



# Full-Year Financial Results Briefing Materials

**SUGITA Yoshihiko, Director and Managing Executive Officer**

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.



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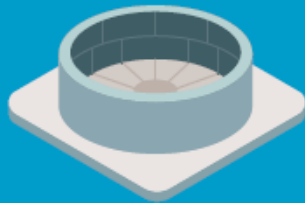


CHAPTER

1

## About NIPPON CONCRETE INDUSTRIES

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An aerial photograph of a dense urban landscape, likely Tokyo, showing a vast expanse of skyscrapers and buildings. The sky is a clear, bright blue with a few wispy white clouds. The text is overlaid on the upper half of the image.

## 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. 46%**

## ■ Foundation business

Manufacturing, sales, and construction of foundation piles for buildings

**Sales composition: Approx. 27%**

## ■ Pole-related business

Manufacturing, sales, and construction of concrete poles

**Sales composition: Approx. 26%**

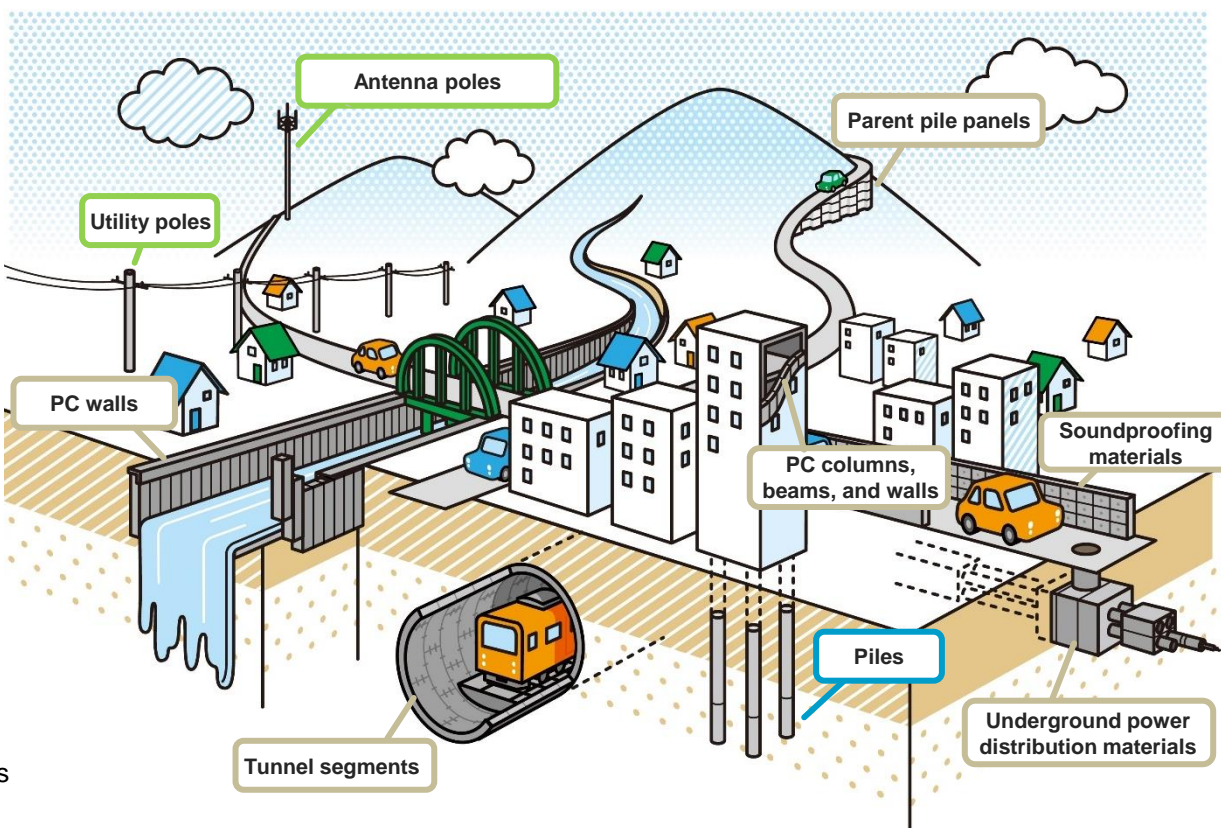
## ■ Civil engineering products business

Manufacturing, sales and construction of various pre-cast products

**Sales composition: Approx. 0.6%**

## ■ Other business

Real estate, solar power, and environmental businesses

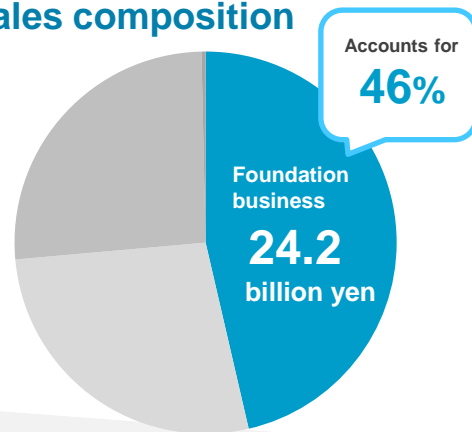


# Foundation Business

## 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



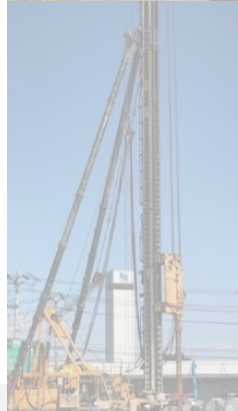
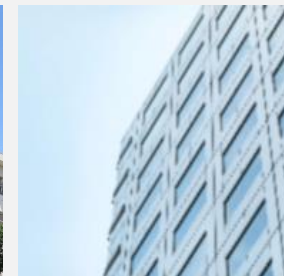
## Business strengths

- 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**

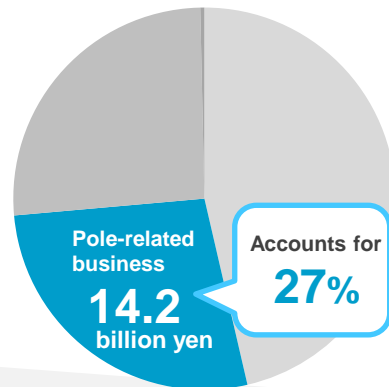


# Pole-related Business

## 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



## 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)

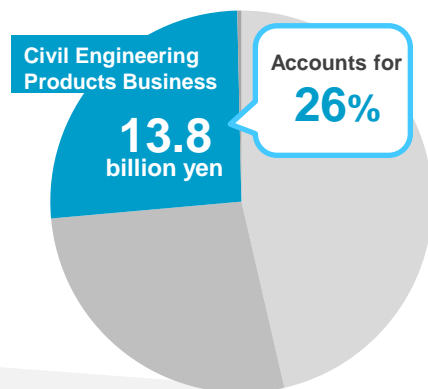


# Civil Engineering Products Business

## 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.

## Sales composition



## Business strengths

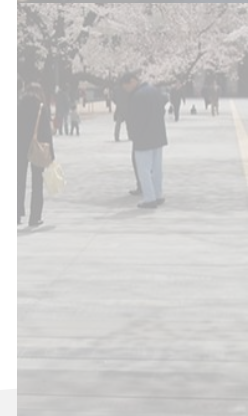
- Comprehensive group strength with a wide variety of unique products and construction methods
- A nationwide network encompassing the entire group
- A product lineup to meet a wide range of applications, including roads, rivers, and railways
- Technology development to meet customer needs

## 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

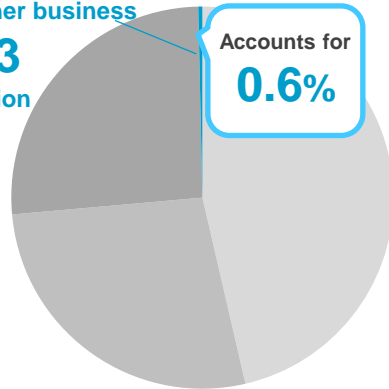
## Business overview

- 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

Other business

0.3  
billion  
yen



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

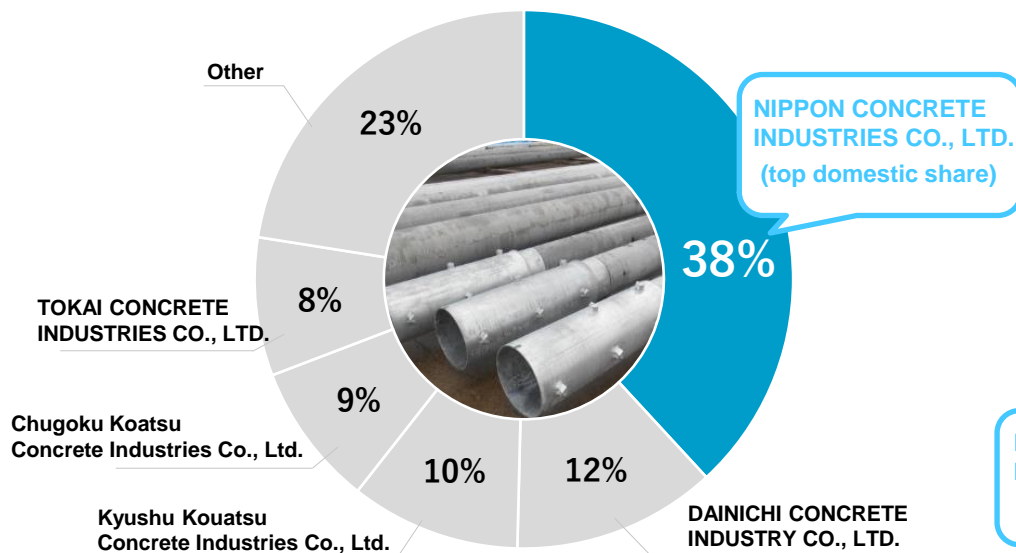
- We are using our concrete sludge recycling technology to realize carbon fixation and a more efficient utilization of resources.
- We are expanding our environmentally friendly products and contributing to a better global environment through our business activities, such as by promoting joint research,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



# Market Share of Main Products

## Concrete poles

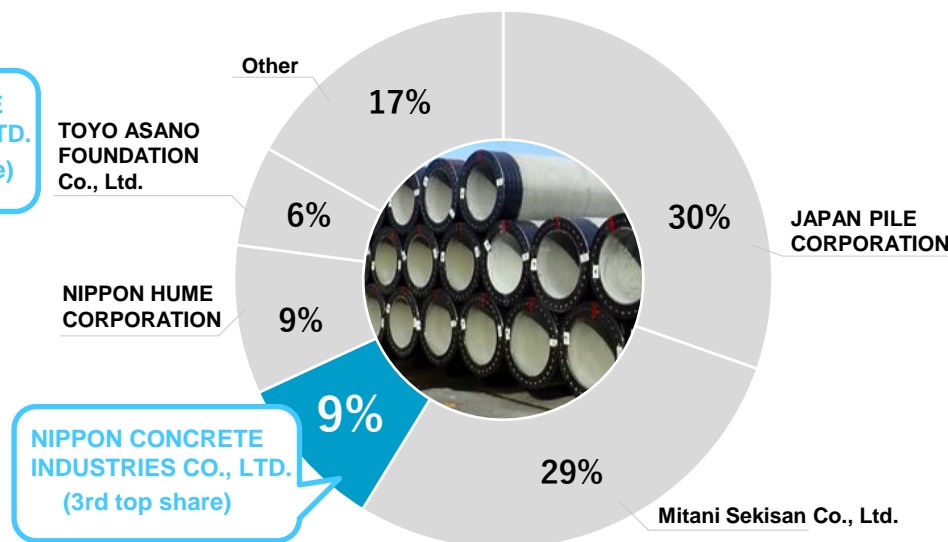
We have the top share in domestic shipments at **approx. 38%**



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 38%, the NC Group of technology licensees holds an approximately 77% share of the market.

## Piles

We have the 3rd highest share in domestic shipments at **approx. 9%**



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 9%.

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,<sup>1</sup> holds the industry's top share in sales and, together with our precast construction,<sup>2</sup> 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.

<sup>1</sup> 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.

<sup>2</sup> 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 Fiscal Year Ended March 31, 2025



# Consolidated Statement of Income

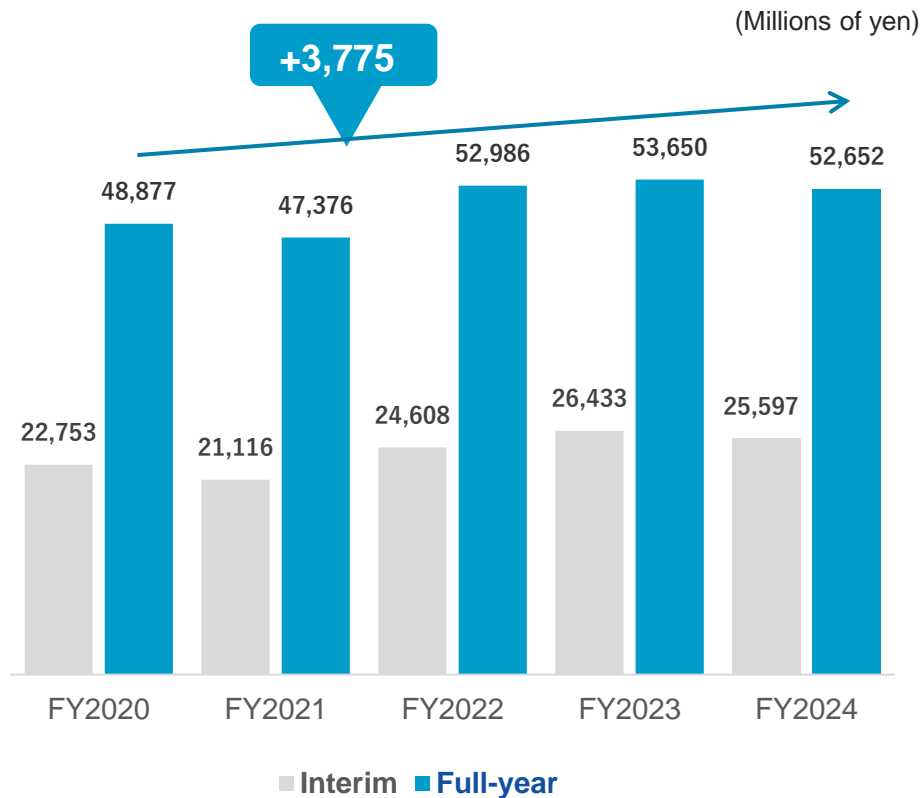
- Amid intensifying competition, reduced shipment and production volume in Foundation Business have led to a deterioration in earnings.
- Selling, general, and administrative expenses increased due to R&D, IT investment, and other initiatives.
- Due to insufficient recovery of profitability in the segment business (within the civil engineering products business), an impairment loss was recognized on certain fixed assets such as production facilities.

(Millions of yen)	Previous FY results (A) For the fiscal year ended March 31, 2024	Current FY results (B) For the fiscal year ended March 31, 2025	Change		Published value	
			Amount of change (B)-(A)=(C)	Rate of change(%) (C)/(A)	Earnings forecast (Revised May 15, 2024)	Earnings forecast (Revised February 14, 2025)
Net sales	53,650	52,652	(997)	(1.9%)	57,000	52,000
Operating profit (loss)	1,807	990	(817)	(45.2%)	2,400	1,200
Ordinary profit	2,242	1,452	(790)	(35.2%)	2,800	1,700
Profit attributable to owners of parent	614	△209	(824)	—	1,600	550

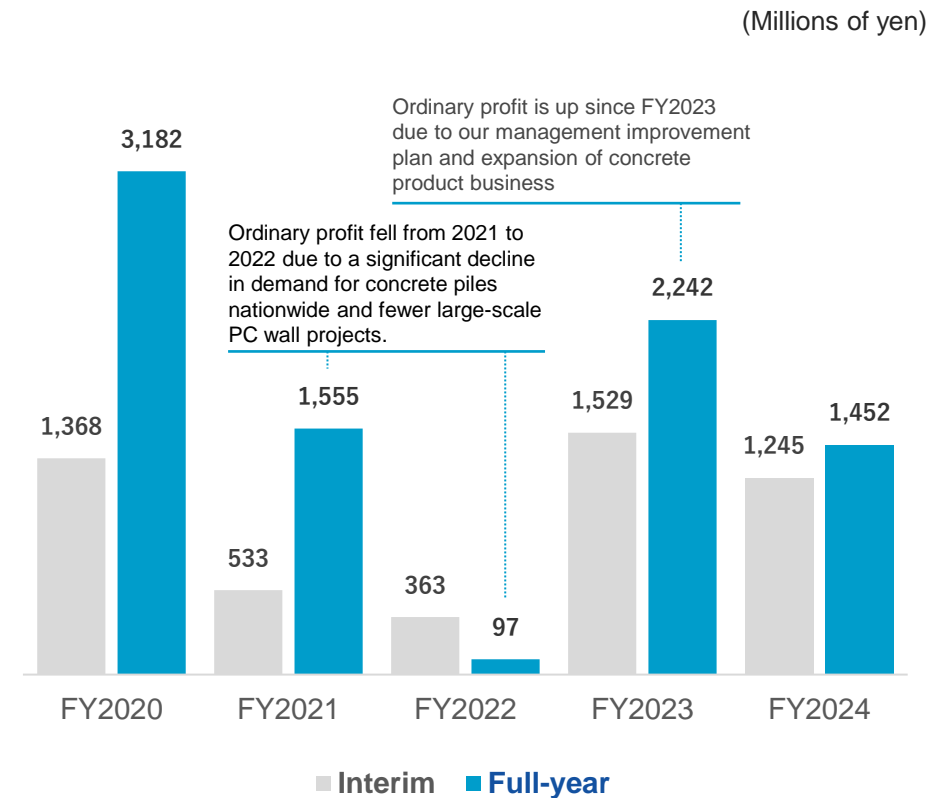
# Five-Year Performance Trend (Interim and Full-Year)

- Net sales slightly declined YoY in FY2024 but remain on a five-year upward trend.
- Ordinary profit is recovering due to the management improvement plan launched after FY2022 results.

## Net sales



## Ordinary profit



# Net Sales and Profit (Loss) by Consolidated Segment

- Foundation business: Pile demand fell approx. 6% nationwide, and many delays in starting construction on projects led to significant drops in sales and revenue.
- Secondary products business: Revenue and profit increased in the segment business (civil engineering products business) due to slide clause adjustments and other factors.  
(The pole-related business saw a decrease in revenue due to an approx. 8% drop in domestic pole shipments and decline in market share slightly.)  
(The civil engineering products business saw an increase in revenue due to better-than-expected inspection of RC segments for the Chuo Shinkansen.)

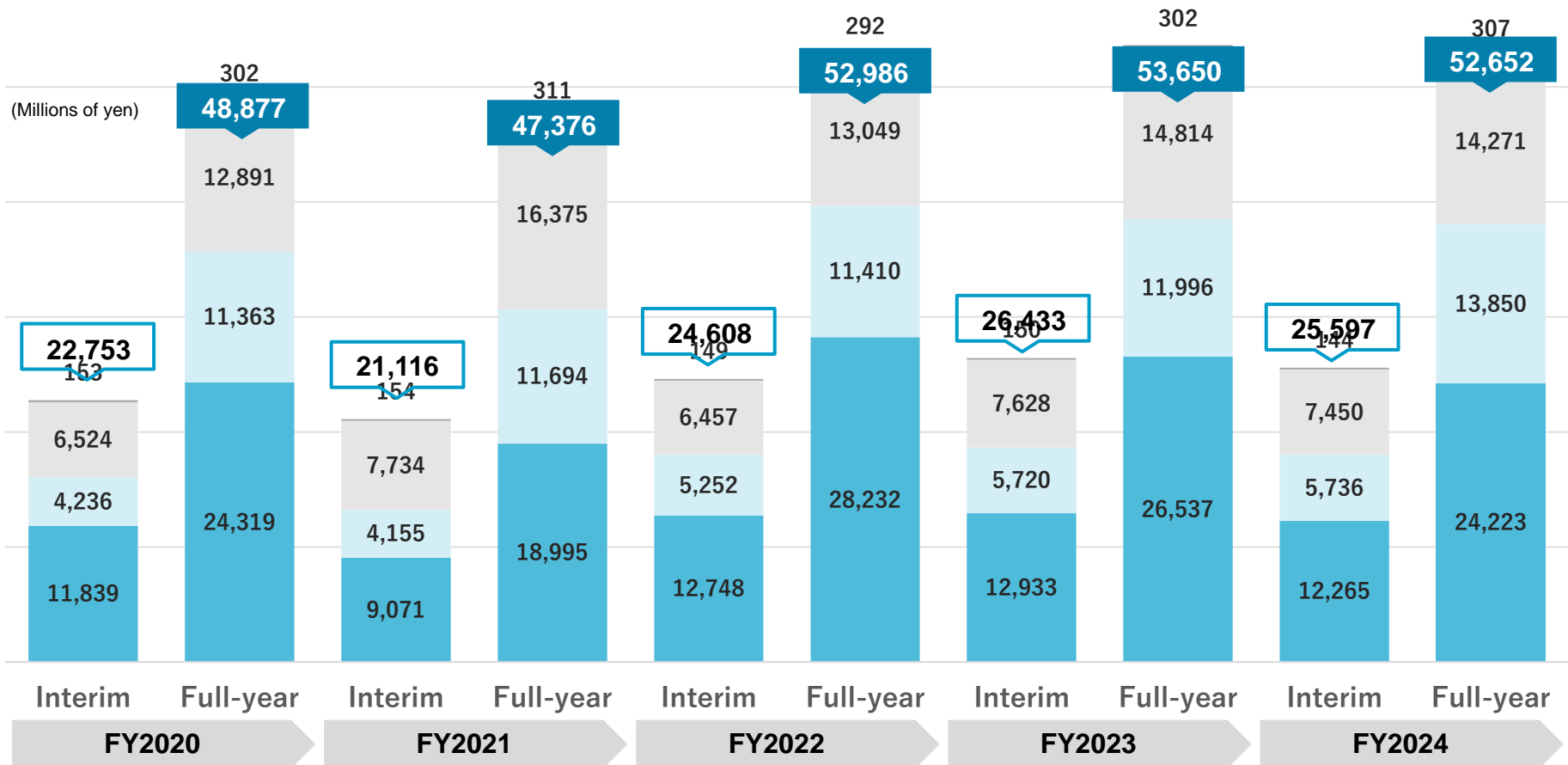
Net sales	(Millions of yen)	Previous FY results (A)	Current FY results (B)	Amount of change (B)-(A)=(C)	Rate of change (C)/(A)
	Foundation business	26,537	24,223	(2,313)	(8.7%)
	Secondary concrete product business	26,811	28,121	1,310	4.9%
	Real estate and solar power businesses	302	307	5	1.7%
	Total	53,650	52,652	(997)	(1.9%)

Operating profit (loss)	(Millions of yen)	Previous FY results (A)	Current FY results (B)	Amount of change (B)-(A)=(C)	Rate of change (C)/(A)
	Foundation business	1,228	117	(1,110)	(90.4%)
	Secondary concrete product business	2,032	2,350	317	15.6%
	Real estate and solar power businesses	184	190	5	3.1%
	Adjustment amount	(1,638)	(1,668)	(30)	—
	Total	1,807	990	(817)	(45.2%)

# Trends in Net Sales by Consolidated Segment

■ Foundation ■ Civil engineering ■ Poles ■ Real estate and solar power



# Consolidated Balance Sheets

- Cash and deposits declined significantly due to factors of working capital, increasing capital investment and impacts (approx. 1,700 million yen) by year-end calendar effects in previous fiscal year.
- Despite 700 million yen in impairment losses, growth investments expanded (production facilities, system development, construction of real estate for rent, environmental business), leading to a net increase in property, plant and equipment.
- The increase in investments and other assets was mainly due to an increase in the valuation of investment securities.

(Millions of yen)				(Millions of yen)			
	End of previous fiscal year	End of current fiscal year	Change		End of previous fiscal year	End of current fiscal year	Change
<b>Current assets</b>	<b>36,417</b>	<b>30,471</b>	<b>(5,946)</b>	<b>Total liabilities</b>	<b>41,599</b>	<b>37,297</b>	<b>(4,302)</b>
Cash and deposits	11,120	7,149	(3,971)	Interest-bearing debt	14,142	13,857	(285)
<b>Non-current assets</b>	<b>45,578</b>	<b>46,811</b>	<b>1,233</b>	<b>Total net assets</b>	<b>40,395</b>	<b>39,985</b>	<b>(410)</b>
Property, plant and equipment	26,288	26,384	96	Shareholders' equity	26,713	25,879	(834)
Intangible assets	881	886	5	Total accumulated other comprehensive income	10,792	11,103	311
Investments and other assets	18,408	19,540	1,131	Non-controlling interests	2,889	3,002	112
<b>Total assets</b>	<b>81,995</b>	<b>77,282</b>	<b>(4,712)</b>	<b>Total liabilities and net assets</b>	<b>81,995</b>	<b>77,282</b>	<b>(4,712)</b>

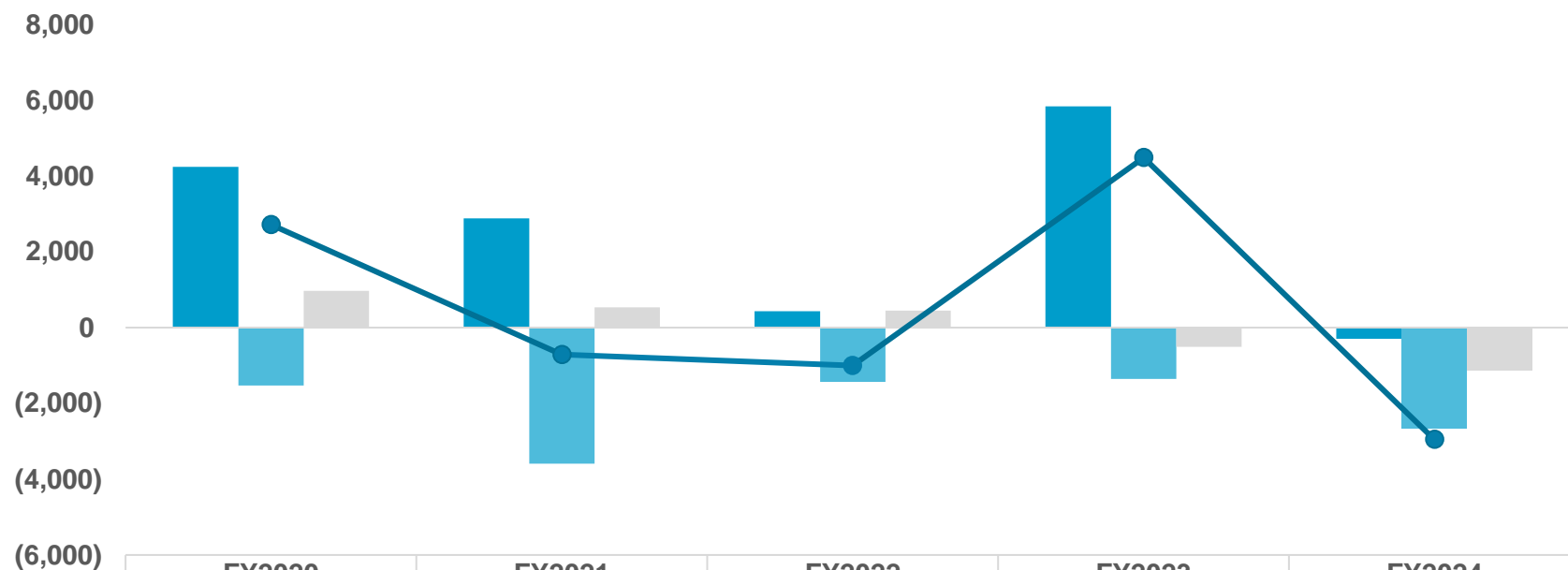
  

(Millions of yen)			
	End of previous fiscal year	End of current fiscal year	Change
<b>Equity (millions of yen)</b>	<b>37,506</b>	<b>36,983</b>	<b>(522)</b>
<b>Capital adequacy ratio (%)</b>	<b>45.7</b>	<b>47.9</b>	<b>2.2pt</b>
<b>D/E ratio</b>	<b>0.38</b>	<b>0.37</b>	<b>0.01pt</b>

# Consolidated Statements of Cash Flows

- Operating cash flow declined due to lower profit, tax payments from the previous fiscal year, year-end calendar effects in FY2023, and factors of working capital (decreasing trade payables).
- Investing cash flow also decreased YoY due to active growth investments.
- Financial cash flow consisted of approx. 300 million yen in interest-bearing debt repayment and approx. 700 million in dividend payments.

(Millions of yen)



	FY2020	FY2021	FY2022	FY2023	FY2024
Operating cash flow	4,242	2,879	432	5,835	(297)
Investing cash flow	(1,526)	(3,590)	(1,434)	(1,351)	(2,656)
Financial cash flow	966	532	447	(511)	(1,133)
Free cash flow	2,716	(711)	(1,002)	4,483	(2,954)

CHAPTER

3

# Earnings Forecast for the Fiscal Year Ending March 31, 2026



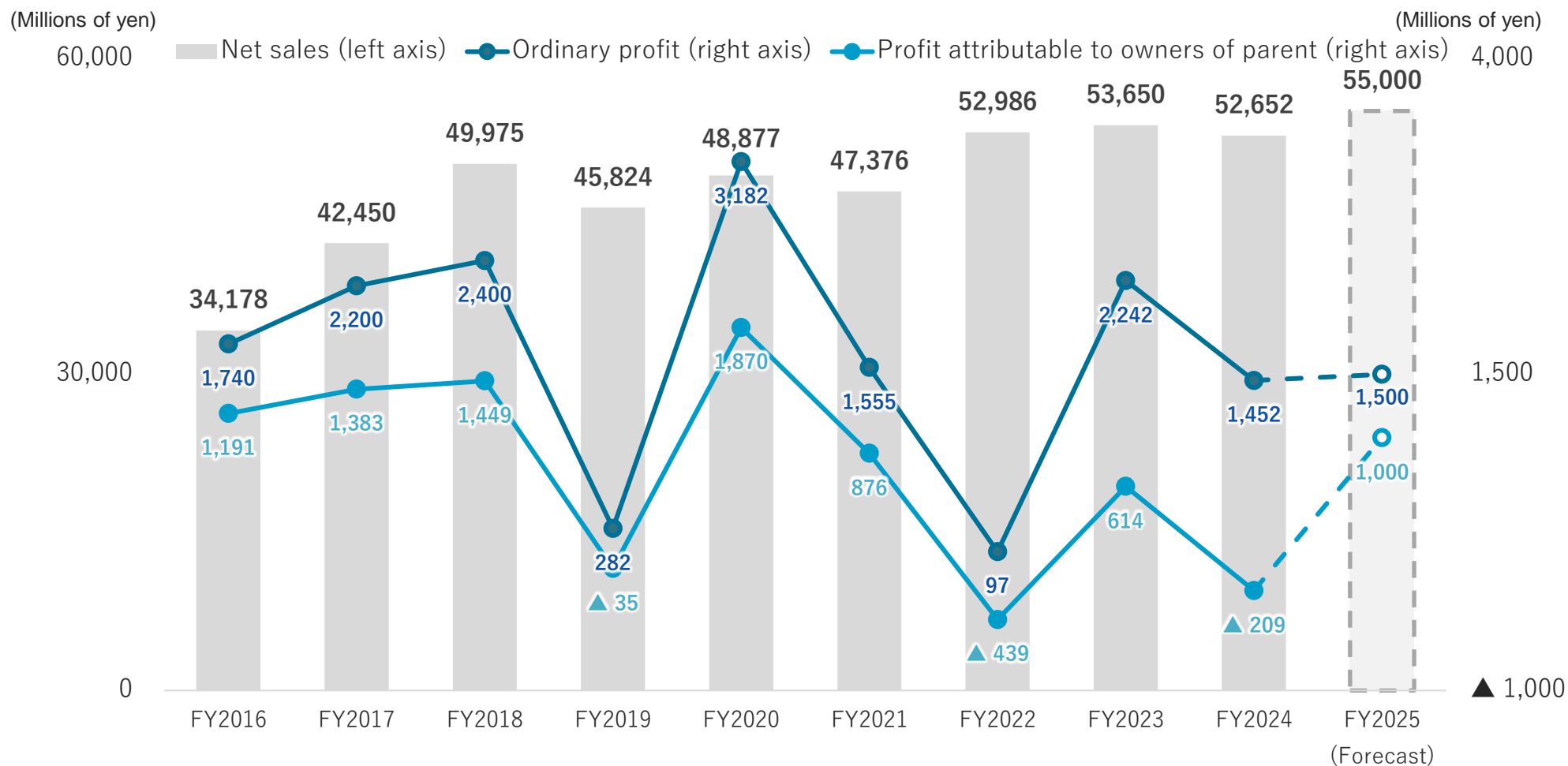
# Full-Year Earnings Forecast

- Making efforts to strength sales activities based on recent business environment and order intake, stabilize profits.
- Net income is expected to turn profitable by not occurring extraordinary losses such as previous fiscal year.

(Millions of yen)	FY2024		FY2025		Full-year comparison	
	Full-year results (A)		Full-year forecast (B)		Change (B)-(A)=(C)	Rate of change (%) (C)/(A)
Net sales	52,652	100%	55,000	100%	2,347	4.5
Operating profit (loss)	990	1.9%	1,100	2.0%	109	11.1
Ordinary profit	1,452	2.8%	1,500	2.7%	47	3.2
Profit attributable to owners of parent	(209)	—	1,000	1.8%	1,209	—
Dividend (yen)	13.0	—	8.0	—	(5.0)	—

# Trends in Full-Year Earnings

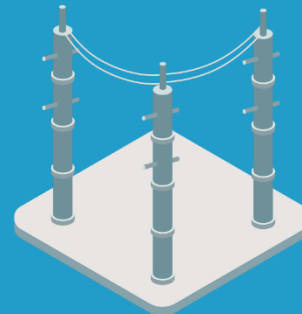
- We have been working to stabilize business performance amid a continuing unstable situation since FY2019.
- We recognize that our efforts in FY2025 are critical to achieving the final-year targets of our 2024 Medium-Term Management Plan (FY2026).



## 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 FY2023, slight increase expected in FY2024

### Poles

- Development of split columns
- Demand for replacement of existing utility poles
- Shift in demand to concrete poles and 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

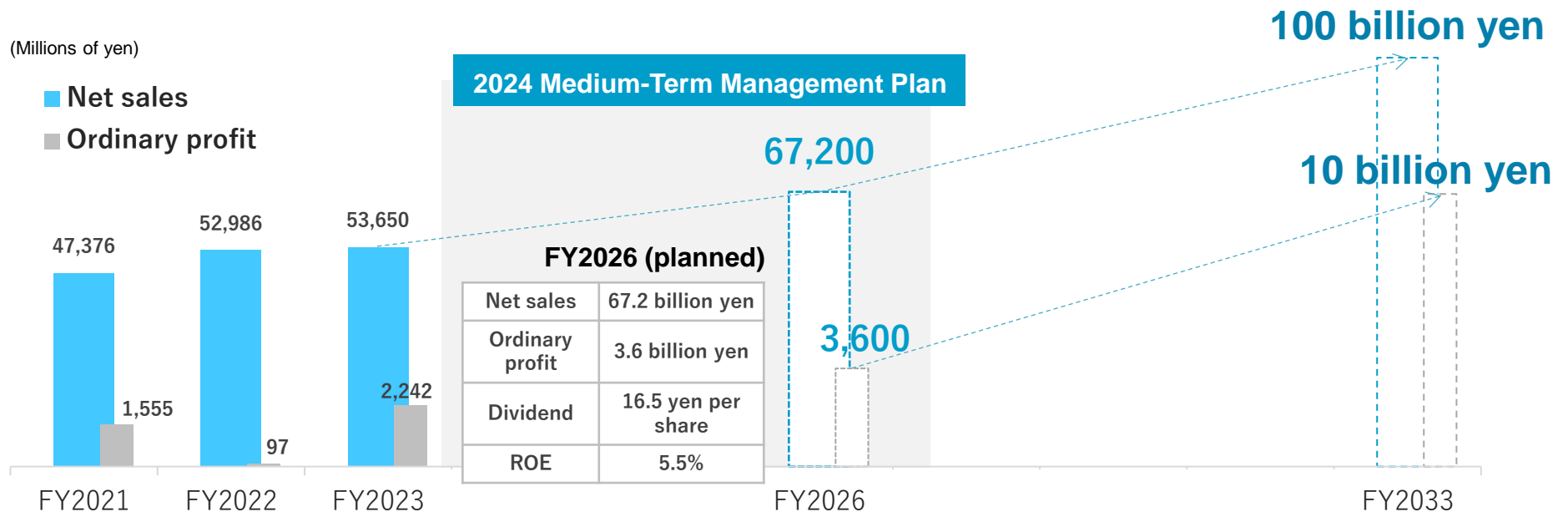
- Strengthen the competitiveness of core businesses
  - Expand business in emerging and growth areas
- ▶ **Business strategy**

### Strengthen the management base to create added value

- Promote environmental management
- Create innovation
- ▶ **Corporate strategy**
- Invest in human capital
- Strengthen Group governance

# 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

# Topic: Participation in Expo 2025 in Osaka

- We participated in the production of the foundation precast concrete (PCa)\* for the Grand Ring at Expo 2025 in Osaka.
- We completed construction ahead of schedule through process coordination and collaboration with other companies for a national project that required short delivery times and high precision.

## The challenge of short delivery times and fast-track production

We completed construction about **1.5 months in advance**

### Realizing short-track production while ensuring quality

Interior facility work was concentrated in the latter half of the project, requiring an earlier construction timeline. However, by accelerating the schedule, we completed construction 1.5 months ahead of the original end-of-September deadline.

## 3 ways how we met shorter delivery times:

1. **Maximized formwork utilization through detailed process management**  
(increased from the typical 70% to a maximum 100%)
2. **Balanced production loads by using dual-purpose framework**  
(4 out of 6 units were dual-use)
3. **Used detailed process coordination and collaborated with other companies to distribute production volume**

\* Foundation PCa is a method of construction building foundations with precast concrete (PCa). Concrete components are prefabricated at a factory and then assembled on site, realizing shorter delivery times, higher quality, and labor savings.



# Development and Sales of Environmental Products

- As part of our environmental initiatives, we have developed green products, such as Ecotancal® for use in fine aggregate and ground granulated blast-furnace slag for use in cement.
- We succeeded in reducing CO2 emissions by more than 40% compared to conventional products.

## Green ONA piles

**Reduced CO2 emissions\* by nearly 40% compared to conventional products**

\*Only CO2 derived from concrete



## Green NC poles

**Reduced CO2 emissions\* by nearly 45% compared to conventional products**

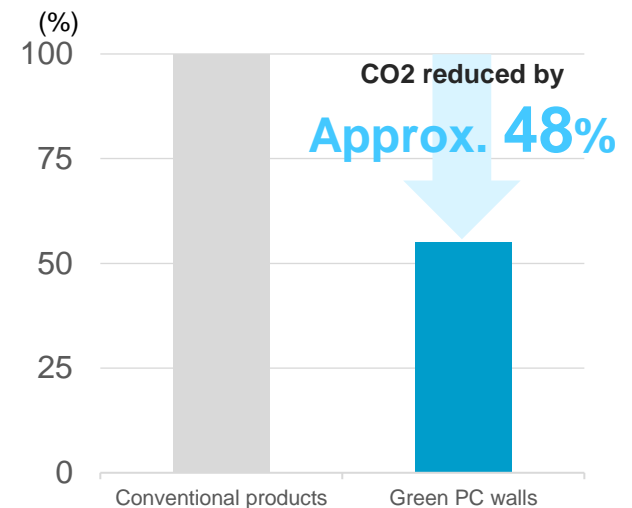
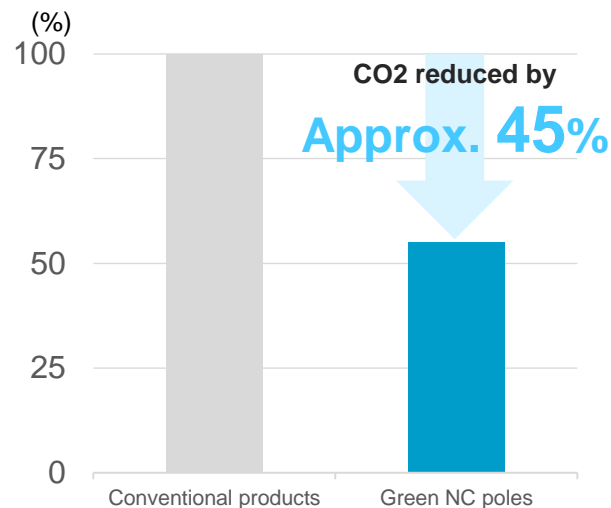
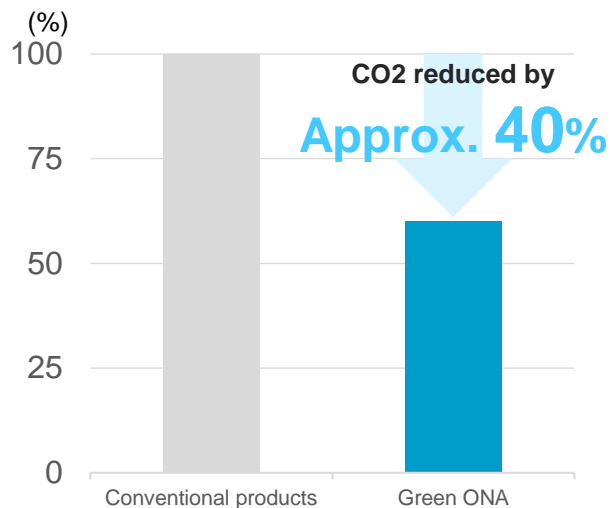
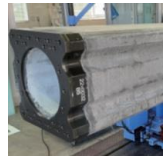
\*Only CO2 derived from concrete



## Green PC walls

**Reduced CO2 emissions\* by nearly 48% compared to conventional products**

\*Only CO2 derived from concrete



## CHAPTER

# 5

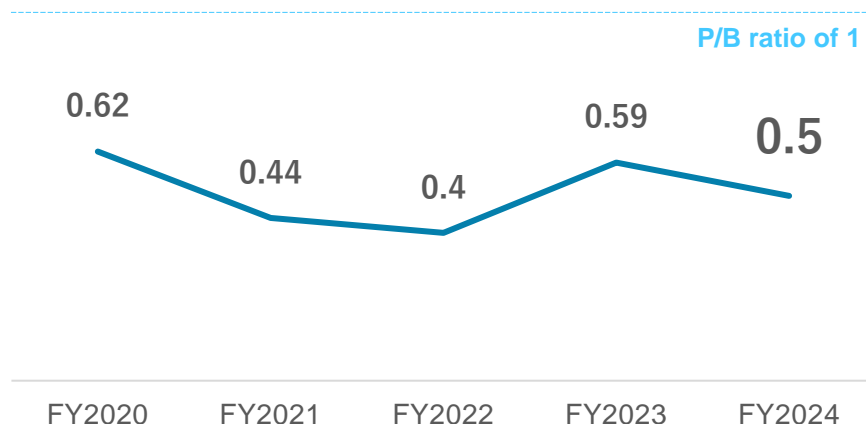
## Initiatives to Enhance Corporate Value



# Analysis of Current Situation

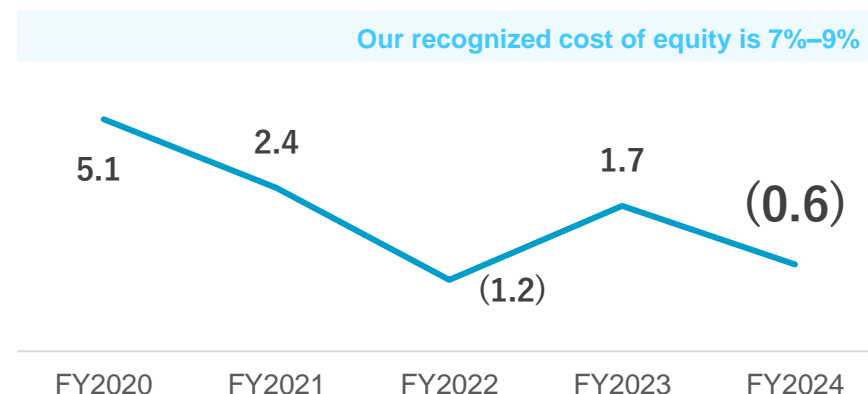
- The P/B ratio remains well below 1.
- ROE also continues to fall short of the cost of equity, reflecting unmet market expectations.

## 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

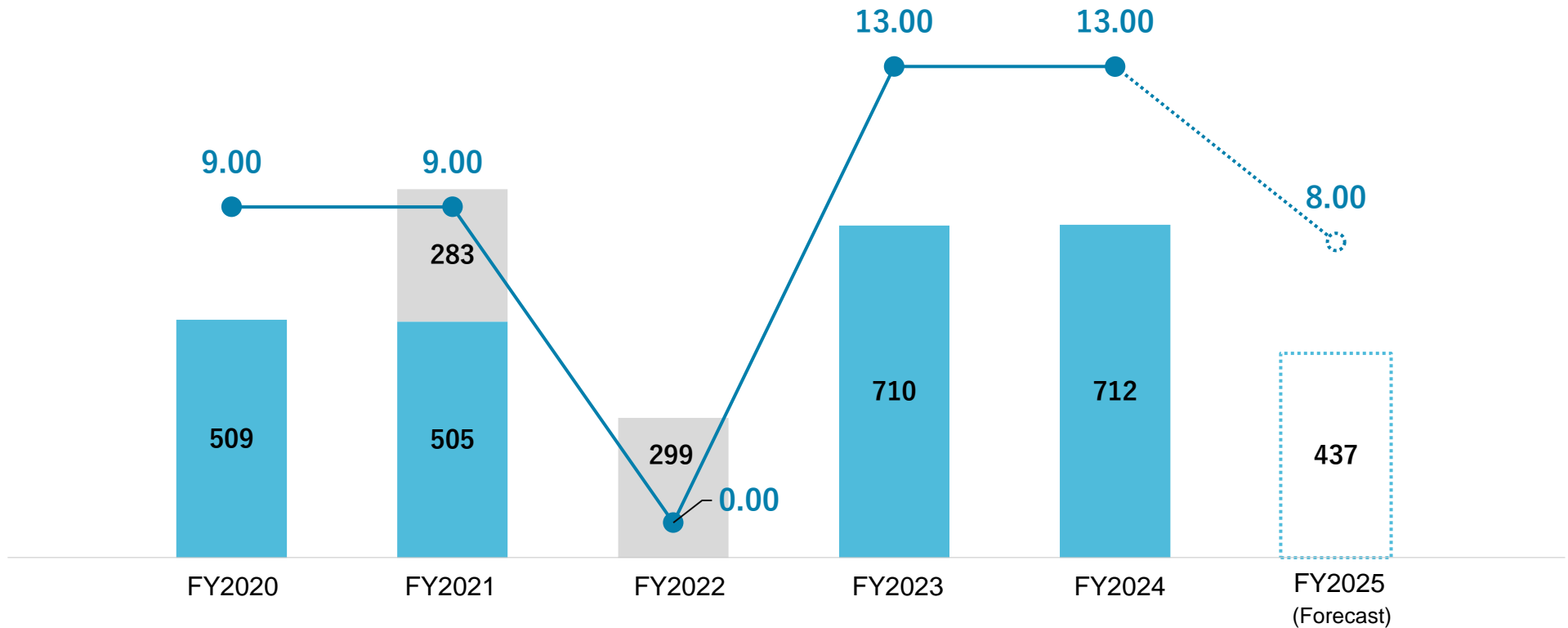
**Improve P/E ratio**  
**15 or higher by FY2026**  
(Reduce capital costs)

- 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

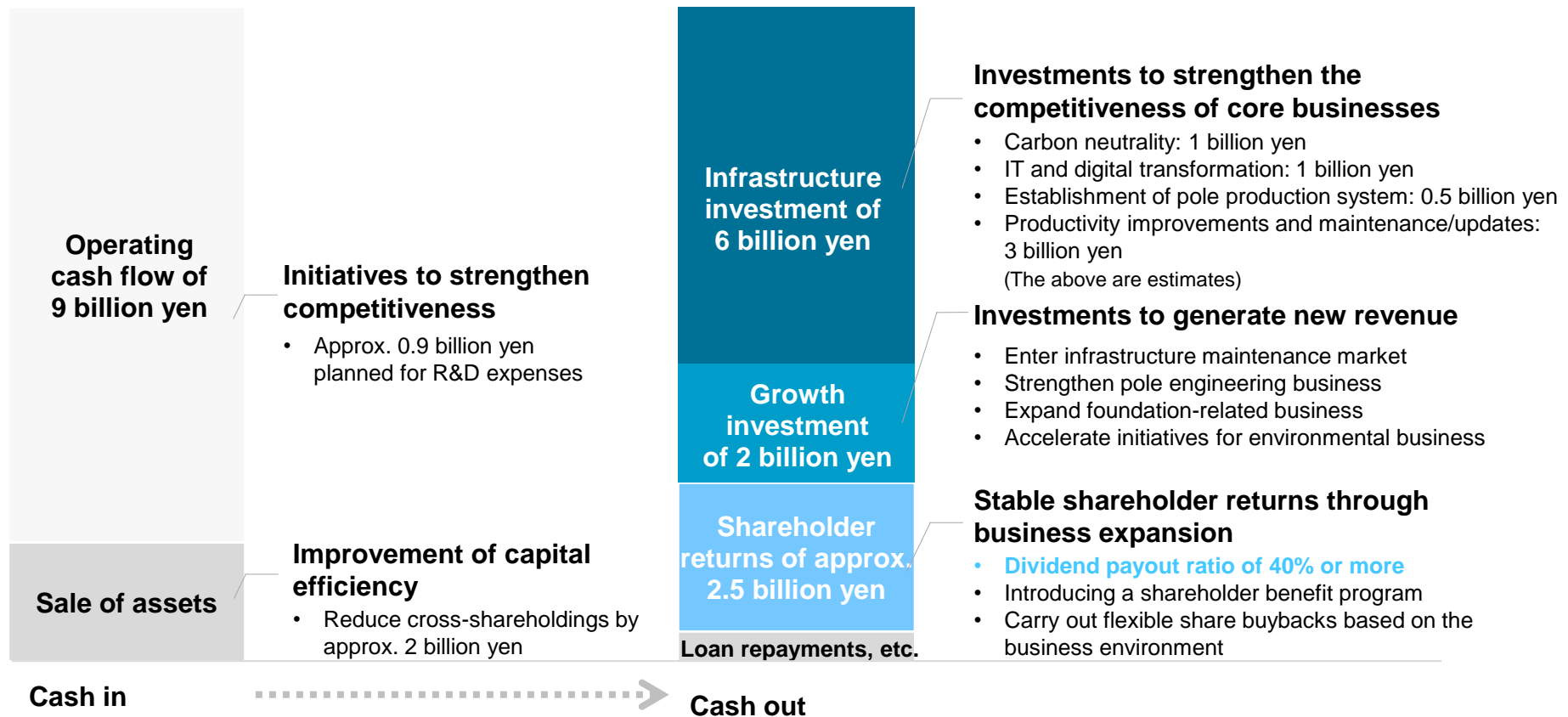
- In addition to returning profits to shareholders directly through dividends, we have also implemented flexible share buybacks.
- The dividend payout ratio target has been raised from 30% to 40% or more starting in the fiscal year ended March 31, 2025.
- For the fiscal year ending March 31, 2026, we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

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



# Cash Allocation

- Operating cash flow during the 2024 Medium-Term Management Plan is projected at approximately 9 billion yen, although FY2024 got off to a slow start.
- We plan to steadily sell off assets and actively invest in its business while returning profits to shareholders.





# 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

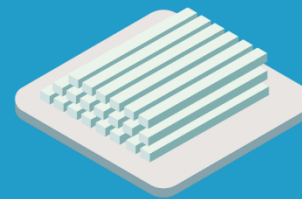
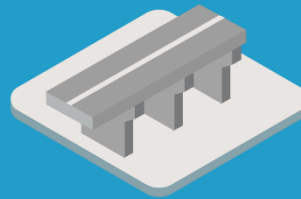
**NIPPON CONCRETE INDUSTRIES CO., LTD.**  
**Corporate Planning & Administration Dept.**  
**Investor & Shareholder Relation Div.**

**Phone: +81 3-3452-1025**  
**Fax: +81 3-3452-1121**  
**Email: [ir@ncic.co.jp](mailto:ir@ncic.co.jp)**  
**Website: <https://www.ncic.co.jp/>**

CHAPTER

6

# Reference Material





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- 2 Production Factories and Offices**
- 3 Our Code of Conduct**
- 4 Summary of Consolidated Statements of Income**
- 5 Summary of Consolidated Balance Sheets**
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- 7 Concrete Pile Demand by Region for FY2023・FY2024**
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- 9 Domestic Production, Shipment and Share of Concrete Pile for FY2024**
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# Company Outline

Company Name	NIPPON CONCRETE INDUSTRIES CO., LTD.
Established	August 5, 1948
Representative	President / TSUKAMOTO Hiroshi
Head Office	NC Shibaura Building, 4-6-14, Shibaura, Minato-ku, Tokyo, JAPAN. 108-8560
Listed Stock Exchange	Prime Market in Tokyo Stock Exchange (Code: 5269) since October, 1967
Share Capital	5,111 million yen
Business	Manufacturing, sales and construction of concrete pole, pile and precast concrete
Quality Management System	ISO9001 certified, since June, 2000
Employees	1,353 (As of the end of March, 2025 - entire group)
Nichicon Group	Composed of 27 subsidiaries (manufacturing, construction, sales, logistics and services)
NC Group (NCG)	Nationwide network of 14 companies and 30 factories (including companies licensed our production technology of concrete pole and pile)



# Production Factories and Offices

Production Factories	Place (City, PR)	Products
Kawashima	Chikusei, IBARAKI	Pole, Pile, Civil engineering product
Suzuka	Suzuka, MIE	Pole
Koga	Koga, IBARAKI	Pile
Takasago	Takasago, HYOGO	Pole, Pile
Shiga	Konan, SHIGA	Pile
Kyusyu	Nogata, FUKUOKA	Pole, Pile
Wake	Wake, OKAYAMA	Pile, PC床版
Kasaoka	Kasaoka, OKAYAMA	Pile
Komatsu	Saijyo, EHIME	Pole, Pile
Yokkaichi	Yokkaichi, MIE	Pile
Itakura	Itakura, GUNMA	Segment
Ozakata	Chikusei, IBARAKI	Segment
Mie-Suzuka	Suzuka, MIE	Segment
Yuki	Yuki, IBARAKI	Processed parts for Pole, Pile
Suzuka	Suzuka, MIE	Processed parts for Pile
Koga	Koga, IBARAKI	Processed parts for Pile
Ibaraki	Koga, IBARAKI	Processed steel for Pile
Chiba	Shiroi, CHIBA	Formwork for Pole, Pile
Okayama	Wake, OKAYAMA	Building Material
Mawlamyine	Mon state, MYANMAR	Pole, Pile
Noboribetsu	Noboribetsu, HOKKAIDO	Pole, Pile, Civil engineering product
Shirakawa	Shirakawa, FUKUSHIMA	Pole, Pile, Civil engineering product
Kitakami	Kitakami, IWATE	Pole, Pile, Civil engineering product

## Business Sites

### Head Office

- Sendai office
- Ibaraki office

### Nagoya Branch

- Nagoya office for Pole
- Yokkaichi office

### Osaka Branch

### Hiroshima Branch

- Okayama office

### Shikoku Branch

- Ehime office

### Kyusyu Branch

- Chikuho office
- Kumamoto office
- Okinawa office

Jakarta Rep. office, INDONESIA

NC Precon

NIPPON CONCRETE (Myanmar)

Hokkaido Concrete Industries

Tohoku Pole

NC Koki

Free Kogyo

NC Kaihara Concrete



# 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, 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



## Summary of Consolidated Statements of Income

(Millions of yen)	Previous FY		Current FY		Amount	Rate
	(A)		(B)		of change (B)-(A) = (C)	of change (C)/(A)
Net sales	53,650	100.0%	52,652	100.0%	(997)	(1.9)
Cost of sales	44,765	83.4%	43,993	83.6%	(771)	(1.7)
Gross profit	8,884	16.6%	8,659	16.4%	(225)	(2.5)
Selling, general and administrative expenses	7,077	13.2%	7,668	14.6%	591	8.4
Operating profit	1,807	3.4%	990	1.9%	(817)	(45.2)
Non-operating income / expenses	435	0.8%	462	0.9%	27	6.3
Ordinary profit	2,242	4.2%	1,452	2.8%	(790)	(35.2)
Extraordinary income / losses	35	0.1%	(701)	-	(737)	-
Profit before income taxes	2,278	4.2%	750	1.4%	(1,527)	(67.0)
Income taxes – current	1,134	2.1%	658	1.3%	(476)	(42.0)
Income taxes - deferred	372	0.7%	84	0.2%	(288)	(77.3)
Profit	771	1.4%	8	0.02%	(763)	(98.9)
Profit attributable to non-controlling interests	157	0.3%	217	0.4%	60	38.6
Profit (loss) attributable to owners of parent	614	1.1%	(209)	-	(824)	-

## Summary of Consolidated Balance Sheets

(Millions of yen)	Previous FY (A)	Current FY (B)	Amount of change (B)-(A)
<b>(Assets)</b>			
Current assets	36,417	30,471	(5,946)
Cash and deposits	11,120	7,149	(3,971)
Trade receivables	14,184	12,489	(1,695)
Inventory	10,049	8,951	(1,098)
Others	1,062	1,881	819
Non-current assets	45,578	46,811	1,233
Property, plant and equipment	26,288	26,384	96
Intangible assets	881	886	5
Investments and other assets	18,408	19,540	1,131
<b>Total assets</b>	<b>81,995</b>	<b>77,282</b>	<b>(4,712)</b>

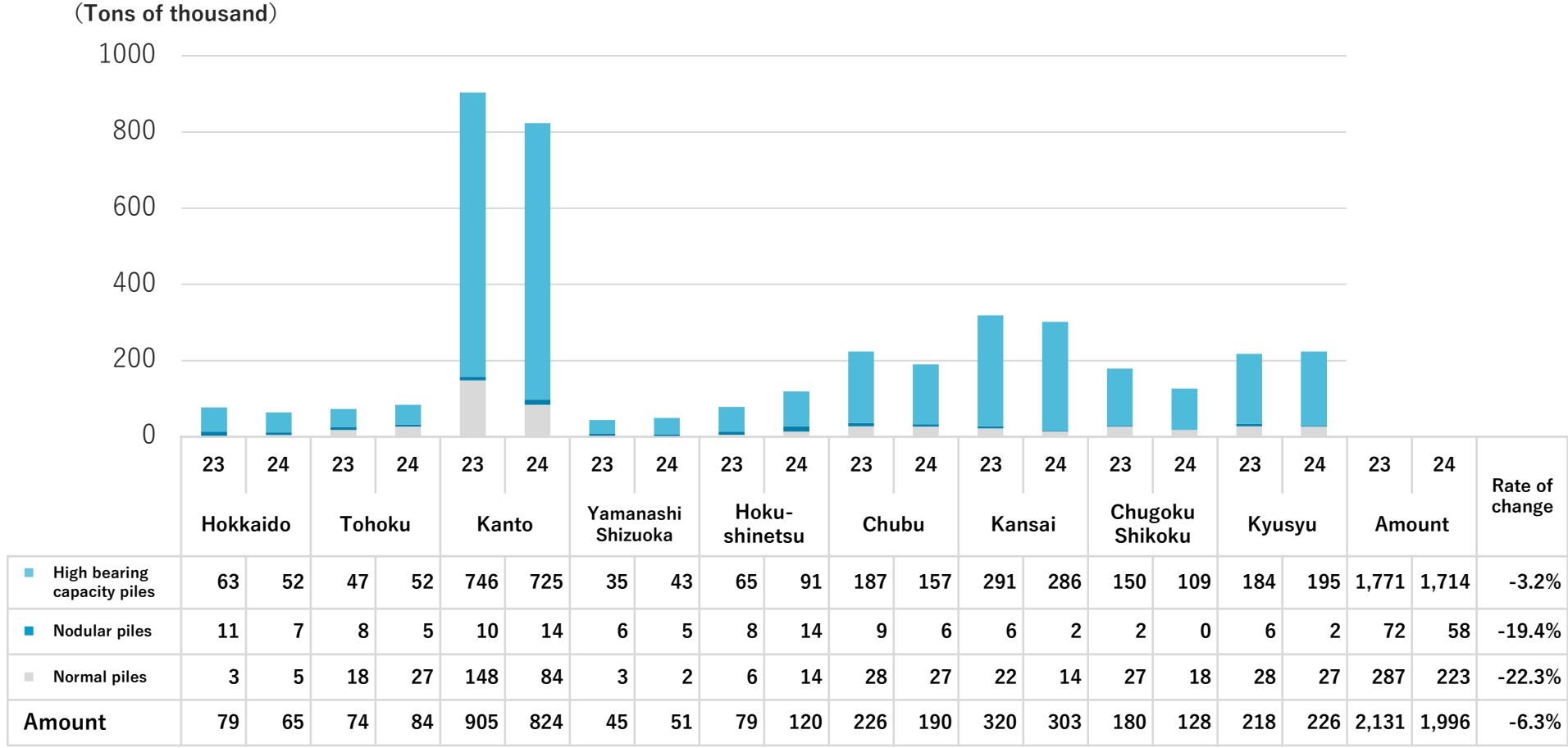
(Millions of yen)	Previous FY (A)	Current FY (B)	Amount of change (B)-(A)
<b>(Liabilities)</b>			
Current liabilities	26,887	22,394	(4,493)
Trade payables	15,149	11,323	(3,826)
Short-term borrowings (including current portion of long-term borrowings)	6,344	6,278	(66)
Others	5,393	4,792	(600)
Non-current liabilities	14,711	14,902	190
Bonds payable	100	60	(40)
Long-term borrowings	6,533	6,440	(92)
Others	8,078	8,401	323
<b>Total liabilities</b>	<b>41,599</b>	<b>37,297</b>	<b>(4,302)</b>
<b>(Net assets)</b>			
Shareholders' equity	26,713	25,879	(834)
Accumulated other comprehensive income	10,792	11,103	311
Non-controlling interests	2,889	3,002	112
<b>Total net assets</b>	<b>40,395</b>	<b>39,985</b>	<b>(410)</b>
<b>Total liabilities and net assets</b>	<b>81,995</b>	<b>77,282</b>	<b>(4,712)</b>

## Summary of Consolidated Statements of Cash Flows

(Millions of yen)		Previous FY (A)	Previous FY (B)	Amount of change (B)-(A)
CF from operating activities	Profit before income taxes	2,278	750	(1,527)
	Depreciation	1,886	1,771	(114)
	Increase (decrease) in trade receivables and contract assets	2,502	1,695	(806)
	Increase (decrease) in inventory	(369)	1,098	1,468
	Increase (decrease) in trade payables	(290)	(3,826)	(3,535)
	Others	(171)	(1,787)	(693)
	Amount	5,835	(297)	(6,132)
CF from investing activities		(1,351)	(2,656)	(1,305)
CF from financing activities		(511)	(1,133)	(621)
Net increase (decrease) in cash and cash equivalents		3,984	(4,087)	(8,071)
Cash and cash equivalents at beginning of period		7,136	11,120	3,984
Cash and cash equivalents at end of period		11,120	7,033	(4,087)
Free cash flow *		4,483	(2,954)	(7,437)

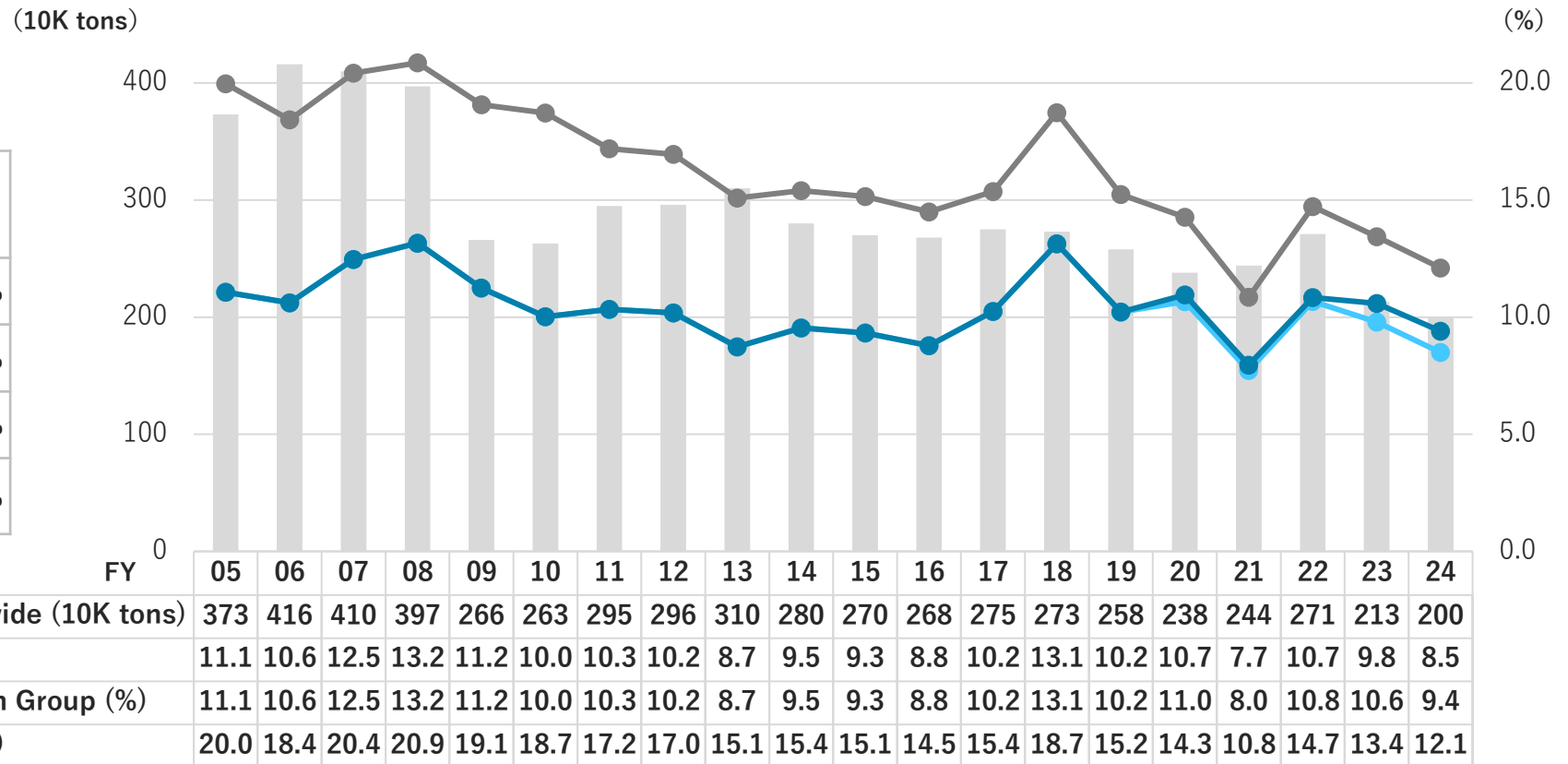
\* Free cash flow = CF from operating activities + CF from investing activities

Concrete Pile Demand  
by Region for FY2023 · FY2024



# Domestic Demand of Concrete Pile for FY2024

Market share (shipments) for FY2024	
NC	8.46%
Nichicon Group	9.37%
NCG	12.11%
Nation-wide	100%



※NC: NIPPON CONCRETE INDUSTRIES + NC Kaihara Concrete

※Nichicon Group: NIPPON CONCRETE INDUSTRIES + NC Kaihara Concrete + Hokkaido Concrete Industries + Tohoku Pole

# Domestic Production, Shipment and Share of Concrete Pile for FY2024

	Company Name	Amount of Production (ton)	Amount of Shipment (ton)	Market Share			
				in Production	Y/Y	in Shipment	Y/Y
1	JAPAN PILE CORPORATION	593,244	606,326	29.96%	↑	30.37%	↑
2	Mitani Sekisan Co., Ltd.	591,732	566,734	29.88%	↑	28.39%	↓
3*	NIPPON CONCRETE INDUSTRIES CO., LTD.	191,263	186,994	9.66%	↓	9.37%	↓
4	Nippon Hume Corporation	183,503	178,639	9.27%	↓	8.95%	↓
5	TOYO ASANO FOUNDATION Co., Ltd.	125,067	120,378	6.32%	↓	6.03%	↓
6	MAETA CONCRETE INDUSTRY LTD.	56,303	62,873	2.84%	↓	3.15%	↓
7	MANAC	57,038	58,142	2.88%	↑	2.91%	↑
8	Fujimura Crest CO., LTD.	45,041	44,056	2.27%	↑	2.21%	↑
9	KODAMA CONCRETE INDUSTRY Co., Ltd.	27,267	43,454	1.38%	→	2.18%	→
10	NIPPON HIGH STRENGTH CONCRETE CO., LTD.	22,990	24,750	1.16%	↓	1.24%	↓
Others	19 companies	86,708	104,197	4.38%		5.22%	
Total (32 companies)		1,980,156	1,996,543	100.00%		100.00%	

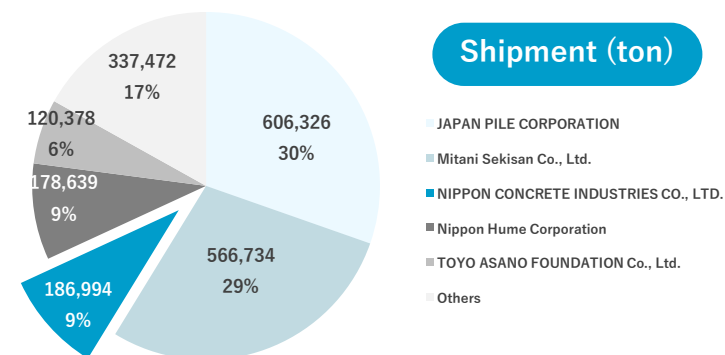
Note: ・ Companies with \* symbol are NC Group

・ → symbol in Y/Y means a change ratio between -0.3% to +0.3%

・ NIPPON CONCRETE INDUSTRIES CO. LTD.

= NIPPON CONCRETE INDUSTRIES + NC Kaihara Concrete + Hokkaido Concrete Industries + Tohoku Pole

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



## 【Breakdown of NIPPON CONCRETE INDUSTRIES】

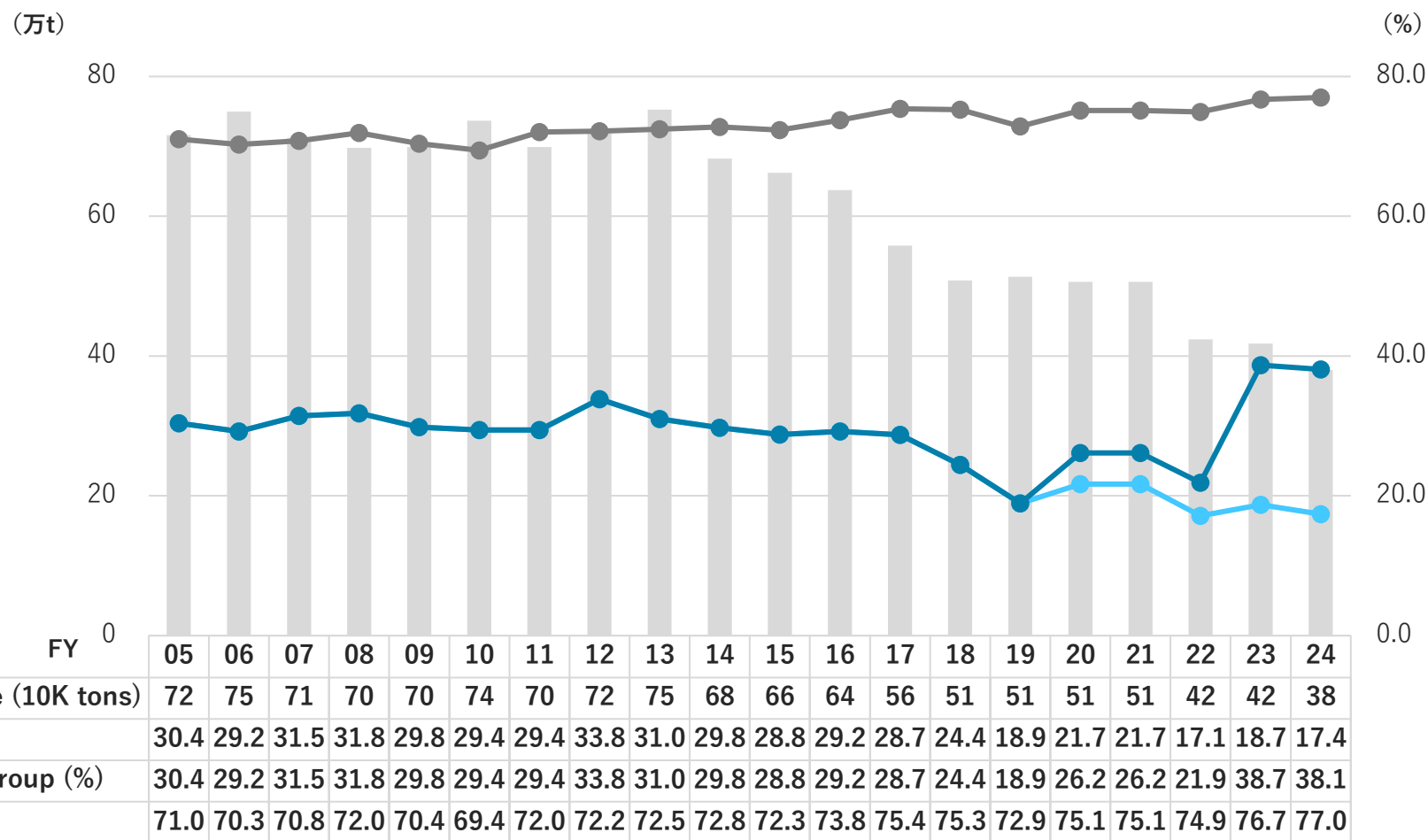
	Company Name	Amount of Production (ton)	Amount of Shipment (ton)	Market Share			
				in Production	Y/Y	in Shipment	Y/Y
4*	NIPPON CONCRETE INDUSTRIES CO., LTD.	173,548	161,132	8.76%	↓	8.07%	↓
12*	Tohoku Pole Co., Ltd.	15,367	15,304	0.78%	→	0.77%	→
18	NC Kaihara Concrete Co., Ltd.	-	7,737	-		0.39%	→
25*	Hokkaido Concrete Industries Co., Ltd.	2,348	2,821	0.12%	→	0.14%	→

## Previous FY (2023)

	Company Name	Amount of Production (ton)	Amount of Shipment (ton)	Market Share			
				in Production	Y/Y	in Shipment	Y/Y
4*	NIPPON CONCRETE INDUSTRIES CO., LTD.	210,390	195,538	10.04%	↓	9.17%	↓
12*	Tohoku Pole Co., Ltd.	17,030	15,058	0.81%	→	0.71%	→
14	NC Kaihara Concrete Co., Ltd.	-	13,219	-		0.62%	→
27*	Hokkaido Concrete Industries Co., Ltd.	2,652	1,965	0.13%	→	0.09%	→
Total		230,072	225,780	10.98%	↓	10.59%	↓

# Domestic Demand of Concrete Pole for FY2024

Market share (shipments) for FY2024	
NC	17.37%
Nichicon Group	38.15%
NCG	77.05%
Nation-wide	100%

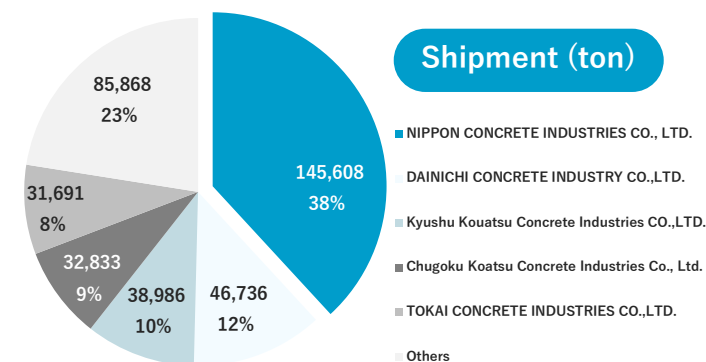


※Nichicon Group: NIPPON CONCRETE INDUSTRIES + Hokkaido Concrete Industries + Tohoku Pole

# Domestic Production, Shipment and Share of Concrete Pole for FY2024

	Company Name	Amount of Production (ton)	Amount of Shipment (ton)	Market Share			
				in Production	Y/Y	in Shipment	Y/Y
1*	NIPPON CONCRETE INDUSTRIES CO., LTD.	149,127	145,608	39.05%	→	38.15%	↓
3	DAINICHI CONCRETE INDUSTRY CO.,LTD.	45,836	46,736	12.00%	↓	12.24%	↓
4*	Kyushu Kouatsu Concrete Industries CO.,LTD.	37,909	38,986	9.93%	↑	10.21%	↑
5*	Chugoku Koatsu Concrete Industries Co., Ltd.	28,609	32,833	7.49%	↑	8.60%	↑
6*	TOKAI CONCRETE INDUSTRIES CO.,LTD.	30,576	31,691	8.01%	↓	8.30%	↑
7	Mitani Sekisan Co., Ltd.	26,532	27,454	6.95%	→	7.19%	→
8*	Nihon Network Support Co., Ltd.	29,604	26,763	7.75%	↑	7.01%	↓
10	NIPPON HIGH STRENGTH CONCRETE CO., LTD.	13,523	12,988	3.54%	→	3.40%	→
11*	NIHONKAI CONCRETE INDUSTRIES CO.	13,228	12,519	3.46%	↑	3.28%	→
12*	Okinawa Technocrete	5,081	4,955	1.33%	↓	1.30%	↓
Others	2 companies	1,841	1,189	0.48%		0.31%	
Total (14 companies)		381,866	381,722	100.00%		100.00%	

Note: ・ Companies with \* symbol are NC Group  
 ・ → symbol in Y/Y means a change ratio between -0.3% to +0.3%  
 ・ NIPPON CONCRETE INDUSTRIES CO. LTD.  
   = NIPPON CONCRETE INDUSTRIES + Hokkaido Concrete Industries + Tohoku Pole  
 ・ Source: Figures provided by Concrete Pole and Pole Industrial Technology Association



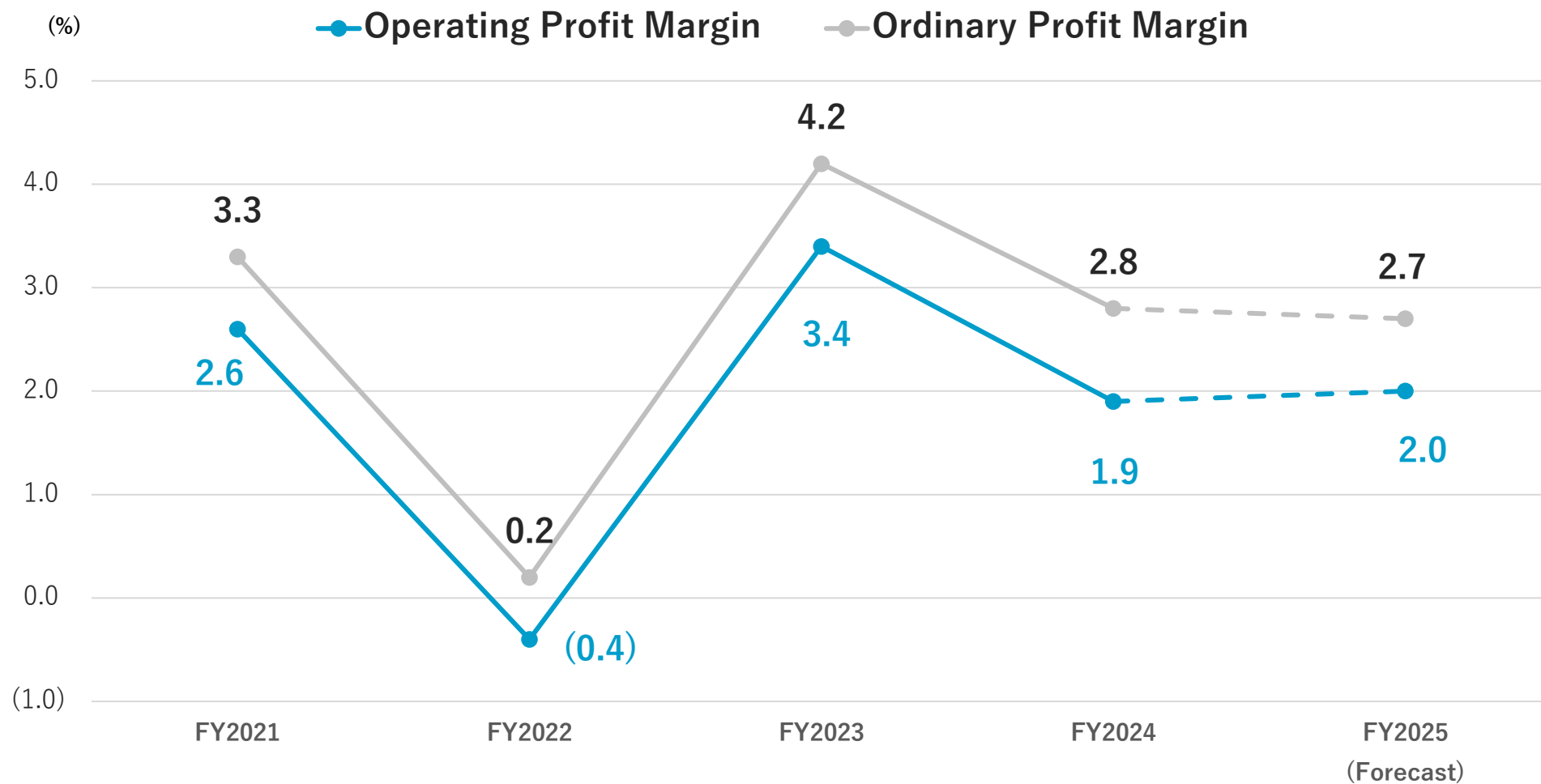
## 【Breakdown of NIPPON CONCRETE INDUSTRIES】

	Company Name	Amount of Production (ton)	Amount of Shipment (ton)	Market Share			
				in Production	Y/Y	in Shipment	Y/Y
1*	NIPPON CONCRETE INDUSTRIES CO., LTD.	64,727	66,304	16.95%	↓	17.37%	↓
2*	Tohoku Pole Co., Ltd.	62,790	58,485	16.44%	↑	15.32%	→
9*	Hokkaido Concrete Industries Co., Ltd.	21,610	20,819	5.66%	↑	5.45%	↑

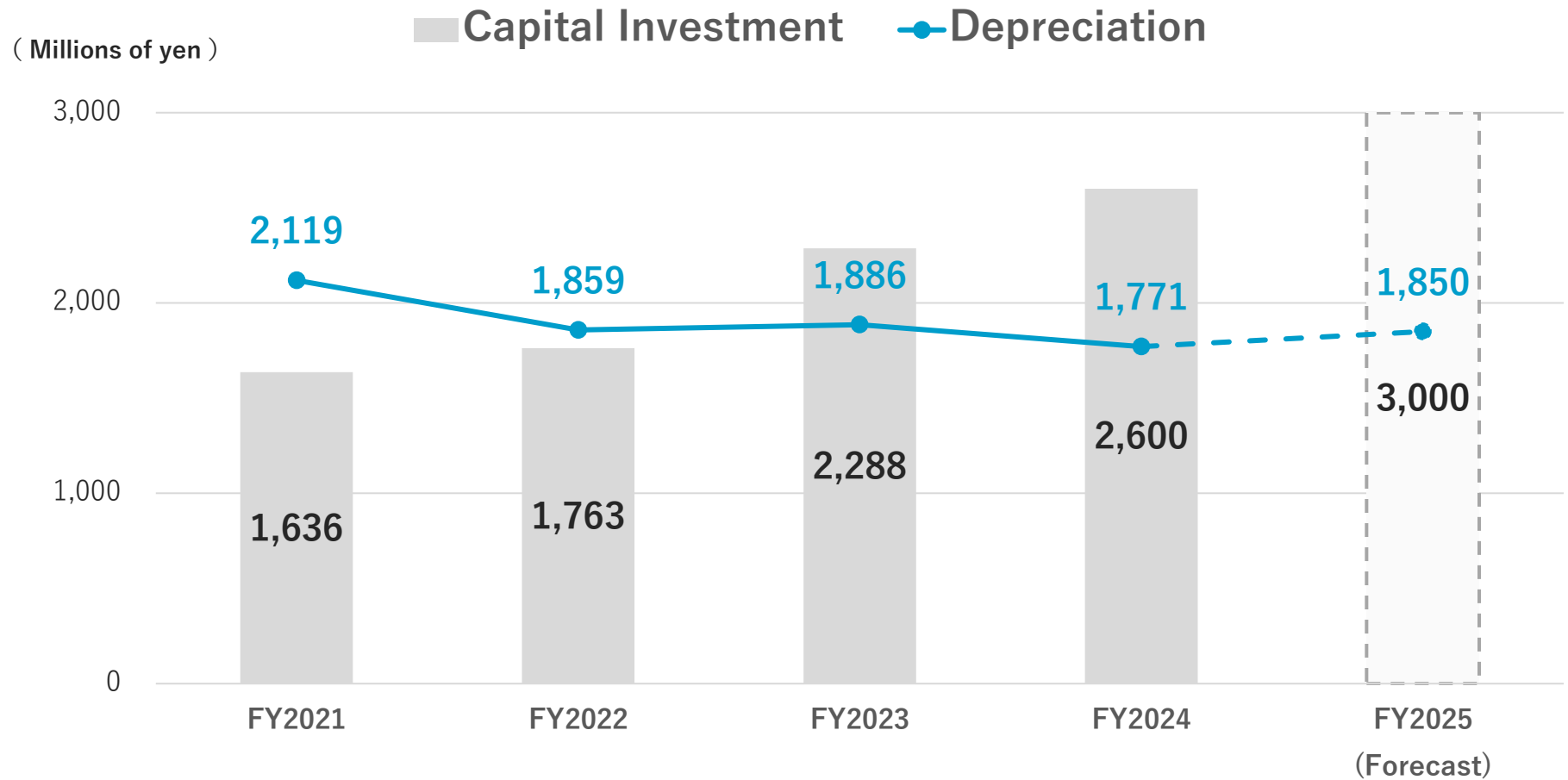
## Previous FY (2023)

	Company Name	Amount of Production (ton)	Amount of Shipment (ton)	Market Share			
				in Production	Y/Y	in Shipment	Y/Y
1*	NIPPON CONCRETE INDUSTRIES CO., LTD.	77,820	78,283	18.89%	↑	18.74%	↑
2*	Tohoku Pole Co., Ltd.	62,698	63,039	15.22%	↑	15.09%	→
9*	Hokkaido Concrete Industries Co., Ltd.	20,544	20,338	4.99%	→	4.87%	→
	Total	161,062	161,660	39.10%		38.70%	

## Trends in Operating / Ordinary Profit Margin

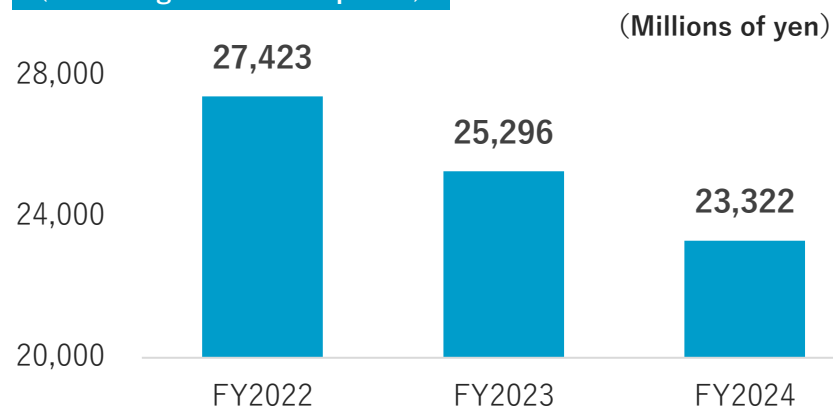


## Trends in Capital Investment / Depreciation

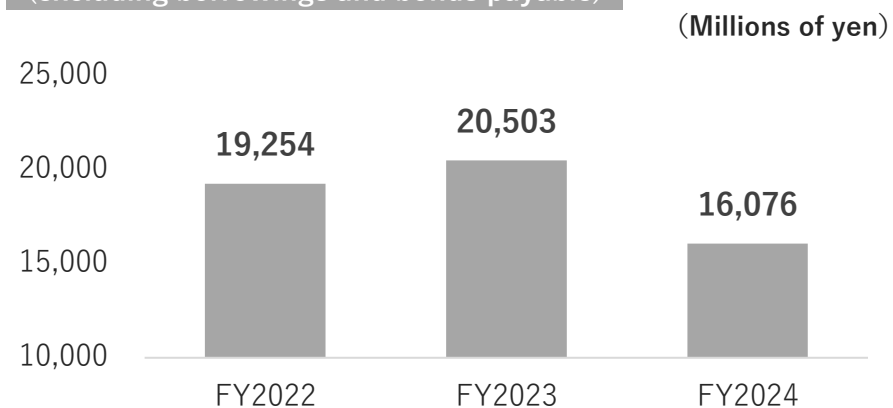


# Trends in Inventory · Net Debt

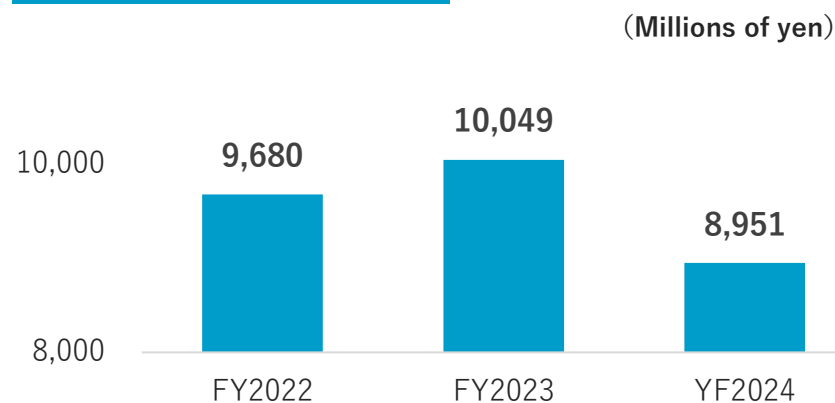
Current assets  
(excluding cash and deposits)



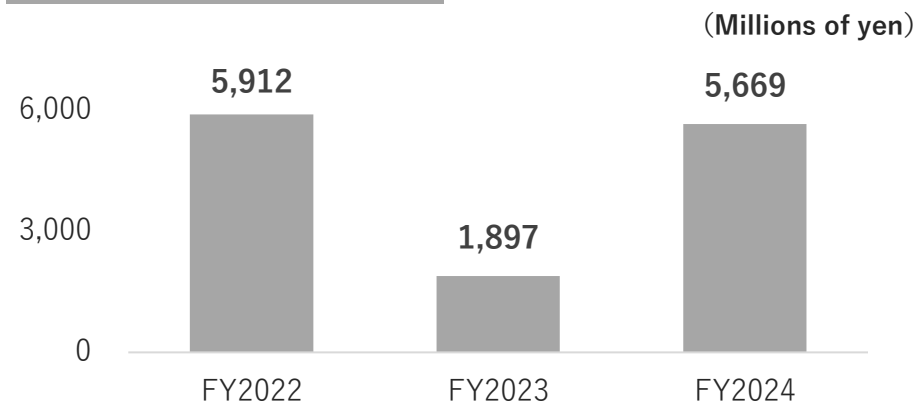
Current liabilities  
(excluding borrowings and bonds payable)



Inventory



Net Debt ※



※ Long and short-term borrowings  
+ Bonds payable – Cash and deposits

## Trends in Bonds Payable · Borrowings Balance

