

FY2024 Investor Dialogue Summary

IR activities for FY2024	Number of meetings held	Our attendees
Financial results briefing (for analysts and institutional investors)	2	President, Group General Manager - Corporate Administration Group
One-on-one meetings with Japanese institutional investors	16	Executive officer in charge of Planning & IR Division, IR staff
One-on-one meetings with overseas institutional investors	44	Executive officer in charge of Planning & IR Division, IR staff
One-on-one financial results update meetings with securities analysts	16	Executive officer in charge of Planning & IR Division, IR staff
Investor seminar for retail investors	1 for 215 participants	Group General Manager - Corporate Administration Group
Site visit for analysts and institutional investors	1 for 11 participants	Group General Manager - Corporate Administration Group, Executive officer, IR staff
Execution of a shareholder survey	1	Planning & IR Division

Key engagement topics addressed

Capital Policy	Status of negotiations for the sale of cross-shareholdings and the use of proceeds from the sale	
	Key metrics and rationale for determining the shareholder return policy	
	Progress toward achieving the ROE target	
Construction Business		<ul style="list-style-type: none"> Business environment including order intake, costs, and other operational factors Progress on enhancing gross margins in architectural construction and civil engineering projects Approach to differentiation from competitors
Priority Management Businesses	TODA BUILDING	Outlook for revenue, profit contributions, and current leasing status
	Overseas Business	Advancement of overseas subsidiary projects and efficiency of assets in global operations
	Environment & Energy Business	Status of the environmental and energy business, and the profitability of floating offshore wind power



Insights gained from engagements have been incorporated into the strategic initiatives of the new Medium-Term Management Plan

- ❑ The policy, schedule, and use of proceeds from the sale of cross-shareholdings were included in the new Medium-Term Management Plan and Business Report.
- ❑ With a focus on reducing the cost of capital through appropriate leverage and optimizing shareholders' equity, relevant indicators such as DOE and the total payout ratio were revised.

* English-language disclosure was conducted concurrently for the disclosed information.