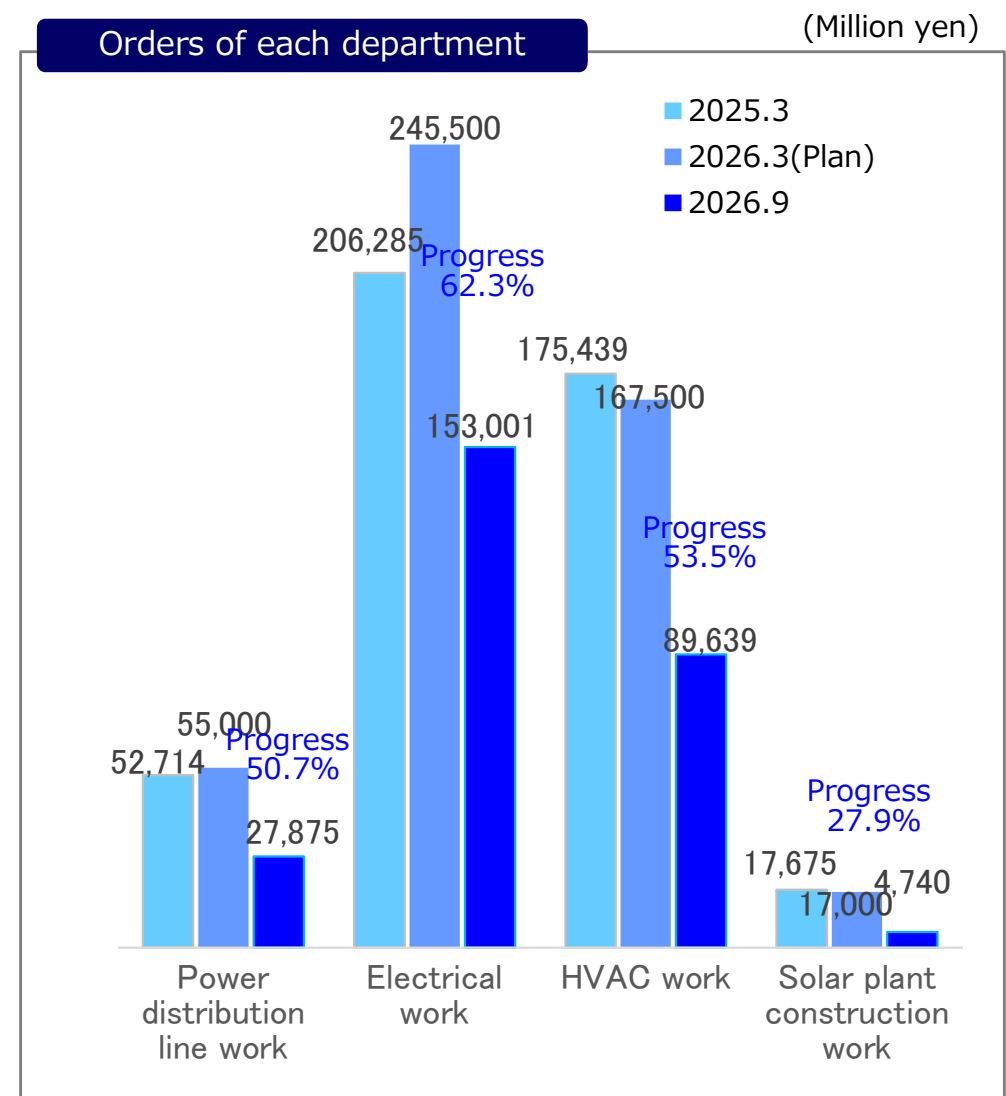
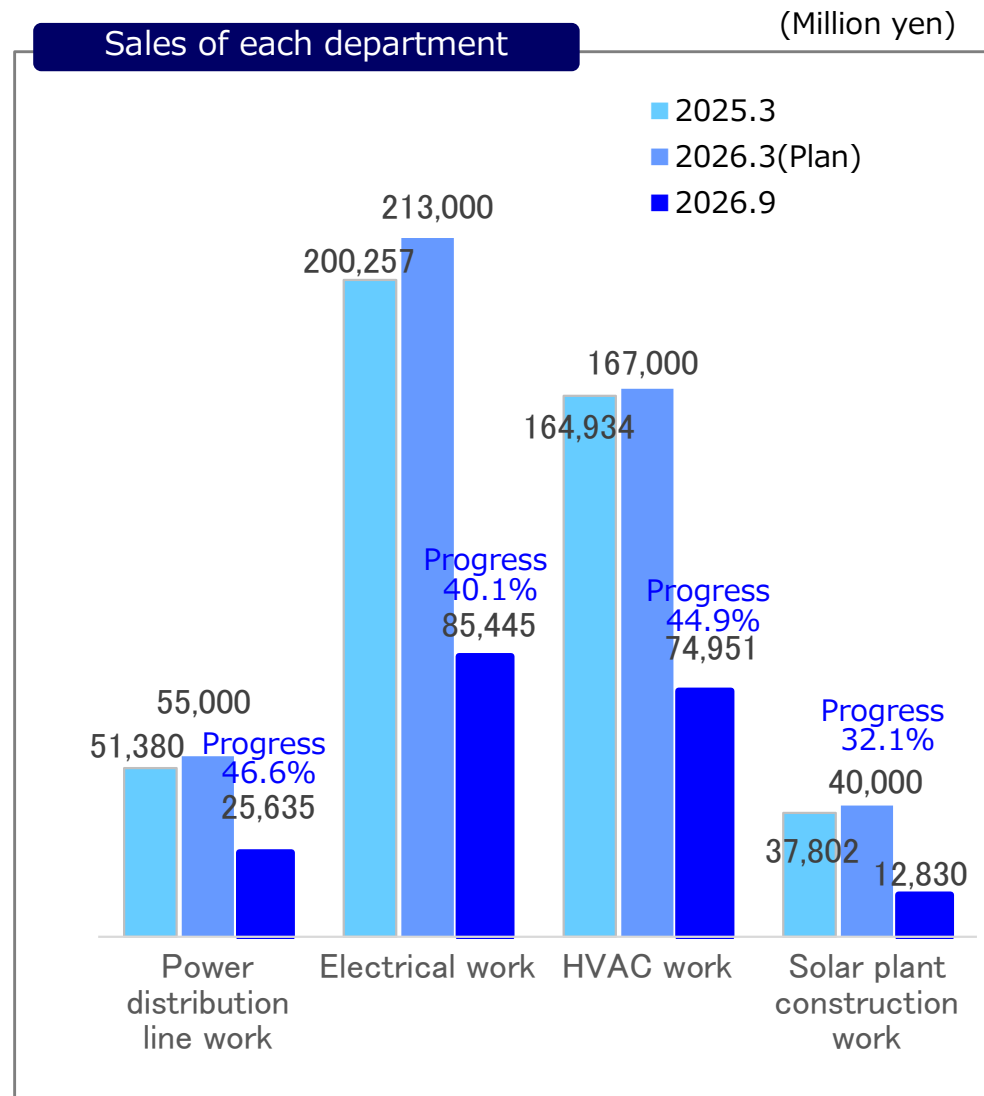
Plan for March 2026



(Million yen)

	March 2025 Result	Plan for March 2026			
		March 2026	Year-on- Year	2Q Result	Progress
Sales	473,954 (100.0%)	490,000 (100.0%)	103.4%	207,725 (100.0%)	42.4%
Gross profit	70,701 (14.9%)	77,100 (15.7%)	109.1%	38,826 (18.7%)	50.4%
Operating profit	41,388 (8.7%)	44,500 (9.1%)	107.5%	22,804 (11.0%)	51.2%
Ordinary profit	44,434 (9.4%)	47,500 (9.7%)	106.9%	24,178 (11.6%)	50.9%
Current(quarter) net profit	28,883 (6.1%)	32,000 (6.5%)	110.8%	14,937 (7.2%)	46.7%
Orders	452,113	485,000	107.3%	275,256	56.8%
Current net profit per stock	¥408.36	¥452.42		¥211.18	
Dividends	¥140 Interim ¥65 Year-end ¥75	¥180 Interim ¥90 Year-end ¥90			

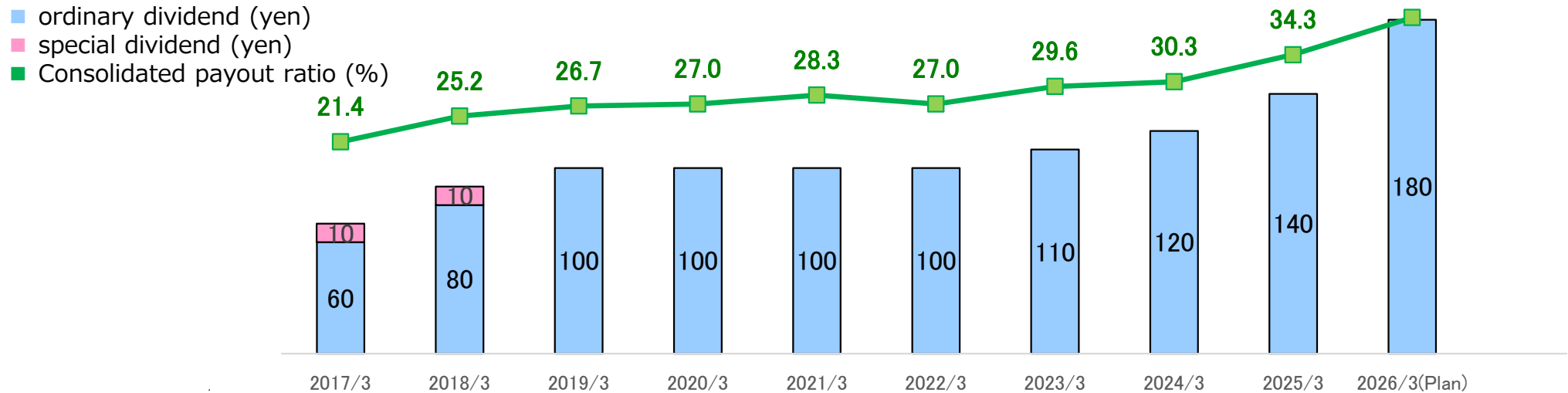
Orders & Sales plan by department



Dividends and Policy Shareholdings

Target consolidated dividend
payout ratio of 40%
Progressive dividend

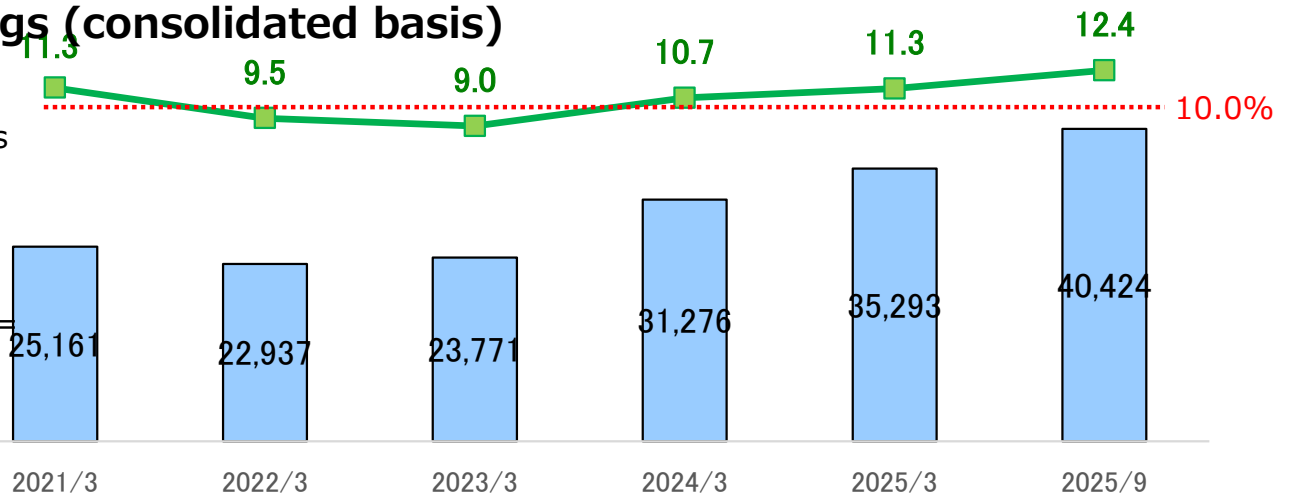
Dividend per share (annual) and consolidated dividend payout ratio



Changes in policy shareholdings (consolidated basis)

■ Market value of policy holdings (Millions of yen)
■ Percentage of policy shareholdings (%)※

※Percentage of policy shareholdings (%) =
Market value of consolidated policy
shareholdings (millions of yen) / Total
consolidated net assets (millions of yen)



※Increase mainly
due to change in
market value

※Increase mainly
due to growth
strategy
investments

※Increase mainly
due to change in
market value

Mid-term management plan

Management Targets

- We will identify financial and non-financial targets to achieve sustainable growth.

Make **Next.**

Financial targets

Consolidated ordinary profit FY2029 ¥60 billion	ROIC*1 FY2029 10% or higher	Total investment Total during Mid-term Management Plan period ¥200 billion	Shareholder returns Consolidated dividend ratio: About 40% Offering a progressive dividend
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*1 ROIC is calculated using after-tax business profit, which appropriately reflects investment efficiency based on the company's business model.

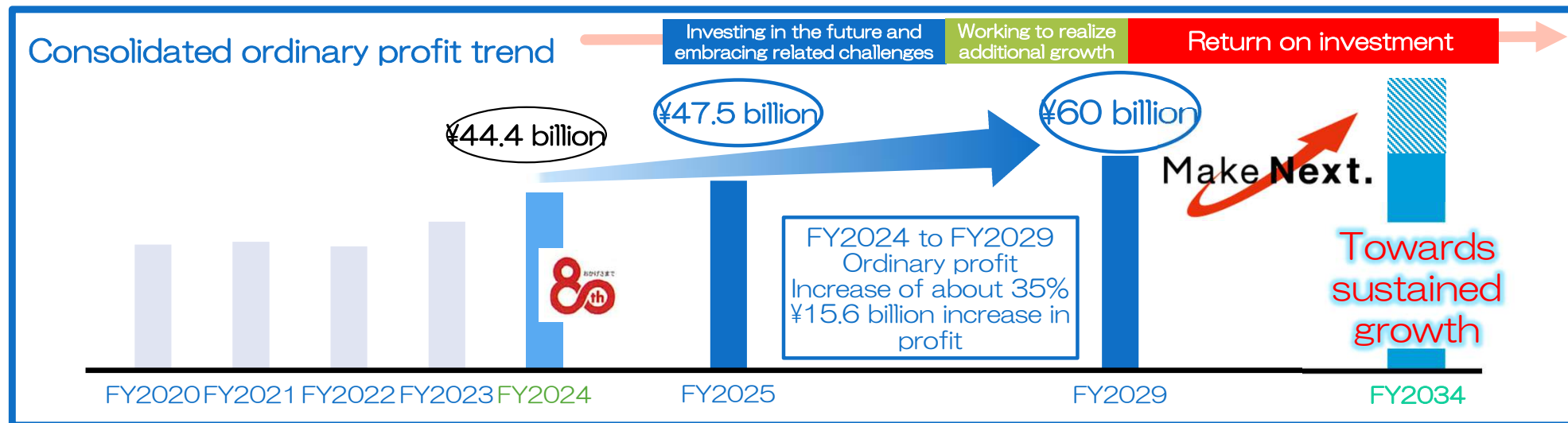
After-tax business profit = After-tax ordinary income + Interest expenses

Non-financial targets

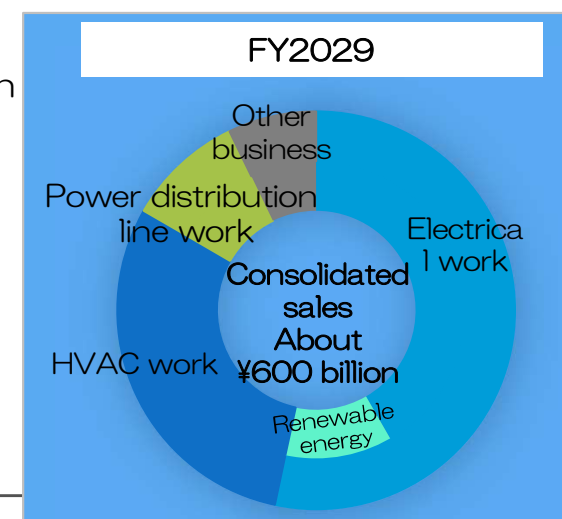
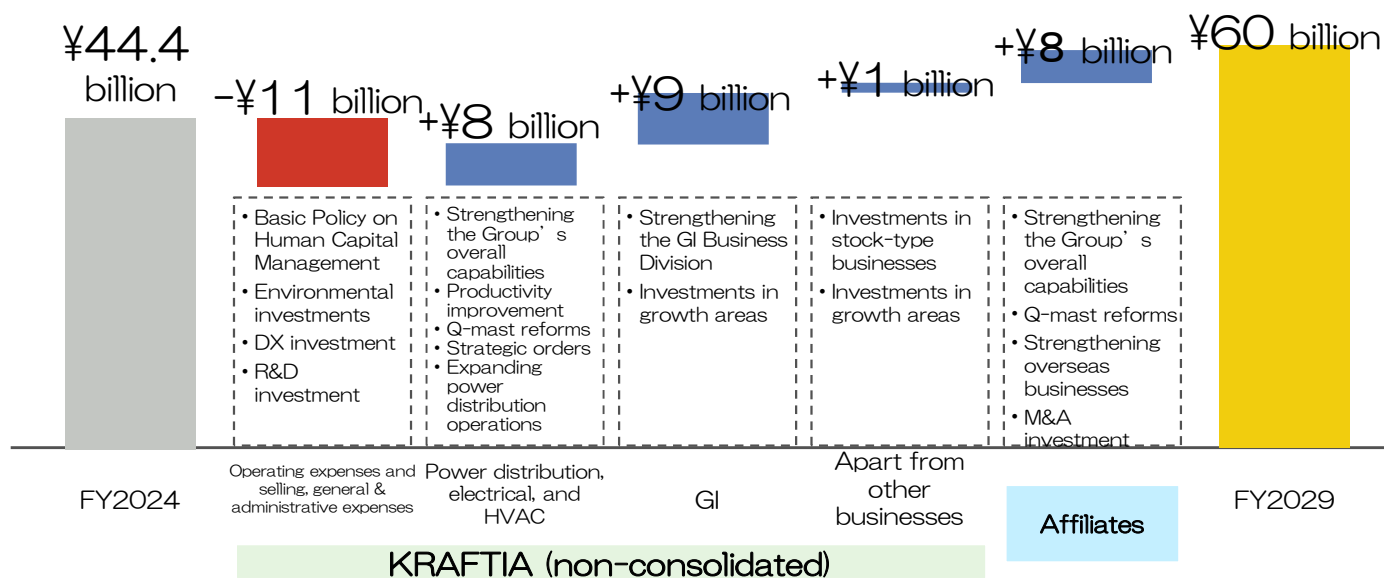
Basic Policy on Human Capital Management	Number of employees (consolidated) FY2029 12,000	Employee annual income level FY2029 ¥10 million average income for 45-year-old employees	Engagement score 72 points or higher	Education and training expenses FY2029 vs. FY2024 50%UP	Human capital management during Mid-term Management Plan period Anticipated total expenses About ¥50 billion
	Improvement in sales productivity (per hour) (Electrical-HVAC work) vs. average value during the previous Mid-term Management Plan period 10% increase in average during Mid-term Management Plan period	New hiring of highly skilled professionals By FY2029 Increase of 50	Female managers FY2029 vs. FY2024 2x	Male childcare leave utilization ratio 100%	
Safety and governance	Serious legal violations (Criminal and administrative penalties) 0 incidents	Major accidents (Fatal accidents) 0 incidents	Cybersecurity measures Confidential information leaks 0 incidents	Environmental management	CO ₂ emissions Scope 1 + 2 -50% or higher

Overview of Financial Targets

- Consolidated ordinary profit: Model for transitioning to sustained growth



Consolidated ordinary profit target



Initiatives and Investment Strategies: Specific Investment Strategies

A Growth investments	- Expanding investments in carbon neutral-related businesses - Investing in energy storage systems (grid storage batteries) - Participating in datacenter (DC) related businesses - Participating in real estate-related businesses - Participating in urban infrastructure businesses (PPP/PFI businesses)	Anticipated investment amount ¥80 billion
B M&A investment	- Carrying out strategic M&As to expand business domains (proactive M&As) - Expanding collaboration in overseas businesses	
C Stock business investments	- Utilizing idle real estate - Investing in battery storage businesses - Utilizing post-FIT power sources - Expanding PPA businesses such as solar carports - Embracing the challenges of environmental value transactions (non-fossil certificates, J-Credits, etc.) - Strengthening and restructuring facility operation subsidiaries	Anticipated investment amount ¥80 billion
D Investments in DX and R&D, etc.	- Investing in construction DX for operational efficiency and research - Rebuilding internal business systems - Studying use of generative AI in operations - Implementing cybersecurity measures - Carrying out R&D work related to energy savings, cost reductions, and labor savings - Carrying out R&D work related to creating environmental value and post-FIT utilization	Anticipated investment amount ¥18 billion
E Facility updates (Including environmental investments)	- Renovating and replacing aging facilities - Achieving carbon neutrality for in-house facilities - Helping form a circular society - Enhancing educational facilities	Anticipated investment amount ¥22 billion

■ Logo mark



■ Fund Overview

Fund Name	KRAFTIA Innovation Investment Fund (known as: KRAFTIA Innovation Fund)
Date of Establishment	November 1, 2025 (scheduled)
Total amount of funds	5 billion yen
Operational period	10 years
General Partner (GP)	Spiral Innovation Partners Limited Liability Partnership
Limited Partner (LP)	KRAFTIA Corporation
Targets for investment	Domestic early-stage and later start-up companies
Areas for investment	Companies that will contribute to achieving KRAFTIA's vision, focusing on green innovation, AI/digital, construction tech, real estate and urban development, as well as solving social issues
Average investment	Approx. 200 million yen per case
Web page URL	https://spiral-cap.com/en/fund/kraftia-innovation-fund/

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

■ Background and Purpose of the Establishment

KRAFTIA aims for sustainable growth through business diversification and quality improvement, based on its long-term vision for its 100th anniversary (2044).

The construction industry is facing pressing issues such as labor shortages, improving productivity, and addressing carbon neutrality, which calls for structural reform through collaboration with external parties.

Against the backdrop of these societal demands, the KRAFTIA Innovation Fund will achieve both social and corporate value through co-creation with startups in areas such as green innovation and digital

■ Investment Policy and Areas of Focus

The KRAFTIA Innovation Fund will invest primarily in the following four areas, as well as in other areas that contribute to achieving KRAFTIA's vision, such as solving social issues.

1. Green innovation: renewable energy, energy storage, AI aggregators, carbon neutral related technology
2. AI/digital: AI, IoT, robotics, automated driving, and other industrial transformation technology
3. Construction technology: on-site DX, 3D CAD, BIM, matching platforms, etc.
4. Real estate and urban development: smart buildings, urban development DX, digital twins and services that solve local issues

Through these efforts, we will strengthen our existing businesses and expand our business through new businesses, joint ventures, and M&As.

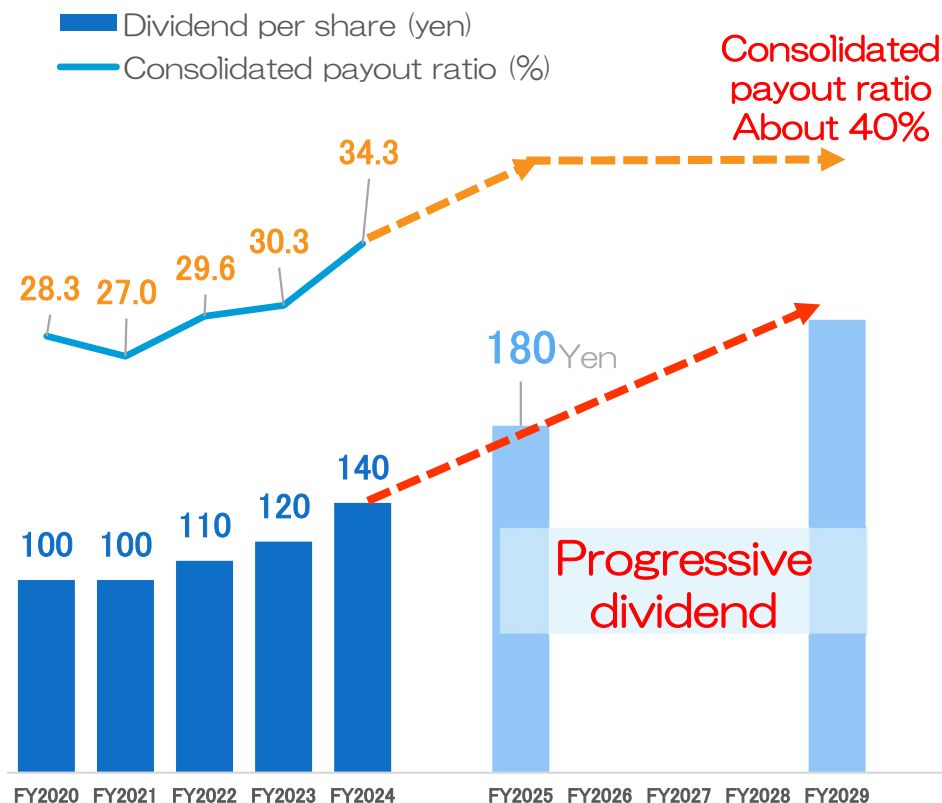
■ Co-creation and asset utilization

The KRAFTIA Innovation Fund is more than just an investment; it is a "place for cocreation" that makes the most of KRAFTIA's strengths. We will open up our assets, such as our technological capabilities in facility construction, over 2,000 directly managed skilled workers, a nationwide customer network, and access to public and commercial facilities, to promote verification and the societal implementation of technology with startups.

In addition, by combining this with Spiral Innovation Partners' know-how in supporting startups, we will bring about new co-creation that goes beyond our existing business areas.

Initiatives and Investment Strategy: Shareholder Returns

Dividend and payout ratio trends



Current recognition and future shareholder return policy

- While comprehensively taking into account the business environment, performance, and financial conditions, our policy has been to maintain a stable dividend with a consolidated payout ratio target of approximately 25%.
- Under the previous Mid-Term Management Plan, dividends were paid with a consolidated payout ratio exceeding 30% in recent years; however, we no longer consider this sufficient.
- During the current Mid-Term Management Plan period, we're striving to further enhance corporate value by maintaining financial soundness while appropriately allocating cash flow to both investment strategies and shareholder returns.

- Aim for a consolidated dividend payout ratio of approximately 40% and implement progressive dividends
- Executing dividends and share buybacks totaling ¥80 billion or more during the Mid-Term Management Plan period
Carrying out flexible share buybacks to manage invested capital while maintaining a balance between growth investments and financial stability

Co-creation with stakeholders

- Actively disclosing information and engaging in dialog activities to enhance stakeholder engagement
- Switching employee bonuses to a performance-linked system to promote performance-conscious work execution and improve employee engagement
- Enhancing incentives for the employee stock ownership plan to foster management awareness of stock value among employees
Adding incentives to contribution amounts (from 5% to 10%; increased to 20% from June 2024 to May 2025 in celebration of the company's 80th anniversary)

Appendix

Company name	KRAFTIA Corporation
Established	December 1, 1944
Capital	¥ 12,561 million
Listed market Code	Prime Market of Tokyo Stock Exchange, Fukuoka Stock Exchange 1959
Head office	11-1,Tenjin 1-chome,Chuo-ku,Fukuoka city
Tokyo head office	Sunshine 60 3-1-1 Higashi-Ikebukuro, Toshima-ku, Tokyo
Bases	Head office, Tokyo head office, 13 branches in Japan, 101 sales offices, / 7 overseas subsidiaries
Approval for construction	Approved by Minister of Land, Infrastructure, Transport and Tourism (Sp. 29) No. 1659
Number of employees	Consolidated: 11,191persons (Sep. 30, 2025)

New company name 【 KRAFTIA Corporation】



K + CRAFT + I + A

**Kyushu /
Kyudenko** **Craft**
Technology, skill, craftsmanship

Innovation **Action**

While inheriting the history of Kyudenko's founding in Kyushu and the spirit of the company, each of us hones our skills and expertise striving to innovate technology and implement technology to create a comfortable environment.

With a commitment to technical execution that earns trust and technical innovation that never stops embracing challenges, we will strive to pioneer new frontiers rich in potential.

The name **KRAFTIA** embodies this determination.

Corporate Philosophy and Long-term Vision



Corporate Philosophy

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

Long-term Vision

Vision Phrase

Make Next: To Create Smiles for the Future

Looking toward future **megatrends**, we have clearly defined our role in building a sustainable society through **Three Contributions** and a fundamental approach to realizing our vision.

Four **megatrends** the KRAFTIA Group is monitoring

- 1 Transition to a decentralized energy society
- 2 Increased environmental awareness
- 3 Changes in population structure and diversification of work styles
- 4 Advancement of digital technologies

Our role: **Three Contributions**

Solve social problems

Contribute to realization of affluent life by leveraging our engineering strength and taking on the challenge of solving social issues.

Realize a carbon-free society

Contribute to the realization of a carbon-free society through clean energy

Maintain and develop local public infrastructure

Contribute to the maintenance and development of local infrastructure through the stable supply of electricity, facility work, urban development, etc.

Basic stance to achieve our vision

Contribution to realizing a circular society

By solving social issues through business activities, we strive to balance social value with economic value.

- KRAFTIA has established a Basic Sustainability Policy and identified material issues (materiality) based on our corporate philosophy and long-term vision.
By addressing these material issues under the guidance of our Basic Sustainability Policy, we're working to contribute to the realization of a sustainable society while enhancing our corporate value.

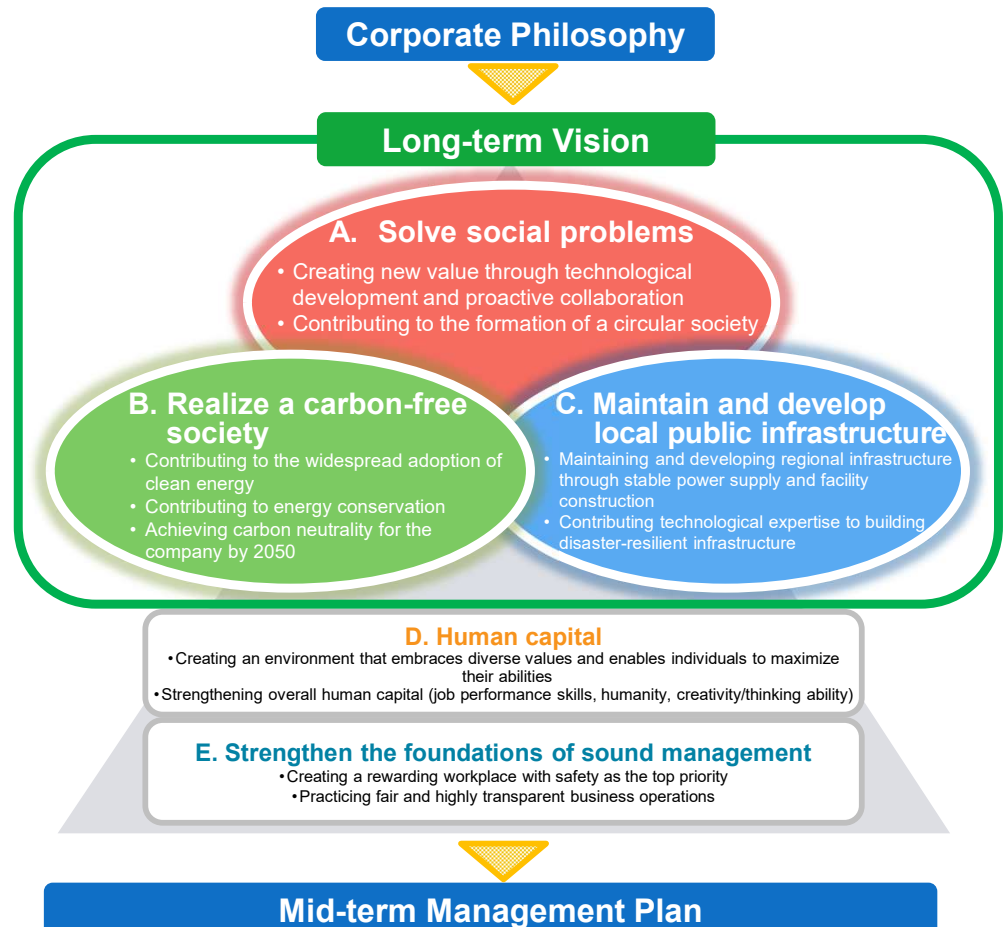
Basic Sustainability Policy

In keeping with its corporate philosophy, the KRAFTIA Group seeks to solve social issues through its business activities in order to help achieve a sustainable society while increasing the Group's corporate value.

Materiality (key issues)

	Social issues	Key issues (materiality)	Framework diagram
E: Environment	Climate change Decarbonized society Energy	Contributing to the widespread adoption of clean energy	B
		Contributing to energy conservation	B
		Achieving carbon neutrality for the company by 2050	B
S: Society	Diversity/ Labor practices Employment / Human rights	Creating an environment that embraces diverse values and enables individuals to maximize their abilities	D
	Occupational health and safety	Creating a rewarding workplace with safety as the top priority	E
	Education and training	Strengthening overall human capital (job performance skills, humanity, creativity/thinking ability)	D
	Local communities	Maintaining and developing regional infrastructure through stable power supply and facility construction	C
	Disaster prevention	Contributing technological expertise to building disaster-resilient infrastructure	C
	Innovation	Creating new value through technological development and proactive collaboration	A
	Waste	Contributing to the formation of a circular society	A
G: Governance	Organizational governance Anti-corruption Compliance Fair business practices Anti-competitive behavior	Practicing fair and highly transparent business operations	E

Materiality framework diagram



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



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

	2018	2019	2020	2021	2022	2023	2024	2025
Total engineers and skilled persons	384	342	336	387	306	259	292	357
High school graduates	271	253	253	263	225	187	196	231
University graduates	113	89	83	124	81	72	96	126

« Comparison in actual results of recruitment for April 2025 with other companies »

	KRAFTIA	Large electrical construction companies	Large HVAC companies	Super general constructors
Total in all professions	402	150~450	90~130	250~460
High school graduates	242	70~250	0~20	10~100
University graduates	160	80~200	80~130	250~420

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

	2021.3	2022.3	2023.3	2024.3	2025.3	2025.9
Electrical work department	2,359	2,468	2,519	2,563	2,620	2,788
HVAC work department	1,188	1,212	1,202	1,216	1,254	1,324
Year-end workforce of electrical and HVAC	3,547	3,680	3,721	3,779	3,874	4,112
Power distribution line department	1,566	1,519	1,471	1,437	1,438	1,487
Other	1,469	1,508	1,516	1,514	1,547	1,338
Employees of single KRAFTIA	6,582	6,707	6,708	6,730	6,859	6,937
Employees of group	10,198	10,528	10,626	10,687	10,935	11,191

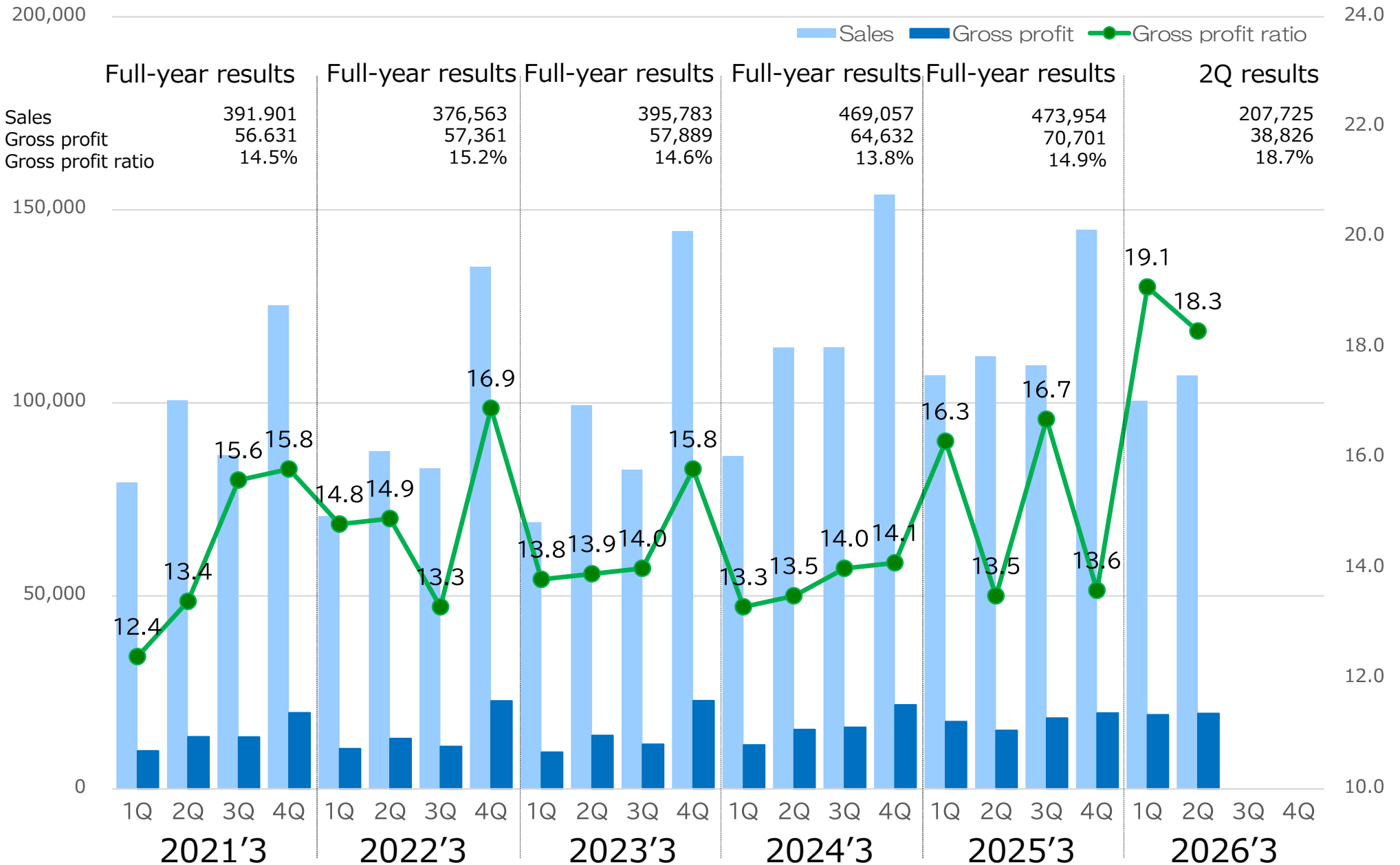
« Total 8,800 employees in technical field of total 10,900 »

	(KRAFTIA)		(Subsidiaries)		
Number of site technicians	About 2,200	+	About 2,100	=	About 4,300
Number of construction managers	About 3,400	+	About 1,300	=	About 4,700

Sales and gross profit (quarterly accounting period)

(Sales , gross profit : million yen)

(Gross profit ratio : %)



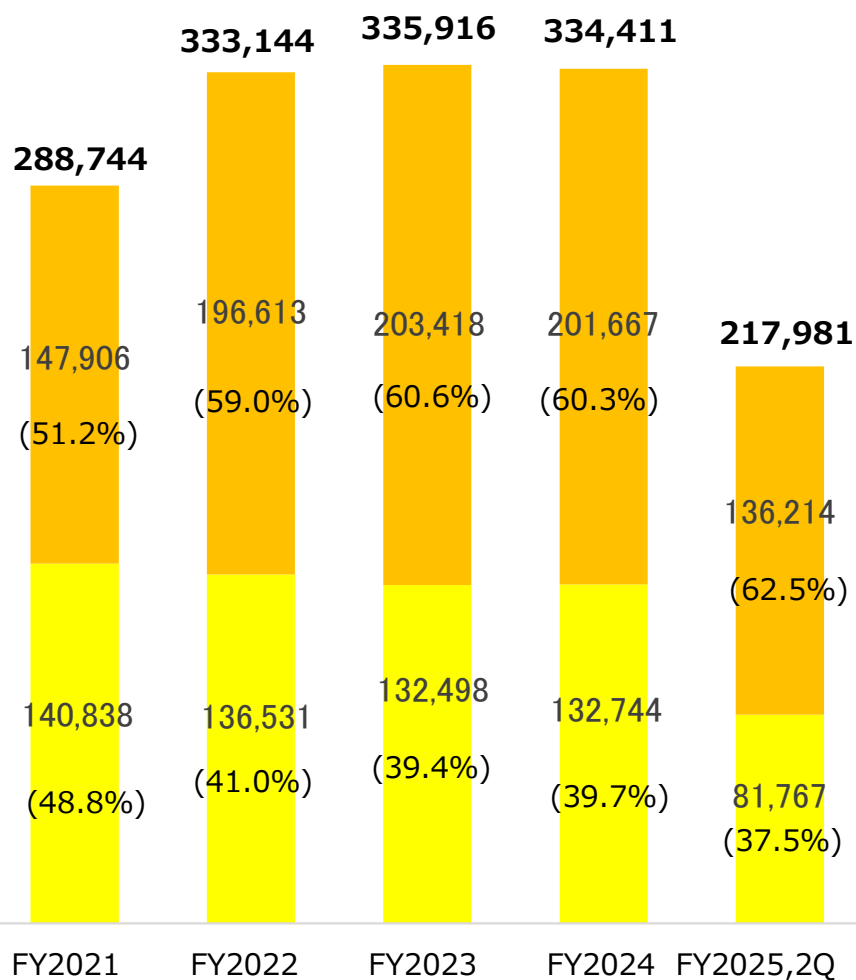
Breakdown of Orders Received by form and Scale (KRAFTIA individual : excluding power distribution lines)



(Million yen)

Breakdown by form

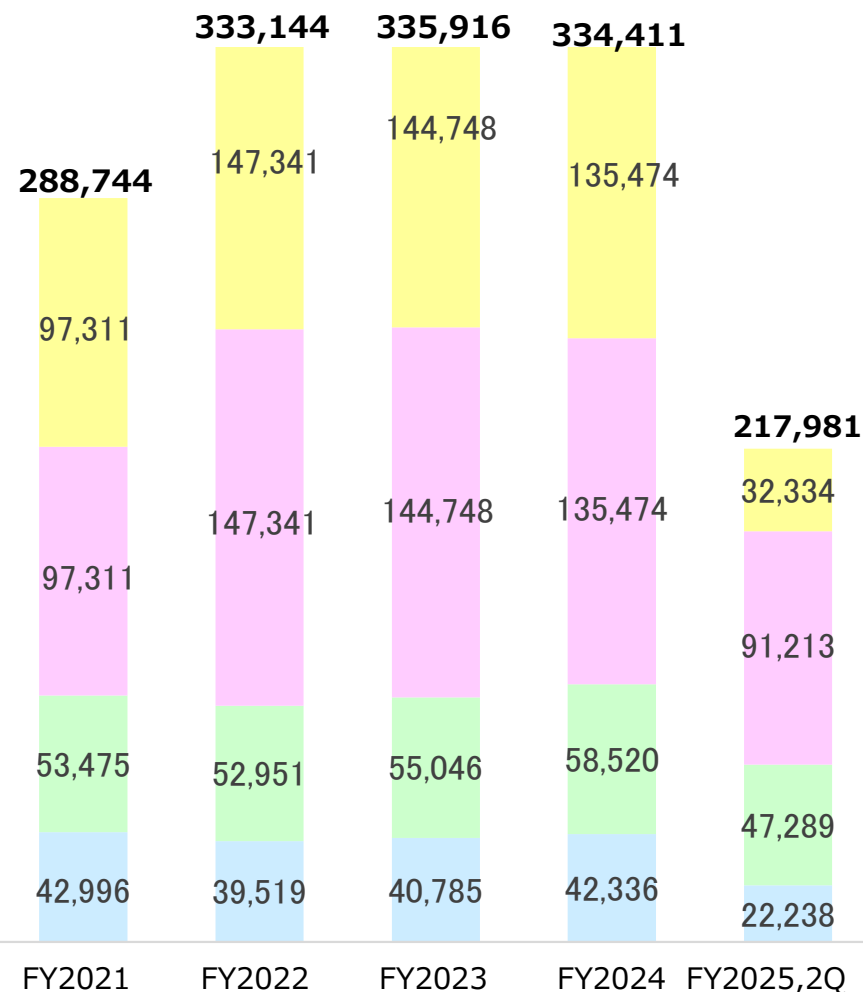
- subcontract
- prime contract



(Million yen)

Breakdown by Scale

- More than 1 billion yen
- 300 million yen or more but less than 1 billion yen
- 100 million yen or more but less than 300 million yen
- Less than 100 million yen



Details of diverse business models (facility work)

business model item	㊤ Proposal and original contract type(Local based)	㊤ Sub-contract type	㊤ Capital participation type
① Feature	• Mainly small- and med-sized deals • Order directly from the owner (prime contractor)	• Large sized deals • Subcontractor of a general contractor	• Capital participation in a project of collaboration with different industries, and receiving an order for construction • Construction profit + Business profit according to the amount of investment
② Business area	Mainly Kyushu	Urban areas such as Kanto and Kansai	Nationwide development
	To Kanto and Kansai by M & A	Fukuoka urban area Business area expansion to the whole country	
③ Sales	Sales by project are small	Sales by project are large	Sales by project are large
④ Profit rate	Relatively higher (Order directly from the owner)	Relatively lower (Mainly subcontracted)	Different for each project
⑤ Differentiation strategy	By having 110 sales offices throughout Kyushu and Okinawa, we develop local-based sales by engineers	Overwhelming ability to collect workforce and ability of direct construction	By participating from the project planning stage, we definitely receive an order for construction
⑥ Rival	Local small and medium-sized enterprises	Major competitors	General contractor and developer
⑦ Composition ratio	about 4 0 %	about 5 0 %	about 1 0 %