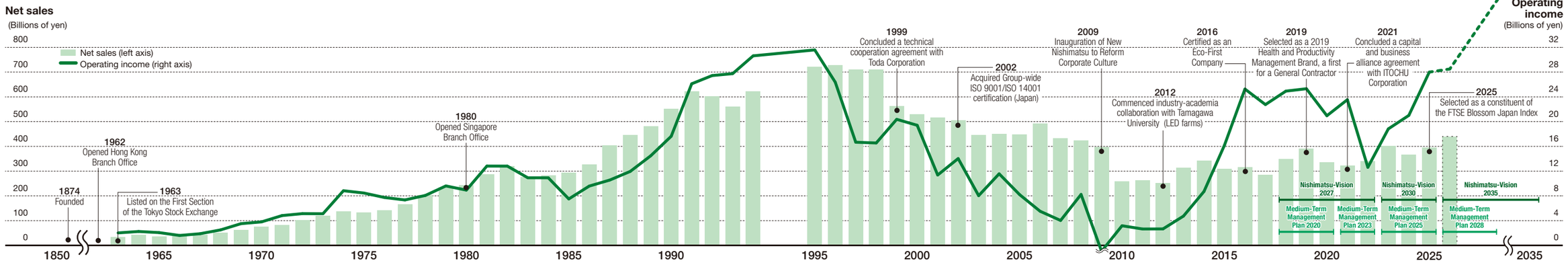
History of Value Co-Creation

Nishimatsu-Vision 2035
Our Vision for FY2035
Most Attractive General Contractor

History of Nishimatsu



Major Events

1872 Japan's first railroad opened (Shimbashi to Yokohama)
1945 End of WW2
1960s Period of high economic growth
1973 Oil shock
Late 1980s Trade friction
Early 1990s Collapse of Japan's economic bubble
1995 Great Hanshin Earthquake
2008 Bankruptcy of Lehman Brothers (2008 financial crisis)
2011 Great East Japan Earthquake
2020 COVID-19 Pandemic

Nishimatsu Construction's Cultivated Technologies and Experience

Initiatives to Address Social Issues | Development of Social Infrastructure to Support Rapid Economic Growth | Development of Local Communities and Living Infrastructure | Environmental Harmony and Energy Conservation | Redevelopment of Social Infrastructure

1870 to 1969

- Development of testing equipment for aggregate screening for pouring concrete for the Sup'ung Dam
- First use of prepacked concrete* in Japan
  *A method of placing coarse aggregate into a formwork before injecting mortar to create concrete
- First use of a mechanical shield machine in Japan
- First application of the freezing method for a large-section tunnel
- Development of the continuous underground cast-in-place pile method (PIP method)
- First application of the slurry shield tunneling method for a large-section tunnel


Keiyo Railway Line's Haneda-Oki Tunnel

1970 to 1979

- Development of tunnel support work using steel sheet piles (the armor method)
- Application of the aqua-packed method for a submerged tunnel for automobiles
- Development of the PIP-S method, a continuous underground cast-in-place pile method with enhanced water-stopping properties
- Development of the NHS method of constructing prefabricated high-rise residential buildings


Armor method

1980 to 1989

- Development of super-high-rise RC residential building construction method
- Development of technology for deep continuous underground walls


Deep continuous underground walls

Dam | Shield tunnel | Mountain tunnel | General civil engineering | Building | Civil engineering and Building | Environment

1990 to 1999

- Adoption of MIN dampers in base-isolated buildings
- Development of technologies regarding shield tunnel segments
- Introduction of unmanned construction technologies during restoration work after the eruption of Mt. Unzen-Fugen
- Development of the DRISS technology for survey ahead of tunnel faces


Unmanned construction technologies

2000 to 2009

- Development of the MOVE HAT method for the demolition of high-rise buildings using an elevating cover frame
- Development of the Tunnel Balloon total curing method for mountain tunnel lining concrete
- Development of a wave trapping artificial reef
- Development of the Nishimatsu Air Cleaning System


Tunnel balloon

2010 to 2019

- Development of the Uruoi and Nuku-Nuku curing method for mountain tunnel lining concrete
- Development of the BiD Frame Construction Method for the seismic retrofitting of existing buildings by external frames
- Start of the development of Tunnel RemOS technologies for automated and unmanned construction of mountain tunnels


BiD frame construction

2020 onwards

- Development of the tunnel lining form with automatic control systems for mountain tunnels
- First application of the seismic wooden frame system P&UA for mid- to high-rise wooden buildings
- Achieved the world's first underground connection by direct cutting in a large-diameter shield tunnel



Yokohama Shonan Road Tunnel Construction Work
Illustration of Underground Connection

Major Events

1850 Founder Keisuke Nishimatsu was born


Founder Keisuke Nishimatsu

1874 Foundation of Nishimatsu
1903 Keisuke Nishimatsu withdrew from civil engineering operations
1906 Period of cooperation with Hazama Corporation. Conclusion of 39 regulations
1914 Received sole contract for construction of the 12th construction section of the Kyushu-Miyazaki Line. A fateful construction project
1916 Company name changed to Nishimatsu Gumi
1926 Constructed the Nippon Chisso Hiryo K.K. (Chosen Hydroelectric) Pujon River Power Plant waterway (3rd and 4th construction sections)
1927 Constructed Nippon Chisso Hiryo K.K. (Chosen Hydroelectric) Hunnam Factory
1929 Established limited partnership Nishimatsu Gumi
1931 Nishimatsu Gumi headquarters transferred to Tokyo
1932 Established the Manchuria Dalian Branch Office
1933 Chosen Nagatsu River Hydroelectric Power Plant waterway and dam construction
1935 With passing of Kojiro Nishimatsu, Yoneshichi Hayashi became the Company's second president
1937 Established Nishimatsu Gumi Co., Ltd.
1940 Established Manchuria Nishimatsu Gumi
1946 Constructed Japan's first rock-fill dam, Ishibuchi Dam, on the Kitakami River (Iwate Prefecture)
1948 Company name changed to Nishimatsu Construction Co., Ltd.
1953 Constructed the Arase Dam (Kumamoto Prefecture), a model for mechanized construction
1960 Constructed a government office complex in Tokyo's Otemachi District.
1961 Constructed Amagasaki Steel Sakai steelmaking plant. Honored with the BCS award in 1964
1965 Adopted the freezing method on the Kanasugibashi section of the No. 1 Line, Toei Subway
1967 Constructed the world's largest bowling alley (at the time)
1971 Constructed Hong Kong container yard. Received UK civil engineering international award
1984 Won order for Singapore subway construction
Constructed Nagai River Bridge on the Kan-Etsu Expressway. Japan's tallest bridge pier rises.
Constructed ultra-high-rise building in Thailand
1986 Tsubayama Dam (Wakayama Prefecture) received the Minister of Health, Labour and Welfare Award of Excellence
1987 Constructed the Daimon Dam (Yamanashi Prefecture). Received the 1986 Outstanding Civil Engineering Achievement Award from the Japan Society of Civil Engineers
1988 Won order for the Tate's Cairn Tunnel on Build, Operate, Transfer (BOT) project basis
Commenced construction of the Gassan Dam (Yamagata Prefecture), one of Japan's largest gravity concrete dams
1998 Established the Aikawa Technical Research Institute
2003 The Company's first PFI project in Japan, participated in Esaka Minami Parking Service
2015 Became the first Japanese general contractor to establish a joint venture in Laos
2017 Started the Company's first commercial facility development and operation business, "hareno terrace"
2022 Opened Hotel JAL City Toyama, the Company's first foray into the hotel business
Acquired certification from the SBT initiative for targets at reduction of greenhouse gas emissions
Certified by the Ministry of Economy, Trade and Industry as a "DX Certified Business Operator"
Participating in woody biomass power generation projects
2023 Participating in biogas power generation projects
2024 The Aso Tateno Dam in Kumamoto Prefecture won a ZENKEN Award and an Outstanding Civil Engineering Achievement Award from the Japan Society of Civil Engineers
2025 Received the Excellence Award at the Ministry of Land, Infrastructure, Transport and Tourism's Infrastructure DX Awards for "Labor Saving in Tunnel Construction Using Digital Twins"

Nishimatsu Construction's Model for Co-Creation of Value

Toward the realization of the new long-term vision, we create value by leveraging our financial and non-financial capital. Furthermore, we regard bringing "safety, vibrancy, and bonds" to society as our impact on society (shared value), and we aim to realize a society in tune with our Sustainability Slogan, "Create together, shine together."

Corporate Philosophy Establish a sustainable society for people to live with peace of mind, providing worthwhile structures and services

Inputs

Human Capital

- Number of consolidated employees 3,772
  * The number of employees includes the number of temporary employees.
- Professional engineers 181
- First class architects 441
- First class civil engineering construction management engineers 842
- First class building construction management engineers 821
- Training investment per employee ¥78,000

Intellectual Capital

- Number of patents owned 254 (As of March 31, 2026)
- Research and development costs ¥2.853 billion
- Number of joint industry-academia-government research projects 51 (FY2025)

Manufactured/Social and Relationship Capital

- Number of offices Japan 50 Overseas 10
- Number of construction sites 237 (As of March 31, 2026)
- Capital investments ¥34.033 billion (consolidated)
- N-NET (Nishimatsu Subcontractor's Network) 1,049 companies

Financial Capital

- Total capital ¥204.4 billion (consolidated)
- Interest-bearing debt ¥232.8 billion (consolidated)

Natural Capital

- Energy usage 286 GWh
- Renewable energy usage 89 GWh
- Water intake 881,000 m³

Business Activities

Our Vision for FY2035

Most Attractive General Contractor

The company that is valued and chosen by all stakeholders

One of the highest engagement scores among general contractors

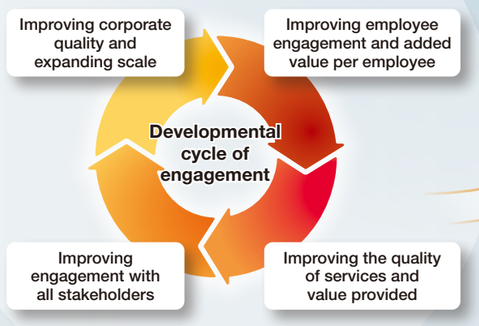
One of the highest added value per employee* figures among general contractors

* Added value per employee = (business income + personnel expenses) / number of employees

Creation of Competitive Advantages



Mechanism for Realizing Our Vision



Driving Force for Value Creation

Medium-Term Management Plan 2028 ➡P.26

Outputs

Consolidated Net Sales

FY2025 ¥396.0 billion

- Civil Engineering Business ¥121.9 billion
- Building Business ¥216.7 billion
- International Business ¥31.6 billion
- Environment and Urban Development Business ¥25.7 billion

* In April 2026, the Asset Value-Added Business Division and the Regional Environmental Solutions Business Division were integrated to establish the Environment and Urban Development Business Division.

- Number of new construction projects (contract value of ¥50 million or more)
  Civil engineering (including JV subcontracting and ancillary businesses): 37
  Building construction: 83
  Overseas civil engineering: 1
  Overseas building construction: 3
- Redevelopment and land readjustment projects 11 (in progress)

Environmental Burdens

- CO_2 emissions 47,700 t-CO_2
- Industrial waste emissions 411,000 t
- Wastewater discharge 807,000 m³

Financial Results

- Cash generation
- Improvement of ROE
- Shareholder returns
- Retained earnings for growth investments
- Reduction of D/E ratio

Outcomes

Social Value

- Employee engagement score 3.76 (on a five-point scale)
- Number of training participants (non-consolidated) 4,605 (cumulative total) of which, Nishimatsu Adult Education College participants 2,992
- Number of occupational injuries requiring 4 or more days of absence from work 18 (down 1 from the previous fiscal year)
- Ministry of Land, Infrastructure, Transport and Tourism construction performance evaluation score 79.8 points (average for three sites evaluated by MLIT)
- Percentage of S and A ratings in customer surveys
  Civil engineering: 97.6%
  Building construction: 97.2%
- Number of certified Nishimatsu Meisters 1,157 (cumulative)
- Number of construction sites utilizing new technologies 62 technologies developed by the Technical Research Institute utilized at 307 construction sites (FY2025)

Economic Value

- DOE 4.9%
- TSR 243.3% (five-year cumulative)

Environmental Value

- CO_2 emissions reduction 17,700 t-CO_2 (renewable electricity, diesel combustion accelerators, N-TEMS, etc.)

Impact

Nishimatsu-Vision 2035

By engaging with diverse stakeholders, help solve social issues more broadly, deeply, and sustainably

➡P.20

Safety, vibrancy, and bonds

Provide value to 60,000 regions and communities

(Cumulative total for FY2025: 8,850 regions and communities)

➡P.29

Realizing a society where everyone can "Create together, shine together."

➡P.68

From created value to sources of value

Capital and Strengths for Accelerating Value Co-Creation

Our long-term vision, Nishimatsu-Vision 2035, has three pillars: establishing a strong business portfolio; human capital management to maximize the value created by employees; and efficient management through the transition to a lean organizational structure. We will further expand the scale and domains of our core businesses while laying the foundation for next-generation growth businesses. By effectively deploying our various forms of capital and leveraging our strengths, we will accelerate value co-creation.

Types of Capital	Human Capital		Intellectual Capital		Manufactured/Social and Relationship Capital		Natural Capital	
Business	Strengths	Initiatives for further value co-creation	Strengths	Initiatives for further value co-creation	Strengths	Initiatives for further value co-creation	Strengths	Initiatives for further value co-creation
Domestic Civil Engineering Business	• Diverse technical human resources with a strong ability to develop social infrastructure (planning, construction, on-site management, and technology development) • On-site performance capabilities • On-site support capabilities • Ability to propose plans • Technology development capabilities • Business operation capabilities	• Expand and develop our bidding teams • Enable young and rehired site managers to play greater roles	• Construction technologies (mountain tunnels, shield tunnels, dams, and renewal work)	• Develop and enhance technologies for automated construction • Develop bridge deck replacement technologies • Develop tunnel lining rehabilitation technologies	• Brand • Supply chain	• Promote collaboration across industries • Promote the use of DB and ECI methods • Secure partner companies	• Initiatives for achieving the decarbonization plan for FY2030: ZERO30 Roadmap 2023	• Reduce CO_2 emissions by using renewable energy and alternative fuels to diesel • Engage in construction that considers biodiversity conservation
Domestic Building Business		• Develop next-generation site managers early and cultivate specialists • Strengthen front-loading	• Business collaboration know-how • Construction technologies (data centers and logistics facilities) • Environmental technologies	• Improve productivity through BIM and digital tools • Develop technologies for mid- to high-rise wooden buildings	• Trust-based relationships • Supply chain • Alliance partners (alliances with partners in different industries)	• Expand relationships with manufacturers		• Reduce CO_2 emissions by using renewable energy and alternative fuels to diesel • Engage in construction that considers biodiversity conservation • Deploy environmentally friendly buildings by developing technologies for medium- and high-rise wooden buildings, and by promoting ZEB design
International Business		• Empower local personnel and build locally led organizations	• Construction technologies developed in our domestic civil engineering and building businesses	• Improve profitability of international bid-based construction projects by applying technologies developed in domestic projects and focusing on projects where we have a competitive advantage	• Customer base • Trust-based relationships • Supply chain • Alliance partners (local JV partners)	• Create overseas construction demand in collaboration with the Environment and Urban Development Business • Build a portfolio resilient to Japanese companies' investment trends and expand our involvement in projects for foreign-owned companies		• Reduce CO_2 emissions by using renewable energy and alternative fuels to diesel • Engage in construction that considers biodiversity conservation
Environment and Urban Development Business	• Operational management capabilities • Ability to propose plans • Management skills • Problem-solving skills • Ability to collaborate with communities	• Expand human resource development opportunities through external organizations and broaden business opportunities by fostering each employee's growth mindset and willingness to take on challenges • Provide thorough in-house OJT and develop professionals with Nishimatsu-specific expertise in project development • Strengthen business development capabilities by acquiring experts and knowledge/experience related to new business fields	• Value-added know-how • Construction technologies	• Build business expertise through participation in joint projects with experienced partner companies • Expand business that applies the technical capabilities cultivated through the construction business in community development projects	• Consolidated subsidiaries • Private REIT • Trust-based relationships • Partner companies (collaboration with partners from other industries) • Industry-academia-government collaboration	• Build a resilient asset portfolio in Japan and overseas by appropriately combining "business domains," "sectors and uses," and "investment types" • Strengthen overseas renewable energy and PPP projects • Develop new business opportunities through diverse channels, including major companies, startups, and local governments • Strengthen execution capabilities through capital alliances, M&A, and other means		• Take an integrated approach across environmental initiatives, implementation, and operations to create vibrant, environmentally friendly next-generation communities