Chapter 4

Growth Investment Strategies

This chapter explains the investment strategy for growth to improve the "profit margin" and "expected growth rate" in the calculation formula. Through the grouping of Japan Wind Development, ARSOCIA CONSTRUCTION, and Swing, we are steadily making preparations for the profit expansion phase.

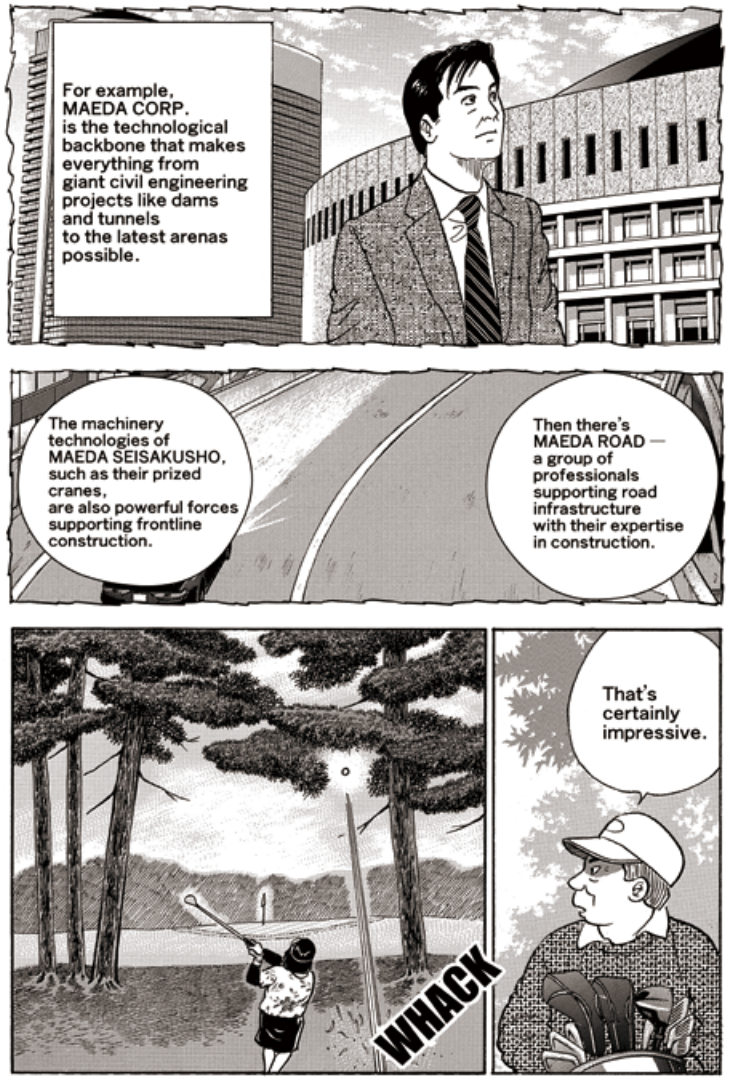
Corporate value ↑ = (Profit margin ↑ − Expected growth rate ↑) / Capital costs ↓

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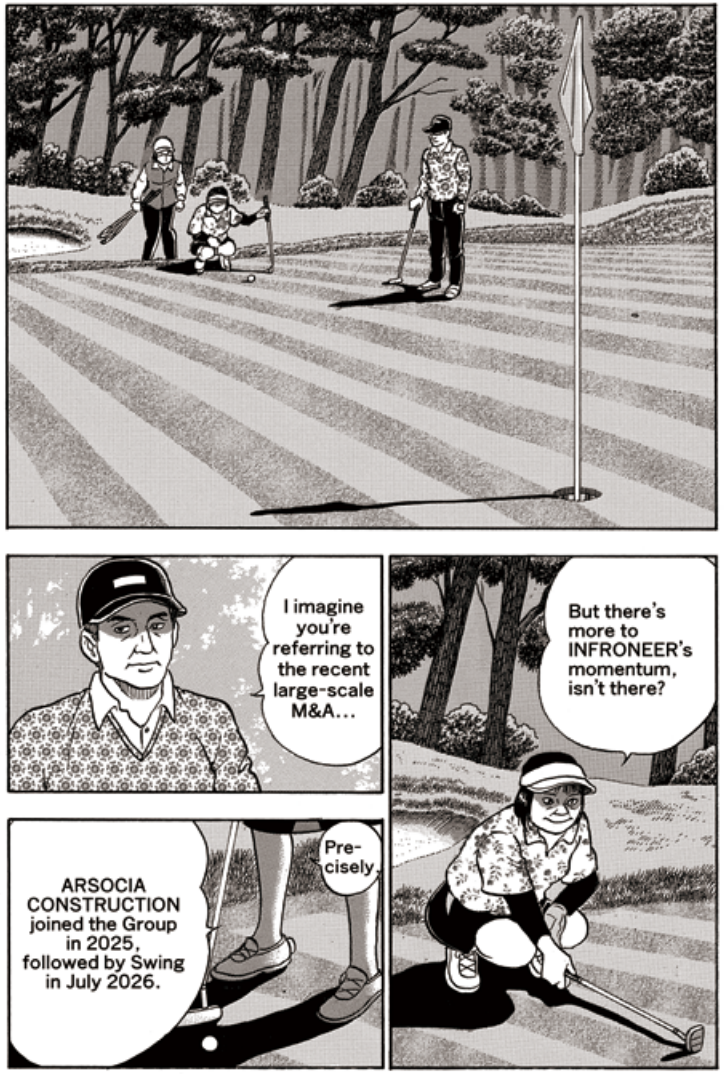


What is the significance of large-scale M&A and renewable energy investment? We explore the growth strategy and future vision as an integrated infrastructure service company!

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For example, MAEDA CORP. is the technological backbone that makes everything from giant civil engineering projects like dams and tunnels to the latest arenas possible.
The machinery technologies of MAEDA SEISAKUSHO, such as their prized cranes, are also powerful forces supporting frontline construction.
Then there's MAEDA ROAD — a group of professionals supporting road infrastructure with their expertise in construction.
WHACK
That's certainly impressive.


THWACK
Nice shot!
Actually, it's really interesting. I learned that each Group company plays an important role by leveraging its strengths.
—as an outside director at INFRONEER?
How're things going—

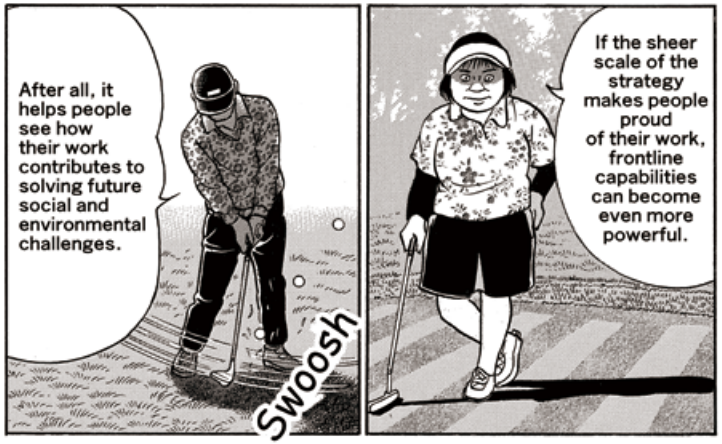

THWACK!
What I'm curious about is Japan Wind Development.
I've done my research, all right. They handle everything from the development of wind power generation projects to operation and maintenance.
You've really done your homework. I'm impressed ...!
Sustainable infrastructure services that support society are starting to come to fruition, huh?
Demand for renewable energy is bound to keep going up from here.

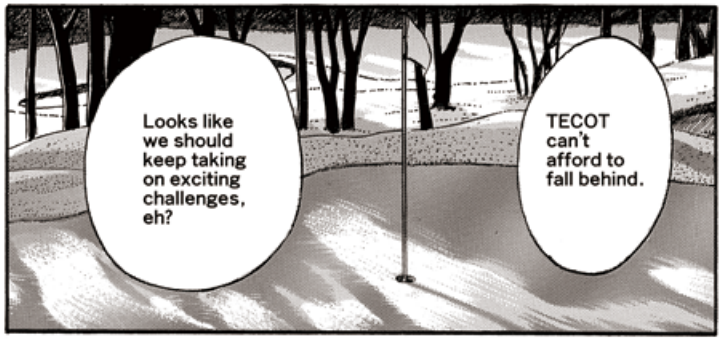
I imagine you're referring to the recent large-scale M&A...
But there's more to INFRONEER's momentum, isn't there?
ARSOCIA CONSTRUCTION joined the Group in 2025, followed by Swing in July 2026.
Pre-cisely.

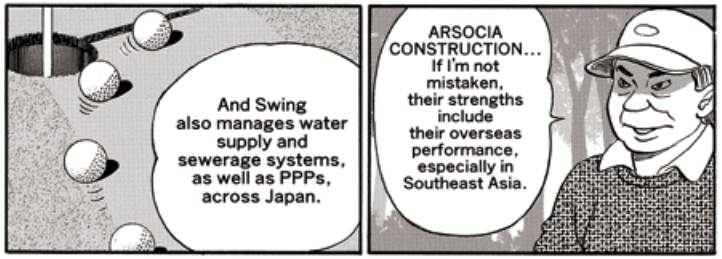
> *J-ESOP (Employee Stock Ownership Plan) P.41

Read from right to left









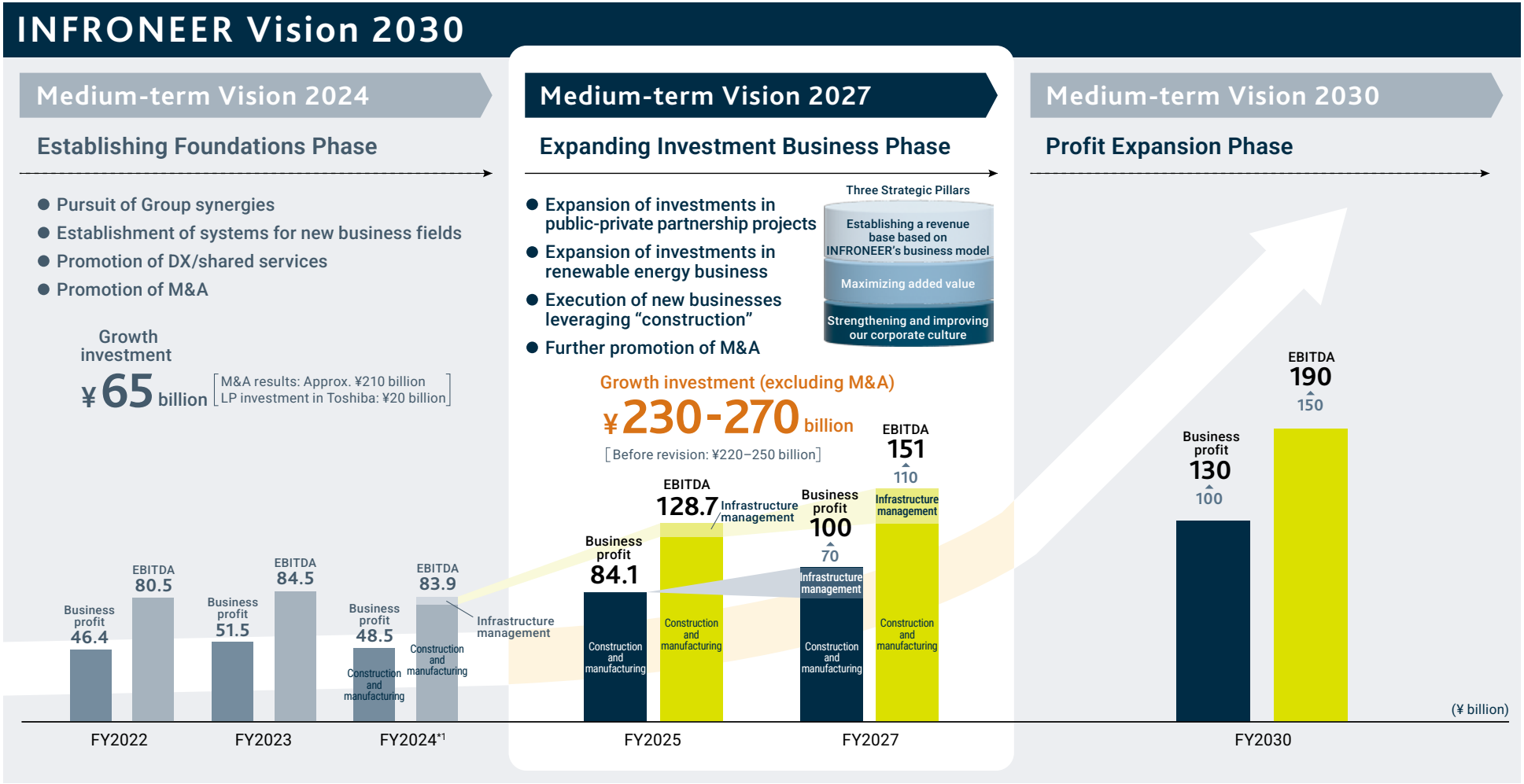






Roadmap to the Medium-term Business Plan and FY2030

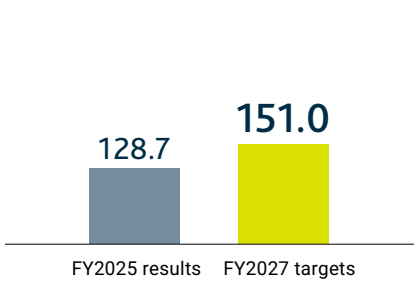
The new Medium-term Business Plan, "INFRONEER Medium-term Vision 2027," launched in FY2025, represents the second phase of INFRONEER's Medium to Long-term Vision, "INFRONEER Vision 2030" and is positioned as the Expanding Investment Business Phase. In September 2025, we integrated ARSOCIA CONSTRUCTION, and in November of the same year, we revised the Medium-term Business Plan. With this, we have set a higher target to achieve the business profit target of ¥100 billion, originally set for FY2030, three years ahead of schedule during the period of this Medium-term Business Plan.



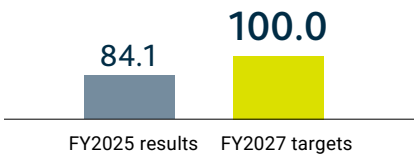
*1 Due to the cancellation of the sale of the Ozu Biomass Power Plant, the gain on sale and unrealized profit from construction/civil engineering EPC are retained.

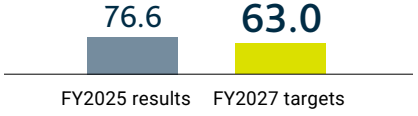
Financial Targets

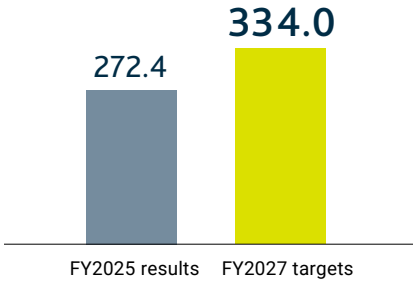
Results for FY2025 and Financial Targets for FY2027 (¥ billion)



EBITDA = Business profit + Depreciation







Added value amount = Business profit + Depreciation + Total labor expenses + R&D cost

(¥ billion)

Segment			FY2025 results	FY2027 targets
Building construction		EBITDA	32.7	38.7
		Business profit	22.1	28.7
Civil engineering		EBITDA	33.2	46.7
		Business profit	26.4	34.7
Infrastructure management	MAEDA CORP.	EBITDA	11.0	20.7
		Business profit	1.7	7.5
	Japan Wind Development	EBITDA	(2.4)	1.4
		Business profit	(4.0)	(0.4)
Road civil engineering		EBITDA	31.4	37.7
		Business profit	20.5	26.2
Machinery		EBITDA	4.6	5.1
		Business profit	1.8	2.7
Other		EBITDA	18.2	0.7
		Business profit	15.6	0.6

Key points for achieving INFRONEER Medium-term Vision

We aim for integration effects in “construction”, “de-construction”, and corporate areas through the acquisition of ARSOCIA CONSTRUCTION, which possesses leading engineering capabilities.

“Construction”	Building construction	By utilizing precast manufacturing and construction technology that boasts high technical capabilities and a wealth of experience, it is possible to acquire a high market share in high-rise residential projects.
	Civil engineering	By intensively allocating resources to areas where both companies have strengths and consolidating engineering capabilities, competitive advantage will increase and the probability of winning orders will improve.
	Overseas	Expansion of business in India in the building field, and expansion of large-scale ODA project orders in the Philippines and Bangladesh in the civil engineering field
	Common	Cost reduction through joint procurement of materials and equipment leveraging economies of scale, and mutual utilization of partner companies
“De-construction”	Public-private partnership	Further acceleration of stadium, arena, and water infrastructure projects by leveraging the resources of the entire group, including ARSOCIA CONSTRUCTION
	Renewable energy	Acceleration of wind power generation and grid energy storage businesses through expanded engineering capabilities
	Overseas	By integrating ARSOCIA CONSTRUCTION’s extensive ODA experience with MAEDA CORP.’s infrastructure operation know-how, ODA+concession business development becomes possible, and further strengthening of the revenue base is expected.
Corporate		Improvement of financial balance Optimization of operating costs through business efficiency and management efficiency through integrated operation of assets such as bases Strengthening of corporate governance and enhancement of risk management systems

Growth Investment Strategies

We will strengthen growth investments that form the source of our competitiveness, aiming to expand our business areas and maximize profits.
In addition, investment projects of a certain scale or larger are reviewed and evaluated by INFRONEER's Investment Committee and are continuously monitored even after investment.

Growth investment (excluding M&A)*1
¥230–270 billion

*1 Total amount including overseas business, IT/DX investment, and human capital investment in addition to the businesses below

Market outlook for priority investment areas

Renewable energy market

- Electricity demand is increasing, primarily due to industrial power consumption associated with the new construction and expansion of semiconductor factories and data centers
- The 7th Strategic Energy Plan raised wind power introduction targets, which are expected to accelerate future deployment
- Adjustments to supply-demand balance and stabilization of the power grid are needed to accelerate the introduction of renewable energy

Public-private partnership market

- PPP/PFI continue to be promoted by the government, with the water field in particular expected to see accelerated project development following the introduction of water PPP
- Introduction of stadiums and arenas that contribute to regional revitalization is accelerating

	Investment amount	Results (cumulative)	Growth strategy
Renewable energy business	¥123 – 133 billion	+0 MW / +100 MW FY2024 results: 600 MW FY2025 results: 600 MW FY2027 targets: 700 MW	**Design a portfolio that considers investment recovery speed and revenue management** ● Steadily promote projects according to the development schedule, enhance business profitability by leveraging Group synergies ● Initiatives in the wind turbine refurbishment business (enhance the value of existing wind power generation projects after FIT expires, etc.)
Battery storage business	¥50 – 60 billion	+2 MW / +84 MW FY2024 results: 0 MW FY2025 results: 2 MW FY2027 targets: 86 MW	**Steady expansion of the grid energy storage business** ● Develop 1 project (2 MW) in FY2025, and aim to develop 12 projects (24 MW) in FY2026 ● Expand projects by quickly securing suitable sites using the Group network and accumulating business know-how
Stadium and arena projects	¥15 – 35 billion	+1 project FY2024 results: 4 projects FY2025: 5 projects FY2027 targets: 5 projects	**Create an ecosystem for regional revitalization, starting from stadiums and arenas** ● Won the bid for "Shizuoka City Arena" in FY2025. Steadily proceed with preparations for the start of operations in April 2030 ● Become a top player in the stadium/arena business, which is expected to expand across Japan in the future ● Build a regional network using stadiums and arenas as footholds, and leverage this network for infrastructure operations in each region
Water infrastructure business		+1 project / +4 projects FY2024 results: 2 projects FY2025: 3 projects FY2027 targets: 7 projects Water PPP projects of 3.5 or higher	**Enhance the advantages and profitability of water PPP projects** ● Won the bid for the "Toyohashi Water Purification Plant Concession" in FY2025. Introduction of the first "BT + Concession" method in the water supply and sewerage systems projects ● Swing will also participate from July 2026, aiming for further business expansion in the water sector

INTERVIEW

Message from the Executive Responsible for Financial Strategy and Finance

Transitioning to a Profit Expansion Phase: We Will Invest in Growth While Maintaining Sound Financial Discipline



Masashi Shimojo

Executive Officer Responsible for Corporate Functions
INFRONEER Holdings Inc.

Joined Japan Wind Development in 2015; served as Corporate Officer and Chief Financial Officer; in June 2024, became the Executive Officer responsible for Financial Strategy of INFRONEER Holdings; in June 2025, became the Executive Officer responsible for Corporate Functions (current).

Record-High Performance Achieved by Strengthening Profitability; Strategic Investments Accelerating Transformation

For INFRONEER, which aims to become an integrated infrastructure service company, improving the profitability of our core construction business is essential to building a stable revenue model centered on the infrastructure management business. FY2025 was a year in which we were able to confirm certain results in this regard. In FY2025 (ended March 2026), we achieved business profit of ¥84.1 billion, EBITDA of ¥128.7 billion, and profit of ¥76.6 billion—all record highs. We also ultimately increased dividends from the initial plan of ¥60 per share to ¥120 per share. We interpret these results, which we arrived at following upward revisions, as indicating that the profitability of our contracting business has steadily improved. In the building construction and civil engineering segments, progress on the construction of large-scale projects, combined with the securing of design changes, contributed to higher-than-expected profit margins. The addition of ARSOCIA CONSTRUCTION to the Group has further accelerated these trends, and we are also seeing progress in qualitative improvements through post-merger integration (PMI).

In July 2026, Swing joined the Group, marking the third consecutive year we have made a major investment following Japan Wind Development and ARSOCIA CONSTRUCTION. These are strategic investments that will accelerate our transformation into an integrated infrastructure service company. We are aiming to grow sustainably by strengthening our "construction" and "de-construction" business portfolio.

Improving Corporate Value by Balancing Growth Investments with a Solid Financial Foundation

On the other hand, we see maintaining financial discipline—not just pursuing growth—as a key management issue. This reflects our belief that improving corporate value can only be achieved by balancing growth investments with a solid financial foundation. Backed by the improved profitability of our contracting business, we will proceed to make growth investments totaling ¥230-270 billion (excluding M&A) as indicated in our Medium-term Business Plan “INFRONEER Medium-term Vision 2027.” Our financial targets for this Expanding Investment Business Phase are a D/E ratio of 1.0 times or less and an equity ratio of 30% or more. As of the end of the first quarter of FY2026

(ending March 2027), we are maintaining sound financial discipline with a D/E ratio of 1.0 times and an equity ratio of 32.3%. We manage these figures as important KPIs for gauging financial soundness. As for our large-scale M&A, we have established an understanding regarding our maintenance of financial discipline through repeated dialogue with credit rating agencies and investors. Credit rating agencies have deemed that our rating is not immediately affected even after we make large-scale investments, and we have received a certain level of understanding from the market as well. I believe we should continue to place a high priority on this kind of timely and transparent communication on the financial implications of our investments, especially because we are in a phase of sustained large-scale investment.

The financial resources supporting our continuous investments are also clear. We secure investment funds through three pillars. The first is the cash generation capacity of our core business. We generate approximately ¥130 billion in EBITDA on an annual basis. With ARSOCIA CONSTRUCTION contributing to profits, this earnings level is expected to rise even further in the future.

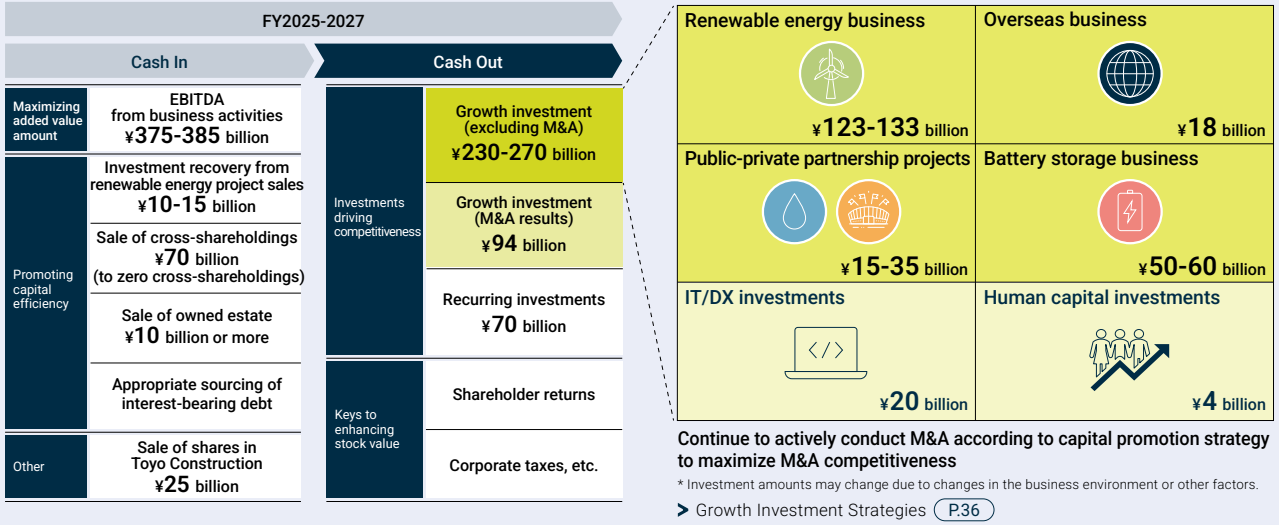
The second is funds raised through the sale of cross-shareholdings and owned estate. During the INFRONEER Medium-term Vision period (FY2025-2027), we will proceed with the sale of ¥70 billion in cross-shareholdings and at least ¥10 billion in owned estate, redirecting the proceeds to growth investments. Regarding cross-shareholdings, we are proceeding with sales with the aim of having zero cross-shareholdings by end of FY2027. As for owned estate, we maintain a Group-wide database of information ranging from basic property details to the latest market prices. We use this database to centrally manage property locations and current values, periodically reviewing the rationale for continuing to hold these properties. By actively selling assets for which the strategic and economic rationale for holding them has diminished, and redirecting the proceeds to growth investments, we will improve capital efficiency and increase corporate value simultaneously.

The third is our capital recycling system, in which funds obtained in the ways described above are redirected to the next growth investment. By reallocating funds obtained from the sale of assets toward new investments, we are building a sustainable investment cycle that frees us from an excessive reliance on increased borrowings. I believe this system is critical for us to continue making growth investments while maintaining financial discipline.

In conjunction with this financial resource arrangement, we have established strict rules guiding the investment decisions themselves. Investments over a certain threshold are scrutinized by INFRONEER's Investment Committee and evaluated from four perspectives: strategic alignment, profitability, balance between risk and return, and feasibility. The committee continues to monitor investments after the fact, reviewing our policies as necessary.

Furthermore, we have also been working to develop more sophisticated financing methods to support these investments. To finance the acquisition of Japan Wind Development, we issued Japan's first Bond-Type Class Shares and, in order to enhance our capital and broaden our investor base while limiting the dilution of existing shareholders' shares, refinanced our bridge loan with convertible bonds and Bond-Type Class Shares. Choosing a highly equity-based approach strengthened our financial position while helping to increase our recognition among new investor segments, including individual and institutional investors. Refinancing the funds for the acquisition of ARSOCIA CONSTRUCTION and Swing are future challenges. Leveraging our past knowledge, we are considering funding methods that have the potential to expand our investor base, including institutional investors, while maintaining financial discipline.

Cash allocation

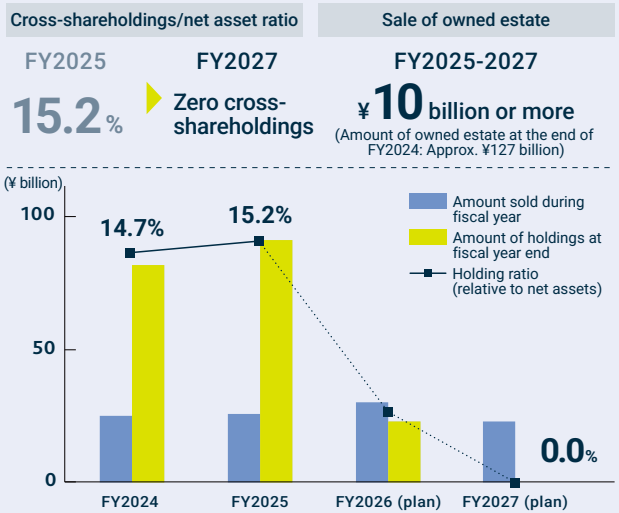


Continue to actively conduct M&A according to capital promotion strategy to maximize M&A competitiveness

* Investment amounts may change due to changes in the business environment or other factors.

> Growth Investment Strategies P.36

Policy on sale of cross-shareholdings and owned estate



*The increase in the amount of holdings is due to increases in stock price, and does not affect progress in sales.

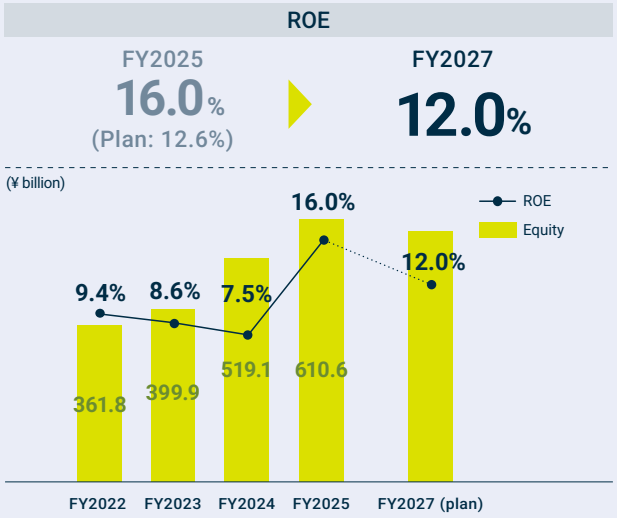
Achieving 12% ROE and Improving PBR with a Focus on ARSOCIA CONSTRUCTION's Contribution to Profits

In "INFRONEER Medium-term Vision 2027," our ROE target was raised from the previous target of 9% to 12%. The greatest growth driver supporting our achievement of an ROE of 12% is ARSOCIA CONSTRUCTION's contribution to profits. The company began contributing to profits in FY2025, and the addition of Swing's profits starting in FY2026 will further increase profitability across the entire Group. In addition to the increase in profits from ARSOCIA CONSTRUCTION and Swing, we are steadily improving the profitability of our existing businesses, leading me to believe that a 12% ROE is a level that is readily achievable even on a basis that excludes one-time factors. We see the 12% ROE not just as a financial indicator, but as a management indicator that shows whether we are using capital efficiently. We will pursue both profit growth and improved asset efficiency to further raise our PBR and steadily increase our market valuation.

Such efforts to grow profits and improve asset efficiency are also beginning to be reflected in how we are evaluated by the capital market. Our PBR, which was below 1.0 times until FY2024, has improved to 1.27 times (as of August 6, 2026) due to improved business performance in FY2025. I view this as evidence that our efforts to improve profitability and capital efficiency are being recognized to some degree by the market.

However, we do not think of the current PBR level as our goal. We are aiming to further increase corporate value by expanding EPS (earnings per share) through ARSOCIA CONSTRUCTION and Swing's contributions to profit, as well as by steadily building on the results of long-term growth investments such as Japan Wind Development. The point of improving PBR is not simply to increase the stock price. We see it as a key management priority for enhancing market confidence in our growth strategy and financial strategy, as well as for securing more favorable terms in future growth investments. By obtaining an appropriate valuation from the capital market, I believe that we can enhance our financing capability and financial flexibility, which are both necessary for growth investments, and create a virtuous cycle that will lead to further improvements to our corporate value.

Maintain a level exceeding the cost of shareholders' equity



Raising the Minimum Dividend and Continuing Stable Shareholder Returns Linked to Profit Growth

The three aforementioned large-scale investments, while each serving a different role, are beginning to contribute steadily to strengthening our revenue base. In particular, ARSOCIA CONSTRUCTION is recovering from past losses on major projects at a faster pace than anticipated and is expected to contribute approximately ¥20.0 billion annually to business profit under normal circumstances. We are also making strides on business improvements through PMI, with the increase in joint orders and other effects of integration beginning to show tangible results. Combining the differing strengths of MAEDA CORP. and ARSOCIA CONSTRUCTION elevates our competitiveness in the fields of building construction and civil engineering. Swing has also begun contributing to profits immediately after it became a part of the Group. This has further strengthened our system for accepting and operating water PPP projects nationwide, and we look forward to winning new projects through its collaboration with existing Group companies and the synergies we generate in the future. Meanwhile, Japan Wind Development is positioned as a long-term upfront investment with an eye on the year 2030 and beyond. Although wind farms require approximately eight years from development to launch, once operational, they can be expected to generate stable revenue from electricity sales for two to three decades. Therefore, this is an important business that will support our future profit base. Rather than contributing to short-term profits, its role is to strengthen the stability of the Group's revenue base over the medium to long term.

In this manner, the results of our investments to date are becoming apparent one after another, and we are entering the stage where we can look ahead to our transition from the Expanding Investment Business Phase to the Profit Expansion Phase. Since we are seeing clear signs of improved profitability and intend to further enhance shareholder returns, beginning in FY2026, we raised the minimum dividend from ¥60 to ¥90 per share. This minimum dividend was set based on dialogue with shareholders who wanted us to continue providing stable dividends over the long term, while linking the dividend amount to corporate growth. By raising the minimum, we aim to increase the stability, continuity, and predictability of our dividends while enhancing returns to shareholders in line with profit growth, based on a dividend payout ratio of 40% or more. Going forward, we will continue to engage in dialogue with our investors in order to strengthen our relationship of trust with the capital market through highly transparent information disclosures.

Right now, we are in a period of transition from our Expanding Investment Business Phase, which is focused on future growth, to our Profit Expansion Phase for FY2028 and beyond. Through mutual support among Japan Wind Development, which will generate stable long-term revenue, ARSOCIA CONSTRUCTION and Swing, which strengthen our revenue base, and our existing construction business, we will complete our robust business portfolio in "construction" and "de-construction." We will then strive to continuously improve our corporate value and earn a market valuation commensurate with that value.



Column

Introduction to Swing Corporation

Introducing Swing which joined the INFRONEER Group in July 2026

Company overview

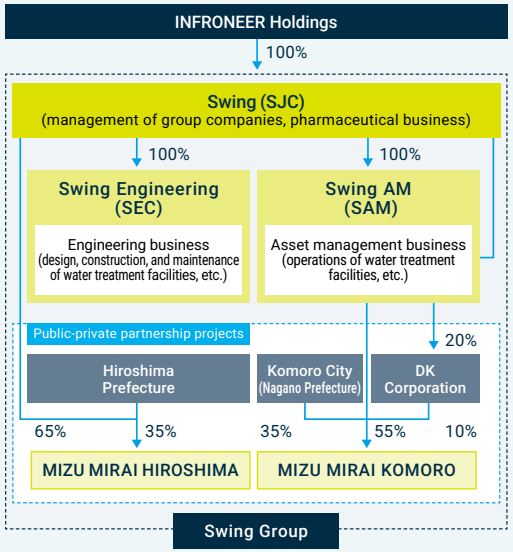
Swing's main businesses are engineering and asset management, and the company has 4,070 employees.

The company's engineering business is handled by Swing Engineering, which is involved in the design, construction, and maintenance of water treatment facilities for a variety of fields, including water supply systems, sewerage, human waste and sludge recycling, industrial water treatment, leachate treatment, biomass, and amusement facilities.

The company's asset management business is handled by Swing AM, which employs around 3,000 field engineers, who manage the operations and maintenance of a wide range of water treatment facilities, and the company has also established an emergency response system. The company has a network of over 300 locations in Japan, one of the largest in the country, with a proven maintenance and management track record.

In addition, Swing has established Japan's first water supply and sewerage operating companies as public-private joint ventures: MIZU MIRAI HIROSHIMA and MIZU MIRAI KOMORO.

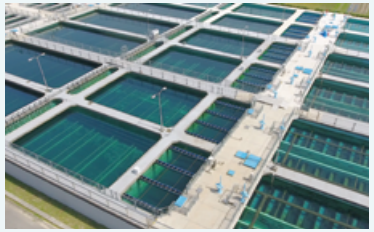
Group structure at a glance



(excluding Hiroshima Prefecture and Komoro City, Nagano Prefecture)

History

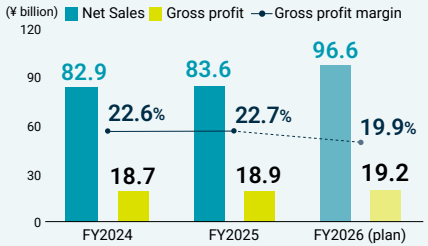
Since Swing was established as an affiliate of EBARA CORPORATION in 1977, the company has been involved in the comprehensive water treatment business. The company's roots go all the way back to 1931, when Japan's first ever rapid sand filter was delivered, and the company has contributed to the development and sustainability of Japan's water infrastructure for over 90 years.

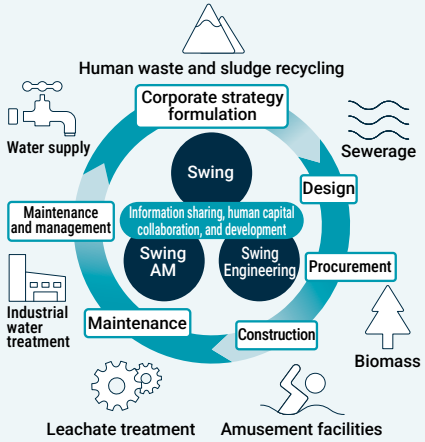


A water purification plant that uses the rapid sand filter method

Business overview

Swing provides total solutions for the water treatment business, including everything from EPC to O&M, in a wide range of end markets, such as water supply and sewerage, biomass, and entertainment.





Competitive advantage thanks to collaboration between Swing and the INFRONEER Group

As a result of Swing participating in our Group, we have gained the ability to manage the entire water supply and sewerage value chain through a comprehensive system. No other corporate group in Japan currently has this function.

In addition, by utilizing the more than 300 O&M bases Swing has throughout Japan, we can provide services not only related to water supply and sewerage but also in other infrastructure fields, such as roads and public facilities. This contributes to achieving "Regional Infrastructure Group Regeneration Strategy Management," a policy currently being promoted by Japan's Ministry of Land, Infrastructure, Transport and Tourism. In addition, by combining our knowledge with that of INFRONEER Strategy & Innovation, a joint venture with Accenture, we are striving to boost the efficiency of business operations.

	Management	EPC (engineering, procurement, and construction)			O&M (operations and maintenance)
		Civil engineering	Machinery	Electric	
INFRONEER Swing	●	●	★ Strengthened by Swing joining the group	●	★
Company A	–	–	●	●	●
Company B	●	–	●	–	●
Company C	–	–	●	–	●
Company D	–	–	●	–	●
Company E	–	–	–	–	●

* Based on independent research conducted by us, including exchanging opinions

Synergy Topics

Implementing Management-Led Interviews Between Executive Officers and Business Companies


An interview between executive officers and business companies

The INFRONEER Group holds “interviews with executive officers and business companies,” which are attended by INFRONEER executives as well as the presidents and executives of Group companies, twice per year. At these meetings, executive officers in charge of each segment explain their policies, and participants actively exchange opinions, including discussions of the strategies and priority measures of each business company. Having our management engage in dialogue on the Group’s current status, challenges, and future issues clarifies our Group’s overall direction while also promoting stronger collaboration and the achievement of synergies that go beyond company boundaries.

In addition, we distribute and record these interviews so that all Group employees can view them, thereby conveying the direction that the organization as a whole should aim for by sharing information on our management approach and Group strategy.

Integrating Group-Wide Insights Through Strategy Review Meetings


A Group growth strategy review meeting

In our group, we hold monthly meetings on an ongoing basis that are attended by the general managers and planning departments of each business company as a forum to discuss cross-group growth strategies. For FY2025, we have evolved the conventional "Three Strategy Review Meeting" and clarified its position as the "Group Growth Strategy Review Discussion." We are evolving our operations from a focus on information sharing to a focus on discussion and examination based on each company's growth strategy and market perception, while also taking into account external environment and resource constraints. Through this, we promote the fusion of knowledge across fields and the creation of effective measures, leading to the realization of group-wide synergies and sustainable growth.

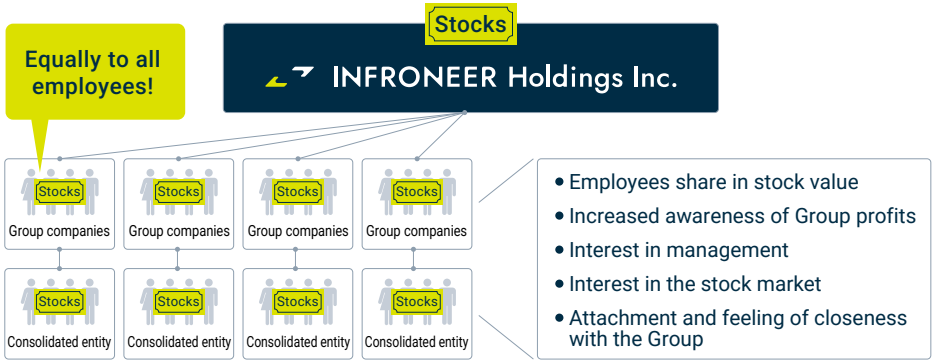
J-ESOP (Employee Stock Ownership Plan)

Our Group introduced the J-ESOP (Employee Stock Ownership Plan) in April 2024. This plan enables each employee to receive a share of the Group’s overall performance results through stock.

By providing INFRONEER stock equally to all employees as opposed to using a framework of incentives and employee benefits, this plan is designed to foster greater interest in management among employees as Group members and allow them to tangibly share in the results.

In August 2025, stock was provided to employees for the first time since the plan launched. Starting in FY2026, employees of ARSOCIA CONSTRUCTION will be covered by the plan as well. Through this plan, we will continue striving to foster a sense of unity within the Group.

Granting of INFRONEER stock linked to the overall Group performance



Over 12,000 Group employees (as of April 2026)

Same boat: Fostering Group unity with the sense of being in the same boat

Types and Details of Stock Grants

Under J-ESOP, points (1 point = 1 share) are awarded based on annual performance, which are converted into INFRONEER stock (70%) and cash (30%) every year. Granted shares become personal assets, allowing employees to sell them or receive dividends.



Led by Kosaku Shima

A Dialogue with the Leaders of Two Business Companies

Maeda Corporation

Soji Maeda

President and Representative Director
MAEDA CORPORATION

Joined MAEDA CORPORATION in 1997; became the Representative Director and President (current) of the company in 2016; became the Director and Chairman of INFRONEER Holdings in October 2021; became Executive Officer (current) in June 2025.



ARSOCIA CONSTRUCTION

Toshio Shibata

Representative Director and President
ARSOCIA CONSTRUCTION CO., LTD.

Joined Mitsui Construction (now ARSOCIA CONSTRUCTION) in 1985; became the Representative Director and President (current) of the company in 2024; became Executive Officer (current) of INFRONEER Holdings in October 2025.

*SUMITOMO MITSUI CONSTRUCTION changed its corporate name to ARSOCIA CONSTRUCTION on October 1, 2026.


Kosaku Shima

Q1. In 2025, ARSOCIA CONSTRUCTION joined the INFRONEER Holdings Group. What led to this decision?

Maeda This management integration was not a "merger" of the two companies, but rather something made possible precisely because we have adopted a holding company structure that allows us to collaborate while maintaining each company's own strengths and culture.

This was the first time for two companies in the same industry, each with net sales in the hundreds of billions of yen, to integrate with each other. We see this undertaking as opening up new possibilities for the industry as a whole. In the construction industry, it has long been said that "one plus one does not equal two." I want to tackle this prevailing wisdom head-on and build value through collaborative synergies. I believe that the more we cultivate Group collaboration, the stronger our collective capacity for value creation becomes—this principle lies at the heart of our integration.

Shibata Our decision to integrate was driven by the reality of a challenging business environment. Considering the financial pressures of large-scale, unprofitable construction projects, as well as challenges unique to the construction industry, such as labor shortages and market fluctuations tied to economic conditions, government policies, disasters, and other factors, we concluded that it would be difficult to achieve sustainable growth on our own. Meanwhile, having previously experienced the merger of Mitsui Construction and Sumitomo Construction, we were acutely aware that mergers take a considerable amount of time and management resources. Given the rapid pace of transformation in society and the industry, a traditional merger was off the table. Instead, one of the deciding factors was the holding company structure, which allows each company to leverage its unique characteristics and strengths.

We chose INFRONEER as our integration partner because we felt there was potential in the differing areas of expertise held by MAEDA CORP., the Group's core company, and ARSOCIA CONSTRUCTION. Our conviction that we could build a relationship where we would complement each other rather than compete was the final deciding factor. No other companies have this framework in which business companies of similar scale operate side-by-side under a holding structure. Through preliminary discussions, we were able to confirm potential synergies arising from our respective areas of expertise and cultures.


Kosaku Shima

Q2. What results and challenges did you encounter during the post-merger integration (PMI) process?

Maeda The Group's net sales for FY2025 may have exceeded 1.1 trillion yen, but size alone was not our goal. There's no point in simply having two core companies with general contractor business models. The significance of PMI is figuring out what kind of new value we can generate from this combination. Currently, we have a subcommittee with a total of about 60 people drawn from each field—building construction, civil engineering, technology, corporate, overseas business, and so on—that is working to deepen collaboration between the companies. We are moving into the implementation phase of several initiatives, including the establishment of a joint framework for ARSOCIA CONSTRUCTION employees to tackle total evaluation system projects in the civil engineering field, the shared use of offices at our Kansai Branch, and the formation of JVs and collaboration in the building construction field. We are also seeing synergies in procurement as a result of information sharing and our enhanced negotiating power. Collaboration within the Group has also given us the capacity to take on projects that we previously lacked the resources to handle on our own.

On the other hand, public procurement contract opportunities are the primary reason why it has long been said that "one plus one does not equal two" in the industry. Our greatest mission in the PMI process is to figure out how to enhance our chance of winning orders as a Group. In shifting each employee's mindset from what is most optimal for their own department or company to what is most optimal for the Group, I believe that we must simultaneously improve our evaluation system and operational

frameworks. Examples of initiatives that contribute to Group unity include the introduction of J-ESOP* and our Group-wide entrance ceremony and training, which we held with approximately 320 people. We are also creating opportunities for all employees across the Group to deepen their understanding of each company's business strategies by sharing interviews with our executive officers and business companies.

> *J-ESOP (Employee Stock Ownership Plan) P.41

Shibata Discussions in the subcommittee can get heated at times, but we keep moving forward by respecting each other's strengths and remembering the original purpose of our integration. Frankly speaking, the speed at which the INFRONEER Group has implemented reforms has far exceeded our expectations. ARSOCIA CONSTRUCTION would not have been able to reform itself this quickly alone. In the midst of these changes, I tell our employees to actively learn from the best practices while sticking to what they believe in.

At our company, we are seeing a rebound in domestic business following the integration, and I believe we have now entered an expansion phase. What the discussions with MAEDA CORP. have brought to our attention once again is the issue of productivity. Our on-site gross profit margin has recovered to a level on par with that of other companies, but the gap in operating profit remains. From this point on, our top priority will be boosting operating profit through enhanced accuracy in on-site management. At the same time, we will continue to review our order portfolio and closely examine internal decisions regarding orders.


Kosaku Shima

Q3. Going forward, how will you combine the two companies' strengths to create synergies?



Combining the two companies' strengths will reveal new possibilities.

Maeda Our "de-construction" business, which we have been developing for over a decade, has expanded in scope to include concessions, PPPs, and renewable energy. By combining this de-construction expertise with the overseas business foundation ARSOCIA CONSTRUCTION has established mainly in the Philippines and India, we can go beyond mere construction to create value through infrastructure management, even in overseas markets. This is the first major synergy we have seen as a result of integration.

In the infrastructure management segment, we face competition not only from major general contractors but also developers and trading companies. This is an area in which we can fully leverage MAEDA CORP.'s comprehensive strengths—in areas such as finance, legal affairs, and regional collaboration—that we have built up over many years. Collaboration is also advancing in the field of building construction; we have begun taking concrete steps such as mutually adopting each other's construction methods in reinforced concrete skyscraper condominiums and applying for joint patents.

Shibata Thanks to long-term partnerships with local companies and the cultivation of local talent, our overseas business has grown to account for approximately one-quarter of the company's net sales. We train local engineers at training and education centers we established in the Philippines and India, and our overseas profit margins are being maintained at the same level as in Japan. By adding MAEDA CORP.'s extensive de-construction knowledge to the mix, we can leverage our contract engineering capabilities with the agility to venture into the new field of infrastructure management.

In the civil engineering segment, we are combining our expertise in bridge construction with MAEDA CORP.'s strengths in areas such as shield tunneling to build a "one-pool" system in which we pool our technical expertise for total evaluation system bidding. In building construction as well, we are organizing both companies' construction methods according to the specific conditions under which they are used. Particularly for skyscraper condominiums, an area in which both companies excel, we have established a collaborative structure in which we can choose the most optimal techniques for each project. Thus, I feel that synergies are manifesting in our civil engineering and building construction businesses.

In the "de-construction" business, there is still room for collaboration in the fields of water PPPs, arenas, and roads. Of these, domestic water PPPs are an area in which we can readily participate, as it closely aligns with our track record in DBO* and PFI projects. First, we must build up practical experience in de-construction EPC projects while learning on a project-by-project basis, then participate in domestic projects, and ultimately look ahead to a new arena: overseas concessions.


Kosaku Shima

Q4. What do you see as the future goal for the Group, and what message do you have for its stakeholders?

Maeda Our Group is expected to continuously question its own way of doing things as it adapts to changes in society, looking beyond the boundaries of the building construction industry. As a business, our opportunity lies in our ability to provide value from the perspectives of business owners and the community by adopting a de-construction mindset across the entire company. We will continue to work to unleash the Group's full potential and enhance our value as one entity.

Shibata Right after the integration was announced, I visited all of our branches to meet directly with our employees. Many employees felt uncertain about the dual changes of delisting from the stock exchange and adopting a new company name. I continued to reassure them that "our capital relationship and company name may change, but the pride you have as an engineer and the trust you have earned from our customers will not." At the moment, it seems to me that there are more people viewing the integration in a positive light.

Ultimately, I was the person who decided to go ahead with the integration. I am determined to steer us toward success, and I intend to forge the future of the INFRONEER Group together with President Maeda.



*DBO (Design-Build-Operate): A method of public-private partnership in which the design, construction, maintenance, management, and operation of a public facility are all outsourced to a single private company.

We will maintain the same pride in our engineers and trust of our customers under a new company name.

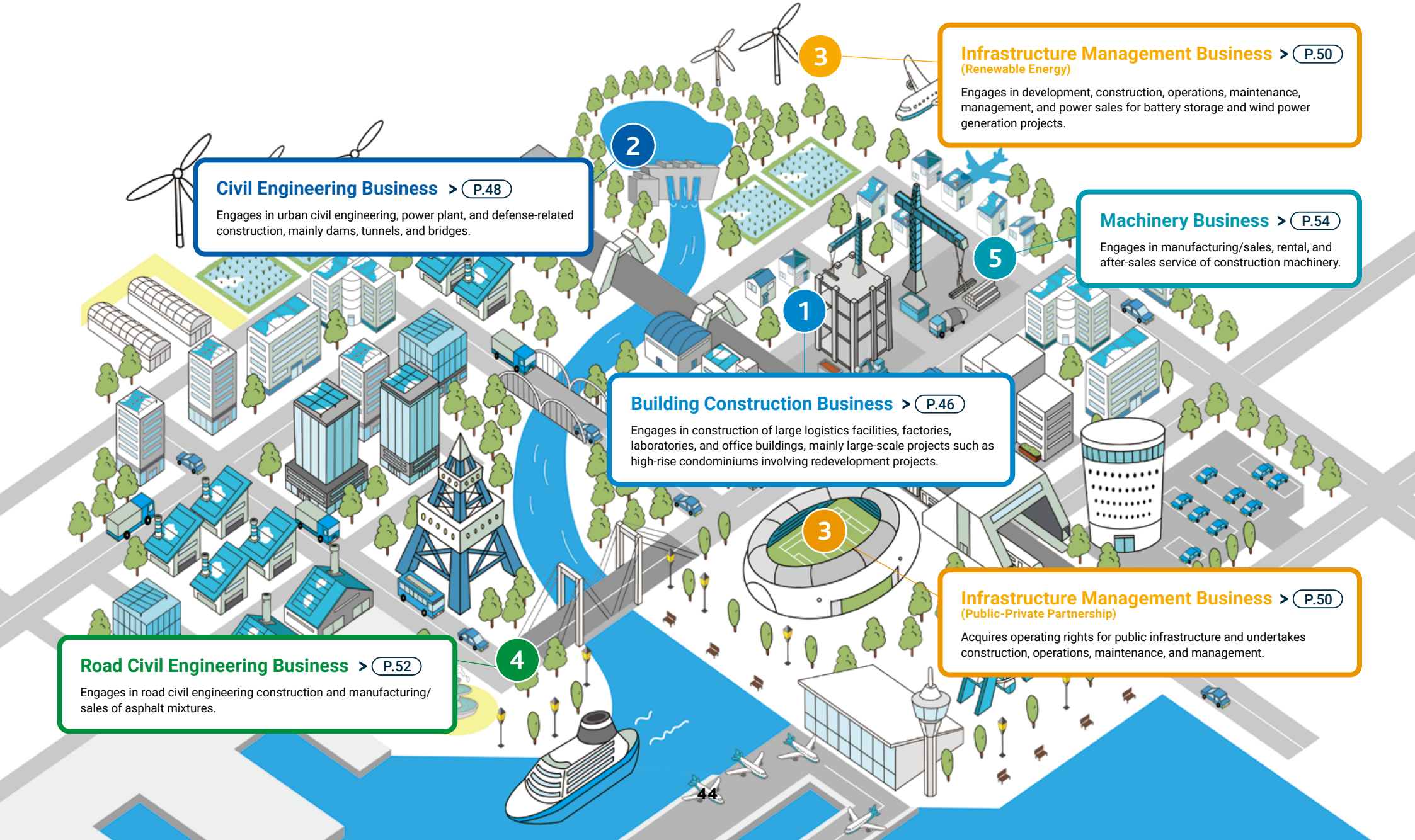
This is more than just integration. The companies can create new value by collaborating in a manner that leverages each other's respective strengths and cultures. It's by embracing our differences that we build strong partnerships.



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Business Introduction

Cities and Society Supported by the INFRONEER Group



Civil Engineering Business > P.48

Engages in urban civil engineering, power plant, and defense-related construction, mainly dams, tunnels, and bridges.

Building Construction Business > P.46

Engages in construction of large logistics facilities, factories, laboratories, and office buildings, mainly large-scale projects such as high-rise condominiums involving redevelopment projects.

Road Civil Engineering Business > P.52

Engages in road civil engineering construction and manufacturing/sales of asphalt mixtures.

Infrastructure Management Business > P.50
(Renewable Energy)

Engages in development, construction, operations, maintenance, management, and power sales for battery storage and wind power generation projects.

Machinery Business > P.54

Engages in manufacturing/sales, rental, and after-sales service of construction machinery.

Infrastructure Management Business > P.50
(Public-Private Partnership)

Acquires operating rights for public infrastructure and undertakes construction, operations, maintenance, and management.

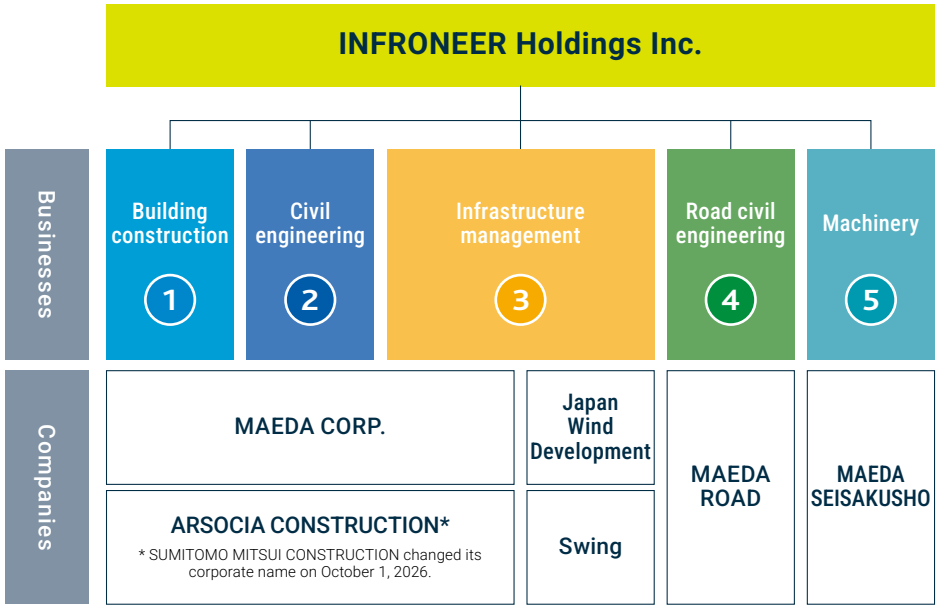
Business Overview

The INFRONEER Group, as an integrated infrastructure service company aiming to develop social infrastructure and realize a sustainable future, brings together diverse functions related to infrastructure and develops a unique business model. Through the development of a wide range of infrastructure that supports society—such as roads, bridges, dams, tunnels, buildings, water supply and sewerage systems, renewable energy facilities, and stadiums/arenas—we are contributing to the realization of a safe, secure, and comfortable society.

The Group includes companies in diverse business areas, including construction, road civil engineering, and machinery manufacturing, and has built a value chain that integrally handles everything from project planning and development to construction and maintenance. In September 2025, ARSOCIA CONSTRUCTION joined the Group, further strengthening our engineering capabilities. In the infrastructure management business, we are promoting the entire process from development to operation in the renewable energy field, with Japan Wind Development as the core.

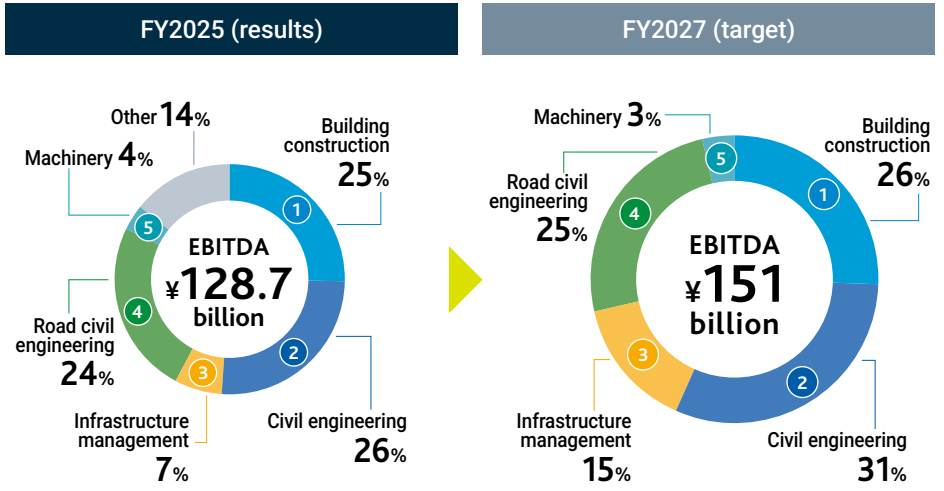
In addition, we have one of the best track records in Japan in public-private partnership fields such as stadiums/arenas and water PPP, and with the addition of Swing in July 2026, we have realized an even more advanced operation system.

Based on this business foundation, we promote the entire process from infrastructure project development to construction, operation, and maintenance through a comprehensive system, aiming to create social value and achieve sustainable growth.



INFRONEER's Target Business Portfolio

INFRONEER places importance on EBITDA as an indicator of cash flow health and potential growth capacity. We aim for an EBITDA of ¥151 billion in FY2027 and ¥190 billion in FY2030, while further increasing the proportion of our infrastructure management business to establish a business portfolio that achieves more stable and sustainable growth.



For top messages from each company, please visit our website.
https://www.infroneer.com/jp/sustainability/topics/comany3-top-message.html (in Japanese)

For other constituent companies not shown in the figure on the left, please visit our website.
https://www.infroneer.com/en/company/ourbusiness.html

For details on each business segment, visit our website at:
https://www.infroneer.com/jp/sustainability/segment/ (in Japanese)



Fujimino Stella East, Hall Building
Two cultural facilities (including halls) were developed in the city under a design-build-operate (DBO) scheme.

Building Construction Business

Our Building Construction Business addresses sophisticated and diverse social needs, from planning and design through construction. By delivering buildings across a wide spectrum of uses, including offices, commercial facilities, logistics facilities, public facilities, and condominiums, we contribute to the development of social infrastructure.

We are also focused on developing technologies that reduce environmental impact and support local communities. Going forward, we will strive to deliver high-value-added services through our craftsmanship.



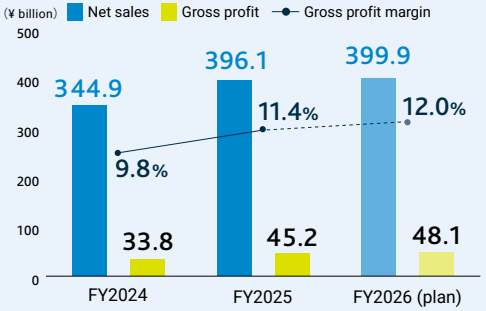
Yuji Hatakama
Executive Officer, Building Construction Segment
INFRONEER Holdings Inc.

Message from the Executive Officer

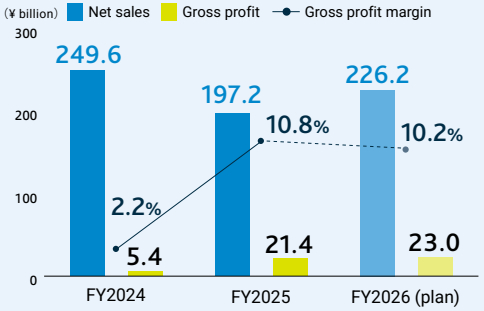
In the Building Construction segment, our top priority is achieving an early V-shaped recovery for ARSOCIA CONSTRUCTION, as we aim to increase profit levels. As part of this, we are advancing joint venture (JV) projects with MAEDA CORP. We also aim to secure a dominant share in both companies' core markets by strengthening the coordination between our sales, design, and construction divisions and maximizing the economies of scale through integrated group operations. Furthermore, we are venturing into new growth fields to expand our business domains and enhance our profitability. We prioritize safety and quality, and we will conduct our business in a manner that meets the trust and expectations of both society and our customers.

Business Performance

MAEDA CORPORATION (consolidated)



ARSOCIA CONSTRUCTION (consolidated)



*FY2024 figures are non-consolidated results.

SWOT Analysis

Strength

- Stable track record of orders centered on redevelopment projects
- Advanced project management utilizing DX
- Comprehensive capabilities provided by the holding company structure
- Capability to handle diverse projects, including concession projects

Weakness

- Labor shortages throughout the construction industry
- Aging engineers and the stagnation of technical skill transfer

Opportunity

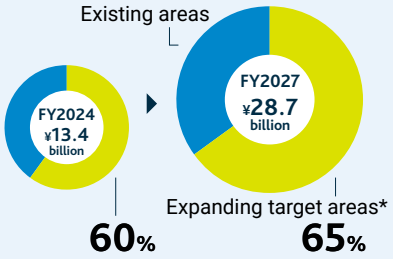
- Robust construction demand from the private sector
- Rising expectations for environmental technologies driven by decarbonization and regional revitalization

Threat

- Rising construction costs
- Intensifying price and order competition

Growth Field Portfolio

Business profit ratio (Existing areas/Target areas)



*Target areas: High-rise condominiums, meat processing factories, refrigerated and frozen warehouses, and logistics warehouses

We will strengthen our organization by having the two companies complement each other's management resources, enforce strict order discipline, and drive further profit growth.

We also aim to achieve top market share by leveraging our high-level engineering capabilities in the high-rise sector, while concentrating on new areas such as meat processing factories, refrigerated and frozen warehouses, and logistics warehouses.

Key Initiatives for FY2025 and Future Outlook

ARSOCIA CONSTRUCTION

Early recovery and steady growth of the Building Construction Business

The large-scale domestic building project that incurred substantial losses was successfully completed in FY2025. Learning from these past failures, we will rigorously implement measures to prevent any recurrence. Additionally, buildings symbolizing our technical expertise have been completed one after another across the country, marking our transition to a new stage. With this as a catalyst, the Building Construction division has restarted its efforts to build an efficient organization that balances certainty with speed, while maximizing the benefits of the integration. By mutually absorbing and implementing best practices with MAEDA CORP., we will improve quality across all processes from customer service to construction, building a robust revenue base by seeking greater certainty and driving efficiency. By leveraging the comprehensive strength gained through this integration, we aim to continue meeting customer expectations, achieve early recovery and steady growth in the Building Construction Business, and consistently deliver valuable buildings that benefit society.

Expanding the use of the PAE system through enhancement and standardization

The PAE system is a digital platform that provides integrated management through information and communication technology (ICT) that connects people, replacing the conventional method of one-to-one information sharing in precast concrete (PCa) work, which involves many related trades. By uniquely integrating commercially available applications, the system resolves issues such as time lags in primary information, miscommunication, and redundant data entry. To digitize site information through Internet of Things (IoT) technology, the system features proprietary radio frequency identification (RFID) tags for component identification, map and construction status displays, and automatic chat alerts about severe weather; it also provides a satellite communication environment to ensure connectivity on the upper floors of buildings under construction. With a track record of managing over 30,000 components in Japan and applications in overseas sea container logistics for steel frame work, the system is expected to drive efficiency across a wide range of site management operations.



Azabudai Hills Residence B

Maeda Corporation

Achieving sustainable growth by linking enhanced earning power with employee engagement

The Building Construction Division aims to establish a robust management foundation, setting a target of exceeding ¥50 billion in gross profit for FY2030. The core of this target is not the expansion of scale, but a relentless focus on profit productivity. To achieve sustainable growth amid a rapidly changing environment, we are moving away from our traditional focus on sales volume and establishing construction profit per employee as the core of our new management metrics.


Construction of the new Nango Plant for PRIFOODS CO., LTD.

Central to this productivity reform is the thorough implementation of front-loading, led by the Building Production Design Department. By identifying challenges during the upstream stages of a project and developing optimal designs and plans, we minimize site waste and strengthen the profit-oriented structure that maximizes construction profits. In response to shifting social needs, we have designated five priority areas: arena facilities, refrigerated and frozen warehouses, meat processing facilities, large-scale renovation, and large-scale temporary works. Within the arena business in particular, we established a new Arena Promotion Department in FY2026. This specialist group brings design and construction professionals together, and by collaborating closely with MAEDA CORP.'s business strategy division, it enables optimal proposals with operations in mind from the earliest planning stages.

We are committed to transforming into a truly strong organization by evolving into one where every employee generates high added value through technical expertise and ingenuity. In doing so, we will achieve both increased corporate earning power and enhanced employee engagement at a high level. Creating this virtuous cycle is the true growth we strive for.



IG Arena

Employee Voices



Naoki Kitagawa

Group Leader, Project Management (PM) Group, Arena Promotion Department, Building Construction Division
MAEDA CORPORATION

Established in FY2026, the Arena Promotion Department serves as a cross-functional team focused on arena projects. By integrating expertise from planning, design, construction, and operations, we are cultivating a one-stop mindset and creating new value across the entire project lifecycle.

Drawing on the knowledge and experience of members from our sales, design, and construction functions, we are spearheading one of our priority growth areas. In the years ahead, we aim to build on our arena expertise and establish the stadium and entertainment sector as a distinctive strength of the INFRONEER Group.



Emergency restoration work on landslides (Shimizu and Nie) caused by the 2024 Noto Peninsula Earthquake
Construction of emergency roads to end the isolation of local communities

Civil Engineering Business

In our Civil Engineering Business, which supports social infrastructure, we undertake a wide range of large-scale infrastructure projects, including roads, railways, rivers, water and sewerage systems, energy-related facilities, and disaster recovery. By advancing technological development, digital transformation (DX), and labor-saving and personnel-saving methods, while simultaneously strengthening our foundations, including human capital development, we aim to achieve sustainable growth by addressing social challenges through our construction expertise.



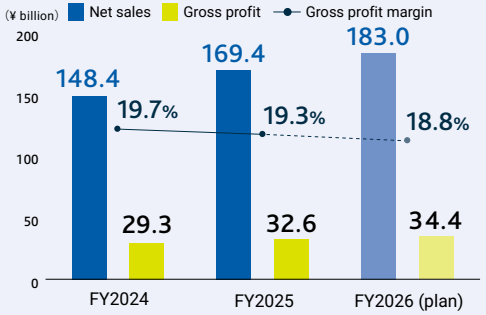
Takao Nakanishi
Executive Officer, Civil Engineering Segment
INFRONEER Holdings Inc.

Message from the Executive Officer

We will strengthen our technical and management capabilities in our core areas to enhance our competitiveness and drive further growth. Furthermore, we will accelerate our entry into new growth sectors. We will also improve productivity and boost earning power by undertaking large-scale projects and sharing materials and equipment. By reinforcing site management through technology-driven expertise, we aim to deliver value to society and achieve sustainable growth.

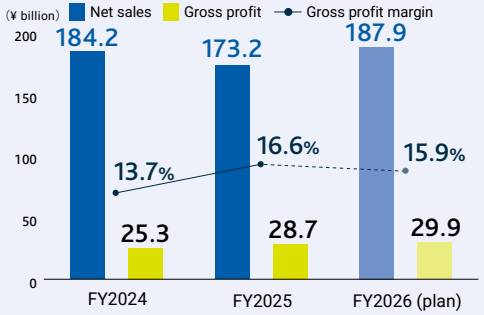
Business Performance

MAEDA CORPORATION (consolidated)



*FY2024 figures are non-consolidated results.

ARSOCIA CONSTRUCTION (consolidated)



SWOT Analysis

Strength

- Advanced technical capabilities and extensive construction experience
- High profitability through cost management DX
- Comprehensive capabilities provided by the holding company structure

Weakness

- Labor shortages throughout the construction industry
- Aging engineers and the stagnation of technical skill transfer

Opportunity

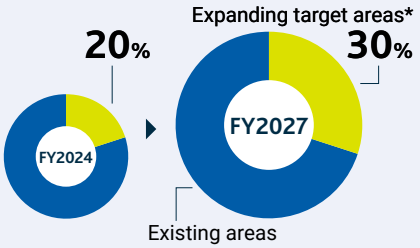
- Increased demand for facility development related to enhanced defense capability
- Demand for infrastructure renewal and aging-related countermeasures
- Expanding overseas infrastructure demand
- Growing demand for energy

Threat

- Rising costs for materials and equipment
- Rising labor costs due to workforce shortages

Growth Field Portfolio

Order value ratio (Existing areas/Target areas)



*Target areas: Defense-related, onshore wind power, water infrastructure business, nuclear-related, green transformation (GX) energy, and infrastructure renewal

We will advance each company's core technologies, such as tunneling, shield work, bridges, and large-scale renewal, while strengthening our competitive advantage by having the companies complement each other's management resources, so that we can expand our existing areas.

Furthermore, we will work to expand our market share by focusing on priority areas such as the energy sector, water and sewerage infrastructure through water public-private partnerships (PPP), and national resilience projects.

Key Initiatives for FY2025 and Future Outlook

ARSOCIA CONSTRUCTION

Deployment of labor-saving, rapid-construction technology using PCaPC deck slabs for aging bridge renewal

For the PCaPC* deck slabs used in bridge renewal, we have established a zero-cement PCaPC deck slab that reduces material-derived CO_2 emissions by approximately 90%, and we have obtained an Environmental Product Declaration (EPD). By utilizing Sustain-Crete®, which contains no Portland cement, we ensure both early strength and durability. Maintaining the stable quality of factory production and the advantages of rapid construction, and serving as a technology that concretely advances decarbonization in bridge deck renewal, it will contribute to the renewal of social infrastructure.

*Precast prestressed concrete

Nurturing young talent to drive the future of the industry

The civil engineering industry faces a shortage of professionals aged 35 to 45, while having a large number of younger employees; therefore, the early development of young talent to become the future core of the workforce is a critical priority. ARSOCIA CONSTRUCTION has included hands-on training camps in its education for new employees since FY2017, with teams of five working together to fabricate box girder bridges. Participants manage the entire process themselves, from developing construction plans, performing structural calculations for temporary works, and creating drawings to managing safety, quality, schedules, and finished dimensions, as well as assembling formwork supports, scaffolding, reinforcing bars, and formwork, placing concrete, and dismantling formwork, completing a structure in approximately ten weeks. Through these training camps, the joy of building a structure alongside colleagues despite repeated failures provides a sense of success that fosters an adventurous spirit unafraid of failure, along with resilience.



Hands-on training camp (1)

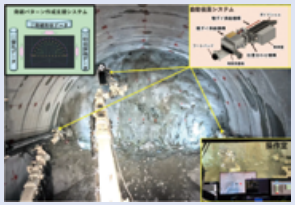


Hands-on training camp (2)

Maeda Corporation

Demonstrating and deploying DX and automation technology in tunnel construction

We have actively implemented DX in the tunneling field to improve productivity and safety at construction sites. In a mountain tunnel project commissioned by Fukushima Prefecture, we conducted demonstration construction that integrated a dedicated three-boom automatic charging machine with a blasting pattern creation support system driven by artificial intelligence (AI). This achieved zero worker entry directly beneath the tunnel face during hazardous charging operations. This is a leading example that simultaneously enhances safety and delivers construction processes that do not rely on specialized manual skills, and it is expected to be implemented nationwide. We will continue to deploy our DX and automation technologies not only within our own operations but also to other companies in the industry through external sales and technical support, helping to solve the problems facing the construction industry. We will also work in collaboration with ARSOCIA CONSTRUCTION to further drive technological development.



Demonstration construction with the dedicated three-boom automatic charging machine

Expanding the deployment of proprietary technology for addressing per- and polyfluoroalkyl substances (PFAS)

We are expanding the use of De-POP's ION®, our proprietary adsorption treatment system, to address PFAS issues. In September 2025, we responded rapidly to a leak of firefighting foam containing perfluorooctane sulfonate (PFOS) at the Tokyo University of Technology, Hachioji Campus, contributing to swift environmental recovery. Furthermore, in February 2026, we completed purification treatment at the Okinawa prefectural government building, delivering a comprehensive solution that included preventing re-elution. We will continue to meet the environmental needs of municipalities and the national government to help build sustainable social infrastructure.



PFAS purification treatment at Tokyo University of Technology

Employee Voices



Naoyuki Terakado

Site Manager, Penkeotasoi River Bridge Construction Site, Hokkaido Branch
ARSOCIA CONSTRUCTION CO., LTD.

After joining ARSOCIA CONSTRUCTION, I gained experience in construction management and bridge design and am currently working on a new prestressed concrete (PC) bridge in Shintoku, Kamikawa District, Hokkaido. This project is part of the widening of the Doto Expressway to four lanes and involves construction in close proximity to lanes already in service. We have proceeded without any accidents by implementing various measures from the start of construction to avoid affecting those lanes, such as installing global positioning system (GPS) units on crane booms to prevent contact with existing structures. Now that we have joined the INFRONEER Group, I look forward to taking on new businesses as well.



Sanmoritoge Wind Farm
Driven by the combined strengths of the Group, this project is based on development by Japan Wind Development, with MAEDA CORP. and MAEDA ROAD participating.

Infrastructure Management Business

In our Infrastructure Management Business, we operate across a wide range of fields, drawing on comprehensive systems that handle everything from project planning to operation and maintenance. In public-private partnership projects, we have built a track record in fields such as stadium and arena projects and water infrastructure, supported by the growth of PPP and private finance initiatives (PFI). In our renewable energy business, we manage the entire lifecycle from wind farm development to operations and maintenance (O&M), working to solve energy and regional issues. Through these initiatives, we contribute to a sustainable society and regional development.



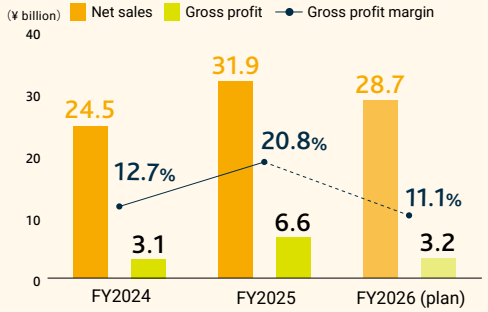
Takao Nakanishi
Executive Officer, Infrastructure Segment
INFRONEER Holdings Inc.

Message from the Executive Officer

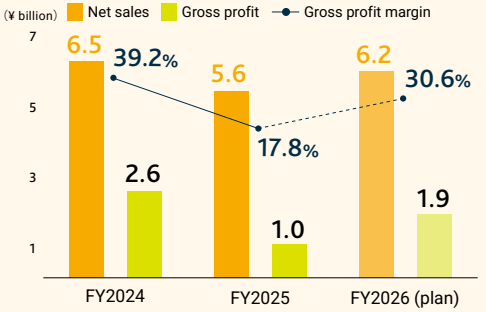
As a company rooted in manufacturing, we possess the engineering capabilities in design and construction and the financial capabilities to bring projects to life, establishing ourselves as a front-runner in the infrastructure services business with a substantial track record. As social demand for infrastructure services rises rapidly, we are currently in a phase of expanding our investment business, aiming for medium- to long-term profit growth. We will continue to refine our experience and knowledge to strengthen our position as a leading company.

Business Performance

MAEDA CORPORATION Group



Japan Wind Development (consolidated)



SWOT Analysis

Strength

- Engineering and development capabilities within the Group
- Financial strength and know-how cultivated through an extensive project track record
- Operational excellence incorporating global standards
- Utilization of cutting-edge digital, sensor, and AI technologies
- Connections with local communities through development and operation

Weakness

- Capital recovery taking longer than in the construction business
- Structure highly dependent on public entities and influenced by national and local government policies/budgets
- Difficulty of establishing operational systems tailored to regional characteristics and demand

Opportunity

- Demand for infrastructure renewal and aging-related countermeasures
- Growing project volume due to government policies utilizing private capital, such as water PPP*1
- Expanding demand for private-sector involvement due to aging and decreasing municipal engineers
- Growing demand for renewable energy

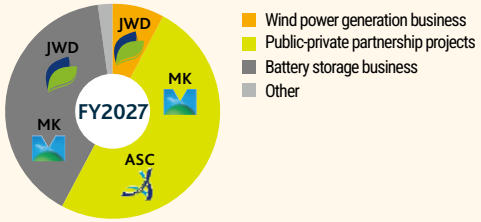
Threat

- Legal and regulatory changes, and shifts in national and municipal policies
- Natural disasters and climate change
- Changes in the business environment (exchange rate fluctuations, rising prices)
- Discrepancies between our perceptions of a project and those of local residents

*1 The Cabinet Office has released the fiscal 2025 edition of the Action Plan for Promoting PPP/PFI.
https://www8.cao.go.jp/pfi/actionplan/action_index_r7.html (in Japanese)

Growth Field Portfolio

EBITDA composition ratio



- Short-term focus: Grid energy storage business
- Expanding public-private partnership projects and the wind power generation business through FY2030

We have built a steady track record by engaging in a wide variety of projects across the public-private partnership and renewable energy sectors. Moving forward, we will leverage the enhanced engineering capabilities and networks of our Group companies to capture growing demand and drive further business growth. We also aim to build a balanced portfolio, prioritizing both profitability and the speed of investment recovery.

Key Initiatives for FY2025 and Future Outlook

Maeda Corporation

Stadium and arena projects

Through IG Arena and MUFG Stadium, which began operations in FY2025, we provide world-class sports and entertainment experiences. Furthermore, a consortium including our company has been selected as the operator for the Shizuoka City arena development and operation project, and preparations for the start of operations are under way.



MUFG Stadium
(Japan National Stadium)

By collaborating with partners across various industries, we will accumulate operational know-how and continue to strengthen our ability to propose diverse types of stadium and arena projects.

Water infrastructure business

Driven by national policies, the public-private partnership market for water is expanding rapidly.

Our Group is actively engaged in concession projects and comprehensive private contracting for industrial water supply and sewerage systems. In FY2025, we secured the Toyohashi Water Purification Plant Concession as the lead company, marking our Group's first project in the drinking water supply sector.


Toyohashi Water Purification Plant Concession

In collaboration with Swing, which recently joined our Group, we will leverage DX for facility maintenance and renewal, achieving sustainable water infrastructure through more advanced asset management.

> Introduction to the water infrastructure business P.28

Road operation business

Since 2016, we have operated the Aichi Prefecture toll road concession, providing safe, secure, and more comfortable road services while also enhancing the functionality and appeal of parking areas and contributing to regional revitalization. In Fuchu City, we provide road maintenance services that remain close to the needs of local residents. Leveraging our accumulated technology and know-how, we will continue to strive to deliver roads that people can use with confidence.

JWD

Wind power generation business

Wind farm construction today requires design and construction that give full consideration to the local community and the environment and adapt to them. The INFRONEER Group is driving its wind power business with Japan Wind Development at its core, consolidating the strengths of the entire Group.

In FY2025, we commenced construction of the Sanmoritoge Wind Farm in Fukushima Prefecture, with MAEDA CORP. serving as the contractor. MAEDA ROAD is also participating in this project as a cooperating company. This is a demanding project: the terrain is steep, and because the site lies within a national protection forest, permits limit the area that can be developed. We will leverage MAEDA CORP.'s construction capabilities to execute it smoothly.

Once the wind farm begins operation, we aim to establish a safe and stable O&M structure by utilizing MAEDA SEISAKUSHO's crane technology and other resources.

Electricity retail business

Having completed our registration as an electricity retailer in FY2025, we commenced electricity sales in FY2026. Moving forward, we will go beyond the development and operation of power plants; by building a system to deliver the renewable energy they generate directly to a wide range of consumers, we will respond flexibly to customer and societal needs and contribute to a decarbonized society through the provision of high-added-value services.


Choshi Obama Wind Farm, supplying post-feed-in-tariff (post-FIT) electricity

Battery storage business

We have commenced operations of a grid-scale battery storage facility (approximately 2 MW/8 MWh) in Gifu Prefecture. We will accelerate this initiative to stabilize the power grid and promote renewable energy adoption, while also laying the groundwork for an integrated operation model that combines power generation and storage, with an eye to cooperation with our wind power business.


Kakamigahara high-voltage battery storage facility, Gifu Prefecture

Employee Voices



Atsushi Toriyama

Onshore Project Department
Japan Wind Development Co., Ltd.

The Sanmoritoge Wind Farm is under construction in Koriyama City, Fukushima Prefecture; it is a demanding project as the entire site for the turbines is located within a national forest.

This is the first wind farm project we have undertaken in collaboration with MAEDA CORP. since Japan Wind Development joined the INFRONEER Group, and I feel that Group-wide cooperation is enabling smooth decision-making on-site.

Although the construction period is long, with operations scheduled to begin in 2029, all parties involved will work as one to prioritize safety throughout the process.



FY2024 Improvement and Paving Work in the Kanai District of the Shibukawa West Bypass on National Route 17, Part 1
Kanai and vicinity, Shibukawa, Gunma Prefecture

Road Civil Engineering Business

While the domestic road paving market has reached maturity, demand for planned maintenance and renewal driven by aging infrastructure will continue. With a robust network of approximately 200 locations nationwide and high mobility, MAEDA ROAD is expanding its business beyond traditional boundaries into comprehensive management and infrastructure operations. We will remain firmly committed to the local communities we serve, continuing to strive to create value through sustainable growth and the resolution of social issues.



Yasuhiko Imaizumi
Executive Officer in charge of major business companies (MAEDA ROAD)
INFRONEER Holdings Inc.

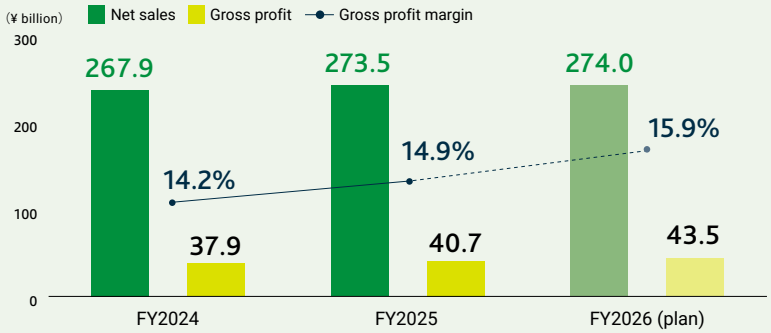
Chairman and Representative Director
MAEDA ROAD CONSTRUCTION Co., Ltd.

Message from the Executive Officer

In the Road Civil Engineering segment, despite the impact of sharply rising crude oil prices driven by increasing geopolitical risks, we have limited the impact on our results through timely price pass-throughs. Moving forward, we will seek to expand our business through mergers and acquisitions (M&A) that offer high synergy, centered on our road civil engineering business. Furthermore, by tackling infrastructure management businesses in the road sector as a united Group, we will build a rock-solid management foundation that no competitor can match.

Business Performance

MAEDA ROAD (consolidated)



SWOT Analysis

Strength

- Strong nationwide regional network
- High mobility through dedicated cooperating company system
- Industry-leading construction profit margins and asphalt mixture sales track record

Weakness

- Business structure influenced by economic fluctuations and public investment
- Cost volatility due to crude oil prices and exchange rate fluctuations
- Aging engineers and human capital acquisition

Opportunity

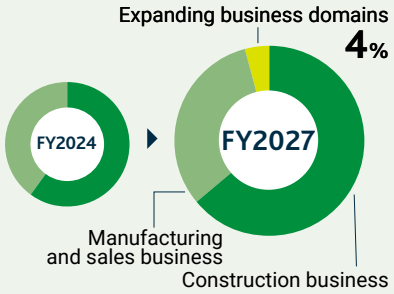
- Expansion of the maintenance and management market driven by aging infrastructure
- Expansion of large-scale renewal projects by road management companies
- Rising social demand for ESG and the SDGs

Threat

- Soaring raw material costs due to global conditions and Japan-U.S. interest rate differentials
- Instability in construction systems due to engineer shortages
- Declining social reputation due to delayed environmental responses

Growth Field Portfolio

Gross profit ratio



We will further deepen our existing construction and manufacturing and sales businesses while strengthening cooperation with other companies in the industry, including SUMIKEN MITSUI ROAD, to improve operational efficiency and expand our market share.

Additionally, we will build a more robust earnings base and achieve sustainable growth by expanding our crushing business to support resource recycling, restarting our surplus soil business, and broadening our construction business into paving-related fields.

Key Initiatives for FY2025 and Future Outlook

MAEDA ROAD

Construction business

In FY2025, profitability improved substantially as a result of our focus on improving the profit margin of orders received and eliminating loss-making projects, following a strategic shift from prioritizing net sales to prioritizing profit.

In FY2026, we will advance measures to grow net sales while continuing to improve profit margins. Specifically, we aim to expand public-sector projects by developing more supervising engineers and increase private-sector orders by strengthening mutually beneficial partnerships. Furthermore, by leveraging the full strength of the INFRONEER Group, we will expand our involvement in the infrastructure management business and aim to deliver lasting value to local communities.

Manufacturing and sales business

In FY2025, we strengthened the rollout of "ecole", an environmentally friendly warm-mix asphalt, as part of our work on a carbon-neutral society.

In FY2026, despite an uncertain market environment characterized by rising raw material prices due to the situation in the Middle East, we will secure profitability by passing on costs appropriately in response to fluctuations in procurement prices. Concurrently, we will maintain a strong and stable supply through procurement enabled by close cooperation with dealers nationwide.



Hirose New Kanto Factory Project (tentative name)



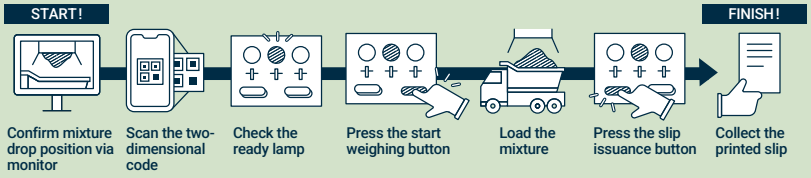
Asaka Mixing Factory

Introduction of the self-service shipping system

To ensure the successful implementation of the MAEDA ROAD president's policy of a full two-day weekend and to take on our new goal of closing on Saturdays and Sundays, we have introduced a self-service shipping system capable of handling night and holiday operations.

This system is a key initiative designed to simultaneously address operational challenges and drive growth. By automating night and holiday service, we will significantly reduce the burden on our sites. We also aim to improve customer satisfaction by establishing a flexible and rapid supply system for asphalt mixture that meets customer needs 24 hours a day, 365 days a year. Furthermore, by reliably capturing orders during hours when staffing is difficult, we aim to maximize revenue and increase sales opportunities. Looking ahead, we aim for a sustainable, next-generation approach to factory management, with a view to full-time unmanned operation.

Self-service shipping system overview



Returning to the surplus soil business

MAEDA ROAD is re-entering the business of accepting construction-generated soil (surplus soil), which is essential for infrastructure development. While we previously withdrew from this business because we took the risks under the Waste Management and Public Cleansing Act seriously, we have decided to relaunch it under a robust management system to expand and secure our customer base.

In re-entering this field, we are ensuring transparency by utilizing the Ministry of Land, Infrastructure, Transport and Tourism's Stockyard Operator Registration System. Furthermore, we are prioritizing compliance through rigorous risk management measures, such as establishing soil quality acceptance rules based on the ministry's guidelines and implementing new workflows using proprietary advance documentation to prevent contamination by foreign matter. In FY2026, we will begin safe and proper soil acceptance at 33 factories nationwide, providing foundational support for sustainable infrastructure development.

Employee Voices



Yoshikazu Seido

Assistant Manager of Machinery Section, Equipment Department, Product Business Division, Head Office
MAEDA ROAD CONSTRUCTION Co., Ltd.

Since joining the company, I have worked as a machinery engineer, ensuring the stable operation of manufacturing equipment at our mixing factories. I am currently in the Equipment Department of the Product Business Division, working to solve operational challenges in our factories. In the road construction industry, there is a constant demand for weekend and night work, yet labor shortages have placed an increasing burden on factory staff. To address these issues, we promoted the introduction of the asphalt silo self-service shipping system. By enabling self-service shipping via advance reservations using a two-dimensional code, we have successfully balanced flexible response to customer needs with work-style reforms. I will continue to drive initiatives that support the front lines, helping to increase factory efficiency and reduce workloads.



MK3053CB
Battery-powered knuckle boom crane

Machinery Business

MAEDA SEISAKUSHO, which manages the Machinery Business, serves as the master distributor for Komatsu, providing sales, rental, and after-sales services for construction machinery and forklifts. It also handles everything from the design to the after-sales service of its own products, such as cranes. Furthermore, it is working to expand its markets in Japan and overseas by investing in new products and fields, developing environmentally friendly products, and strengthening its consultative sales approach. Guided by its vision to be the Number One Maker Creating the Future, it will continue to contribute to the development of local communities through the creation of new value.



Masayoshi Itou
President & Representative Director
MAEDA SEISAKUSHO CO., LTD.

*Background product: Our proprietary spider crane MC305CWMB-5

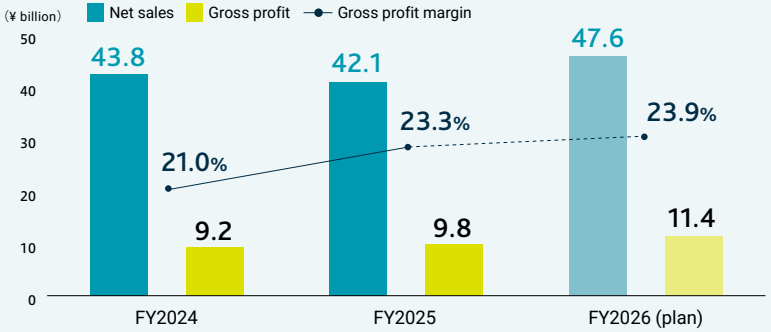
Message from the President

With the mission of supporting infrastructure and protecting lives and livelihoods, we contribute to society by taking responsibility for the development of vital social infrastructure through our core strengths in machinery maintenance and mechatronics technology.

In recent years, we have strengthened our business foundation by expanding our service areas and growing our forklift business. Moving forward, we will enhance our responsiveness to market needs by advancing our core technologies, such as remote and automatic control, to raise corporate value and achieve sustainable growth.

Business Performance

MAEDA SEISAKUSHO (consolidated)



SWOT Analysis

Strength

- Technical capabilities through a comprehensive system from product design to after-sales service
- Trust earned through the in-house product brand and as a distributor for major construction equipment manufacturers

Weakness

- High dependence on externally procured parts
- Dependence on specific markets/industries
- Limited product variations

Opportunity

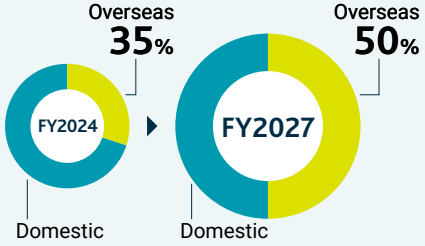
- Rising demand for labor-saving and automated products
- Growing demand for sustainable products driven by heightened interest in a decarbonized society
- Entry and expansion into overseas markets and new industrial fields

Threat

- Escalating costs for raw materials and labor
- Changes in external environments impacting the supply chain
- Tightening of environmental regulations and labor laws

Growth Field Portfolio

Crane sales ratio (Domestic/Overseas)



Overseas, leveraging growing infrastructure demand in the Americas, Europe, and Asia, we will expand sales and strengthen our business foundation by providing regionalized products and services. In Japan, to address a mature market and labor shortages, we will help raise productivity through expanded rental and service operations and the advancement of remote-control and automation technologies. We will also build a foundation for sustainable growth by strengthening our stock business via the used equipment lifecycle and deploying machinery into infrastructure renewal and maintenance through Group-wide collaboration.

Key Initiatives for FY2025 and Future Outlook

MAEDA SEISAKUSHO CO., LTD.

Strengthening the business base by expanding our areas in Japan

As part of our strategy to address maturing domestic demand for construction machinery, MAEDA SEISAKUSHO has focused on strengthening its business foundation by expanding its sales areas and enhancing its functional capabilities within Japan.

In April 2025, we strengthened our sales organization and expanded our product portfolio by assuming responsibility for the forklift business in Nagano and Aichi prefectures from Komatsu Customer Support. This has allowed us to establish an integrated structure for the sales, rental, and servicing of both construction machinery and forklifts, driving our aftermarket-based revenue model. Furthermore, the expanded product lineup has broadened the scope of what we can propose, enabling us to meet increasingly diverse and sophisticated customer needs while increasing customer touchpoints and generating continuous business opportunities.

In April 2026, we expanded our construction machinery and forklift operations to cover the entirety of Mie Prefecture. By integrating the construction machinery business, previously limited to the northern and central regions, with the forklift business, which had not been offered there at all, we have transitioned to a comprehensive operating structure. This move aims to optimize business operations through streamlined locations and staffing while securing stable revenue over the medium to long term.

We will continue to maximize synergies between these two businesses to drive market expansion and revenue growth.



Komatsu product: Hydraulic excavator PC138USI-12



Komatsu product: Forklift

Strengthening Group collaboration and infrastructure-related businesses

By collaborating with the Group and focusing on infrastructure-related sectors, we have captured the demand for aging infrastructure renewal and created projects through integrated design and manufacturing. As a specific example of Group collaboration, we are jointly developing a deck slab erection machine with MAEDA CORP., designed for half-width construction during expressway renewal projects. Additionally, we are collaborating with Hokkaido Electric Power Network to develop a crane attachment for lifting power lines, which eliminates the need for temporary support poles during utility pole replacement. We intend to strengthen our capabilities in the infrastructure sector, increase orders both within and outside the Group, and enhance our communication regarding our technical expertise. Through this, we aim to establish sustainable growth fields and drive further earnings expansion.



Development of the precast deck slab erection machine



Development of the power line lifting attachment

Expanding markets and building a foundation for sustainable growth through region-specific overseas strategies

Through our region-specific strategies, we have strengthened partnerships with distributors, differentiated ourselves from competitors with new crane models, and increased direct sales to major rental companies. Moving forward, we will bolster our presence in Europe and the Americas by creating demand through specialized application and construction method proposals and expanding our lineup beyond cranes, while continuing to develop new business with major rental companies. We will also focus on strengthening our existing operations in Asia and exploring new territories. Through these efforts, we will implement strategic business development tailored to regional characteristics to establish a stable and sustainable overseas revenue base.

Employee Voices



Masanori Mizutani

General Manager of the Nagoya Branch, Construction Machinery Headquarters
MAEDA SEISAKUSHO CO., LTD.

Following the business transfer in southern Mie Prefecture in April 2026, the Nagoya Branch now operates across an area stretching from Nishimikawa in Aichi Prefecture to Higashikishu in Mie Prefecture. With 57 new team members, the branch now totals 243 employees with sales of approximately ¥18 billion, serving a wide range of industries, including civil engineering, steelmaking, port operations, quarrying, demolition, and forestry.

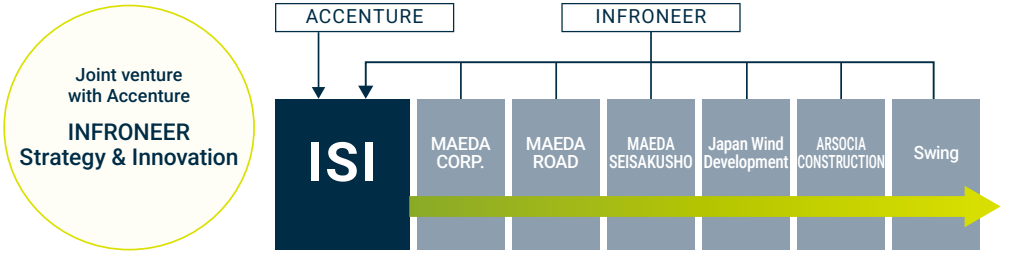
In the Chubu region, we have established forums for exchanging sales information within the Group to create synergies, and our internal ties are growing stronger. Whether it is the rental, servicing, and sale of construction machinery and forklifts, or the development and expansion of MAEDA SEISAKUSHO's proprietary products, I want us to face our customers together as Team INFRONEER.

Drivers for Accelerated Growth <IT and DX Strategies>

INFRONEER Group's IT and DX Strategies

The INFRONEER Group positions IT and DX as the foundation for supporting the growth of the existing business of each business company, facilitating the rapid achievement of increased governance sophistication and synergies, and supporting the sustainable growth of the Group as a whole.

We consider our joint venture with Accenture, INFRONEER Strategy & Innovation (ISI), to be the core of these strategies and related execution functions, while INFRONEER Holdings is in charge of standardization and investment management in the overall optimization area, and each business company accelerates on-site value creation in the individual-company optimization area.

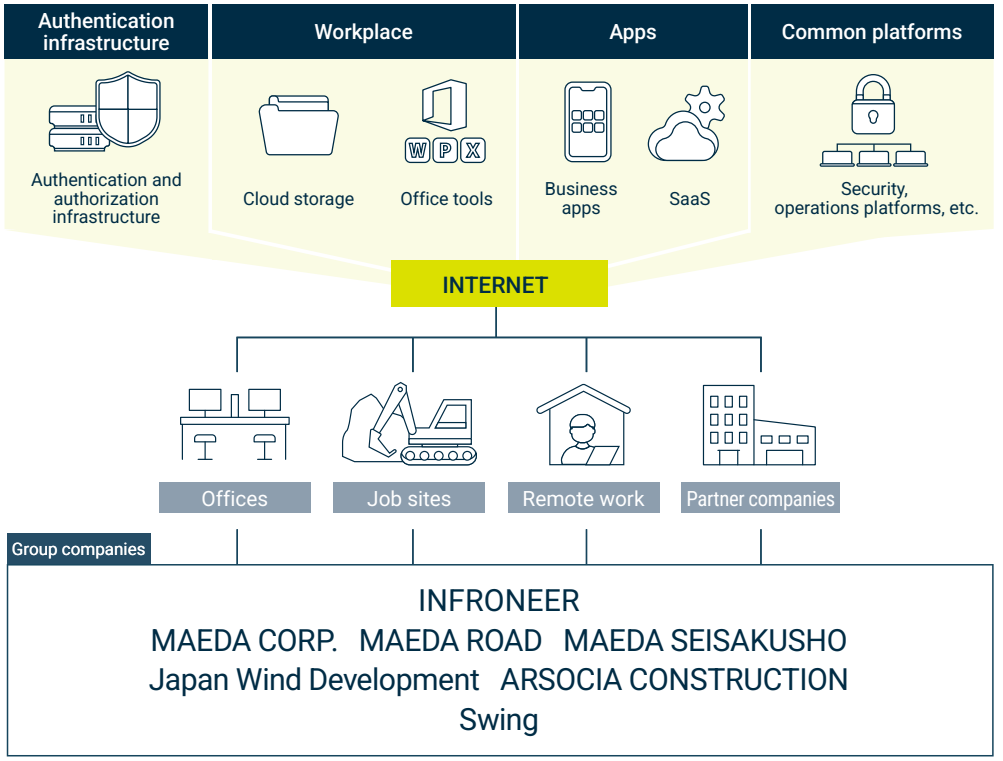


Achieving a Group capable of cooperating beyond the boundaries of individual locations and organizations: taking on the challenge of achieving a common digital infrastructure

We are promoting IT-PMI integration in terms of our IT and business foundation to pursue overall optimization.

To establish a cooperative environment that goes beyond individual organizations, bases, or locations, we are gradually integrating our authentication, information, and networking systems through the use of common IDs. This will accelerate the cross-organizational utilization of human capital and data and lead to the rapid achievement of synergies. In terms of operations as well, we are promoting the visualization of standard business processes as well as increased efficiency and cost optimization through the integration of IT operations.

However, the actual goal of such infrastructure development is to ensure that our IT can keep pace with the speed of growth made possible by M&A.



AI and data utilization supporting INFRONEER's business models

As part of our common digital infrastructure, we are promoting the development of a Group-wide AI and data utilization platform. The core of this is the establishment of a new data platform enabling the Group-wide utilization of data.

Our aim is to develop a platform that achieves both the sharing and autonomy of business-company-specific workspaces while also ensuring that the platform is highly scalable, organizes data so that it is easy to understand and find, and offers an environment that enables AI to utilize the necessary information.

We will also formulate and release Group-wide generative AI guidelines, review them twice per year, and apply them to our latest services and education plans. By separating Group-specified items from items decided on by each company, we will achieve a flexible governance system.

Examples of Business Companies Using AI to Increase Sophistication

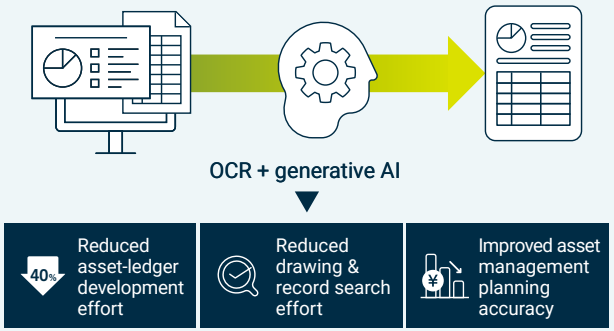
MAEDA CORP. Asset ledger AI

In terms of social-infrastructure maintenance and management, there were once many cases where inspection records, drawings, estimates, and other important information were kept on paper, and such information was not sufficiently linked to the asset ledger, so it required considerable time and effort to organize such information. Such inefficiencies can get in the way of suitable repair decisions and planned investments while also resulting in the loss of infrastructure safety and sustainability.

In response, MAEDA CORP. utilized OCR and generative AI to digitize and structure paper materials and then develop technology to automatically link specifications, drawings, inspection and repair records, and order information to the asset ledger. This has made it possible to gain a comprehensive understanding of the status of each asset, which contributes to improving the accuracy of our service life extension plans and medium to long-term repair plans.

For the Toyohashi Water Purification Plant Concession, our asset ledger AI has reduced the number of man-hours necessary for asset-ledger development by approximately 40%, while also establishing an environment that makes it possible to instantly find the necessary drawings and past historical records when problems occur. We will continue using this system for municipalities to contribute to the achievement of sustainable infrastructure management even in the face of increasingly severe labor shortages.

AI-powered linking of necessary information to make asset management and operations simpler and smarter



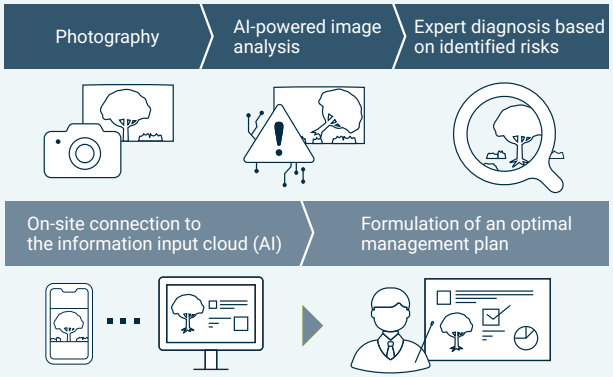
ARSOCIA CONSTRUCTION tree AI

ARSOCIA CONSTRUCTION has developed "tree AI®," a tree management support system that utilizes AI-powered image analysis and is intended to increase the safety of social infrastructure as well as the sophistication of maintenance and management operations.

tree AI® uses AI to judge the risk of trees or tree branches falling based on images of each tree's appearance, with the system automatically registering the results to a digital management ledger, thereby increasing the efficiency of inspection work and the consistency of judgment quality, which used to depend on experts.

In 2025, ARSOCIA CONSTRUCTION launched tree AI® demonstration tests in cooperation with municipalities, etc., and the company is verifying how to increase the efficiency of tree maintenance and management as well as how to reduce risks related to roadside and park trees. In addition, the company has completed the development of its basic system for using AI to automatically judge tree-related risks and is gradually working toward practical utilization. In 2026, the company initiated pre-sales of its digital management ledger function, which contributes to increased inspection efficiency, and, in 2027, the company plans to start selling systems that also feature an AI-powered risk assessment function.

We will continue fusing the knowledge we have cultivated in the civil engineering and construction field with digital technology as we aim to contribute to sustainable social-infrastructure maintenance and management as well as safe, secure urban development.

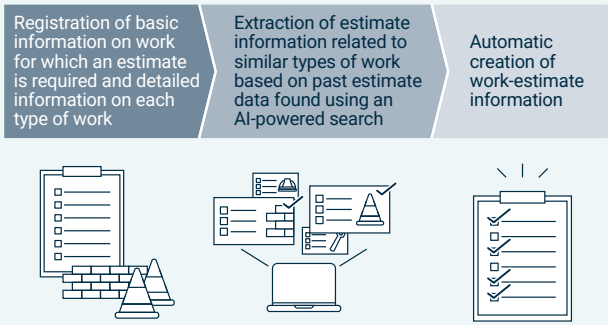


MAEDA ROAD Estimate AI

MAEDA ROAD receives orders for around 50,000 to 60,000 construction projects per year and creates several times that many estimates. In many cases, this massive amount of estimation work relies on the experience and knowledge of specialists, so reducing the related workload and increasing productivity have become issues. To resolve such issues, MAEDA ROAD is working on developing "Estimate AI," an AI-powered estimate support system.

Based on regional characteristics as well as sales-office autonomy, supplier conditions, etc., Estimate AI enables users to register basic information on work for which an estimate is required in order to extract highly similar types of work from the past four years of estimate data by using an AI-powered search and then automatically generate detailed information. As the generated results are used for practical work, this is learned by the AI to continuously increase the accuracy of the extractions, which could help resolve the problem of depending on specific people, make quality more consistent, and increase operational efficiency.

MAEDA ROAD's future goal is to achieve an environment that enables anyone, regardless of whether they possess specialized knowledge, to rapidly and accurately create estimates even for complex road construction projects.



Drivers for Accelerated Growth <Human Capital Strategies>

For more details, visit our website at:
https://www.infroneer.com/jp/sustainability/social/human-develop.html (in Japanese)

> Increasing Our Power to Create the Future Through Our Human Capital Strategies

To achieve the goals of its FY2030 management vision, the INFRONEER Group is promoting human capital strategies focused on "securing and utilizing diversity." To achieve sustainable growth as the uncertainty and complexity of the environment surrounding the infrastructure business grows, it is essential to challenge the status quo and cultivate organizational capabilities that go beyond it. To strengthen organizational capabilities in this way, we will use our Group's management vision as a springboard to focus on further refining our engineering capabilities, nurturing the seeds of our regional business, taking advantage of diverse approaches stemming from diverse human capital, and establishing an organizational culture that enables us to continue taking on the challenge of creating new value that anticipates the society of the future.

Policies and philosophy	Fostering Value-Creation Talent Through the Virtuous Cycle of "Construction" and "De-construction."			
Vision	Cultivate a workforce and organization that embraces diversity from a broad perspective across the entire group to promote sustainable growth as an integrated infrastructure service company.	Necessary organizational capabilities	Engineering capabilities	Evolve and deepen technologies across each segment and promote a virtuous cycle of "construction" and "de-construction"
			Regional business	Maintain awareness of demand creation opportunities at each site and nurture project seeds through close regional engagement
			Organizational culture	Internalize the Group management vision and strategies and enable diverse organizations and human capital to collaborate and take on the challenge of value creation

> Implementing a "Learning and Evolving Human Capital Strategy System" as a Human Capital Management Cycle

In a continuously changing management environment, we at INFRONEER believe that we face dynamically changing issues in terms of achieving the integrated infrastructure service business we are striving for and breaking through conventional thinking. We therefore keep our Learning and Evolving Human Capital Strategy System in mind as we engage in human capital management (consisting of the three phases shown in the figure below) that assumes the progressive setting and updating of goals through hypothesis verification. Instead of using a one-way process (management strategies ➡ human capital strategies ➡ approaching business sites), we instead constantly engage in mutual two-way information feedback, focus on the formulation of co-creative human capital strategies that consider our Group-wide perspective as well as the context of each company and organization, and, with the exception of certain leading indicators, make ongoing updates to our operations as opposed to defining specific future KPI calculation methods or target values.

	Phase 1 Secure human capital essential for business operations	Phase 2 Create a workplace environment where diverse human capital can grow and play an active role	Phase 3 Promote mindsets and actions that challenge conventional thinking
	- Strategically secure diverse approaches -	- Visualize diversity and promote contributions and learning -	- Foster collective intelligence to create new value -
KPIs for each phase*1	**Cognitive diversity indicators** Level of human capital diversity in terms of different cognitive frameworks Calculated based on the range of employee backgrounds in terms of the fields, sectors, industries, etc. they came from	**KPIs related to job satisfaction** Sense of expressing one's individuality and contributing to the teams (We will consider the specific indicators.)	**KPIs related to reframing** Performance in terms of hypothesis verification and new framework creations (We will consider the specific indicators.)
Leading indicators for the 2025 to 2027 INFRONEER Medium-term Vision*2	**Securing of surface-level diversity** Calculated based on the ratio of minority employees*2 based on attributes, work restrictions, etc.	**Minority acceptance** (We will consider the specific indicators.)	**Engagement with the concept of creating the future** (We will consider the specific indicators.)
Policies to achieve human capital strategies ➡ Recent activities	Emphasize the appeal of diverse human capital based on INFRONEER's worldview ➡ ① Recruitment strategy ② Personnel system ③ HR system	Conduct activities that promote mutual respect and understanding of differing cognitive styles ➡ ④ DE&I promotion	Provide training and organizational support to foster a structured knowledge creation process ➡ ⑤ Human capital training

*1 The above is based on assumed operations up through FY2030. Considering that it will take time for the effects of human capital investment to show, we will gradually disclose values measured based on leading indicators relevant to the INFRONEER Medium-term Vision.
*2 Targets by the end of the period covered by the INFRONEER Medium-term Vision: female employment rate: 20.0%, ratio of females in managerial positions: 4.8%, employment rate of persons with disabilities: 2.8%, ratio of females taking parental leave: 100%, ratio of males taking parental or childcare leave: 75%

> Results at the End of FY2025 P.93

Approach to Priority Measures

① Recruitment strategy — Establish and enhance the recruitment base to secure priority targets

Activities in FY2025	Activities in FY2026
• Identified recruitment issues specific to each company target • Had recruiters exchange knowledge for the sake of mutual development	• Update each company's recruitment process • Formulate a recruitment strategy aimed at people from non-traditional backgrounds

Our Group has promoted transformation to achieve strategic recruitment activities aimed at securing the human capital necessary to achieve the management and business strategies of each company. We started by clarifying the gap between each company's target vision and the current situation, and then we organized information on issues and factors relevant to recruitment activities through information sharing and discussions by recruiters working for each Group company. As a result, we clarified priority targets and set the establishment of recruitment processes that emphasize what makes each company so appealing as a priority issue for achieving these targets. To resolve these issues, we promoted persona design and the formulation of a specific recruitment process for each persona, and we established a recruitment base enabling us to effectively approach the desired human capital.

In addition, we are promoting the development of a recruitment system that utilizes connections between employees and external human capital while also focusing on creating an environment that enables diverse human capital to fully demonstrate their abilities. We have also promoted the Group-wide acquisition of certification that includes "KIH Outstanding Organization," "Eruboshi," and "Kurumin" certification while fostering a comfortable workplace environment and corporate culture to develop a foundation that supports the acquisition and retention of diverse human capital.

Going forward, we will enhance our appeal to achieve priority targets while also expanding our use of referral and alumni recruitment. At the same time, we will encourage Group companies to share their accumulated recruitment knowledge and success stories in an effort to increase the sophistication and quality of overall recruitment activities. In addition, we will take advantage of the strengths of our multiple-business-company holding structure by effectively informing job seekers that we offer an opportunity for them to experience careers that encompass multiple business areas, thereby differentiating ourselves more effectively from competitors. Furthermore, we will hire more women in line with our efforts to eliminate the gender gap, deepen our in-house understanding of DE&I, and promote the hiring of persons with disabilities to accelerate our efforts to create a workplace where human capital with diverse values and specializations can actively participate, thereby achieving sustainable corporate value growth.





Our recruitment web portal, which was renewed in FY2025

We focus on communicating information on INFRONEER's business, the kinds of candidates we are looking for, and stories about the diverse kinds of people who have succeeded with us.

For more details, visit our website at: https://recruit.infroneer.com/ (in Japanese)

② Personnel system — Maximize results expected of individuals and organizations through the INFRONEER personnel system

Activities in FY2025	Activities in FY2026
• Linked job design to job grades • Ensured widespread system understanding, including system objectives, through operations	• Implement job design in line with our Medium-term Business Plan and department policies • Foster a result-oriented mindset through feedback

Our Group is promoting measures centered on human capital management with the goal of drawing out the initiative of each employee and creating a flexible organization capable of responding to change. One initiative that symbolizes this is our new personnel system, which INFRONEER, the organization in charge of the Group's head office functions, launched for the purpose of management reform in FY2025.

The new personnel system is based on the following concepts: a job grade system based on position-specific expectations, the achievement of an annual salary system and autonomous work-styles, and evaluations that cover results, actions, and organizational contributions. Through this system, our aim is to draw out the full potential of both individuals and organizations that make up our Group, thereby accelerating its growth. Going forward, we will strive to improve the quality of evaluation feedback and foster a more result-oriented mindset.

③ HR system — Establish a platform for integrating the HR system to support Group-wide human capital data utilization

Activities in FY2025	Activities in FY2026
• Defined and selected system requirements • Specified integration processes and utilization policies	• Promote detailed design in the talent management area • Promote implementation for companies integrated first

Our Group is promoting HR system integration to increase the sophistication of our human capital management and create group synergies. In FY2025, as we defined requirements and selected products, we formulated policies aimed at establishing a Group-wide human capital data platform and decided to introduce an integrated HR system. Our aim is to achieve data-based human capital management through the central management of human capital information that includes recruitment, training, assignment, and evaluation. In FY2026, we will gradually promote design and implementation in the talent management area as we aim to enhance the strategic functions of HR departments throughout the Group by increasing the accuracy of recruitment and training, optimizing job assignment, and streamlining and standardizing HR operations.

④ DE&I promotion — Improve literacy to transform workplace management in the interest of mutual respect and understanding

Activities in FY2025	Activities in FY2026
• Organized issues related to the achievement of diversity targets • Set up opportunities to learn DE&I basics	• Begin efforts to eliminate gaps • Provide support to resolve issues related to workplace management

To execute our Group management strategy, we consider the achievement of an organization that enables active participation by diverse human capital to be a critical issue. At first, the people at individual business sites did not necessarily have a clear recognition of the purpose or necessity of DE&I, and we faced an issue in that there was no real awareness of the complaints of affected people or how difficult it was to work here.

Therefore, in FY2024, we introduced a workshop intended to help executives understand our DE&I approach, and, in FY2025, we began providing a program for executives and managers to help them understand the gaps between DE&I targets and the current situation, unconscious bias, and constraints that affect minorities. We also launched a program for general employees to foster their DE&I literacy in the interest of deepening their understanding of different cultures and increasing their acceptance of diverse values. As a result, the awareness that DE&I promotion is essential for our management strategy spread throughout the group to an extent, and our executives in particular reached a common understanding that "to secure human capital, it is necessary to develop an organization that enables diverse people to fully demonstrate their abilities."

In FY2026, we will take steps to ensure that even more managers and employees have access to these learning opportunities, and we will pursue full-scale initiatives to achieve an inclusive workplace environment. For example, we will set up a model workplace, where our HR department will provide intensive hands-on support while working on resolving workplace-specific issues, and we will also launch a project-based learning program focused on the theme of reviewing our business structure and work-styles. Through such activities, we will strive to identify the barriers faced by minorities, increase our level in terms of responding to them, and establish a foundation that enables diverse human capital to fully demonstrate their abilities without worry.



DE&I workshop for executives
Considering guidelines for resolving target-related issues

⑤ Human capital development — Foster a Group-management-oriented perspective and the ability to respond to complex issues, which are core elements for creating the future

Activities in FY2025	Activities in FY2026
• Began providing Group-wide education (400 people) • Emphasized mutual understanding with other Group companies	• Increase the number of participants (800 people) • Emphasize understanding of the Group's strategies and repetitive training

In the human capital training area, we are promoting the creation of Group-wide exchange and collaboration opportunities based on CSV thinking to create an environment where diverse human capital can grow and actively participate. In FY2025, we started providing Group-wide education, and 400 young employees, mid-level staff, and managers from Group companies participated. Through group training and its subsequent application in the workplace, we strived to improve the ability to formulate issues, verify hypotheses, and take action to challenge the status quo. As a result, we promoted empathy with our Group policies as well as mutual understanding between business companies. At the same time, we also confirmed cases where people struggled to formulate issues and apply them to their practical work to achieve integrated infrastructure service business goals. Based on the results of the first year and the issues that arose, in FY2026, we will expand the Group personnel scale to around 800 people while also increasing the sophistication of our efforts to help employees internalize our Group management strategy and put our conventional conceptual framework into perspective. More specifically, based on an understanding of our business environment and higher level policies, we will shift to a program structure that emphasizes the ability to formulate issues from a social or customer perspective, the ability to come up with ideas aimed at the medium to long term, and the ability to challenge conventional frameworks. We will also set up session for supervisors aimed at improving guidance and support skills in the workplace while also utilizing OJT and off-JT to go beyond conventional perspectives and ways of thinking as we develop people who can independently take on the challenge of creating value.



Target effects of training

Our goal is to implement programs that give general managers the ability to formulate strategies and policies that anticipate our Group's future, give managers the ability to realize strategies and apply them to our organization, and give assistant managers the ability to promote plans and proposals within our organization.

Overseas Strategies

INFRONEER Group's overseas bases

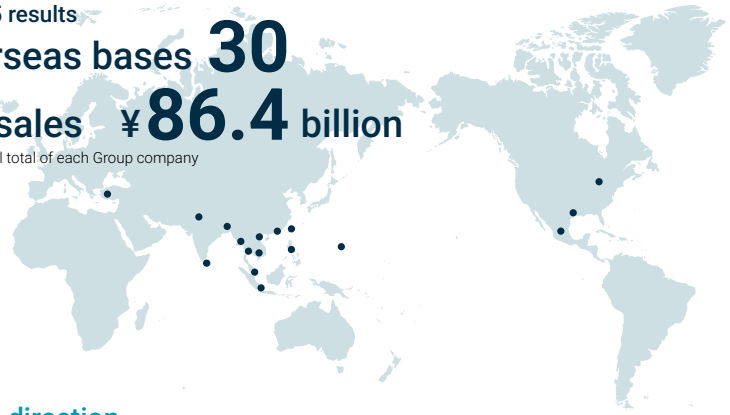
In FY2025, ARSOCIA CONSTRUCTION was added to our Group, greatly expanding our overseas network.

FY2025 results

Overseas bases 30

Net sales ¥86.4 billion

* Numerical total of each Group company



Strategic direction

Strength

- Diverse human capital and overseas bases that support our global network
- Comprehensive capabilities that take advantage of the expertise of each Group company

Weakness

- Lack of human capital and know-how for individual companies

Opportunity

- Increasing infrastructure demand focused on emerging countries and resource-rich countries

Threat

- Revenue uncertainty due to exchange rate fluctuations, country risk (risks related to political instability, legal system changes, and contracts)
- Intensifying price competition with local companies

We will fully utilize our holding company structure to mutually utilize our overseas network and human capital while also promoting the sharing of sales information to take advantage of each company's strengths as we reduce risks and strive to expand our market.

Related: conclusion of an MOU with Samsung C&T Corporation
https://www.infroneer.com/jp/news-article/2026/07/01/1243.html (in Japanese)

> Main Initiatives in FY2025

ARSOCIA CONSTRUCTION

Metro Manila Subway Project, the first ever ODA-based Philippine project of its kind

Section 103 of the country's first ever metropolitan subway line (total length of approximately 27 kilometers, 15 stations), which will connect Ninoy Aquino International Airport to the northern metropolitan area, is currently under construction. To complete this section, four shield machines are being simultaneously operated in the 6.1-kilometer tunnel running between two underground stations. This subway project is supported by JICA, and its purposes include eliminating serious traffic congestion, reducing health damage caused by air and noise pollution, and mitigating economic losses.



Camp Aguinaldo Station, which is located on section CP103 of the Metro Manila Subway in Quezon City

Construction of the Bank of Hawaii West Pacific Regional Headquarters, supporting the local economy

We were selected to handle the construction of the West Pacific Regional Headquarters building for the Bank of Hawaii, which has supported the local community since 1961, due to our more than 40-year track record in Guam and the trust that has been fostered as a result. During this project, we overcame issues that included unexpected ground conditions leading to a temporary suspension of construction as well as the need to procure materials from a third country, ultimately completing the project by the deadline requested by the client.



Bank of Hawaii West Pacific Regional Headquarters

Training and appointing global human capital

We run a wide range of training programs to train global human capital, including HDC*1 Global Training and practical HDC Local Training. In addition, we certify and appoint local managers as MMs*2 and support staff as OMs*3 in order to train human capital for our overseas business and enhance both the independence and network of each base.



Global education

*1 Human development center *2 Management Members: senior talent who lead localization efforts at their bases
*3 Operating Members: human capital with the knowledge and abilities necessary to support managers

MAEDA SEISAKUSHO

Participating in Conexpo 2026, North America's largest construction machinery trade show

Conexpo 2026 was the seventh time the event was held, and MAEDA SEISAKUSHO exhibited the MK3053C, its new battery-powered spider crane model, as well as cranes with specifications intended for the U.S. market. The trade show was attended by approximately 140,000 visitors from 128 countries, and, as a result of demonstrating its models and directly explaining their features and performance, the company successfully sold or secured new dealer candidates for its five exhibited models.



A photo of the trade show