

**Obayashi Corporation**

PRIME 1802

**Presentation on Financial Results  
FY2024 3rd Quarter  
(April 1, 2024 to December 31, 2024)**



February 10, 2025

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## Revision to Full Year Forecasts and Acquisition of Own Shares

- Revision to FY2024 Full Year Forecasts
- Acquisition of Own Shares

## Revision to FY2024 Full Year Forecasts



## Consolidated

	Net sales	Operating income	Ordinary income	Profit attributable to owners of parent	Profit attributable to owners of parent per share (EPS)
Previously announced forecasts (A)	Yen in millions 2,510,000	Yen in millions 93,000	Yen in millions 98,000	Yen in millions 87,000	Yen 121.35
Revised forecasts (B)	2,610,000	132,000	143,000	128,000	178.69
Change (B - A)	100,000	39,000	45,000	41,000	

## Non-consolidated

	Net sales	Operating income	Ordinary income	Profit attributable to owners of parent	Profit attributable to owners of parent per share (EPS)
Previously announced forecasts (A)	Yen in millions 1,610,000	Yen in millions 53,500	Yen in millions 63,500	Yen in millions 68,000	Yen 94.84
Revised forecasts (B)	1,650,000	85,000	95,000	98,000	136.81
Change (B - A)	40,000	31,500	31,500	30,000	

## Reasons for revision

- Steady progress on construction projects in the domestic construction business and improved profitability
- Improved profitability at overseas construction subsidiaries currency translation gains
- Increase in extraordinary income due to progress in the sale of cross-shareholdings

Revision to FY2024 Full Year Forecasts

Amounts of consolidated and non-consolidated upward revisions are as noted

Main factors behind the upward revision are as follows:

- ✓ Steady progress and improved profitability of construction projects in hand in the non-consolidated domestic building construction business and the domestic civil engineering business.
- ✓ Improved profitability at overseas construction subsidiaries and yen's depreciation against the assumed exchange rate at the end of December.  
(Assumed exchange rate against the U.S. dollar: ¥135, actual exchange rate at the end of December 2024: ¥158)
- ✓ Profit attributable to owners of parent also benefited from an increase in extraordinary income due to progress in the sale of cross-shareholdings.

## Acquisition of Own Shares



### Reason for acquisition of own shares

In Addendum to Obayashi Group Medium-Term Business Plan 2022, we have committed to pursue management that emphasizes capital efficiency and promote sustainable profit growth by executing a growth strategy. In addition, we have set the level of necessary equity at one trillion yen and aim to achieve a return on equity (ROE) of 10% by the final year of the current medium-term plan in FY2026 (fiscal year ending March 31, 2027) by implementing a strategic capital policy.

We have taken into account a number of factors including the solid performance of the group and steady investment to the plan, reduction of cross-shareholdings as planned, and our stable financial situation. Based on these factors and the capital policy revised in March 2024, which ensures control of equity at reasonable level, we have decided to continue to pay annual dividends based on a dividend on equity ratio (DOE) of 5% and to make an additional return through the acquisition of own shares (share buyback) on a scale of 100.0 billion yen by the end of FY2026. We will begin acquiring one-third of the amount immediately, with the aim of completing the acquisition by the end of June 30, 2025.

We will consider the timing and amount of future acquisition of its own shares as it seeks to improve business performance and progress with its growth strategy and will make a further announcement as soon as a decision is made.

Obayashi will continue to promote management that emphasizes capital efficiency in order to steadily achieve a ROE of 10%.

### Details of matters related to the acquisition

- Class of shares to be acquired                      Common shares
- Total number of shares to be acquired            20,000,000 shares (maximum)
- Total amount of share acquisition costs          ¥30.0 billion (maximum)
- Acquisition period                                      From February 12, 2025 to June 30, 2025
- Method of acquisition                                 Purchase on the Tokyo Stock Exchange

## Acquisition of Own Shares

- ✓ The timing of this announcement is based on a comprehensive review of the company's performance and investment plans, the planned reduction of cross-shareholdings, and the company's stable financial condition.
- ✓ Continuing to pay annual dividends based on DOE of 5%, we will make an additional return through the acquisition of own shares (share buybacks) on a scale of ¥100.0 billion by the end of FY2026.
- ✓ One-third of the ¥100.0 billion share buybacks will be completed by June 30, 2025.
- ✓ The timing and amount of future share buybacks will be discussed as we work to improve business performance and progress with our growth strategy and will announce as soon as a decision is made.

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## FY2024 3rd Quarter Results

- Summary
- Statements of Income
- Operating Income
- Orders Received
- Balance Sheets

## Summary of FY2024 3rd Quarter Results



<b>Consolidated net sales</b>	<b>¥1,881.1 bln</b>	YoY Progress rate	+¥179.6 bln 72.1%	<b>+10.6%</b>	<ul style="list-style-type: none"> <li>Steady progress in domestic construction business, both building construction and civil engineering projects in hand</li> <li>Impact of foreign exchange rates and the consolidation of MWH contributed to the overseas construction business</li> </ul>
<b>Consolidated operating income</b>	<b>¥97.1 bln</b>	YoY Progress rate	+¥45.9 bln 73.6%	<b>+89.8%</b>	<ul style="list-style-type: none"> <li>Increased profit due to start and progress in high profitability projects in domestic building construction</li> <li>Profit improvement in domestic civil engineering construction projects in hand</li> </ul>
<b>Profit attributable to owners of parent</b>	<b>¥95.5 bln</b>	YoY Progress rate	+¥48.0 bln 74.6%	<b>+101.2%</b>	Significantly increased YoY due to higher operating income and faster progress in the sale of cross-shareholdings than planned
<b>Consolidated orders received</b>	<b>¥2,074.5 bln</b>	YoY Progress rate	+¥454.6 bln 63.6%	<b>+28.1%</b>	<ul style="list-style-type: none"> <li>Increased significantly, up ¥372.9 billion YoY in the overseas civil engineering business due to the consolidation of MWH</li> <li>Secured orders focusing to equalize the amount of construction work and to emphasize profitability at the time of receiving orders for the domestic construction business</li> </ul>

Note: Progress rate is calculated based on the figures announced on February 10, 2025.

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### Summary of FY2024 3rd quarter results

#### Consolidated net sales

- ✓ ¥1,881.1 billion (+¥179.6 billion YoY)
- ✓ Record-high result for the third quarter of the fiscal year.
- ✓ Domestic construction projects in hand for both building construction and civil engineering businesses made steady progress.
- ✓ Positive impact of consolidation of MWH in the overseas construction business.

#### Consolidated operating income

- ✓ ¥97.1 billion (+¥45.9 billion YoY)
- ✓ Domestic building construction business: Profit increased due to start and progress in high profitability projects and profit improvement in construction projects in hand.
- ✓ Domestic civil engineering business: Increased YoY due to additional claim approval and profit improvement in projects in hand by cost reduction.

#### Profit attributable to owners of parent


- ✓ ¥95.5 billion (+¥48.0 billion YoY)
- ✓ Significant improvement YoY due to higher operating income and extraordinary income as a result of the sale of cross-shareholdings with faster progress than the initial plan.

#### Consolidated orders received

- ✓ ¥2,074.5 billion (+¥454.6 billion YoY)
- ✓ Secured orders focusing to equalize the amount of construction work for the domestic construction business.
- ✓ Large progress on the overseas construction business YoY mainly due to large-scale orders received by MWH.

## Statements of Income

(Billions of yen)



		Consolidated			Non-consolidated		
		FY2023 3Q Results	FY2024 3Q Results	Y o Y	FY2023 3Q Results	FY2024 3Q Results	Y o Y
Net sales of completed construction contracts	Building	1,274.4	<b>1,347.4</b>	+72.9	912.7	<b>970.3</b>	+57.6
	Civil	357.5	<b>460.4</b>	+102.8	229.8	<b>248.5</b>	+18.6
	Total	1,632.0	<b>1,807.8</b>	+175.7	1,142.5	<b>1,218.8</b>	+76.3
Net sales of real estate business and other		69.4	<b>73.2</b>	+3.8	16.4	<b>14.7</b>	(1.7)
Net sales		1,701.5	<b>1,881.1</b>	+179.6	1,159.0	<b>1,233.5</b>	+74.5
Gross profit on completed construction contracts	Building	-	-	-	6.5	<b>8.7</b>	+25.1
	Civil	-	-	-	14.7	<b>18.9</b>	+13.1
	Total	8.5	<b>10.4</b>	+47.9	8.1	<b>10.7</b>	+38.2
Gross profit on real estate business and other		24.7	<b>17.4</b>	+0.2	21.5	<b>2.9</b>	(0.6)
Gross profit		9.2	<b>10.9</b>	+48.2	8.3	<b>10.8</b>	+37.6
Selling, general and administrative expenses		6.2	<b>5.7</b>	+2.3	5.7	<b>5.5</b>	+2.1
Operating income		3.0	<b>5.2</b>	+45.9	2.6	<b>5.3</b>	+35.4
Ordinary income		3.6	<b>5.6</b>	+44.5	3.4	<b>6.1</b>	+35.0
Profit attributable to owners of parent		2.8	<b>5.1</b>	+48.0	2.6	<b>6.2</b>	+46.0

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### Statements of income for FY2024/3Q

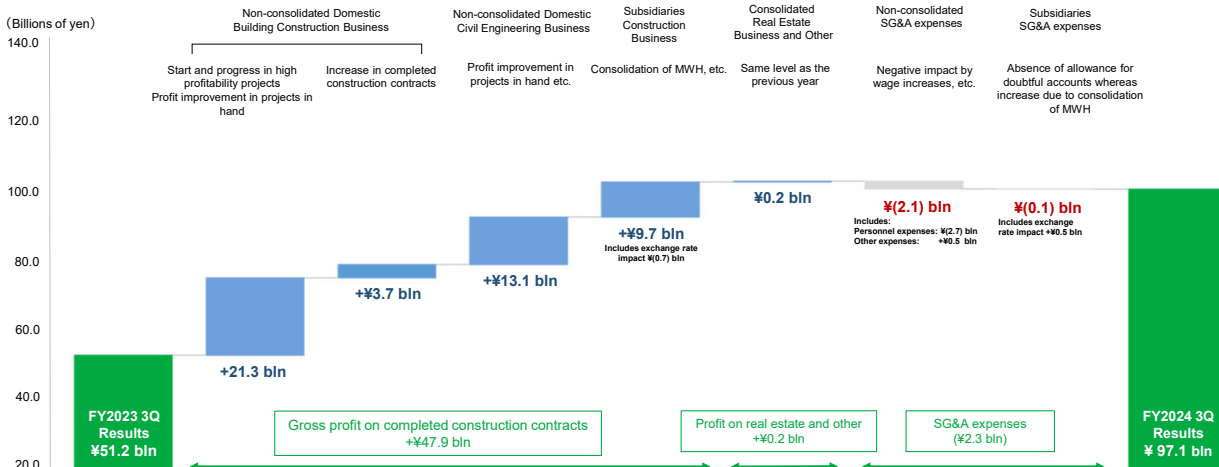
See next page for YoY change in consolidated operating income.



## Change in Consolidated Operating Income



- FY2024/3Q resulted in ¥97.1 billion, up ¥45.9 billion YoY
- Profit increased due to start and progress in high profitability projects in the domestic building construction business and profit improvement in construction projects in hand in the domestic civil engineering business



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### Change in consolidated operating income (YoY)

Major reasons for the increase:

- ✓ Domestic building construction business: Start and progress in high profitability projects and profitability improvement on construction projects in hand.
- ✓ Domestic civil engineering business: Mainly profitability improvement in projects in hand.
- ✓ Overseas subsidiaries: Increase in gross profit on completed construction contracts due to consolidation of MWH.
- ✓ SG&A: Although an increase with the consolidation of MWH, almost no change due to reaction to absence of allowance for doubtful accounts at a subsidiary in the North America in FY2023.

## Orders Received



(Billions of yen)

			Consolidated			Non-consolidated		
			FY2023 3Q Results	FY2024 3Q Results	Y o Y	FY2023 3Q Results	FY2024 3Q Results	Y o Y
Construction business	Building	Domestic	755.9	<b>864.6</b>	+108.7	718.7	<b>830.2</b>	+111.4
		Overseas	445.7	<b>285.4</b>	(160.2)	3.9	<b>3.8</b>	(0.1)
		Total	1,201.7	<b>1,150.1</b>	(51.5)	722.7	<b>834.0</b>	+111.3
	Civil	Domestic	265.8	<b>361.5</b>	+95.7	195.0	<b>303.7</b>	+108.7
		Overseas	91.8	<b>464.7</b>	+372.9	19.1	<b>67.8</b>	+48.7
		Total	357.6	<b>826.2</b>	+468.6	214.1	<b>371.6</b>	+157.4
	Total	Domestic	1,021.7	<b>1,226.1</b>	+204.4	913.8	<b>1,134.0</b>	+220.2
		Overseas	537.5	<b>750.2</b>	+212.6	23.0	<b>71.6</b>	+48.6
		Total	1,559.3	<b>1,976.4</b>	+417.0	936.8	<b>1,205.7</b>	+268.8
Real estate business and other			60.5	<b>98.0</b>	+37.5	16.4	<b>14.7</b>	(1.7)
Total			1,619.8	<b>2,074.5</b>	+454.6	953.3	<b>1,220.4</b>	+267.0

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### Orders received for FY2024/3Q

- ✓ Both consolidated and non-consolidated orders received increased YoY

## Consolidated Balance Sheets



- **Decrease in cash and deposits:** Upfront subcontractor payments in line with progress of construction projects
- **Increase in interest-bearing debt:** Issuance of commercial papers
- **Slight decrease in equity:** Valuation difference on available-for-sale securities decreased due to decline in stock prices and to annual dividends payment while steady business profits have been recorded

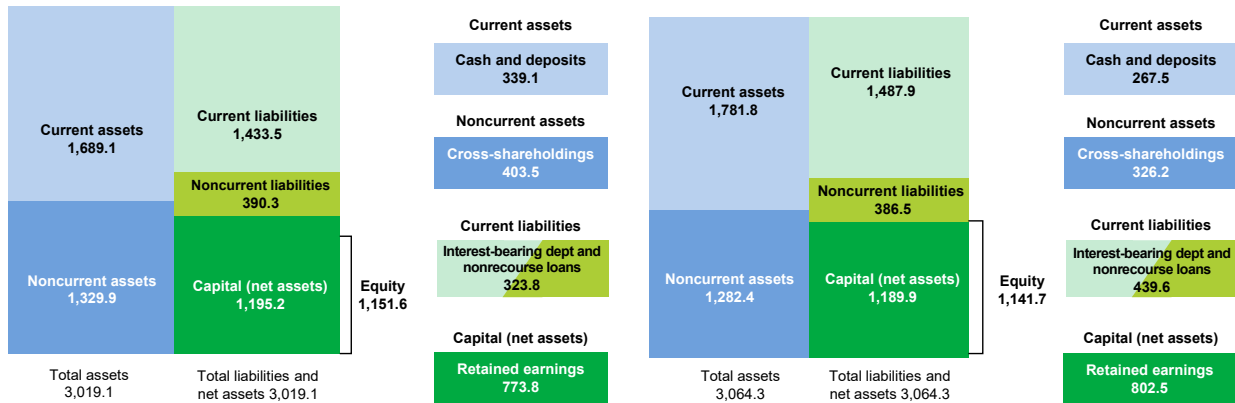
### FY2023 Results

(Billions of yen)



### FY2024/3Q Results

(Billions of yen)



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### Change in consolidated balance sheets

- ✓ Decrease in cash and deposits due to upfront subcontractor payments as major domestic construction projects progressing at peak and increase in interest-bearing debt and nonrecourse loans
- ✓ Steady progress in the sale of cross-shareholdings, despite declines in stock prices
- ✓ Slight decrease in equity due to decrease in valuation difference on available-for-sale securities by decline in stock prices and due to annual dividends payment, while steady business profits have been recorded

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## FY2024 Full Year Forecasts

- Summary
- Statements of Income (Forecasts)
- Operating Income (vs Forecasts before revision)
- Operating Income (YoY)
- Orders Received (Forecasts)

**Note: Revised forecasts announced on February 10, 2025**

## Summary of FY2024 Forecasts



(Main reasons for revision)

<b>Consolidated net sales</b>	<b>¥2,610.0 bln</b> (Before revision: ¥2,510.0 bln)	YoY vs forecasts before revision	+¥284.8 bln +¥100.0 bln	<b>+12.3%</b> <b>+4.0%</b>	Significant increase due to additional claim approval in the domestic construction business and impact of foreign currency translation in the overseas construction business
<b>Consolidated operating income</b>	<b>¥132.0 bln</b> (Before revision: ¥93.0 bln)	YoY vs forecasts before revision	+¥52.6 bln +¥39.0 bln	<b>+66.3%</b> <b>+41.9%</b>	<ul style="list-style-type: none"> <li>Increase in net sales of completed construction contracts due to additional claim approval and cost reduction in the domestic construction business</li> <li>Impact of foreign currency translation in the overseas construction business</li> </ul>
<b>Profit attributable to owners of parent</b>	<b>¥128.0 bln</b> (Before revision : ¥87.0 bln)	YoY vs forecasts before revision	+¥52.9 bln +¥41.0 bln	<b>+70.5%</b> <b>+47.1%</b>	<ul style="list-style-type: none"> <li>In addition to increase in operating income, the sale of cross-shareholdings progress faster than the initial plan</li> <li>Expect to exceed ¥100.0 billion target of the Medium-Term Business Plan 2022</li> </ul>
<b>Consolidated orders received</b>	<b>¥3,260.0 bln</b> (Before revision : ¥2,520.0 bln)	YoY vs forecasts before revision	+¥746.9 bln +¥740.0 bln	<b>+29.7%</b> <b>+29.4%</b>	<ul style="list-style-type: none"> <li>Projects in the domestic building construction business awarded ahead of schedule</li> <li>Impact of foreign currency translation in the overseas construction business</li> <li>Large project orders received at MWH</li> </ul>

Note: Figures are revised forecasts announced on February 10, 2025

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### Summary of FY2024 forecasts

#### Consolidated net sales

- ✓ ¥2,610.0 billion (+¥100.0 billion, +4.0% vs forecasts before revision)

#### Consolidated operating income

- ✓ ¥132.0 billion (+¥39.0 billion, +41.9% vs forecasts before revision)
- ✓ Domestic building construction:
  - Additional claim approval for price hikes for projects in the final stages.
- ✓ Civil engineering businesses:
  - Additional claim approval for design change for projects in the final stages, and cost reduction efforts.
- ✓ Overseas construction business:
  - Mainly impact of foreign currency translation.

#### Profit attributable to owners of parent

- ✓ ¥128.0 billion (+¥41.0 billion, +47.1% vs forecasts before revision)
- ✓ Increase in operating income
- ✓ Increase in extraordinary income due to the sale of cross-shareholdings.

#### Consolidated orders received

- ✓ Expect ¥3,260.0 billion (+¥740.0 billion, +29.4% vs forecasts before revision)
- ✓ Domestic building construction business:
  - Orders for major projects is expected to be recorded ahead of schedule.
- ✓ Domestic civil engineering business:
  - Large orders are received.
- ✓ Overseas construction business: Large project orders received at MWH exceeded the plan and impact of foreign currency translation, etc.

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FY2024 Full Year Forecasts

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## Summary of FY2024 Forecasts



### Consolidated equity

**¥1,150.0 bln**  
(Before revision : ¥1,147.0 bln)

YoY  
vs forecasts  
before revision

¥(1.6) bln  
+¥3.0 bln

(0.1)%  
+0.3%

- Although upward revision of profit, equity is not to be changed due to decrease in valuation difference on available-for-sale securities
- Unconfirmed factors are not taken into account \*

### Consolidated interest-bearing debt and nonrecourse loans

**¥400.0 bln**  
(Before revision : ¥400.0 bln)

YoY  
vs forecasts  
before revision

+¥76.1 bln  
±¥0.0 bln

+23.5%  
(-)

- No changes to the plan that advanced payments to suppliers and subcontractors to be covered by procurement according to the progress of the construction projects and investments in the real estate business and other

### Return on invested capital (ROIC)

**5.9 %**  
(Before revision : 4.2%)

YoY  
vs forecasts  
before revision

+2.1 pt  
+1.7 pt

- ROIC for the domestic construction business is to improve and will boost the ROIC for the entire company

### Return on equity (ROE)

**11.1 %**  
(Before revision : 7.6%)

YoY  
vs forecasts  
before revision

+4.1 pt  
+3.5 pt

- Expected to exceed 10% in FY2024 along with profit improvement

\*Equity at the end of December 2024, plus or minus the latest forecasted net income, year-end and interim dividends, and the adjustment to valuation difference on available-for-sale securities resulting from the sale of cross-shareholdings included in the earnings forecast

Note: Figures are revised forecasts announced on February 10, 2025

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## Summary of FY2024 forecasts

### Consolidated equity

- ✓ Expect ¥1,150.0 billion
- ✓ The same level as the forecasts before revision
- ✓ Reasons for revision:
  - (+) Profit is expected to be higher than initial forecast.
  - (-) Valuation difference on available-for-sale securities decreased due to changes in the share price of stock holdings.
  - (-) Share buybacks expected in the current fiscal year are factored in.

### Consolidated interest-bearing debt and nonrecourse loans

- ✓ Expect ¥400.0 billion
- ✓ No change from the initial plan


### Return on invested capital (ROIC)

- ✓ Expect 5.9% (+1.7 pt vs forecasts before revision)
- ✓ Contribution of profit improvement in the domestic construction business.

### Return on equity (ROE)

- ✓ Expect 11.1% (+3.5 pt vs forecasts before revision)

## Statements of Income (Forecasts)

(Billions of yen)  OBAYASHI

		Consolidated			Non-consolidated		
		FY2023 Results	FY2024 Forecasts	Y o Y	FY2023 Results	FY2024 Forecasts	Y o Y
Net sales of completed construction contracts	Building	1,722.0	1,833.0	+110.9	1,240.2	1,285.0	+44.7
	Civil	484.7	652.0	+167.2	315.6	340.0	+24.3
	Total	2,206.7	2,485.0	+278.2	1,555.8	1,625.0	+69.1
Net sales of real estate business and other		118.3	125.0	+6.6	26.3	25.0	(1.3)
Net sales		2,325.1	2,610.0	+284.8	1,582.1	1,650.0	+67.8
Gross profit on complete construction contracts	Building	-	-	-	6.3	78.3	+36.6
	Civil	-	-	-	15.4	48.5	+13.4
	Total	8.6	188.8	+180.2	8.2	126.9	+118.7
Gross profit on real estate business and other		26.0	30.7	+4.7	19.7	5.1	(14.6)
Gross profit		9.4	219.6	+210.2	8.3	132.1	+123.8
Selling, general and administrative expenses		6.0	140.2	+134.2	5.6	88.7	+83.1
Operating income		3.4	79.3	+75.9	2.7	43.3	+40.6
Ordinary income		3.9	91.5	+87.6	3.5	55.4	+51.9
Profit attributable to owners of parent		3.2	75.0	+71.8	3.1	49.6	+46.5

Note: Figures are revised forecasts announced on February 10, 2025

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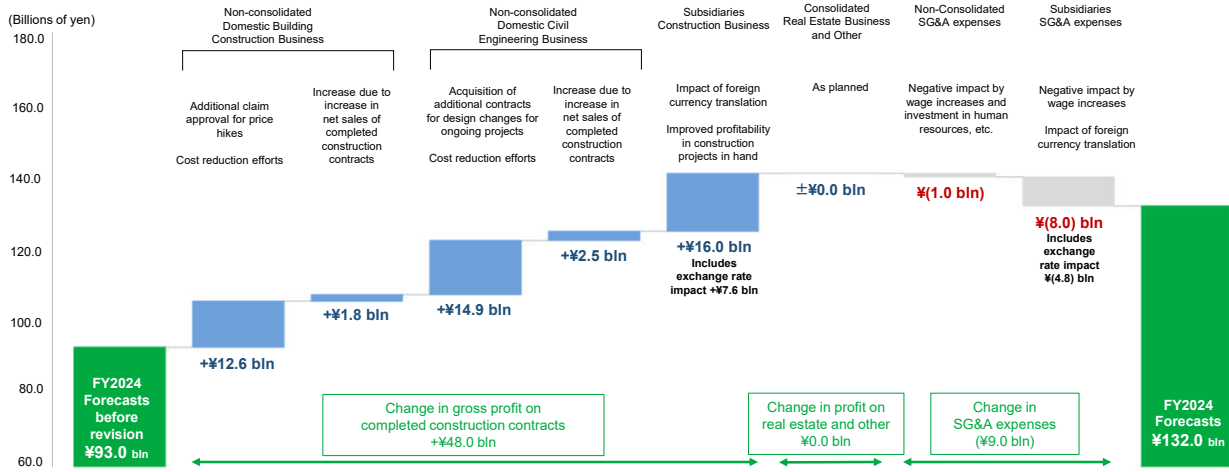
### Statements of income (Forecasts)

See next two pages for changes compared to the forecasts before revision and YoY.

## Change in Consolidated Operating Income (vs forecasts before revision)



- Revised upward to ¥132.0 billion.
- Increased due to additional claim approval for price hikes and acquisition of additional contracts for design changes in the domestic construction business, and effect of foreign currency translation in the overseas construction business.



Note: Figures are revised forecasts announced on February 10, 2025

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### Change in consolidated operating income (vs forecasts before revision)

- ✓ Revised upward from ¥93.0 billion to ¥132.0 billion, an increase of ¥39.0 billion.
- ✓ Gross profit on completed construction contracts of the non-consolidated building construction and civil engineering businesses is expected to increase by a total of ¥32.0 billion.
- ✓ Profitability for the building construction business current fiscal year improved significantly thanks to the support of the Ministry of Land, Infrastructure, Transport and Tourism and the activities of the Japan Federation of Construction Contractors Associations, etc., it became easier to gain additional claim approval, including those for past years which had been affected by price hikes.
- ✓ Subsidiaries construction business: Increased by ¥8.0 billion including the effect of foreign currency translation and by ¥5.2 billion excluding the effect of foreign currency translation



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FY2024 Full Year Forecasts

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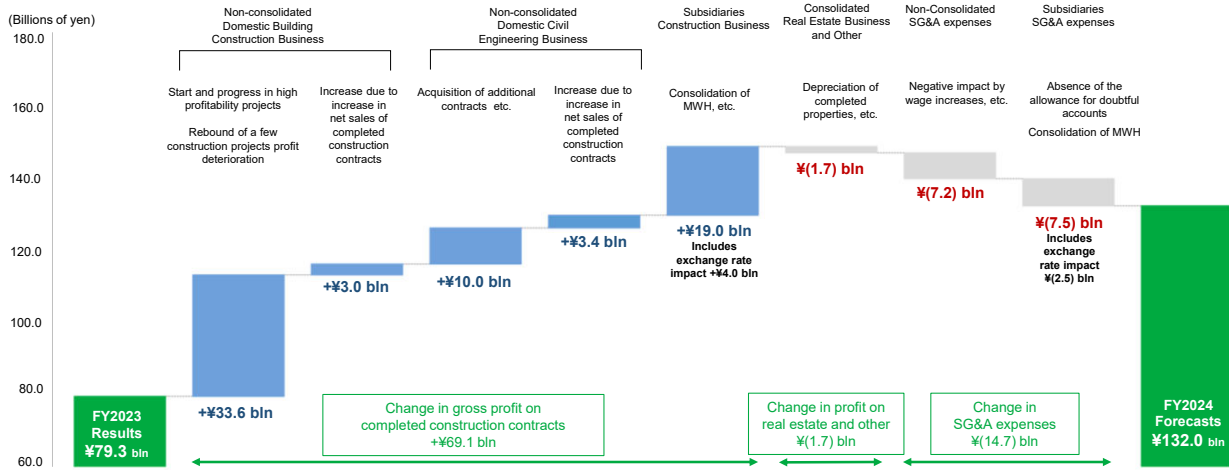
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## Change in Consolidated Operating Income (YoY)



- Profits are expected to recover significantly
- Increase of ¥52.6 billion YoY due to the consolidation of MWH, acquired in the previous fiscal year, in addition to start and progress in high profitability projects and acquisition of additional contracts.



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### Change in consolidated operating income (YoY)

- ✓ Operating income is expected to recover significantly from ¥79.3 billion in FY2023 to ¥132.0 billion in FY2024, an increase of ¥52.6 billion
- ✓ The gross profit on completed construction contracts of the non-consolidated building construction and civil engineering businesses is expected to increase by a total of ¥50.0 billion. This will directly lead to an increase in operating income.
- ✓ In the overseas construction business, the increase was due to earnings from MWH, which became a consolidated subsidiary this fiscal year, and due to reaction to absence of allowance for doubtful accounts recorded by a North American subsidiary in the previous fiscal year.

## Orders Received (Forecasts)



(Billions of yen)

			Consolidated			Non-consolidated		
			FY2023 Results	FY2024 Forecasts	Y o Y	FY2023 Results	FY2024 Forecasts	Y o Y
Construction business	Building	Domestic	1,236.9	<b>1,550.0</b>	+313.0	1,194.8	<b>1,500.0</b>	+305.1
		Overseas	520.3	<b>470.0</b>	(50.3)	3.7	<b>5.0</b>	+1.2
		Total	1,757.3	<b>2,020.0</b>	+262.6	1,198.5	<b>1,505.0</b>	+306.4
	Civil	Domestic	423.1	<b>530.0</b>	+106.8	328.0	<b>445.0</b>	+116.9
		Overseas	174.5	<b>570.0</b>	+395.4	48.5	<b>80.0</b>	+31.4
		Total	597.7	<b>1,100.0</b>	+502.2	376.6	<b>525.0</b>	+148.3
	Total	Domestic	1,660.1	<b>2,080.0</b>	+419.8	1,522.9	<b>1,945.0</b>	+422.0
		Overseas	694.9	<b>1,040.0</b>	+345.0	52.2	<b>85.0</b>	+32.7
		Total	2,355.0	<b>3,120.0</b>	+764.9	1,575.1	<b>2,030.0</b>	+454.8
Real estate business and other			158.0	<b>140.0</b>	(18.0)	26.3	<b>25.0</b>	(1.3)
Total			2,513.0	<b>3,260.0</b>	+746.9	1,601.5	<b>2,055.0</b>	+453.4

Note: Figures are revised forecasts announced on February 10, 2025

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## Overview of Each Business

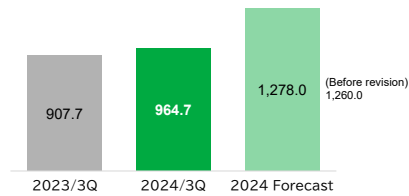
- Domestic Building Construction Business
- Domestic Civil Engineering Business
- Overseas Construction Business
- Real Estate Business and Other
- Consolidated/ Non-consolidated Comparison

## Domestic Building Construction Business (Non-consolidated)

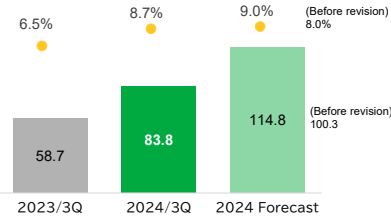


(Billions of yen)

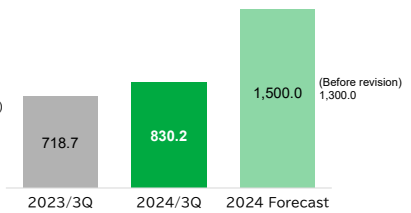
### Net sales of completed construction contracts



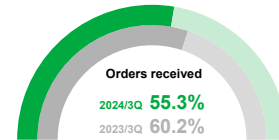
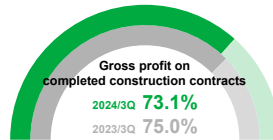
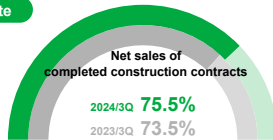
### Gross profit on completed construction/ ratio



### Orders received



### Progress rate



### FY2024/3Q Results

- Net sales of completed construction contracts increased by ¥56.9 billion YoY, mainly due to steady progress in the construction of large-scale projects in hand
- Gross profit on completed construction contracts increased by ¥25.1 billion, due to start and progress in high profitability projects and profit improvement in construction projects in hand

### FY2024 Full Year Forecasts

- Net sales of completed construction contracts is revised upward mainly due to additional claim approval for price hikes
- Orders received is revised upward as large projects are expected to be awarded ahead of schedule in current fiscal year

Note: Progress rate for FY2023/3Q is calculated based on the FY2023 results.  
Progress rate for FY2024/3Q is calculated based on the figures announced on February 10, 2025.

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## Domestic building construction business (Non-consolidated)

### FY2024/3Q results

- ✓ Net sales of completed construction contracts:  
Increased by ¥56.9 billion YoY due to steady progress in the construction of large-scale projects in hand
- ✓ Gross profit on completed construction:  
Increased by ¥25.1 billion due to start and progress in high profitability projects and profit improvement in construction projects in hand

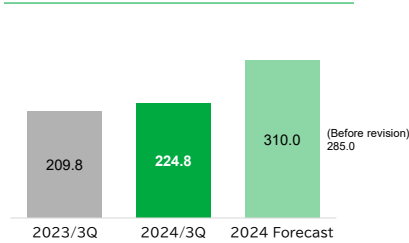
### FY2024 full year forecasts

- ✓ Net sales of completed construction contracts:  
Revised upward to ¥1,278.0 billion.
- ✓ Gross profit on completed construction:  
Revised upward to ¥114.8 billion due to additional claim approval for price hikes for projects in the final stages, including those for past years which had been affected by rising construction prices, and increase in net sales of completed construction contracts.
- ✓ Gross profit on completed construction:  
Revised upward from 8.0% to 9.0%.
- ✓ Orders received:  
Continue to secure orders focusing to equalize the amount of construction work and place top priority on ensuring profitability at the time of receiving orders. Revised upward to ¥1,500.0 billion, an increase of ¥200.0 billion from the forecast before revision, as large projects are expected to be awarded ahead of schedule in the current fiscal year.

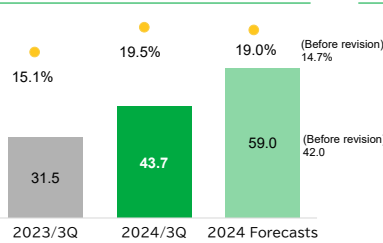
## Domestic Civil Engineering Business (Non-consolidated)



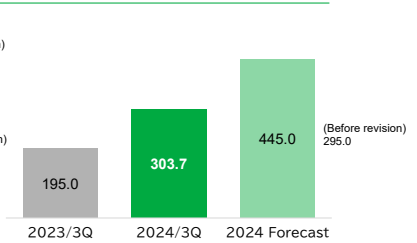
### Net sales of completed construction contracts



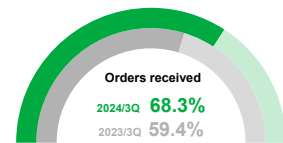
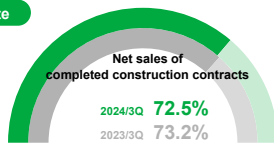
### Gross profit on completed construction/ ratio



### Orders received



### Progress rate



### FY2024/3Q Results

- Gross profit on completed construction increased by ¥12.1 billion YoY, due to profit improvement in projects in hand and additional claim approval

### FY2024 Full Year Forecasts

- Both net sales of completed construction contracts and gross profit on completed construction are revised upward due to acquisition of additional contracts for design
- Orders received is revised upward due to multiple large-scale construction projects orders received, including planned projects

Note: Progress rate for FY2023/3Q is calculated based on the FY2023 results.  
Progress rate for FY2024/3Q is calculated based on the figures announced on February 10, 2025.

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## Domestic civil engineering business (Non-consolidated)

### FY2024/3Q results

- ✓ Net sales of completed construction contracts:  
Increased by ¥14.9 billion YoY due to steady progress in construction in hand.
- ✓ Gross profit on completed construction:  
Increased by ¥12.1 billion due to profit improvement in projects in hand and additional claim approval.

### FY2024 full year forecasts

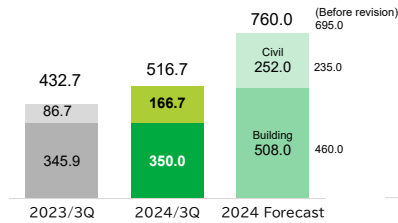
- ✓ Net sales of completed construction contracts:  
Revised upward to ¥310.0 billion mainly due to acquisition of additional contracts for design change for projects in the final stages.
- ✓ Gross profit on completed construction:  
Revised upward to ¥59.0 billion due to additional claim approval.
- ✓ Gross profit on completed construction:  
Revised upward from 14.7% to 19.0%.
- ✓ Orders received:  
Revised upward to ¥445.0 billion due to orders received for multiple large-scale construction projects, including planned projects.

## Overseas Construction Business (Consolidated)

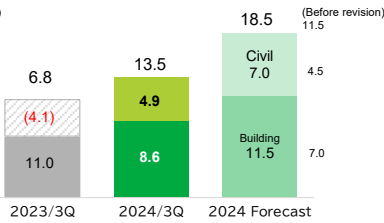


(Billions of yen)

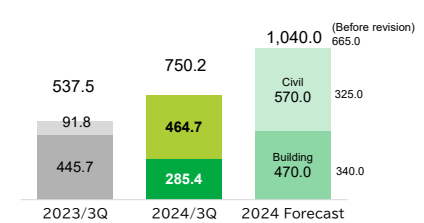
### Net sales of completed construction contracts



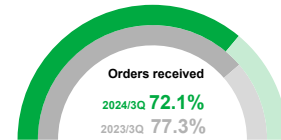
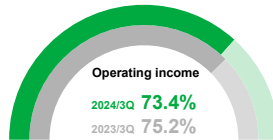
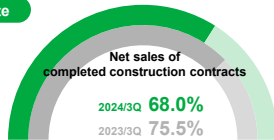
### Operating income



### Orders received



### Progress rate



### FY2024/3Q Results

- Net sales of completed construction contracts and operating income increased YoY due to the consolidation of MWH, acquired in FY2023 and the absence of an allowance for doubtful accounts in FY2023
- The consolidation of MWH contributed to significant increase in orders received

### FY2024 Full Year Forecasts

- Both net sales of completed construction contracts and gross profit on completed construction are revised upward due to the impact of foreign currency translation
- Large-scale projects received at MWH and at Obayashi Singapore exceeding the initial plan and positive impact of foreign currency translation contributed to orders received

Note: Progress rate for FY2023/3Q is calculated based on the FY2023 results.  
Progress rate for FY2024/3Q is calculated based on the figures announced on February 10, 2025

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## Overseas construction business (Consolidated)

### FY2024/3Q results

- ✓ Net sales of completed construction contracts:  
Significantly increased by ¥84.0 billion YoY due to consolidation of MWH acquired in FY2023.
- ✓ Operating income:  
Increased by ¥6.6 billion YoY due to the absence of an allowance for doubtful accounts recorded at a subsidiary in North America in addition to the increase in civil engineering business due to consolidation of MWH.
- ✓ Orders received:  
Acquisition of large-scale project at MWH contributed to significant progress.

### FY2024 full year forecasts

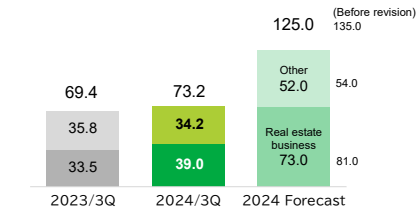
- ✓ Upward revisions to net sales of completed construction contracts, operating income and orders received.
- ✓ In addition to the reasons for FY2024/3Q results, yen's exchange rate at December 31, 2024 was significantly weaker than the initial plan.

## Real Estate Business and Other (Consolidated)

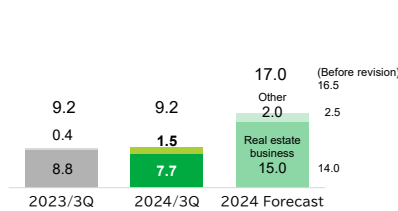


(Billions of yen)

### Net sales

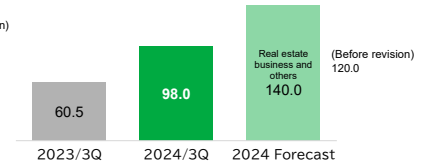


### Operating income

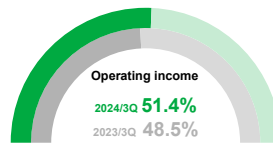
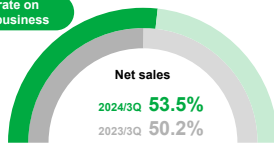


### Orders received

(Breakdown of real estate business. "Others" not disclosed)



Progress rate on real estate business



### FY2024/3Q Results

- Net sales for the real estate business increased due to rise in the price of condominiums at Obayashi Shinseiwa Real Estate
- Operating income decreased due to depreciation expenses of completed properties, and a lower rental income due to absence of properties sold in FY2023

### FY2024 Full Year Forecasts

- Operating income in the real estate business is expected to increase YoY securing profit exceeding the initial plan by the sale of properties although, net sales is to decrease from forecasts before revision

Note: Progress rate for FY2023/3Q is calculated based on the FY2023 results.  
Progress rate for FY2024/3Q is calculated based on the figures announced on February 10, 2025

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## Real estate business and other (Consolidated)

### FY2024/3Q results

- ✓ Net sales for the real estate business:  
Increased due to rise in the price of condominiums at Obayashi Shinseiwa Real Estate.
- ✓ Operating income for the real estate business:  
Decreased due to depreciation expenses of completed properties in FY2023 and a lower rental income due to absence of properties sold in FY2023.

### FY2024 full year forecasts

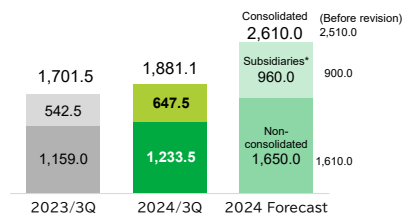
- ✓ Net sales for the real estate business:  
Expected to increase due to the sale of properties at Obayashi Shinseiwa Real Estate.
- ✓ Operating income for the real estate business:  
Expected to decrease due to depreciation expenses of completed properties in FY2023 and a lower rental income due to absence of properties sold in FY2023. However, decline in operating income is expected to be smaller than the previous forecast by profit from sales of properties to private fund.

## Consolidated / Non-consolidated Comparison

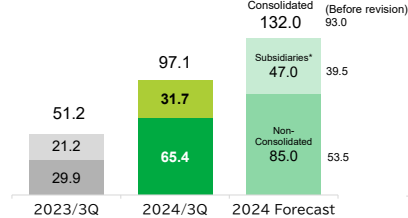


(Billions of yen)

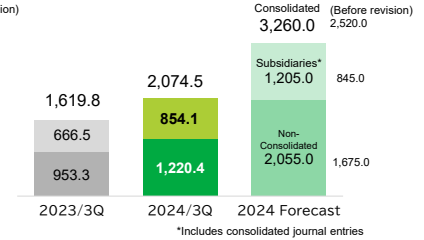
### Net sales



### Operating income



### Orders received



### Consolidated/ non-consolidated ratio

1.47	1.52	1.58
------	------	------

1.71	1.48	1.55
------	------	------

1.70	1.70	1.59
------	------	------

### FY2024/3Q Results

- Non-Consolidated: Net sales and operating income increased due to steady progress in construction projects in hand for domestic building construction and civil engineering, as well as contribution from start and progress in high profitability projects in hands
- Subsidiaries: Net sales and operating income increased mainly due to the contribution of MWH acquired in FY2023

### FY2024 Full Year Forecasts

- Net sales and operating income are revised upward due to acquisition of additional contracts and additional clam approval in the domestic construction business
- Subsidiaries: Both net sales and operating income are revised upward due to the impact of foreign currency translation in the overseas construction business

Note: Progress rate is calculated based on the figures announced on February 10, 2025.

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## Consolidated/non-consolidated comparison

- ✓ Expect increases in net sales and operating income for both consolidated and non-consolidated segments.





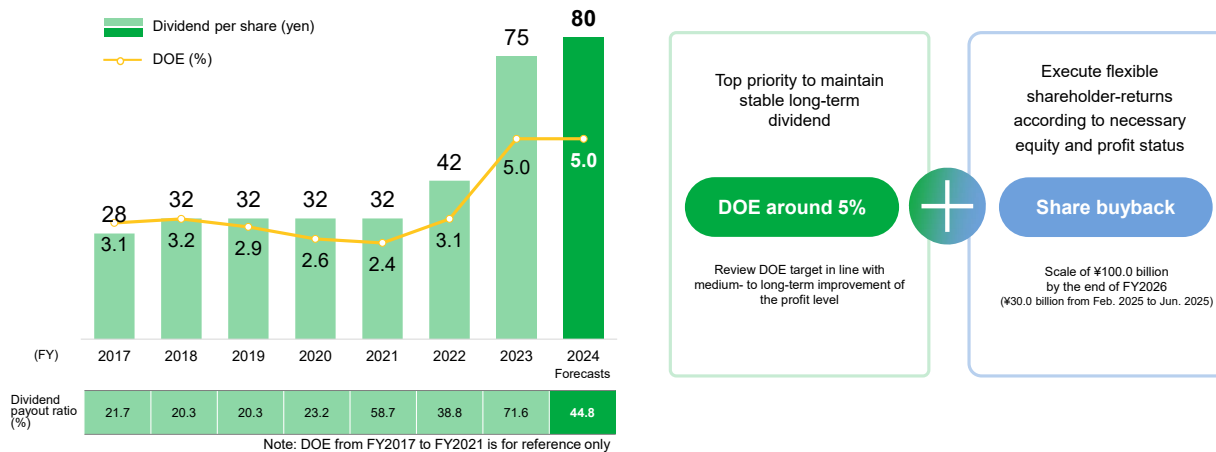
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## Changes in Shareholder Returns

## Changes in Shareholder Returns



- Planning an annual dividend of 80 yen per share, based on a dividend policy of DOE around 5%
- Acquisition of own shares (share buyback) of ¥100.0 billion by the end of FY2026 and begin repurchasing ¥30.0 billion immediately



### Changes in shareholder returns

#### Annual dividend

- ✓ Basic policy is to maintain long-term stable dividends.
- ✓ Planning an annual dividend of 80 yen per share, based on a dividend policy of DOE around 5%.

#### Flexible shareholder-returns

- ✓ Make an additional return of a scale of ¥100.0 billion through share buyback by the end of FY2026.
- ✓ Begin repurchasing one-third of ¥100.0 billion immediately and complete the purchase by the end of June 2025.



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**Establishment of Subsidiary (Sub-subsidiary) by Consolidated Subsidiary of Obayashi Corporation**



## Establishment of Subsidiary (Sub-subsidiary) by Consolidated Subsidiary of Obayashi Corporation

- Thai Obayashi develops a multipurpose complex mainly for office use with a hotel on the upper floors in Bangkok
- Establish a hotel management company with Saha Group, one of Thailand's general consumer goods company, to enter a hotel business under the management contract scheme

### Overview of the subsidiary (sub-subsidiary)

(Tentative name) Ratchadamri Hospitality Management Company Limited

- Description of business: Management of hotel business in a planned multipurpose complex on Ratchadamri Road, Pathumwan District, Bangkok
- Capital (in Thai baht): 2,600 million
- Date of establishment: June 2025
- Major shareholders: Thai Obayashi Corporation (TOC) 60%  
Saha Pathana Inter-Holding Public Company\* (SPI) 40%  
\*A core subsidiary of Saha Group

### Outline of Plan

- Location: Ratchadamri Road, Patumwan District, Bangkok
- Land area: Approx. 9,804m<sup>2</sup>
- Total floor area: Approx. 117,650m<sup>2</sup>
- Number of floors: 39 floor, 3 basement floors
- Building use: Office, hotel, commercial, parking
- Completion and opening: Fiscal year ending 2029 (scheduled)



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### Establishment of subsidiary (sub-subsidiary) by consolidated subsidiary of Obayashi Corporation

- ✓ Thai Obayashi is developing a multipurpose complex mainly for office use with a hotel on the upper floors in Bangkok, as the second real estate development project.
- ✓ Establish a hotel management company with Saha Group, which has hotel business expertise under the management contract scheme.
- ✓ Saha Pathana Inter-Holding, a core subsidiary of Saha Group, one of Thailand's major corporate groups, which has experience in forming alliances and joint ventures with various Japanese companies.
- ✓ Under the Obayashi Group Medium-Term Business Plan 2022 strategy to expand business portfolio for sustainable growth, we have been making efforts to acquire new profit opportunities through active investments by leveraging strengths in technologies and networks cultivated in various business fields.

