



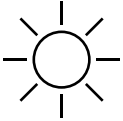



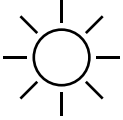
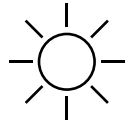
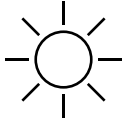
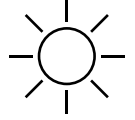
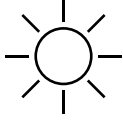
INFRONEER Holdings
FY2024 1st Quarter Financial Presentation
CEO Presentation Material



August 9, 2024

We are capturing market changes and responding strategically

Our understanding and responses to the market environment, order environment, and material prices, etc.

Segments	Market condition	Our Condition	Points
Building Construction			<ul style="list-style-type: none"> • Although capital investment is strong, there is a challenge in securing subcontractors. • By implementing a strategic order acquisition plan, we expect to achieve both order volume and the profit margin of orders.
Civil Engineering			<ul style="list-style-type: none"> • In addition to orders from the Ministry of Defense and NEXCO, there is a robust demand for renewable energy projects, particularly related to Japan Wind Development. • In addition to the above, we have changed our sales and construction structure to respond to projects related to renewable energy (Japan Wind Development) and continue to secure profitable orders.
Infrastructure Management			<ul style="list-style-type: none"> • Demand for green power is on the rise, enhancing environmental value. PPP(Public Private Partnership) are increasingly materializing in sectors such as Arena and Water-PPP. • Consistent results are being achieved through proactive proposals from the upstream and strategic partnerships.
Road Civil Engineering			<ul style="list-style-type: none"> • The reorganization of our sales structure is smoothly leading to successful order acquisition. • A shift in the sales structure is leading to successful order acquisition.
Machinery			<ul style="list-style-type: none"> • Domestic and international markets are moving steadily. • We aim to increase value with high-value-added products such as ICT construction equipment and electric (EV) machinery.

Company	Segments	Financial Highlights	
INFRONEER Holdings		<ul style="list-style-type: none"> FY24 1Q results were in line with plan (special factors in the civil engineering segment in the previous fiscal year and higher general and administrative expenses), although revenue increased, and income decreased YoY. Each segment is performing well, and the full-year plan is expected to be achieved 	
	Maeda Corp.	Building Construction	<ul style="list-style-type: none"> In 1Q, sales and income increased YoY Orders are progressing smoothly, with a high profit margin secured at the time of order receipt, and the outstanding construction order amount is expected to reach a record high.
		Civil Engineering	<ul style="list-style-type: none"> 1Q results showed a YoY decrease in sales and profit. Progress was as usual, except for special factors related to design changes in the previous year. Orders are generally favorable, and the amount of work in hand at the end of the fiscal year is expected to be the highest in the last three years.
		Infrastructure Management	<ul style="list-style-type: none"> Won 3 concession projects (Arena) in 1Q. Continue to focus on sports entertainment and water business concessions
	Japan Wind Development		<ul style="list-style-type: none"> Focusing on project development to enhance future profitability.
	MAEDA ROAD	Road Civil Engineering	<ul style="list-style-type: none"> 1Q results showed an increase in revenue and profit compared to the same period last year, achieving the highest revenue and profit in the past three years. Orders and sales in both the construction and manufacturing businesses are maintaining high levels, and the full-year plan is on track to be achieved.
	MAEDA SEISAKUSHO	Machinery	<ul style="list-style-type: none"> 1Q results showed a significant increase in sales compared to the same period last year. Orders received are progressing smoothly, and the full-year plan is on track to be achieved.
Others		<ul style="list-style-type: none"> 1Q results were generally lower YoY, mainly due to construction period delays and inflation. Since the company expects to be able to recover the cost of sales in 2Q and beyond, the full-year plan is expected to be achieved. 	

Our company's aim

- ✓ Aim to be a pioneer in the stadium/arena business, anticipated to grow across Japan.
- ✓ Build a regional network using the arena as a springboard for infrastructure operations in each region.

Ecosystem for regional revitalization using Stadiums/Arenas as a catalyst



Type 1 : Metropolis × Global • Large-scale events

National Stadium Concession



Renovation	Apr. 2024 to Dec. 2024 (Under discussion)
Management	Apr. 2025 to Mar. 2055 (30 years)

Type2 : Metropolitan area × Domestic • Mid-scale events

Toyohashi Arena Concession



Construction	Sep. 2025 to Jun. 2027
Management	Oct. 2027 to Sep. 2057 (30 years)

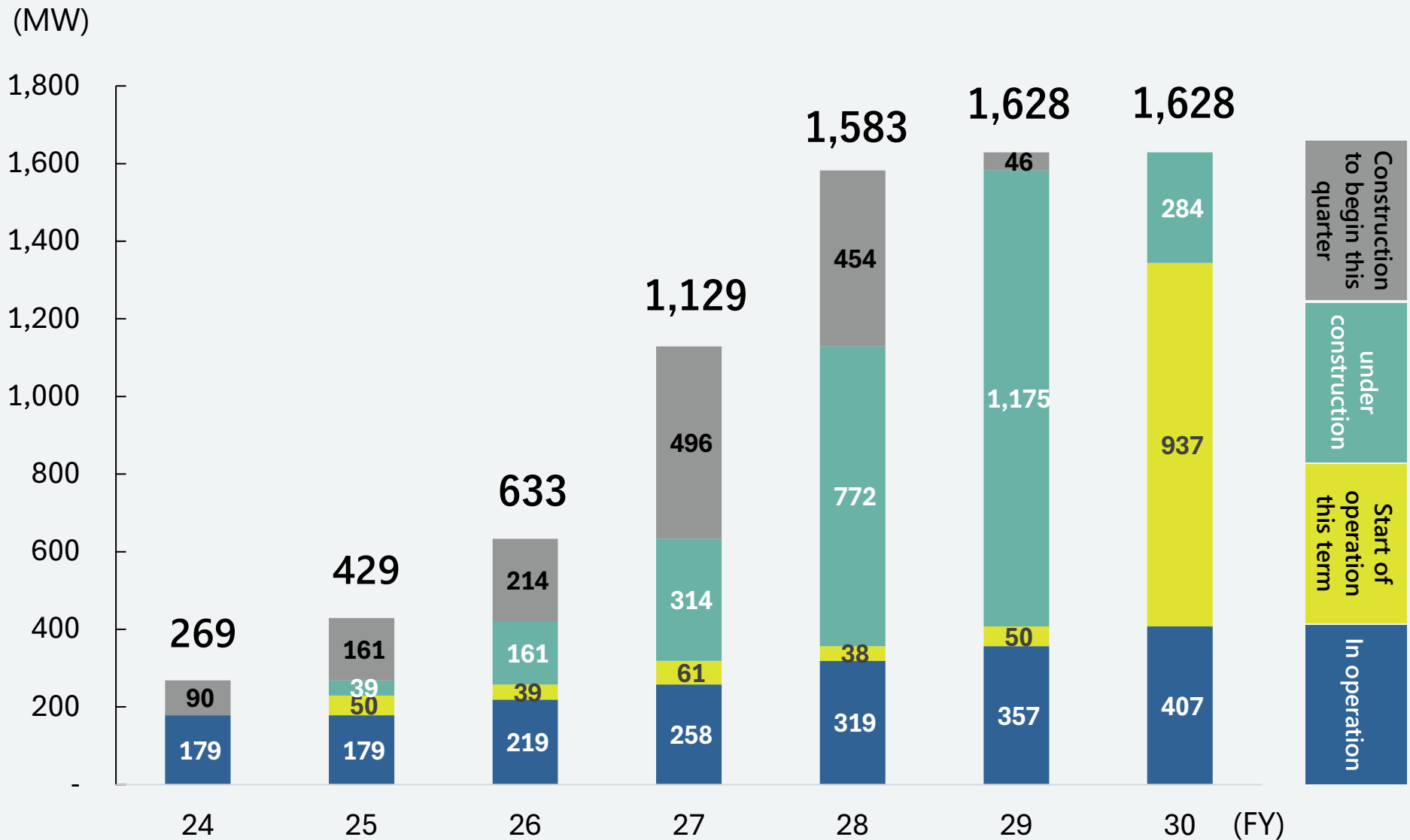
Type3 : Local area × Community-based

Toyama city Gymnasium Renovation-Concession



Renovation	Oct. 2024 to Sep. 2026
Management	Oct. 2026 to Sep. 2039 (13 years)

- Steady progress in development, with projects expected to reach around 1,400 MW in operation by FY30

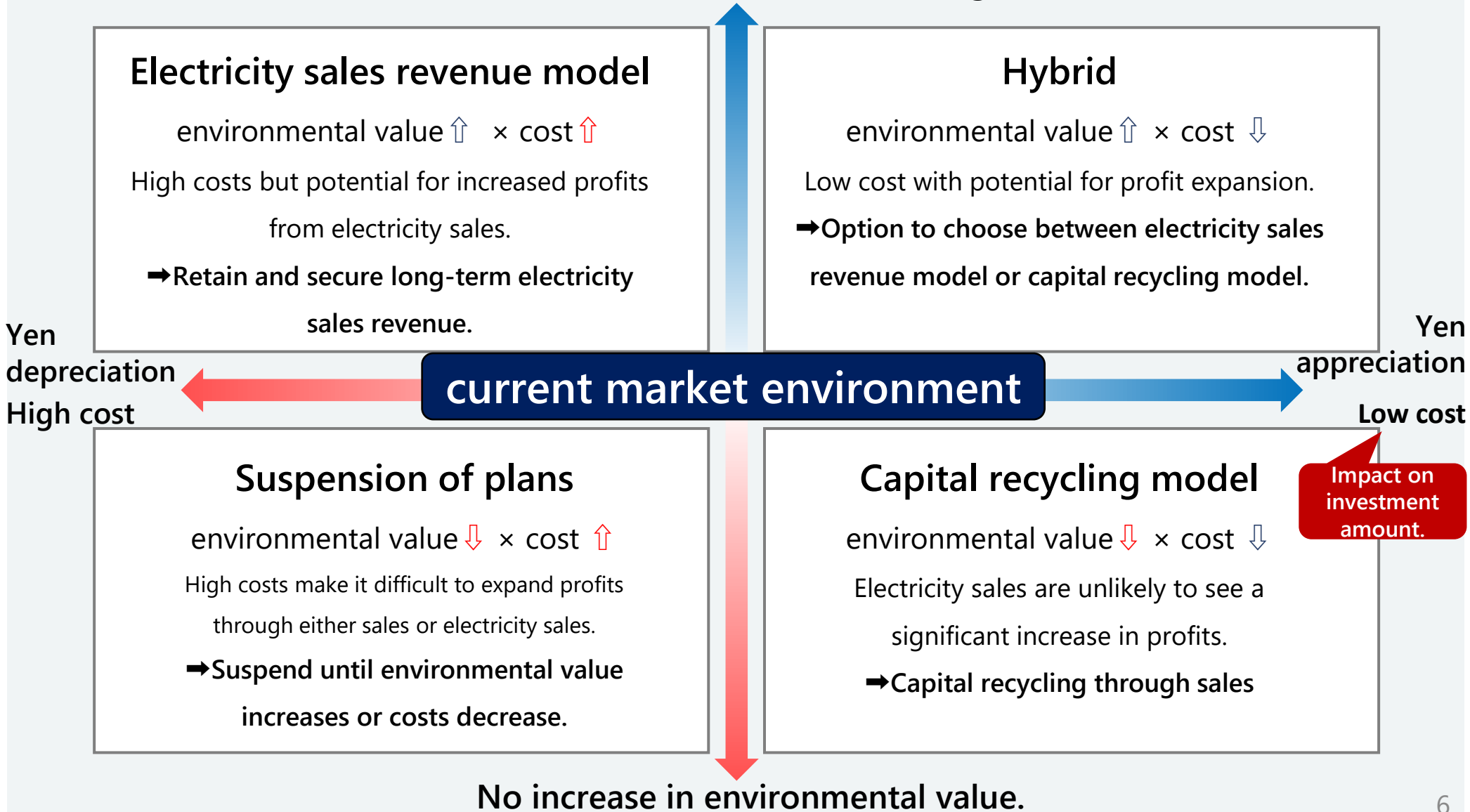


※ Including offshore wind power generation which acquired FIT within the Kodomari fishing port area.

When considering our renewable energy business strategy, the decision between adopting a **capital recycling model** or an **electricity sales revenue model** can be made based on cost and environmental value as follows:

In practice, the choice will be comprehensively determined by considering the impact on performance, cash flow, capital efficiency, and the overall business portfolio, among other factors.

Environmental value is increasing. Impact on revenue.



Construction

- ✓ Small investment amount
- ✓ Cash recovery in a few months to a few years

Recover cash in a few months to a few years.



Generate cash for investment.

Investment required over several years to more than five years.



"De-construction" business

Renewable energy projects concession

- ✓ Large investment amount
- ✓ Recovery over the medium to long term

Investment phase

Recovery phase

Accelerating high investment return, moving away from contracting to infrastructure operation
⇒ Shifting towards more cash flow-focused management.

Reduce Cross-Shareholdings to zero by fiscal year 2027

Policy for the sale of Cross-Shareholdings

FY24 target: Sell **over 25 billion yen** of Maeda Corp. (reduce the ratio to net assets to below 20%)

Final goal Reduce **to zero for the entire INFRONEER Group** by FY27.

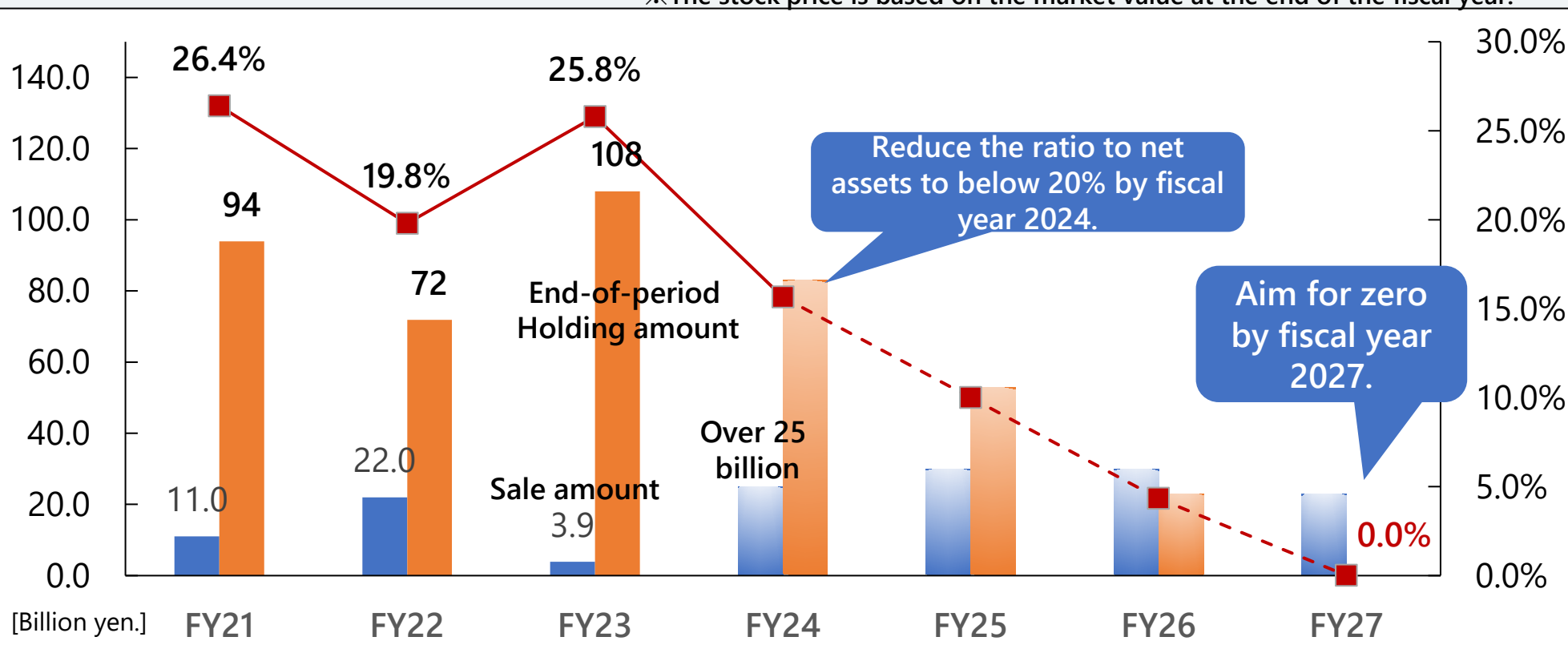
Policy for the allocation of funds from sales.

Implement distribution with awareness of financial discipline and capital efficiency.

➔ The specific distribution policy will be **announced as soon as it is decided by the next medium-term management plan.**

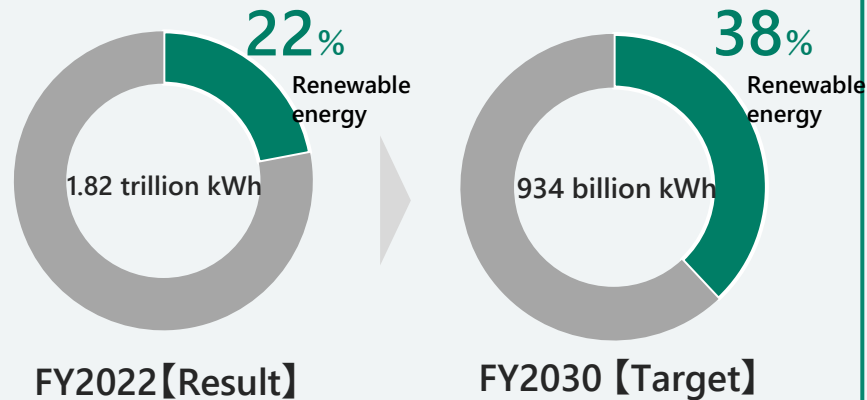
INFRONEER Group's transition of policy-held share sales amount and ratio to net asset ownership

※ The stock price is based on the market value at the end of the fiscal year.

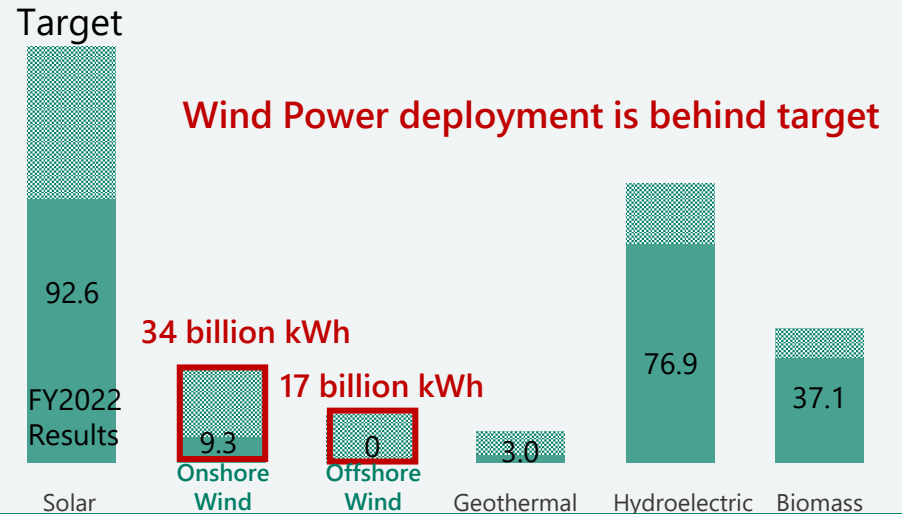


● Share of renewable energy in Japan's electricity mix

Excerpt from 『6th Strategic Energy Plan』

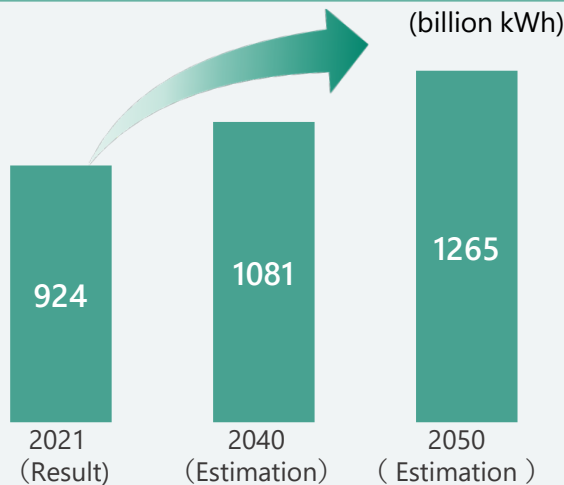


● Target amount of renewable energy electricity to be introduced in FY30



● Japan's electricity demand is expected to grow

Demand for electric power is increasing due to an increase in new data centers and semiconductor factories.

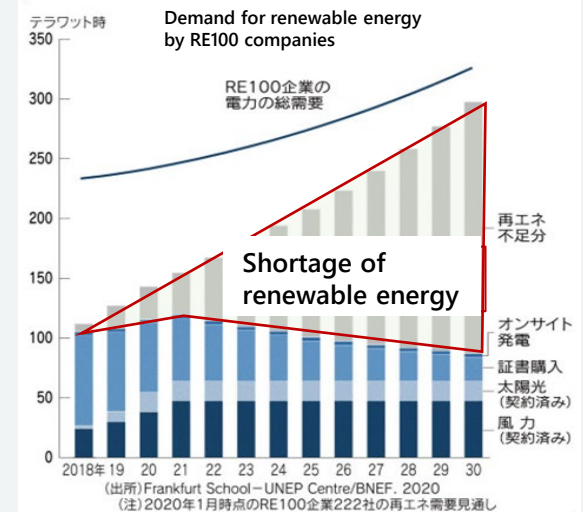


(Note: Figures for 2040 and 2050 are estimated for the maximum scenario among the three scenario cases. (Source: Central Research Institute of Electric Power Industry))

● Large shortage of renewable energy supply relative to demand

RE100

International initiative for companies to obtain **100% of the electricity they use on their premises from renewable energy sources**



【Disclaimer】

- This financial presentation document is originally in Japanese and has been translated in English. Any texts, figures and descriptions etc. in Japanese document is the original and the English document is for reference purposes only. In case of any conflict or inconsistency between these two documents, the Japanese documents shall prevail.
- The figures in this document are based on financial results as of August 9, 2024, and rounded to the nearest 100 million yen.
- While every attempt has been made to ensure the accuracy of the information, the forecasts contained in this document are based on judgments made with information available as of August 9, 2024, and are subject to risks and uncertainties that may cause actual results to vary.

インフラの未来に挑む
Challenge the status quo

 **INFRAONEER Holdings Inc.**