KANDENKO

Six Months Ended September 30, 2026 Financial Results Presentation

Kandenko Co., Ltd.

2026.11.10

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01 Financial Overview

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Financial Results Summary for the Six Months Ended September 30, 2026 (Summary)

- Sales and profits increased year on year
- Net sales of completed construction contracts and profits at all levels reached record highs for the first half
- Net sales of completed construction contracts increased, driven mainly by power distribution line engineering work and electric power and civil engineering work
- Profits increased due to higher net sales of completed construction contracts and improved profit margins
- Non-consolidated orders received increased, mainly in electrical engineering, environmental facilities and systems, and renovation work, reaching a record high for the first half

See the following materials for details on our financial results

EarningsReport　FY2026 | KANDENKO

- [Summary] Consolidated Financial Results for the Six Months Ended September 30, 2026(Based on Japanese GAAP)
- Financial Results Reference Materials for the Six Months Ended September 30, 2026

Net sales of completed construction contracts

¥351.5bn

YoY +3.2%

Consolidated

Gross profit on completed construction contracts

¥63.6bn

YoY +17.7%

Consolidated

Operating profit

¥43.9bn

YoY +15.9%

Consolidated

Ordinary profit

¥45.0bn

YoY +15.6%

Consolidated

Profit attributable to owners of the parent

¥29.0bn

YoY +10.2%

Consolidated

Orders received

¥442.1bn

YoY +13.8%

Non-Consolidated

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Net Sales of Completed Construction Contracts

■ **Efforts to improve productivity and streamline construction operations supported steady progress on backlog projects, resulting in record highs on both a consolidated and non-consolidated basis**

► Electrical engineering, environmental facilities and systems, and renovation work

Sales declined due to the boost from progress made in large-scale projects in the previous fiscal year. However, major projects, including redevelopment projects in the Tokyo metropolitan area and data centers, progressed steadily

► Information and communication work

Large-scale cable TV equipment projects and unit-price contract work for telecommunications carriers progressed steadily

► Power distribution line engineering work

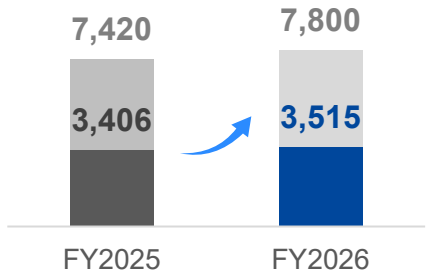
Efficient deployment of construction resources ensured the completion of TEPCO projects

► Electric power and civil engineering work

Large-scale projects, including wind power plant construction, nuclear power-related work, and new conduit installation for TEPCO facilities, progressed steadily

Consolidated

(¥100m)

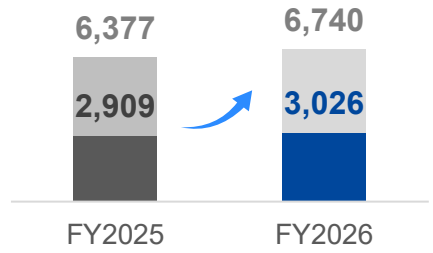


YoY
+ 3.2%

Vs. Forecast
45.1%

Non-Consolidated

(¥100m)

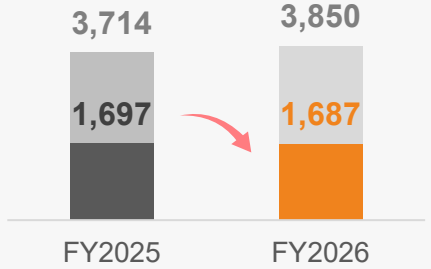


YoY
+ 4.0%

Vs. Forecast
44.9%

Electrical engineering, environmental facilities and systems, and renovation work

(¥100m)

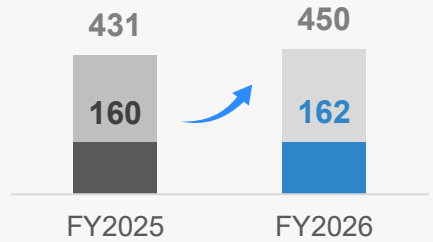


YoY
- 0.6%

Vs. Forecast
43.8%

Information and communication work

(¥100m)

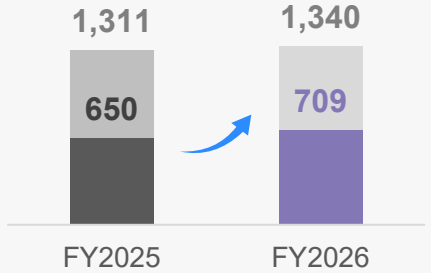


YoY
+ 1.6%

Vs. Forecast
36.2%

Power distribution line engineering work

(¥100m)

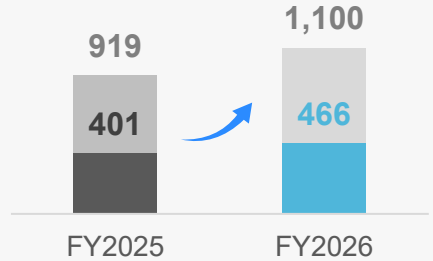


YoY
+ 9.1%

Vs. Forecast
53.0%

Electric power and civil engineering work

(¥100m)



YoY
+ 16.2%

Vs. Forecast
42.4%

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Profits

■ **Profits at all levels reached record highs, driven by higher net sales of completed construction contracts and improved profit margins**

► Profits at all levels

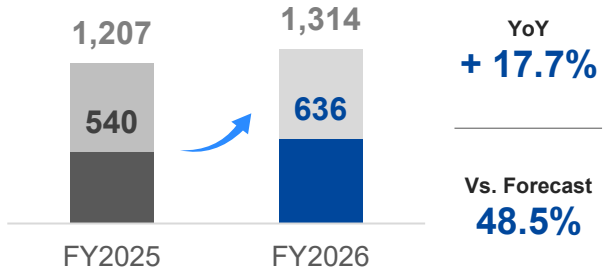
Increased due to higher net sales of completed construction contracts from steady progress on backlog projects and improved profit margins resulting from efforts to increase profitability

► Selling, general and administrative expenses

Increased mainly due to higher personnel expenses associated with improved employee compensation, IT-related expenses, and taxes and dues

Gross profit on completed construction contracts

(¥100m)

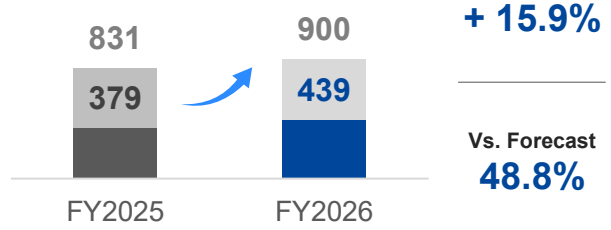


YoY
+ 17.7%

Vs. Forecast
48.5%

Operating profit

(¥100m)

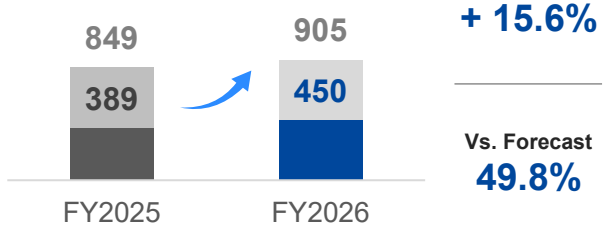


YoY
+ 15.9%

Vs. Forecast
48.8%

Ordinary profit

(¥100m)

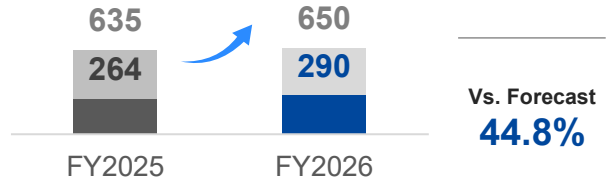


YoY
+ 15.6%

Vs. Forecast
49.8%

Profit attributable to owners of the parent

(¥100m)

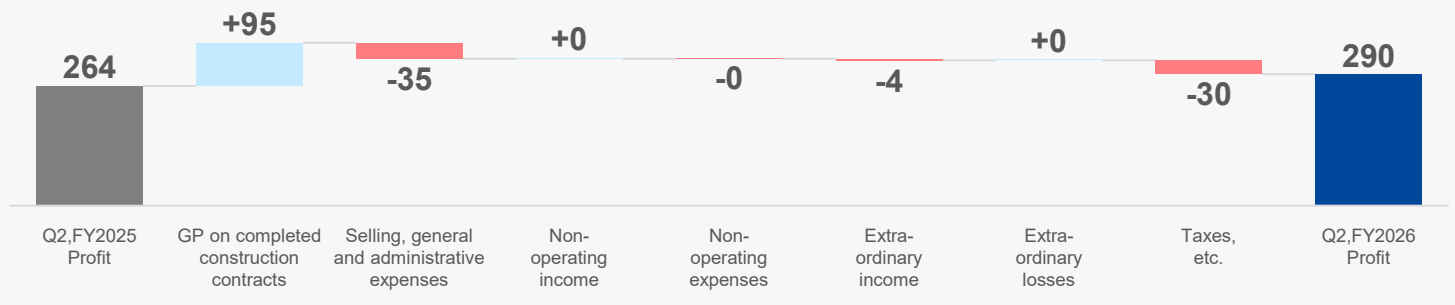


YoY
+ 10.2%

Vs. Forecast
44.8%

Factors for Changes in Profit Attributable to Owners of Parent

(¥100m)



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Non-Consolidated

Orders Received

■ **Orders received reached a record high, supported by robust construction demand and strategic sales activities**

► Electrical engineering, environmental facilities and systems, and renovation work

Secured large-scale projects, including redevelopment projects in the Tokyo metropolitan area, data centers, and semiconductor-related factories. Orders for renovation work also remained high

► Information and communication work

Orders declined due to the boost from large-scale projects secured in the previous fiscal year. However, we secured major projects, including network construction work for cable TV operators and data centers

► Power distribution line engineering work

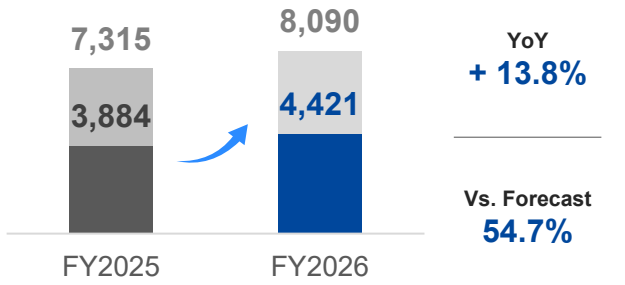
Orders for TEPCO projects remained strong, supported by steady investment under the revenue cap system

► Electric power and civil engineering work

Secured large-scale projects, including wind power plant construction and new conduit installation for TEPCO facilities

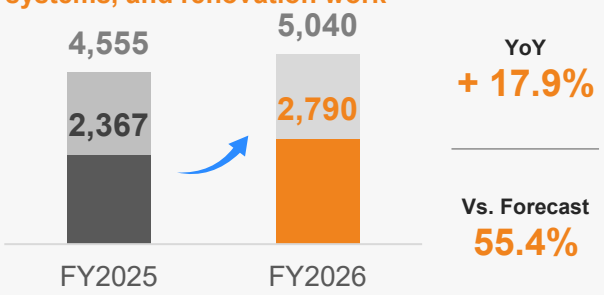
Non-Consolidated

(¥100m)



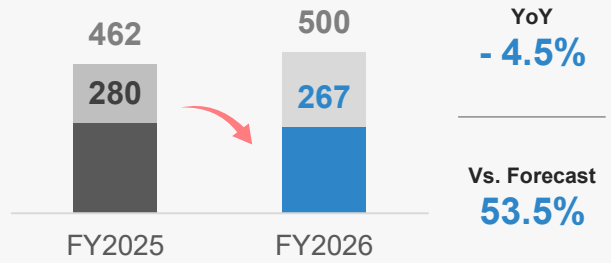
Electrical engineering, environmental facilities and systems, and renovation work

(¥100m)



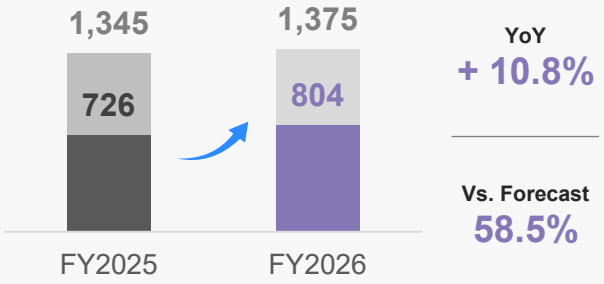
Information and communication work

(¥100m)



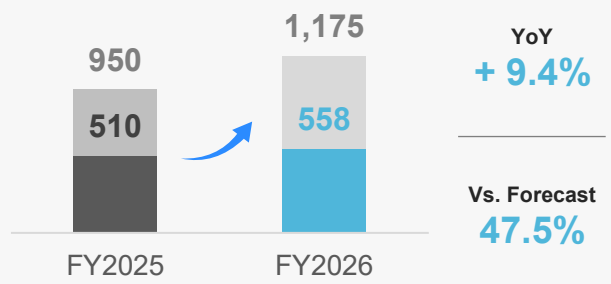
Power distribution line engineering work

(¥100m)



Electric power and civil engineering work

(¥100m)



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KANDENKO

Forecast for Financial Results for the Fiscal Year Ending March 31, 2027

■ **Net sales of completed construction contracts and profits have progressed steadily relative to our first-half forecasts, and we expect to meet our full-year forecasts**

Consolidated

	First-Half Results (First-Half Forecast, Percentage of Forecast)	Percentage of Full-Year Forecast	Full-Year Financial Results Forecast
Net sales of completed construction contracts	¥351.5bn (¥361.0bn, 97.4%)	45.1%	¥780.0bn
Gross profit on completed construction contracts	¥63.6bn (¥61.5bn, 103.5%)	48.5%	¥131.4bn
Operating profit	¥43.9bn (¥43.2bn, 101.7%)	48.8%	¥90.0bn
Ordinary profit	¥45.0bn (¥43.5bn, 103.5%)	49.8%	¥90.5bn
Profit attributable to owners of the parent	¥29.0bn (¥28.3bn, 102.8%)	44.8%	¥65.0bn

Non-Consolidated

	First-Half Results (First-Half Forecast, Percentage of Forecast)	Percentage of Full-Year Forecast	Full-Year Financial Results Forecast
Orders received	¥442.1bn (¥421.0bn, 105.0%)	54.7%	¥809.0bn
Net sales of completed construction contracts	¥302.6bn (¥307.0bn, 98.6%)	44.9%	¥674.0bn
Gross profit on completed construction contracts	¥52.0bn (¥50.5bn, 103.2%)	47.6%	¥109.4bn
Operating profit	¥36.7bn (¥36.5bn, 100.6%)	47.9%	¥76.7bn
Ordinary profit	¥38.1bn (¥37.1bn, 102.9%)	49.1%	¥77.8bn
Profit	¥26.0bn (¥25.1bn, 103.6%)	44.3%	¥58.7bn

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Consolidated

Balance Sheets

KANDENKO

(¥m)

• Assets	End of FY2025	Q2,FY2026
Current assets	397,872	379,570
Non-current assets	237,745	238,181
Total assets	**635,618**	**617,751**

• Liabilities	End of FY2025	Q2,FY2026
Current liabilities	207,100	179,454
Non-current liabilities	22,830	21,523
Total liabilities	**229,931**	**200,978**

• Net assets

Shareholders' equity	355,553	368,953
Accumulated other comprehensive income	34,716	31,511
Non-controlling interests	15,416	16,308
Total net assets	**405,687**	**416,773**
Total liabilities and net assets	**635,618**	**617,751**

Equity	**390,270**	**400,465**
Equity ratio	**61.4%**	**64.8%**

Comments

■ **Assets**

Securities +18,490

Notes receivable, accounts receivable from completed construction contracts and other -38,878

Property, plant and equipment -801

Intangible assets +1,036

■ **Liabilities**

Notes payable, accounts payable for construction contracts and other -27,189

■ **Net assets**

Retained earnings +13,368

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Cash Flows

(¥m)

	Q2,FY2025	Q2,FY2026	Change
Cash flows provided by (used in) operating activities	33,808	51,433	17,625
Cash flows provided by (used in) investing activities	(6,286)	(15,036)	(8,750)
Cash flows provided by (used in) financing activities	(22,585)	(16,398)	6,187
Net increase (decrease) in cash and cash equivalents	**4,995**	**19,969**	**14,973**
Cash and cash equivalents at beginning of period	**57,835**	**77,151**	**19,315**
Cash and cash equivalents at end of period	**62,831**	**97,120**	**34,289**

Comments

■ **Operating CF**

Profit (loss) before income taxes +45,006　　Decrease in trade receivables +38,878　　Decrease in trade payables -27,154

■ **Investing CF**

Purchase of property, plant, and equipment -6,817　　Purchase of investment securities -4,286

■ **Financing CF**

Dividends paid -15,722

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02

Capital Efficiency Improvement Initiatives

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Capital Efficiency Improvement Initiatives

■ We are steadily implementing the following initiatives to improve capital efficiency

▶ FY2024-FY2026 Medium-Term Management Plan

Generate Profits
- Business strategy x Strategy to strengthen management foundation

Create an Optimal Business Portfolio
- Validate business portfolio through ROIC management by business segment
- Off-balance non-current assets

Reduce Unprofitable Assets, Etc.
- Reduce cross-shareholdings

Secure Funds for Future Growth
- Improve CCC
- Diversify financing
- Expand group financing

Growth Investments

Approx. ¥125 Billion Over 3 Years

- Make investments that contribute to sustainable growth and medium- to long-term corporate value



Business Investments (Including M&A)



Capital Investments



IT and DX Investments



R&D

ROE Improvement

Expand Shareholder Returns
- Pursue stable and sustainable shareholder returns

Build Trust With Stakeholders
- Provide timely and appropriate information disclosure
- Engage in proactive dialogue with shareholders, investors, etc.

PER Improvement

PBR Improvement

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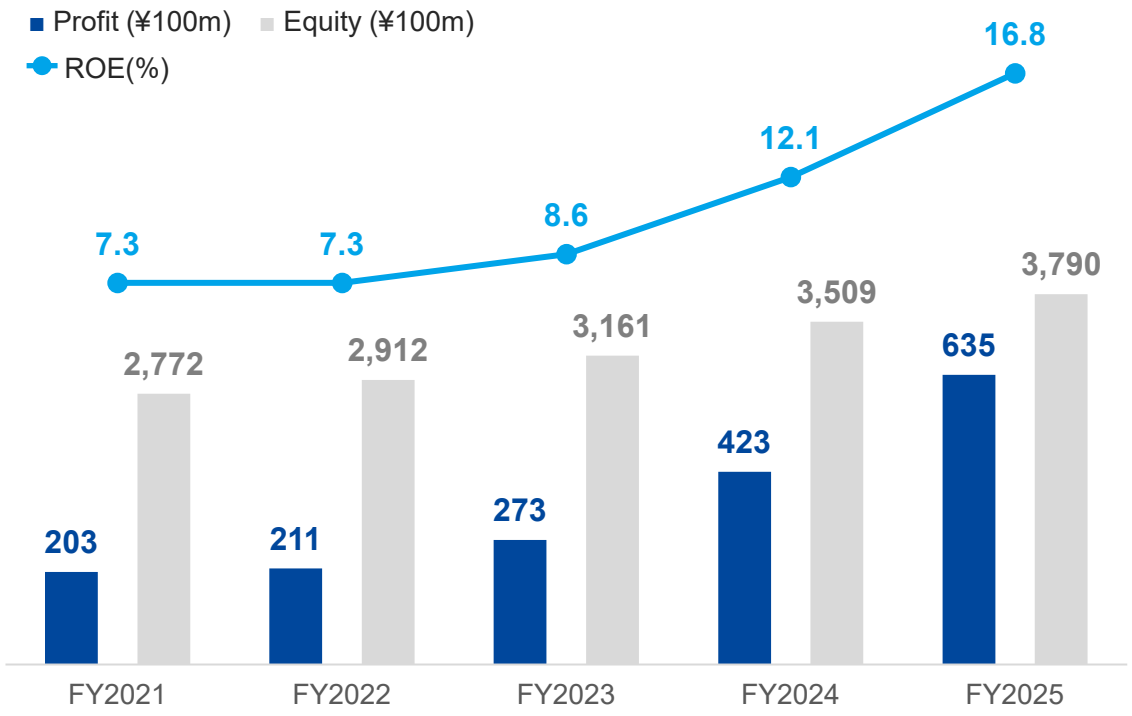
Capital Efficiency Improvement Initiatives

- ROE and ROIC are on an upward trend as we place greater emphasis on the cost of capital in management decisions
- ROE and ROIC improved to approximately 16% and 14%, respectively, by the end of FY2025

Consolidated

ROE(Return on Equity) (%)

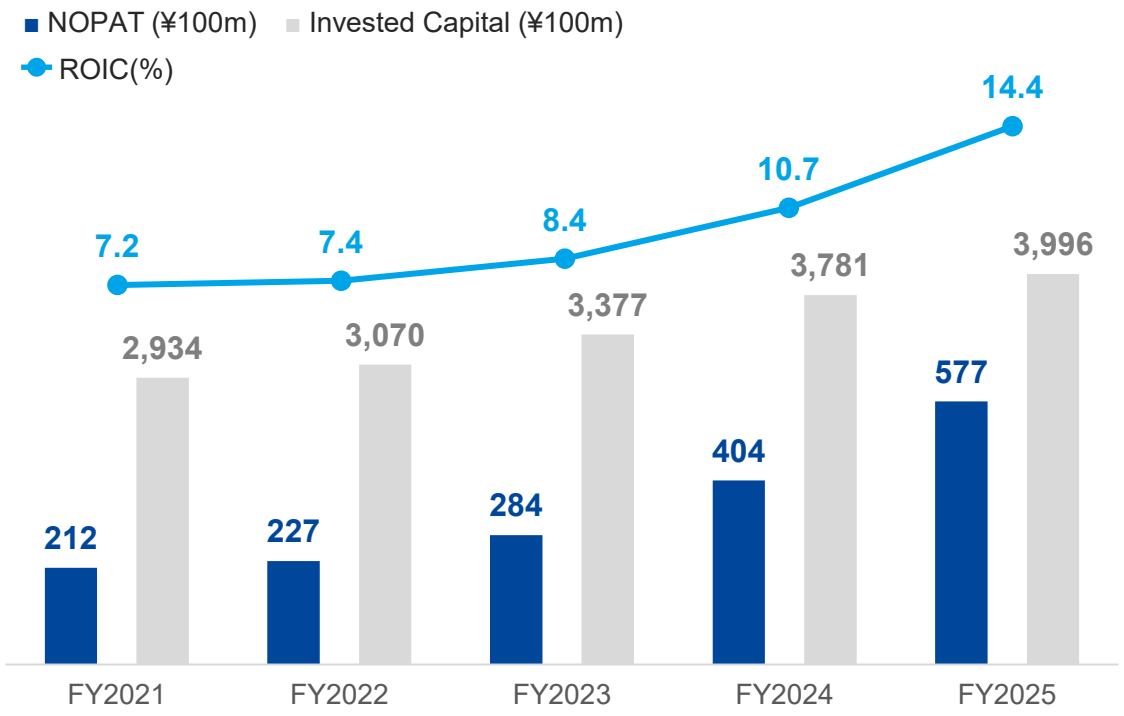
ROE = Profit ÷ Equity (average for beginning and end of the fiscal year)



Consolidated

ROIC(Return on Invested Capital) (%)

ROIC = NOPAT ÷ Invested Capital (Interest-bearing debt + shareholders' equity (average for beginning and end of the fiscal year))

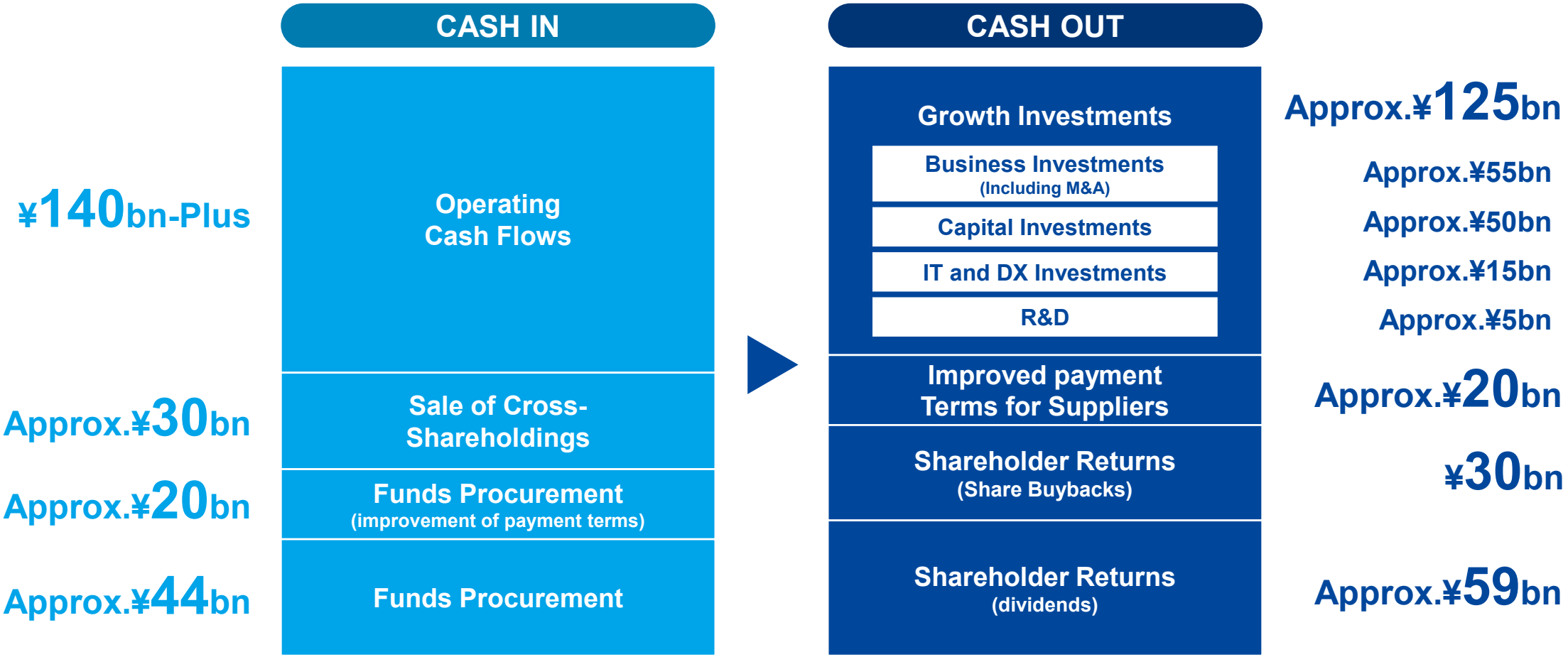


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Capital Efficiency Improvement Initiatives

■ Improve capital efficiency through business activities, sales of cross-shareholdings, and cash generated from fundraising to investments for growth

▶ 2024-2026 Cash Allocation

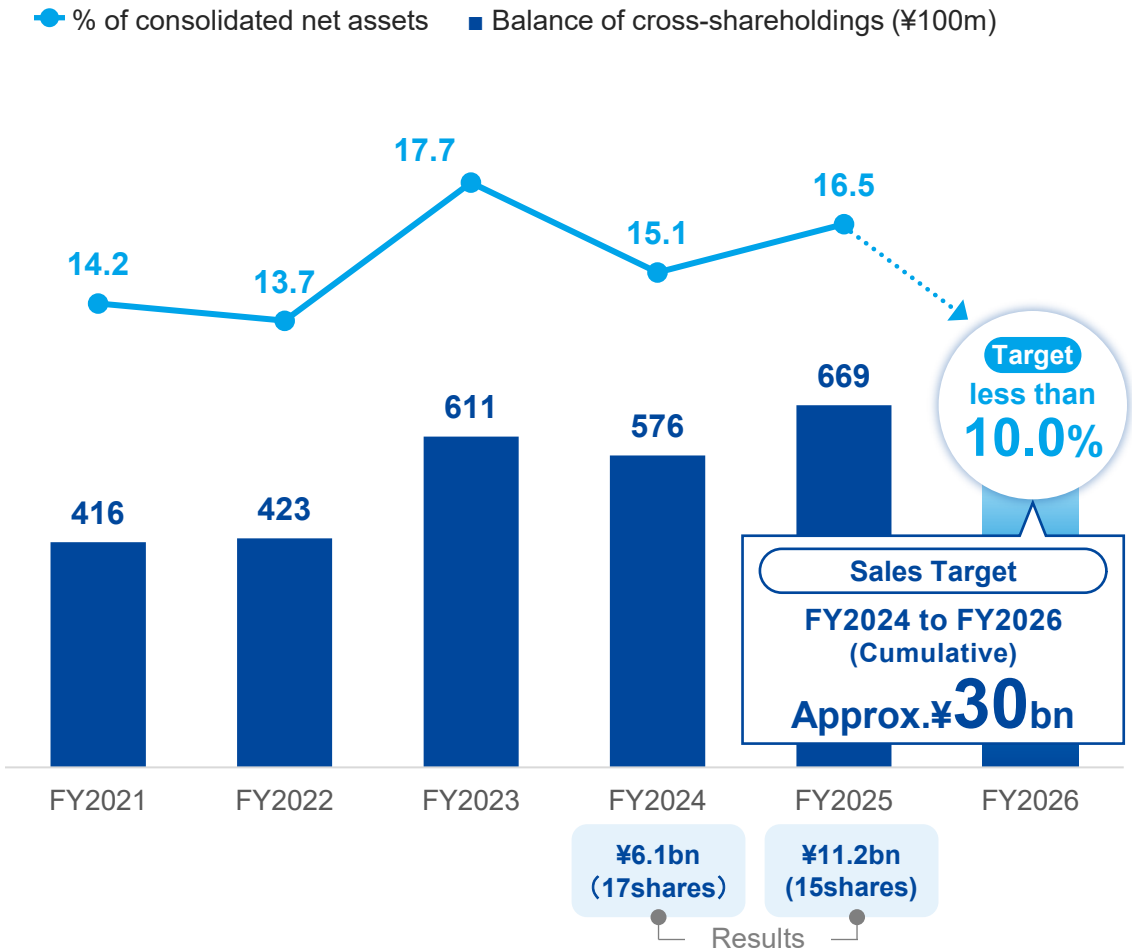


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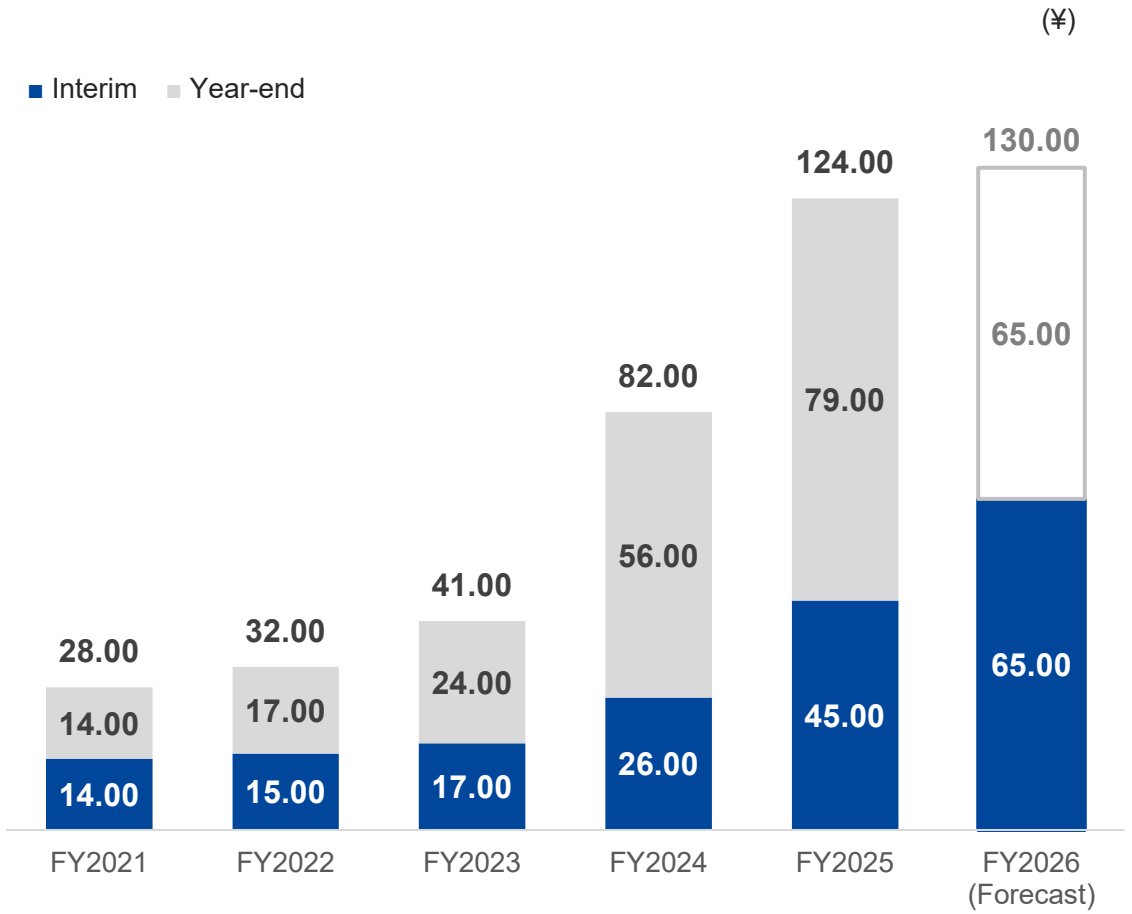
Capital Efficiency Improvement Initiatives

- We will continue selling cross-shareholdings, aiming to reduce the total value to less than 10.0% of consolidated net assets
- We will continue paying stable interim and year-end dividends twice a year as our basic policy, targeting a dividend payout ratio of approximately 40%

Balance of cross-shareholdings and its percentage of consolidated net assets



Dividends per share



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03

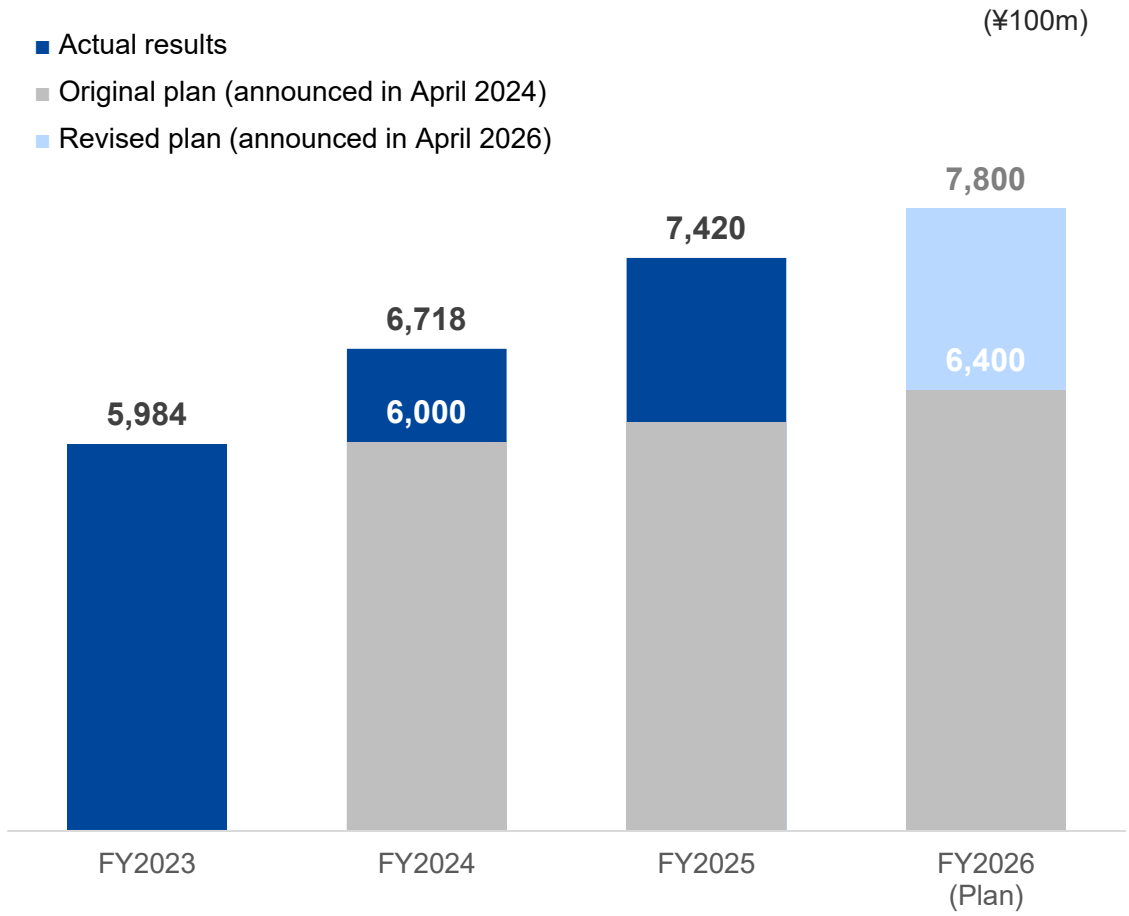
Direction of the Next Medium-Term Management Plan

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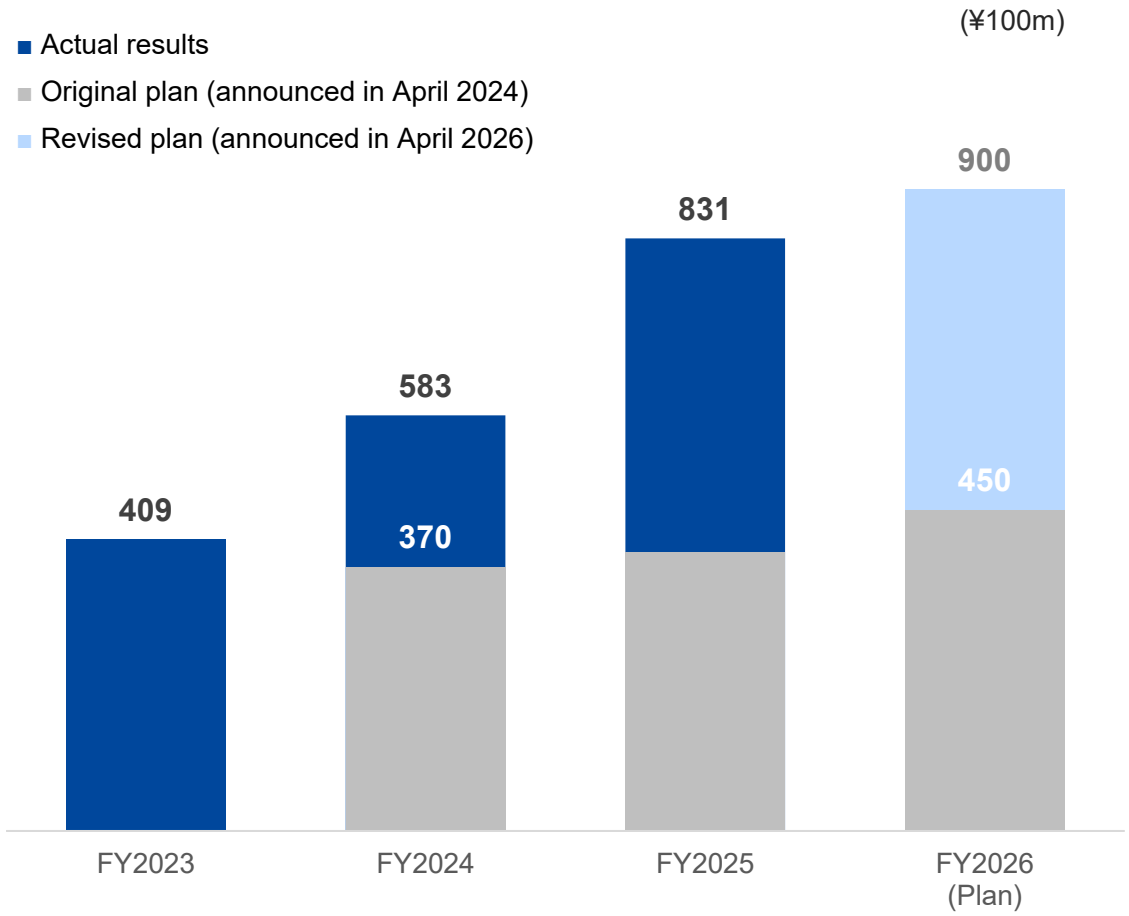
Review of the FY2024-FY2026 Medium-Term Management Plan

- We achieved the original final-year targets for FY2026 in FY2024, the first year of the FY2024–FY2026 Medium-Term Management Plan
- Our FY2026 plan, announced in April 2026, projects consolidated net sales and operating profit at approximately 1.3 times and 2.2 times FY2023 levels, respectively

Consolidated Net Sales



Consolidated Operating Profit



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Direction for the Next Medium-Term Management Plan (FY2027–FY2030) (Concept)

■ **We aim to achieve sustainable growth and enhance corporate value by strengthening our construction capabilities to capture robust demand. We will also build the competitiveness needed to generate profits even as demand fluctuates**

Business Environment

Opportunities

- **Robust construction investment** (data centers, semiconductor facilities, etc.)
- **Upgrades and reinforcement of buildings and infrastructure**
- **Infrastructure expansion to meet growing electricity demand**
- **Decarbonization and energy transition**

Risks

- **Intensifying competition due to economic and demand fluctuations**
- **Rising prices and costs of materials and equipment**
- **Worsening labor shortages**
- **Intensifying geopolitical risks and natural disasters**

Strengthening Construction Capabilities — Human Resources

Optimizing Human Resource Portfolio

- Secure and develop human resources across the Group and partner companies
- Strengthen collaboration with partner companies
- Foster an environment where diverse talent can thrive

Improving Productivity

- Reduce labor requirements and improve construction efficiency
- Utilize digital technologies and AI
- Transform business processes

Sustainable Growth and Enhanced Corporate Value

Technology — Building Competitiveness

Creating Higher-Value Technologies and Services

- Strengthen our ability to propose solutions
- Provide advanced technologies and solutions
- Enhance safety, quality, and cost management

Expanding Recurring Revenue

- Expand ongoing support and maintenance services
- Manage and optimize energy use and facility operations
- Create new recurring-revenue services

Optimizing Cash Allocation Based on Capital Efficiency

Path to Growth

Improving Profitability (Generating Stable Cash Flow)

Strengthening Construction Capabilities → **Building Competitiveness** → **Improving Capital Efficiency** → **Sustainable Growth and Enhanced Corporate Value**

Note: This slide illustrates our current vision for the direction of our growth and initiatives as we develop the next medium-term management plan. The content presented here is preliminary and subject to change.

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04 Appendix

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Corporate Information (As of September 30, 2026)

Company Profile

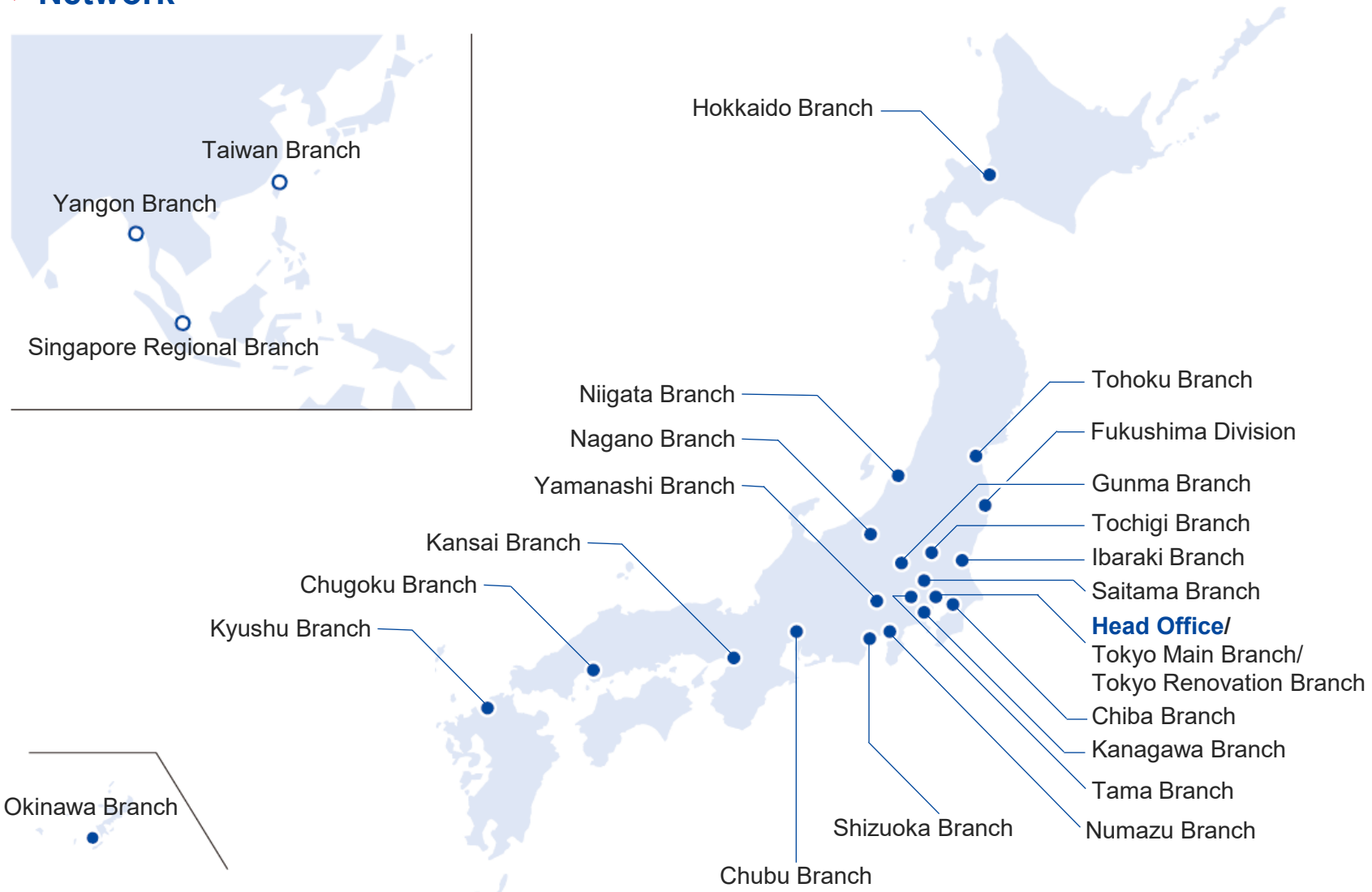
Company Name	Kandenko Co., Ltd.
Established	September 1, 1944
Head Office	4-8-33 Shibaura, Minato-ku, Tokyo 108-8533, Japan
Paid-In Capital	¥10,264 million

Major Shareholders

Name	Ownership Ratio*(%)
TEPCO Power Grid, Incorporated	34.46
The Master Trust Bank of Japan, Ltd. (Trust Account)	8.12
The Custody Bank of Japan, Ltd. (Trust Account)	5.60
STATE STREET BANK AND TRUST COMPANY 505001	3.80
Kandenko Group Employees Shareholding Association	2.37
THE CHASE MANHATTAN BANK, N. A. LONDONSECS LENDING OMNIBUS ACCOUNT	2.05
JPMorgan Securities Japan Co., Ltd.	1.78
JP MORGAN CHASE BANK 385781	0.90
BBH LUX FOR BROCK MILTON CAPITAL UCITS SICAV - BMC GLOBAL SELECT FUND	0.81
Goldman Sachs Japan Co., Ltd. BNYM	0.73

Network

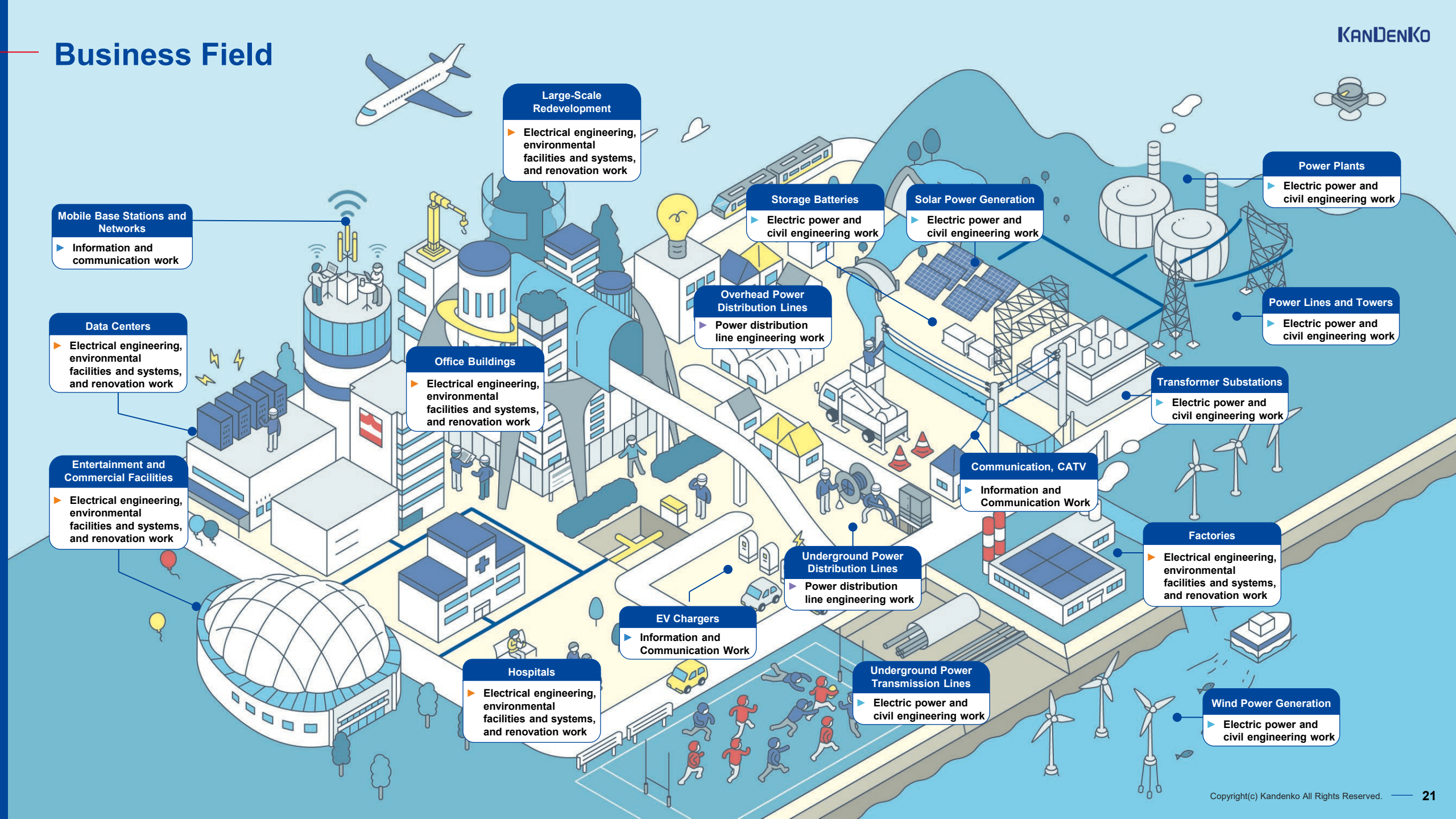
● Domestic Offices ○ Overseas Offices



*Ownership ratios are calculated by subtracting treasury stock from the total number of shares issued and outstanding.

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Business Field

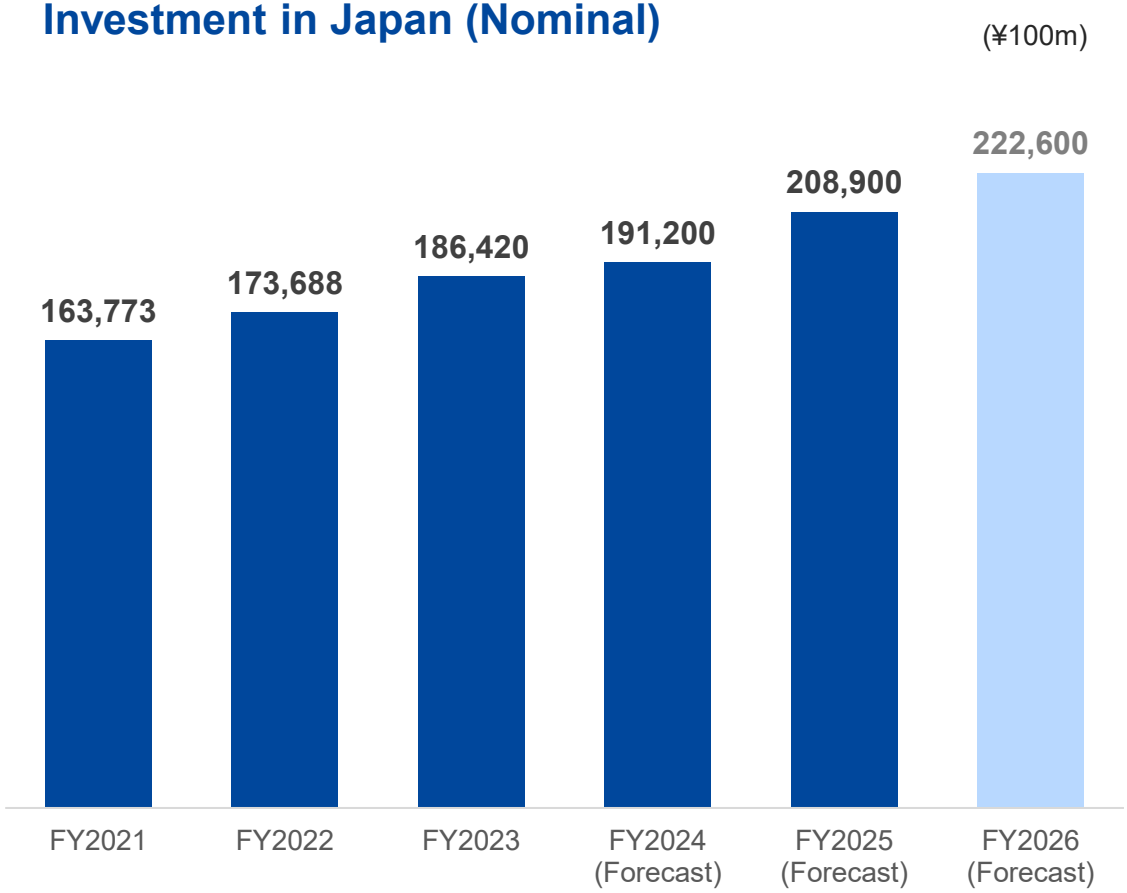


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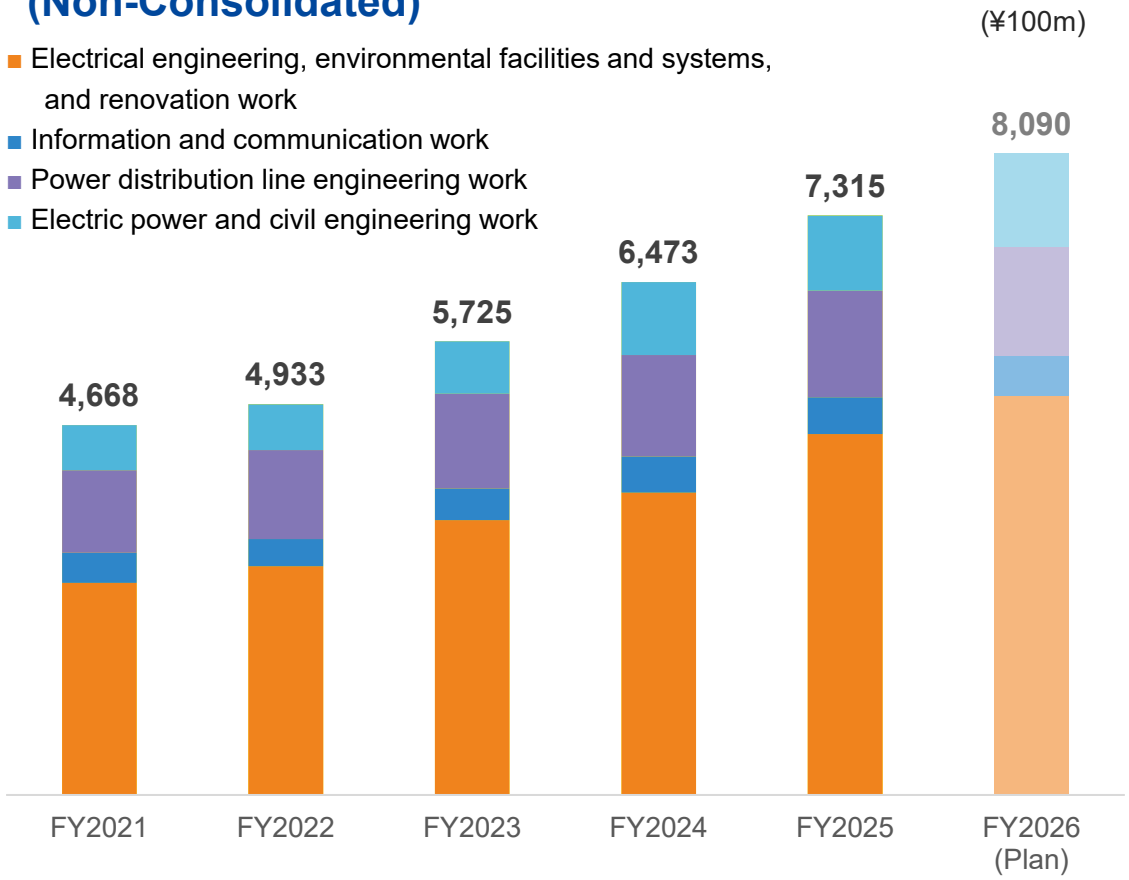
Our Business Environment

- Private-sector nonresidential construction investment in Japan is on an upward trend
- Kandenko recorded a significant increase in orders received, driven mainly by electrical engineering, environmental facilities and systems, and renovation work

Private-Sector Nonresidential Construction Investment in Japan (Nominal)



Kandenko: Orders Received by Segment (Non-Consolidated)



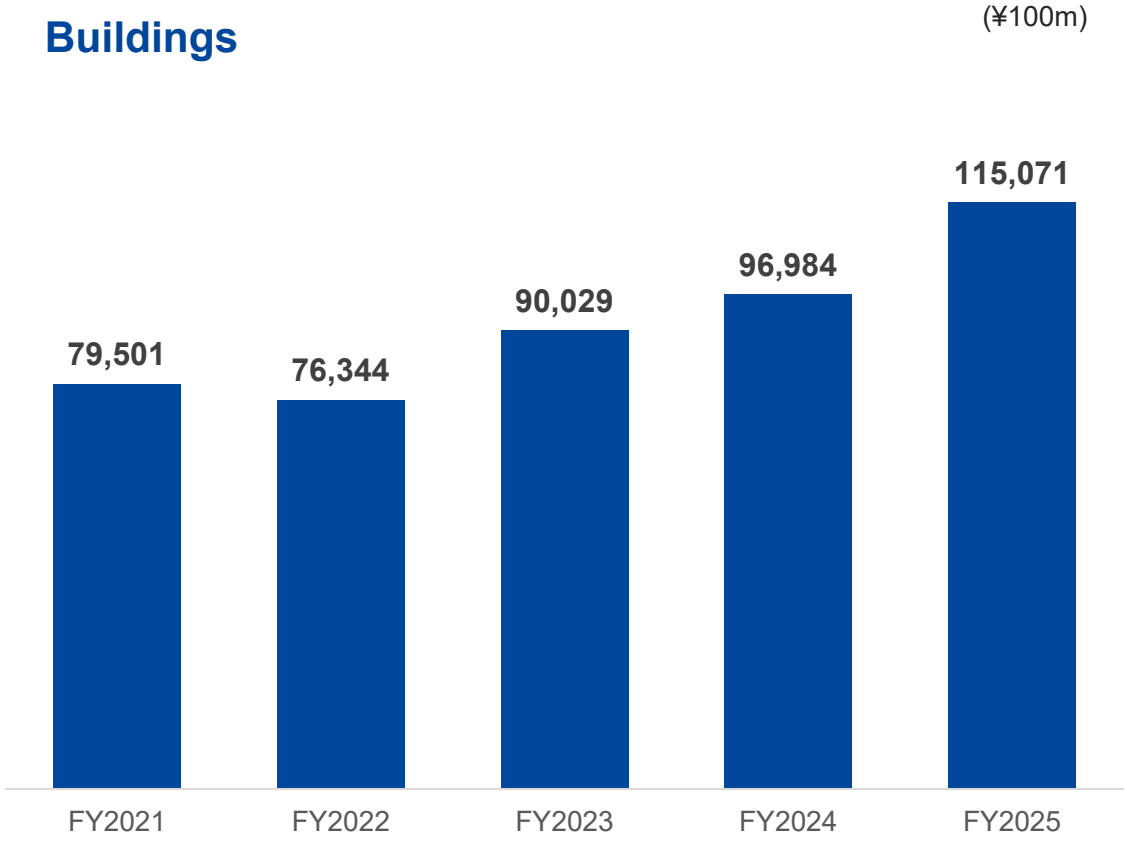
Source: Ministry of Land, Infrastructure, Transport and Tourism, *Estimate of Construction Investment*, August 2026
Prepared by the Company

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Our Business Environment

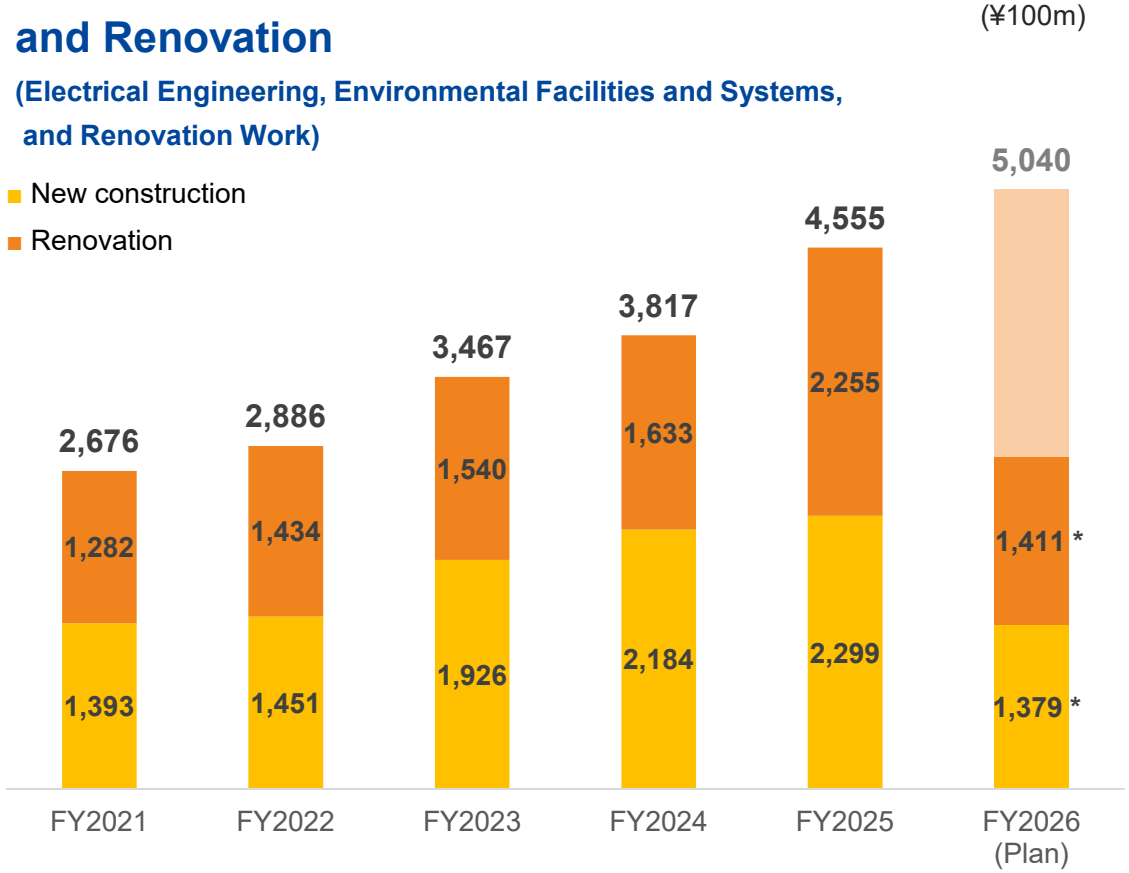
- Demand for renovation work in nonresidential buildings is on an upward trend. The number of older buildings is also increasing, particularly office buildings in the Tokyo metropolitan area
- We are also seeing an upward trend in orders for renovation work in electrical engineering, environmental facilities and systems, and renovation work

Market for Renovation Work in Nonresidential Buildings



Kandenko: Orders Received for New Construction and Renovation

(Electrical Engineering, Environmental Facilities and Systems, and Renovation Work)



Source: Ministry of Land, Infrastructure, Transport and Tourism, *Building Extension and Renovation Survey*, June 2026
Prepared by the Company

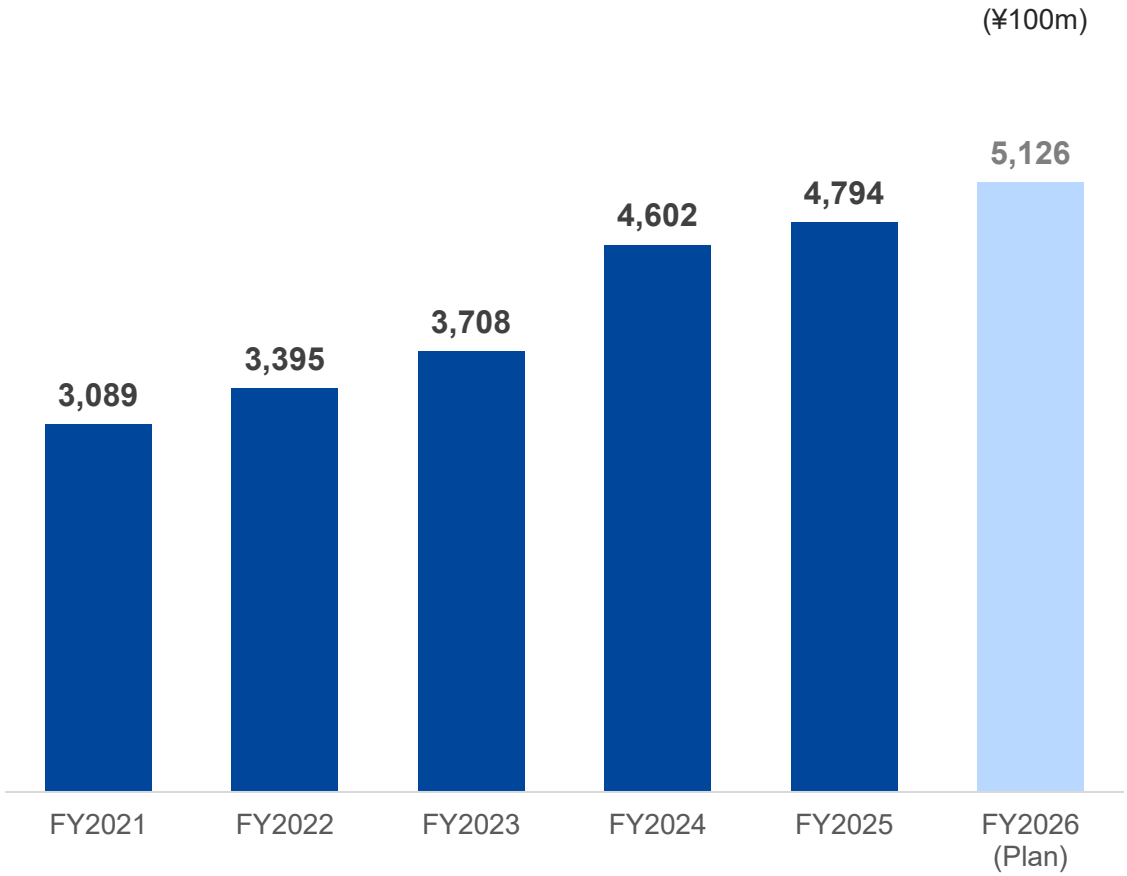
* Results through Q2 of FY2026

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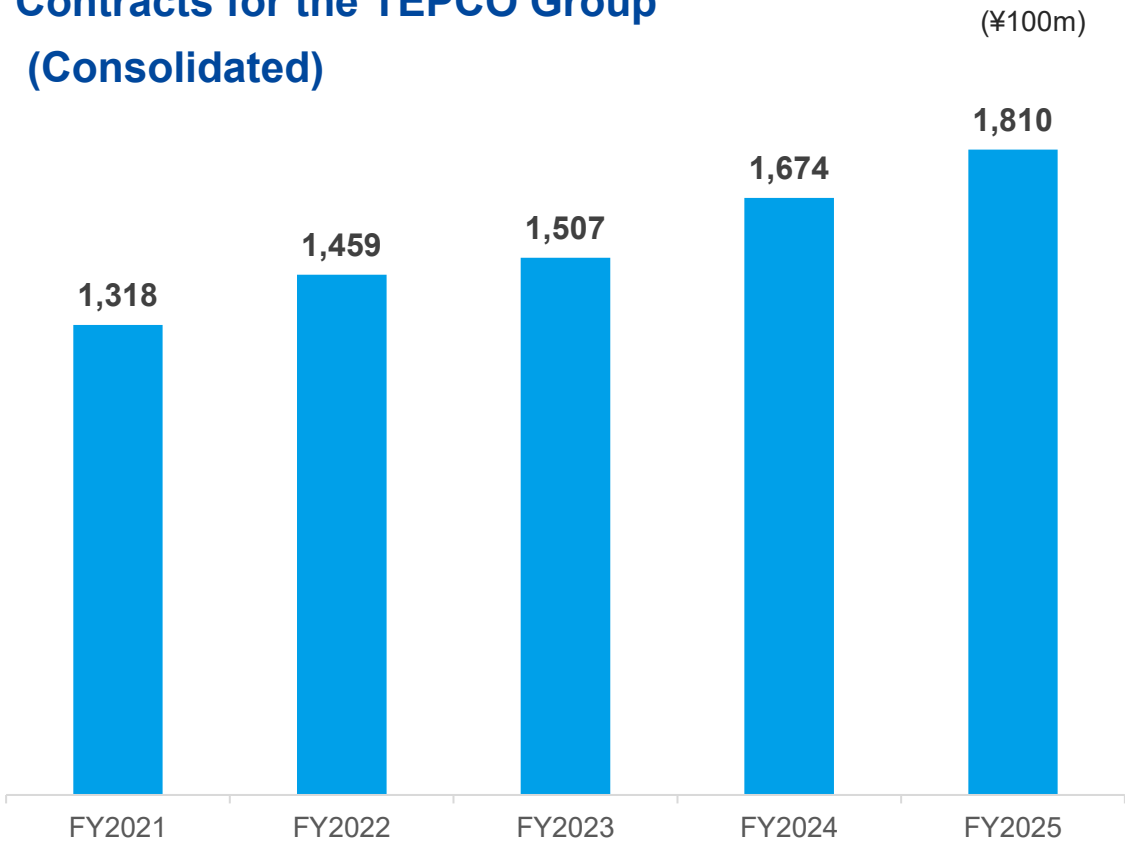
Our Business Environment

- Capital investment by TEPCO Power Grid continues to increase, driven by aging power infrastructure and growing electricity demand
- Kandenko continues to record strong net sales of completed construction contracts from TEPCO Group projects

TEPCO Power Grid Capital Investment



Kandenko: Net Sales of Completed Construction Contracts for the TEPCO Group (Consolidated)



Source: TEPCO Power Grid, Incorporated, *Annual Securities Report*
Prepared by the Company

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Our Business Environment

- The Japanese government has selected 17 strategic sectors for concentrated public-private investment
- Increased capital investment in growth markets is creating more opportunities for Kandenko to secure orders

17 Strategic Sectors Under Japan's Growth Strategy

Sectors	
AI and Semiconductors	Synthetic Biology and Biotechnology
Digital and Cybersecurity	Drug Discovery and Advanced Medicine
Information and Communications	Resources, Energy Security, and GX
Quantum Technology	Fusion Energy
Defense Industry	Disaster Prevention and National Resilience
Aviation and Space	Port Logistics
Oceans and Marine Affairs	Food Tech
Shipbuilding	Content Industry
Materials (Critical Minerals and Components)	

Source: Cabinet Secretariat, *Japan's Growth Strategy*, July 2026
Prepared by the Company

Impact on Our Business (Examples)

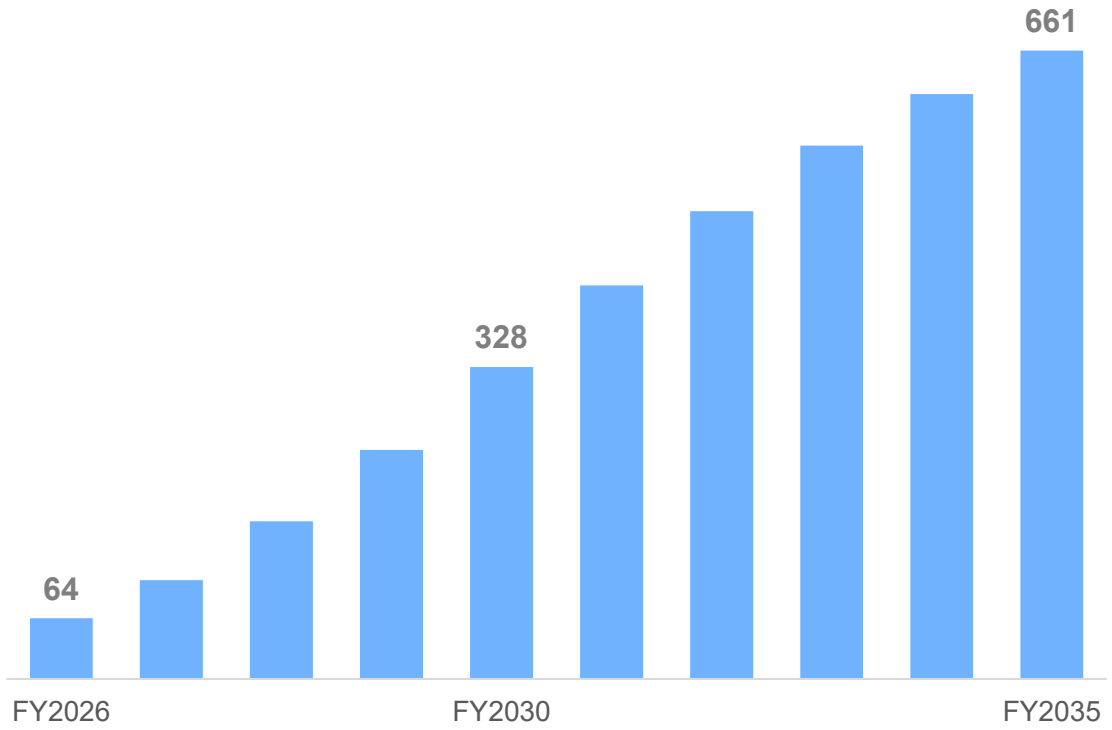
AI and Semiconductors	• Data centers and semiconductor-related projects • Infrastructure expansion to meet growing electricity demand
Digital and Cybersecurity	• Network, control, and monitoring equipment • Advances in communications equipment and monitoring systems
Information and Communications	• Communications infrastructure, including base stations • Next-generation optical communications networks
Resources, Energy Security, and GX	• Renewable energy facilities and grid connections • Demand for decarbonization and energy efficiency
Disaster Prevention and National Resilience	• Disaster prevention and mitigation measures • Renewal of aging infrastructure

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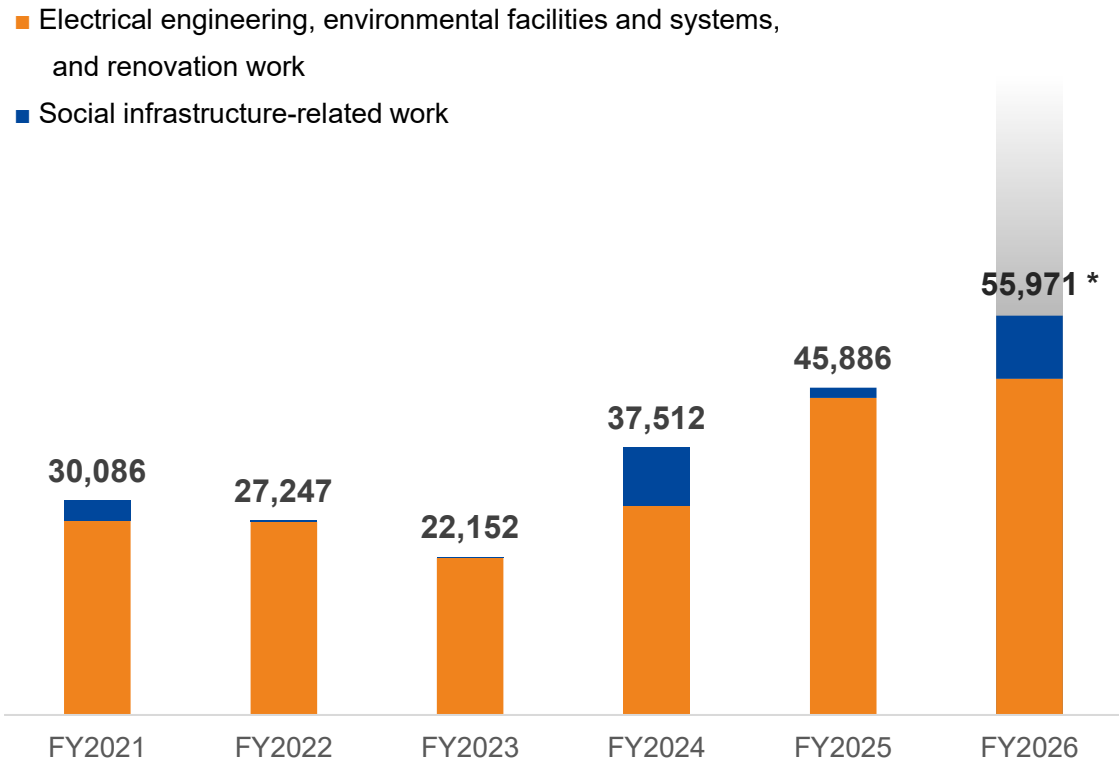
Our Business Environment

- Demand for electrical equipment in Japan is expected to increase significantly, driven by the construction of new data centers and expansion of existing facilities
- Kandenko recorded a significant increase in orders received for data center-related projects

Projected Electricity Demand From New and Expanded Data Centers



Trends in New Orders for Our Data Center-Related Business (Non-Consolidated)



Source: Organization for Cross-regional Coordination of Transmission Operators (OCCTO), *Demand forecast across the country and of each supply area*, January 2026
Prepared by the Company

* Results through Q2 of FY2026

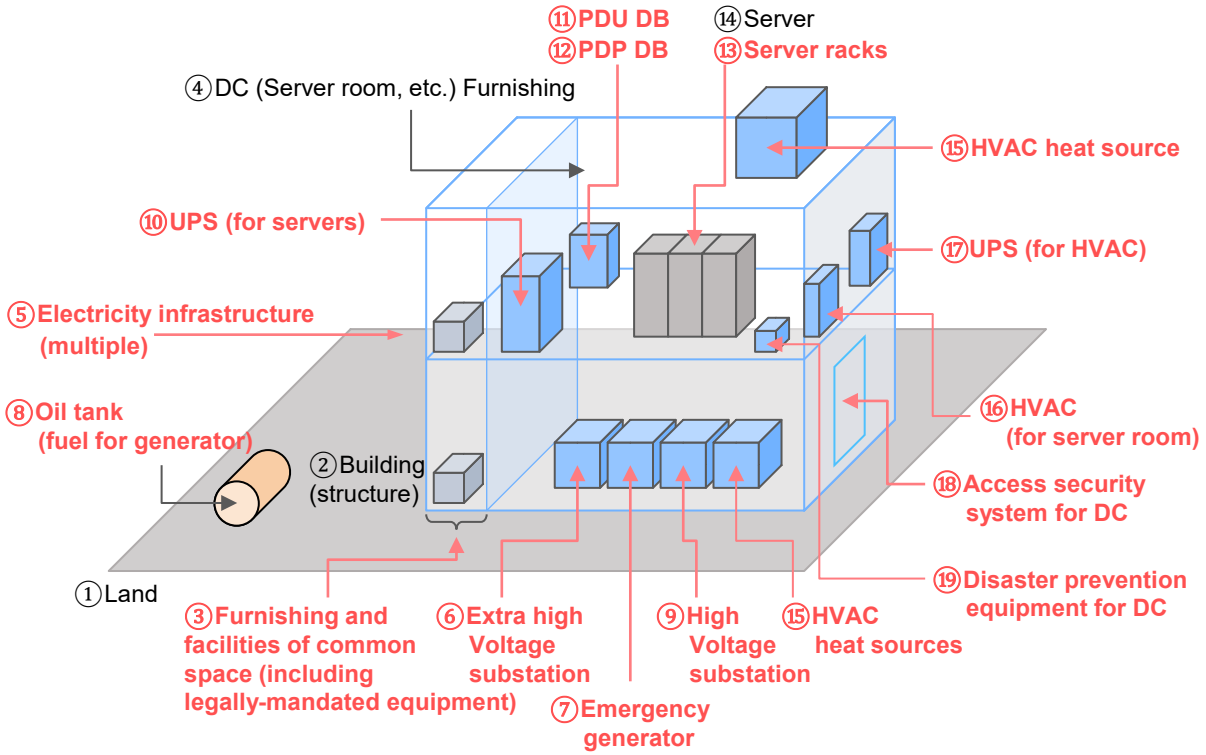
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Our Strengths in Data Center-Related Construction

- Kandenko handles a wide range of construction work for data centers, with a focus on electrical systems
- We handle projects from start to finish, from substation construction in the TEPCO service area to power connections for data center facilities

Scope of Kandenko's DC works

■ Scope of Our Construction Work



Strengths in DC and peripheral works

1 Installation of back-up generators

Kandenko also possesses solutions in the peripheral works of dual power sources, installation of generators, etc. to ensuring a stable power supply

2 Grid connection works to connect substations to DCs

Kandenko receives the majority of orders relating to high-voltage and extra-high-voltage grid connection and underground power line projects in the TEPCO service area.

3 Construction of new substations by TEPCO

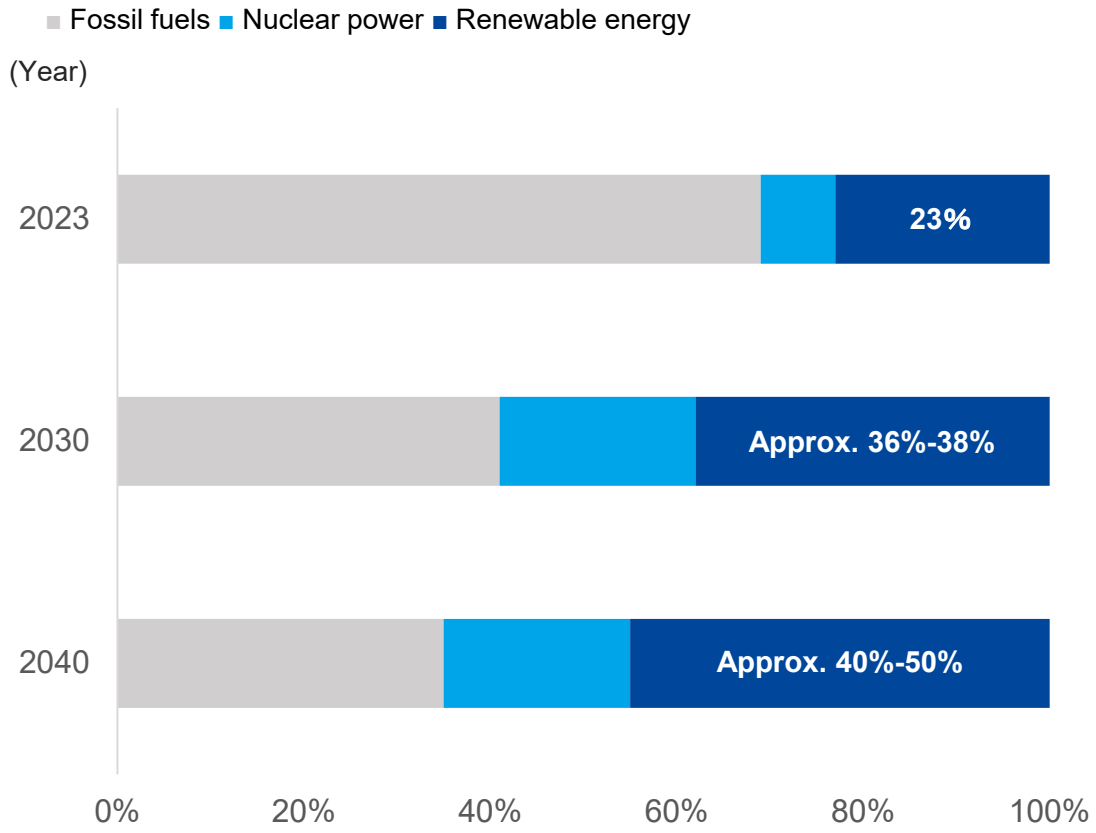
Construction of extra high-voltage substations requires high technical capability, closely collaborating with TEPCO

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Our Business Environment

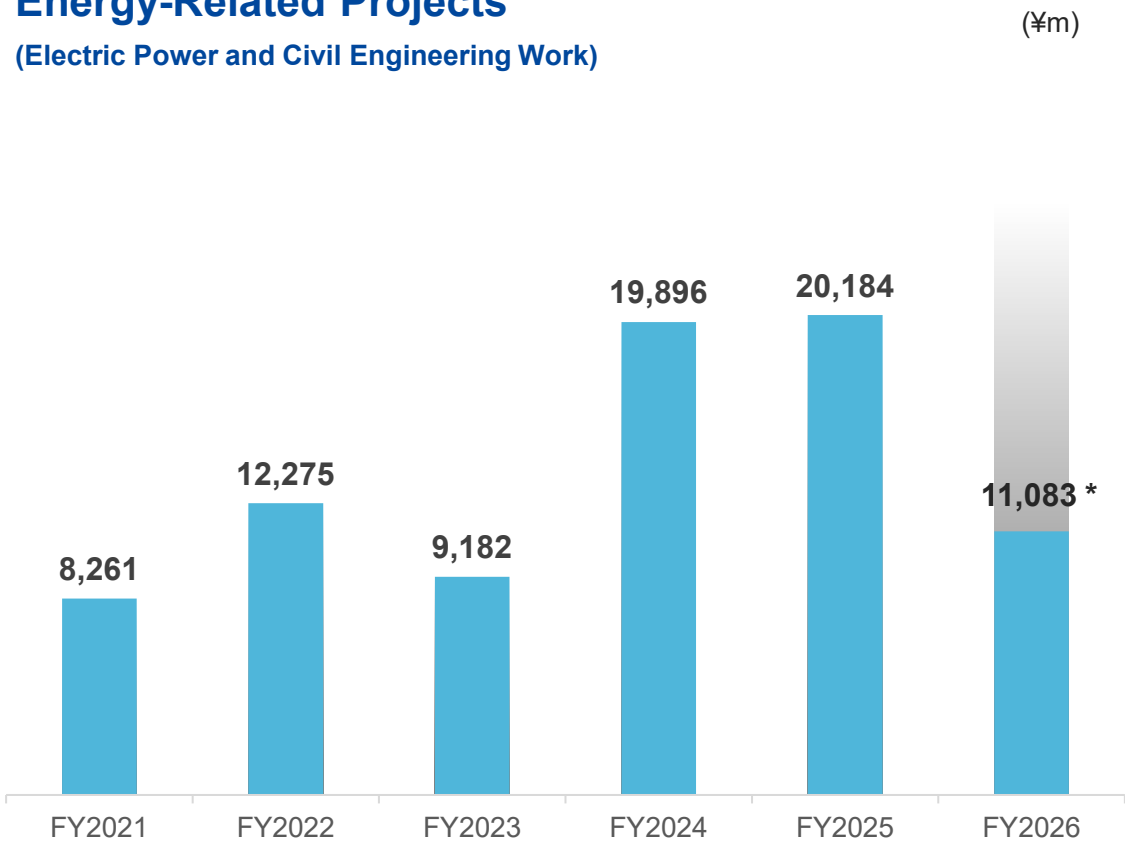
- Efforts to achieve carbon neutrality by 2050 will likely increase demand for renewable energy-related construction work
- We continue to see strong orders for renewable energy-related construction work

Changes in Energy Supply



Kandenko: Orders Received for Renewable Energy-Related Projects

(Electric Power and Civil Engineering Work)



Source: Agency for Natural Resources and Energy, *Summary of the Basic Act on Energy Policy*, October 2021; February 2025
Prepared by the Company

* Results through Q2 of FY2026
Note: Calculation method changed in FY2023

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Our Track Record in Wind Power Plant Construction

- Kandenko has been involved in approximately one-quarter of all wind power plants in Japan
- We provide comprehensive services for wind power plants, from planning and proposals to design and engineering, construction, and operations and maintenance (O&M)

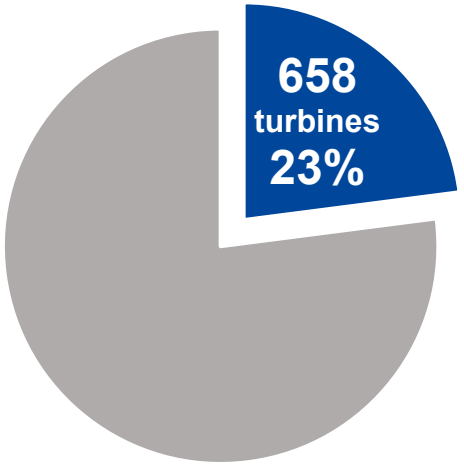
Our Track Record in Wind Power Plant Construction

Area	No. of Projects	No. of Wind Turbines	Power Generation Capacity (MW)
Hokkaido	16	237	759.1
Tohoku	27	321	932.9
Kanto	13	38	51.6
Chubu	11	52	89.7
Kinki	1	1	1.5
Chugoku	1	4	0.004
Kyushu	1	3	6.9
Other	2	2	0.015
Total (Nationwide)	72	658	1,841.7

Our Contribution to Wind Power Plants Nationwide

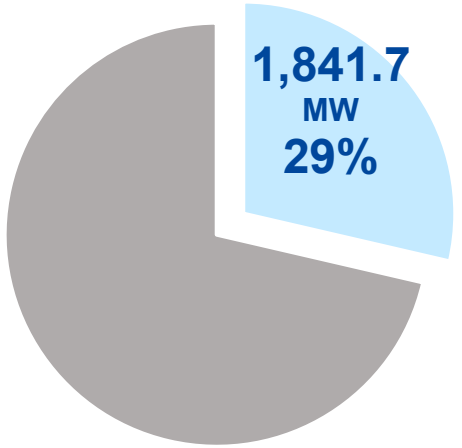
(As of December 31, 2025)

No. of Wind Turbines



Nationwide	Kandenko
2,866 turbines	658 turbines

Power Generation Capacity



Nationwide	Kandenko
6,434.2 MW	1,841.7 MW

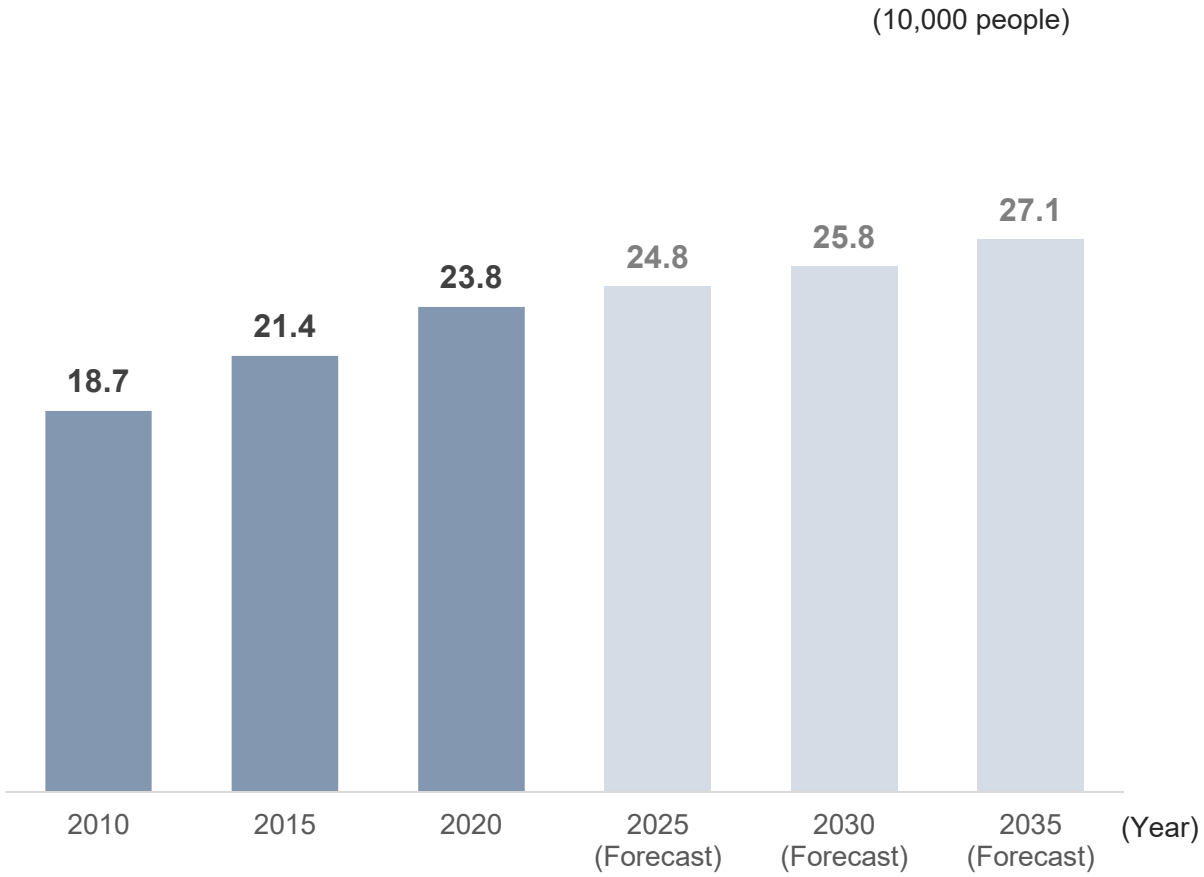
Source: Japan Wind Power Association, *Cumulative Installed Wind Power Capacity in Japan as of December 2025*, February 2026
Prepared by the Company

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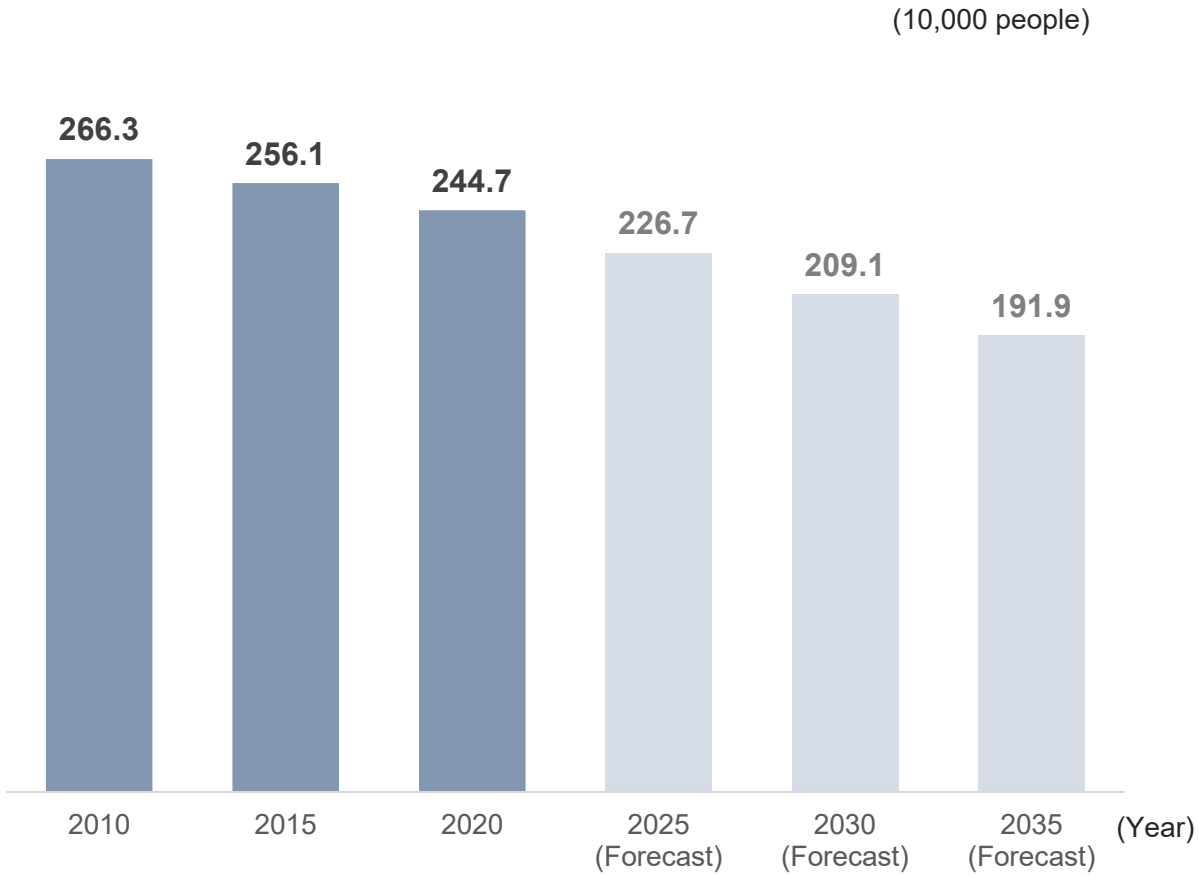
Our Business Environment

■ **The number of people employed in the construction industry in Japan is shrinking, raising concerns about a significant further decline in the number of skilled workers**

▶ Projected No. of Construction Engineers



▶ Projected No. of Skilled Construction Workers



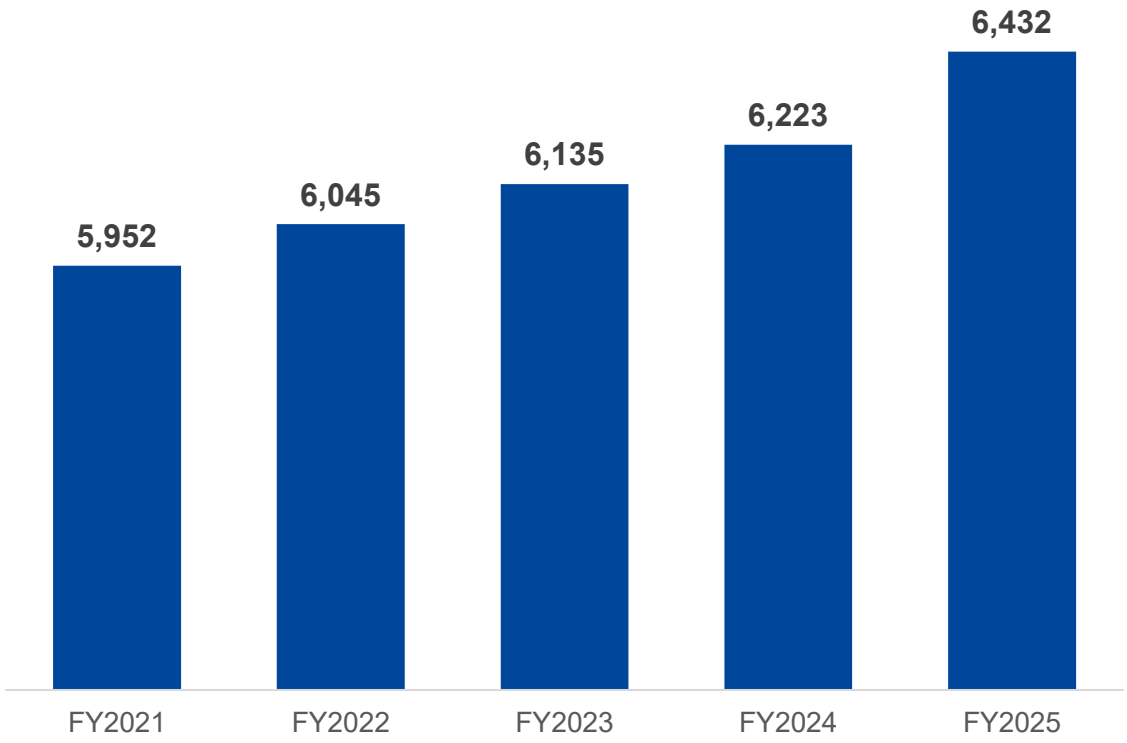
Source: Research Institute of Construction and Economy, *Construction Economics Report No. 77, Projections of the Construction Workforce and Analysis of Supply and Demand Gaps*, March 2025
Prepared by the Company

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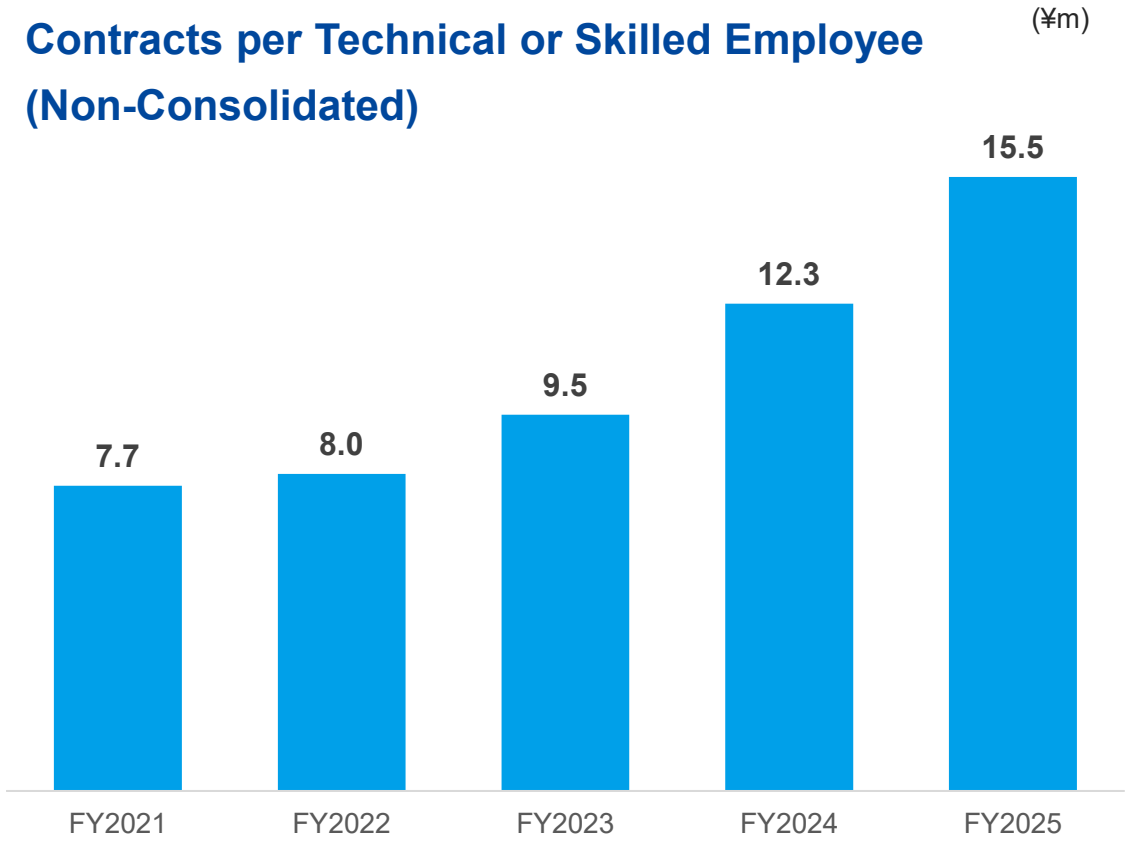
Workforce Recruitment and Productivity Improvement

- Achieving further growth requires securing sufficient construction capacity to capture robust demand through both workforce size and productivity
- Kandenko has steadily expanded our technical and skilled workforce while improving gross profit on completed construction contracts per employee

No. of Kandenko Technical and Skilled Employees (Non-Consolidated)



Gross Profit on Completed Construction Contracts per Technical or Skilled Employee (Non-Consolidated)

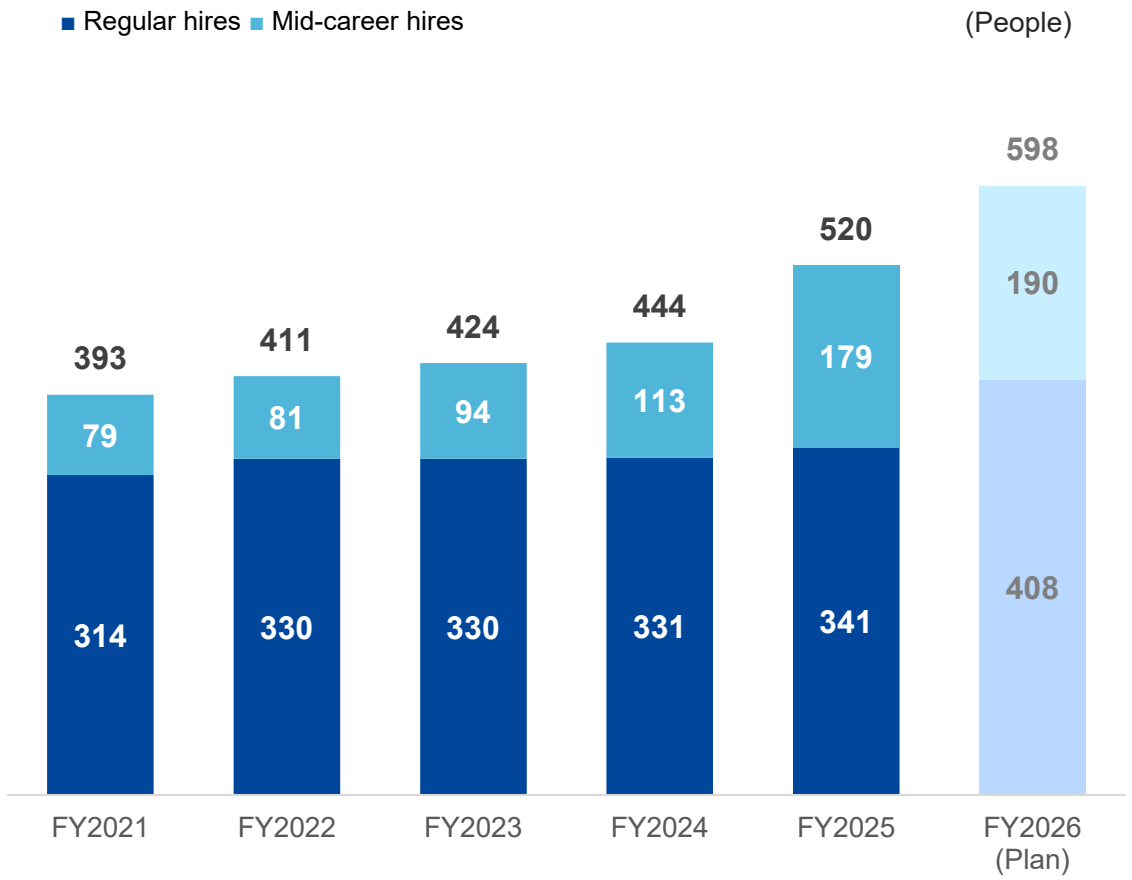


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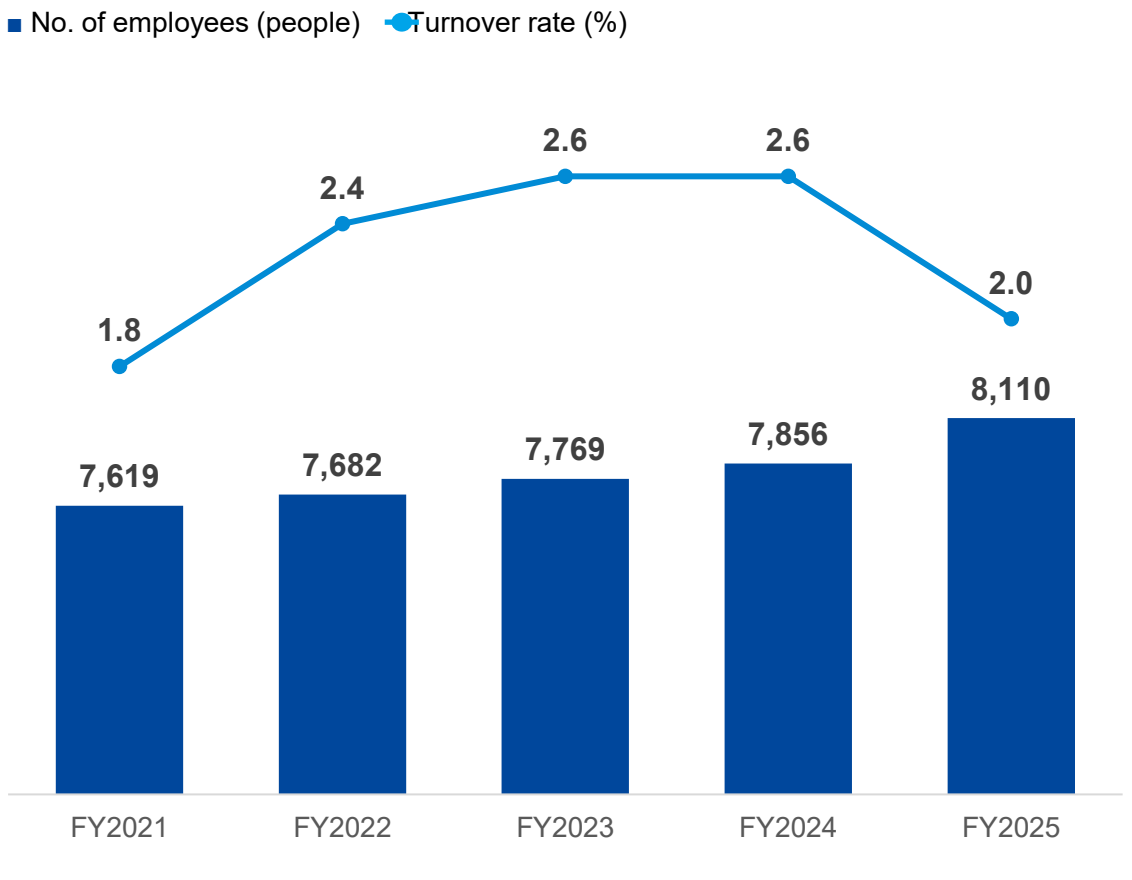
Workforce Recruitment Initiatives

- Kandenko has steadily increased hiring even as Japan's construction workforce continues to shrink
- Our efforts to enhance employee engagement and work environments also helped reduce the employee turnover rate in FY2025

No. of New Hires (Non-Consolidated)



No. of Employees and Turnover Rate (Non-Consolidated)



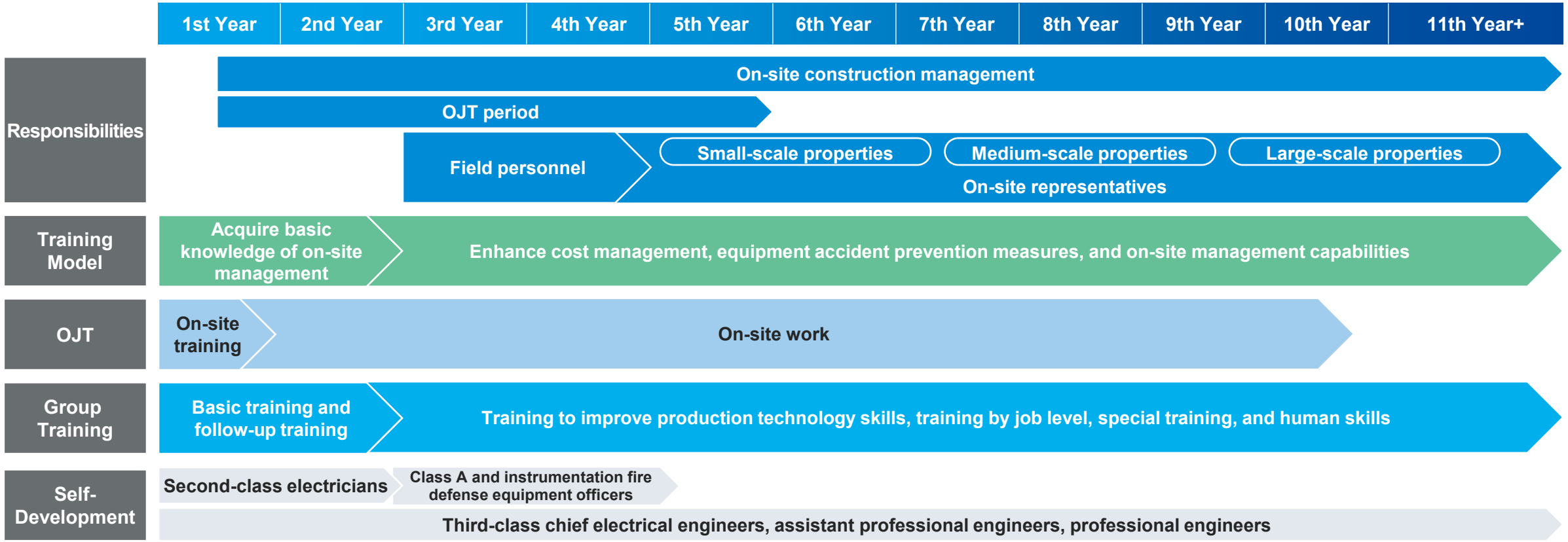
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Workforce Recruitment Initiatives

■ We established employee development roadmaps for each department and job category to guide systematic workforce development

▶ Human Resources Development Roadmap

(Ex. Technical Positions in Electrical Engineering, Environmental Facilities and Systems, and Renovation Work)



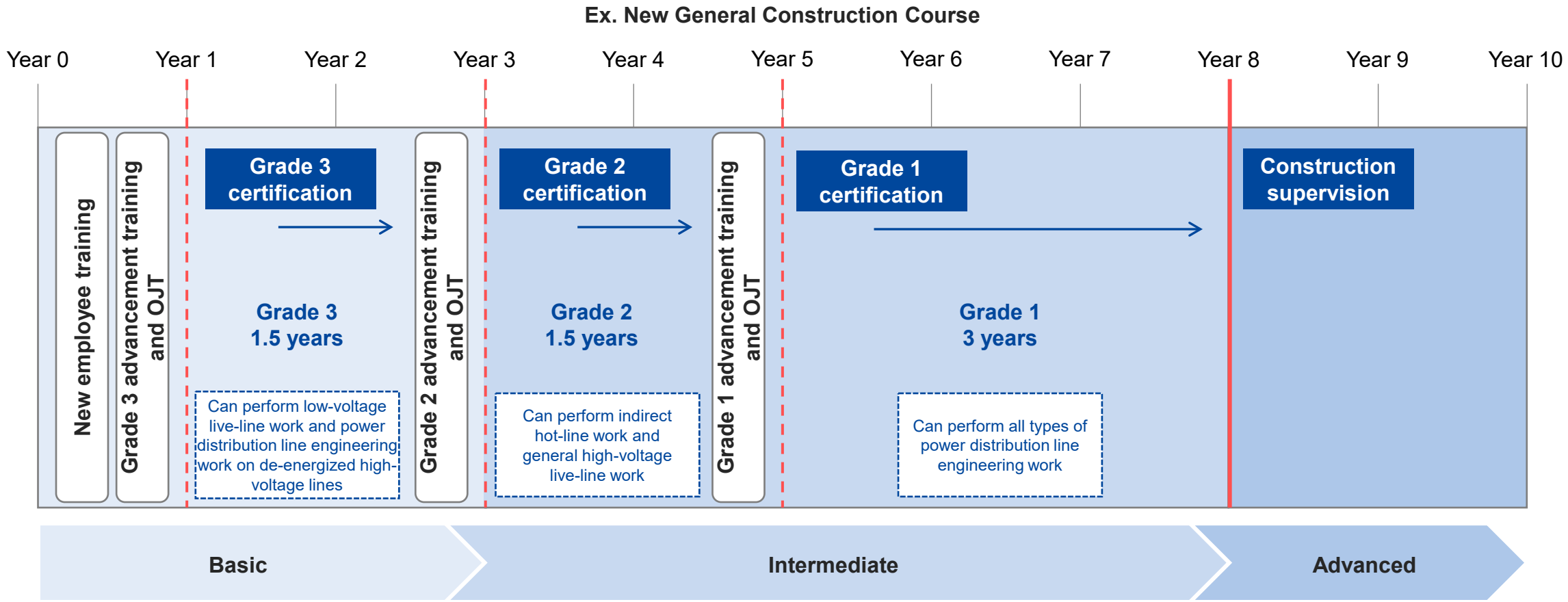
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Workforce Recruitment Initiatives

■ Power distribution electricians need approximately eight years of experience to perform all types of overhead power distribution line work. Kandenko uses a technical certification system to support the systematic development of these electricians

▸ Technical Certification System for Power Distribution Contractors

(Ex. Skilled Workers in Overhead Power Distribution Line Engineering Work)



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Workforce Recruitment Initiatives

■ We are strengthening collaboration with our key partner companies through workforce development and other support initiatives

▶ Initiatives to Strengthen Partnerships With Partner Companies

01



Building Construction Capacity to Meet Growing Demand

- Develop relationships with new partner companies and expand our network
- Plan ahead to secure construction capacity based on order forecasts

02



Fostering Fair Business Relationships

- Ensure fair prices for construction work, including labor costs, and improve payment terms
- Share project information early

03



Achieving Mutual Growth and Prosperity With Partner Companies

- Ensure safety and quality
- Expand recruitment and training support programs
- Practice the Partnership Declaration

- Established the Partnership Development Department in April 2026
- Aim to achieve sustainable growth together with partner companies by strengthening collaboration

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Productivity Improvement Initiatives

- **We consolidate fabrication and assembly work at off-site prefabrication facilities rather than at construction sites**
- **We have implemented a division of labor that centralizes operations in the back office, with the exception of specific tasks that can only be performed on-site**

Expanding Off-Site Prefabrication

- Perform fabrication and assembly at off-site prefabrication facilities rather than at construction sites, where fabrication, assembly, and installation are normally performed
- Use construction site drawings to fabricate and assemble materials at off-site facilities before delivery to construction sites

Effects

- Just-in-time deliveries limit on-site work to installation
- Off-site fabrication significantly reduces work hours, including time spent moving around construction sites
- A well-organized work environment helps ensure worker safety and consistent construction quality
- Off-site fabrication helps reduce industrial waste at construction sites





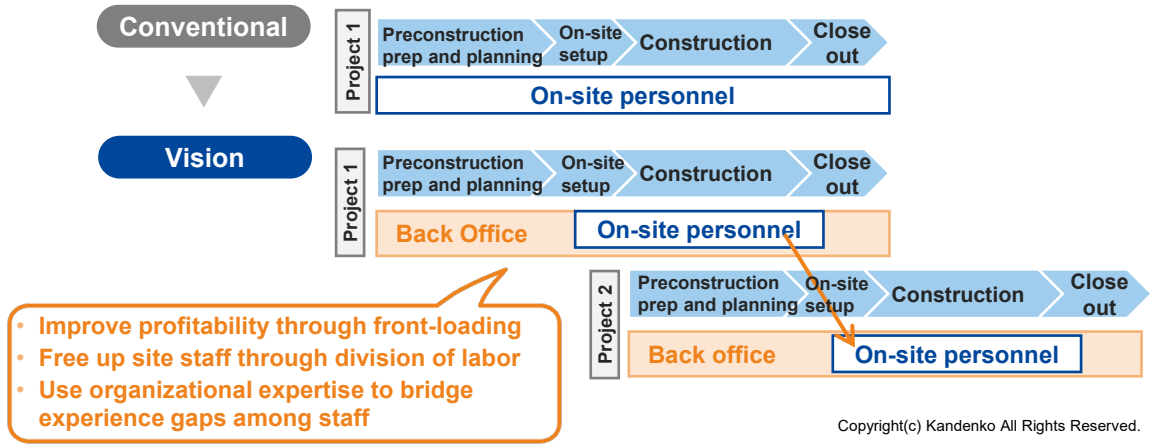


Shifting Work to Back Offices

- Transfer and consolidate work in back offices, with the exception of tasks that can only be performed on-site
- Use digital technologies to centrally process indirect tasks for multiple construction sites from remote locations

Effects

- Front-loading helps identify and address construction issues early
- Dividing work between construction sites and back offices frees up on-site personnel
- On-site personnel focus on managing safety, quality, costs, and schedules
- Centralizing indirect tasks improves operational efficiency through standardization and division of labor
- Reducing overtime at construction sites supports workstyle reforms and helps secure workers



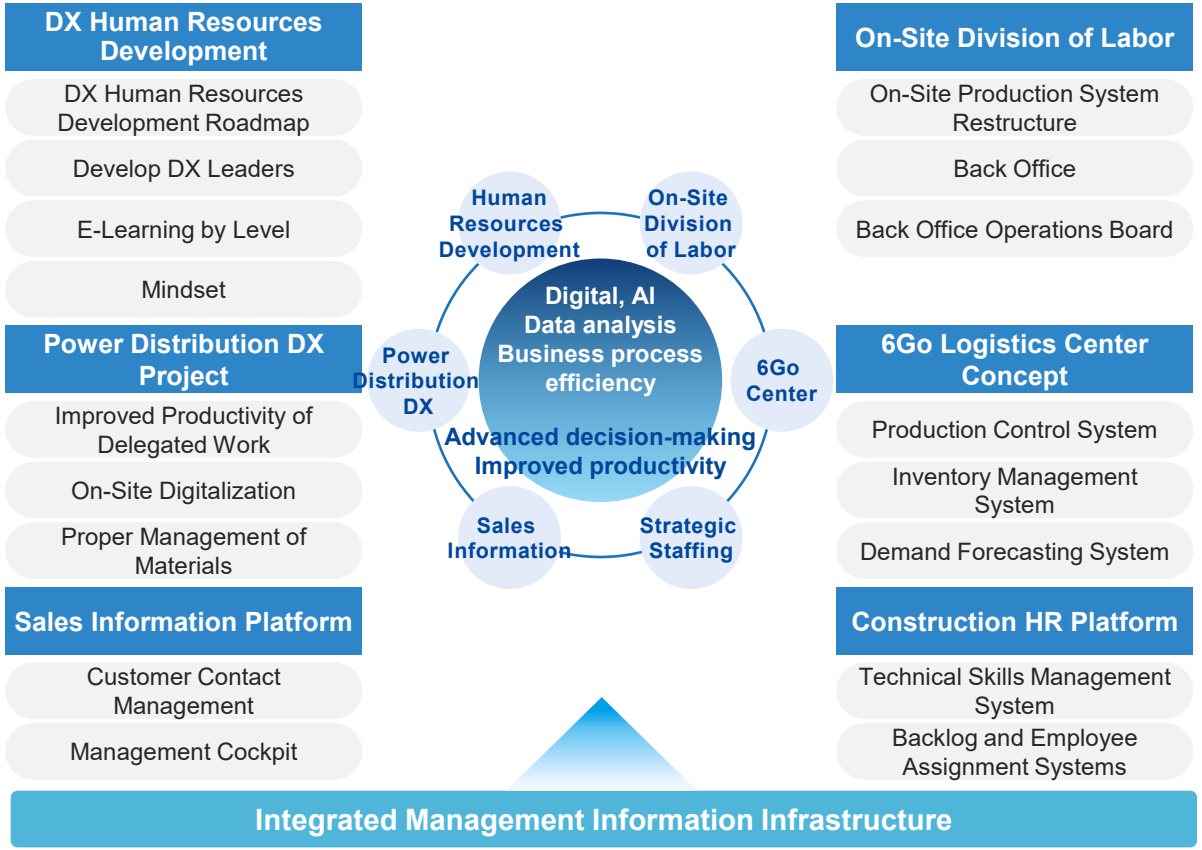
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Productivity Improvement Initiatives

- We implement our DX strategy to achieve data-driven management by 2030
- Recent initiatives include developing an AI-powered automated design system and acquiring a systems development company through M&A

DX Strategy Overview

Kandenko DX Strategy - Toward Data Driven Management by 2030



Key DX Developments

01 Launch of VOLDAR Automated Electrical Design System

- Incorporates experienced designers' expertise into calculation logic
- Automates the entire process from preparing supporting drawings for main electrical feeder systems to calculating preliminary cost estimates

Improve productivity in electrical design and standardize design quality

02 Acquisition of IT Solutions Company GCU Inc.

- Has extensive expertise in IT consulting, system development, and operations
- Acquisition creates synergies by combining GCU IT expertise with Kandenko expertise in construction, infrastructure, and energy

Improve productivity through accelerated on-site DX and develop systems using the combined expertise of both companies

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Other Topics

Silver Medal at the WorldSkills Competition

A Kandenko employee won a silver medal in the Intelligent Security Technology category at the 48th WorldSkills Competition held in Shanghai, China. The Intelligent Security Technology category debuted this year and tests competitors' ability to design and build integrated security systems combining AI-powered image analysis, surveillance cameras, and alarm systems.

Data centers and critical infrastructure facilities, which have seen growing demand in recent years, require advanced security systems to protect against intrusions, sabotage, and cyber-physical attacks.

As a company supporting social infrastructure, we will continue to strengthen our technical capabilities and develop our workforce to help create a safe and secure society.

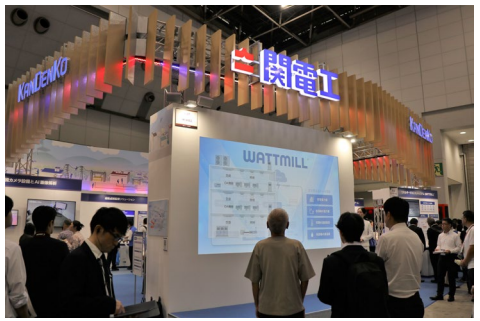


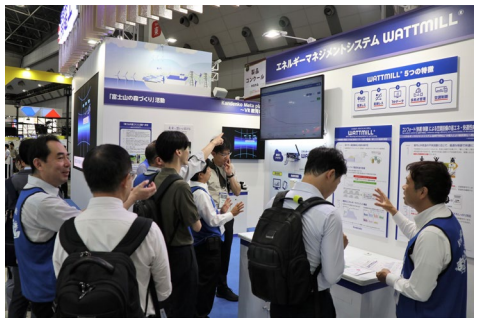


Minister of the Environment Award for WATTMILL®

WATTMILL®, a cloud-based energy management system developed in-house by Kandenko, received the Minister of the Environment Award at the 65th Product Contest of the JECA FAIR 2026 (74th Electrical Construction Equipment and Materials Fair). The award recognized WATTMILL® for improving building energy efficiency and decarbonization, as well as for the system's ease of installation in existing buildings.







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Other Topics

Natural Disaster Recovery Support Following the August 2026 Heavy Rain in Chiba and Typhoon No. 25

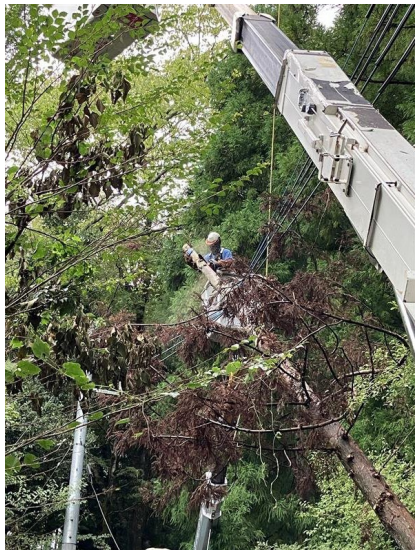
Kandenko provided disaster recovery support following the August 2026 heavy rain in Chiba and Typhoon No. 25 to support the swift restoration of power facilities.

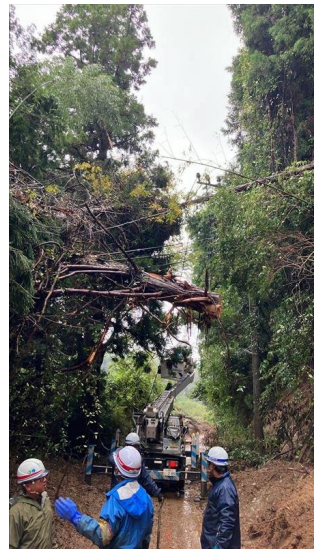
The disasters caused widespread power outages, severely affecting residents' daily lives and social infrastructure. Landslides also toppled utility poles and damaged equipment, causing extensive damage across the affected areas.

Kandenko dispatched employees in response to requests for assistance from electric power companies. A cumulative total of approximately 5,000 workers, including those from partner companies, helped restore damaged facilities.

As a company supporting social infrastructure, we will continue to mobilize response teams quickly when disasters occur to support swift recovery and help ensure the safety and security of local communities.







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Notes on the Proper Use of Earnings Forecasts

Any forward-looking statements in this document are based on information currently available to the Company and certain assumptions that the Company considers reasonable. Actual results may vary significantly due to various factors.