

**From FY ending March 2026  
to FY ending March 2028**

# **Mid-Term Business Plan**

May 14, 2025

Takamatsu Construction Group Co., Ltd.  
Securities Code: 1762

# Table of Contents

	Page No.
■ Takamatsu Group's Long-term Vision	2
■ Previous Mid-Term Business Plan "Co-Creation × 2025" Summary	4
■ Summary by Business Segment	5
■ New Mid-Term Business Plan: Focus Targets	7
■ New Mid-Term Business Plan: Key Metrics	8
■ New Mid-Term Business Plan: ROE/ROIC	9
■ New Mid-Term Business Plan: Orders Received and Net Sales	10
■ Business Growth: Upstream and Downstream Expansion	12
■ Business Growth: Development of New Business Domains	13
■ Business Growth: Five Core Companies	14
■ Cash Allocation over the Three Years of the New Mid-Term Business Plan	19
■ U.S. Business Strategies (Takamatsu Construction Group USA Inc.)	20
■ Shareholder Returns	21
■ Sustainability	22
■ R&D-Driven Development of New Business Domains	27

# Takamatsu Group's Long-term Vision

## Takamatsu Group 2030 Vision

### Contribute to the “product” and “heart” happiness of all people in the community

By cherishing the relationships that come from a network of mutual trust and ties, and embodying Takamatsu Group's origins in “C&C (Consultation & Construction),” we provide solutions that contribute to the creation of a “recycling-oriented and sustainable social infrastructure” that leads to the “product” and “heart” happiness of all people in the regions concerned.

### Values that support the Group's vision



**Value mutual trust and bonds**



**Aligning employee and organizational growth**



**Contribute to the future where people can live happily**

### Basic policy to achieve the Takamatsu Group 2030 Vision

#### Business Growth

##### Transformation into a solution provider

From the inventory of intangible assets of each group company, new solutions through organic combination will have been developed and will be on track.

##### Realization of stock business

By extending the value chain, the company will be realizing and evolving stock business that maximizes lifetime profits for customers through the medium of construction products.

#### Organizational Management

##### The challenge of becoming a Leading Company

Efforts to become a Leading Company will be being promoted at each company, making it “an organization where people can experience the joy of work and growth”.

##### Establishment of Group Management Base

The platform, which aims for optimal coordination of human, financial, and technological resources among group companies, will be functioning and synchronizing the growth of individual companies and the group.

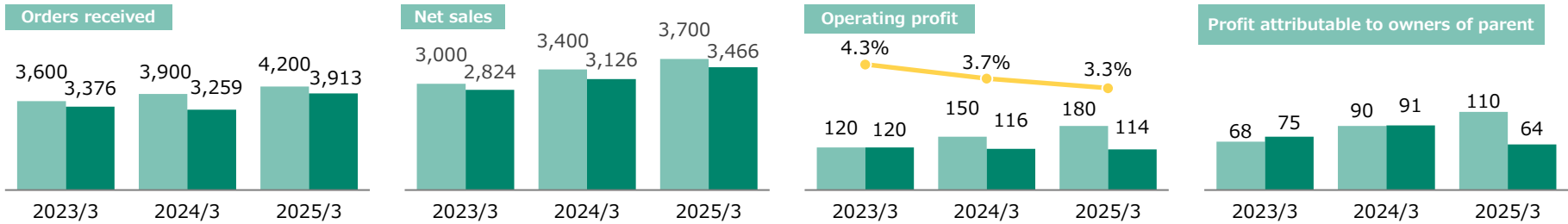
A teal geometric pattern consisting of various triangles and lines, located on the right side of the slide.A solid teal vertical bar located on the left side of the slide.

# **Previous Mid-Term Business Plan “Co-Creation × 2025” Summary**

# Previous Mid-Term Business Plan “Co-Creation × 2025” Summary

## Key Business Metrics

■ Plan ■ Actual (100 million yen) —●— Operating profit to net sales (%)

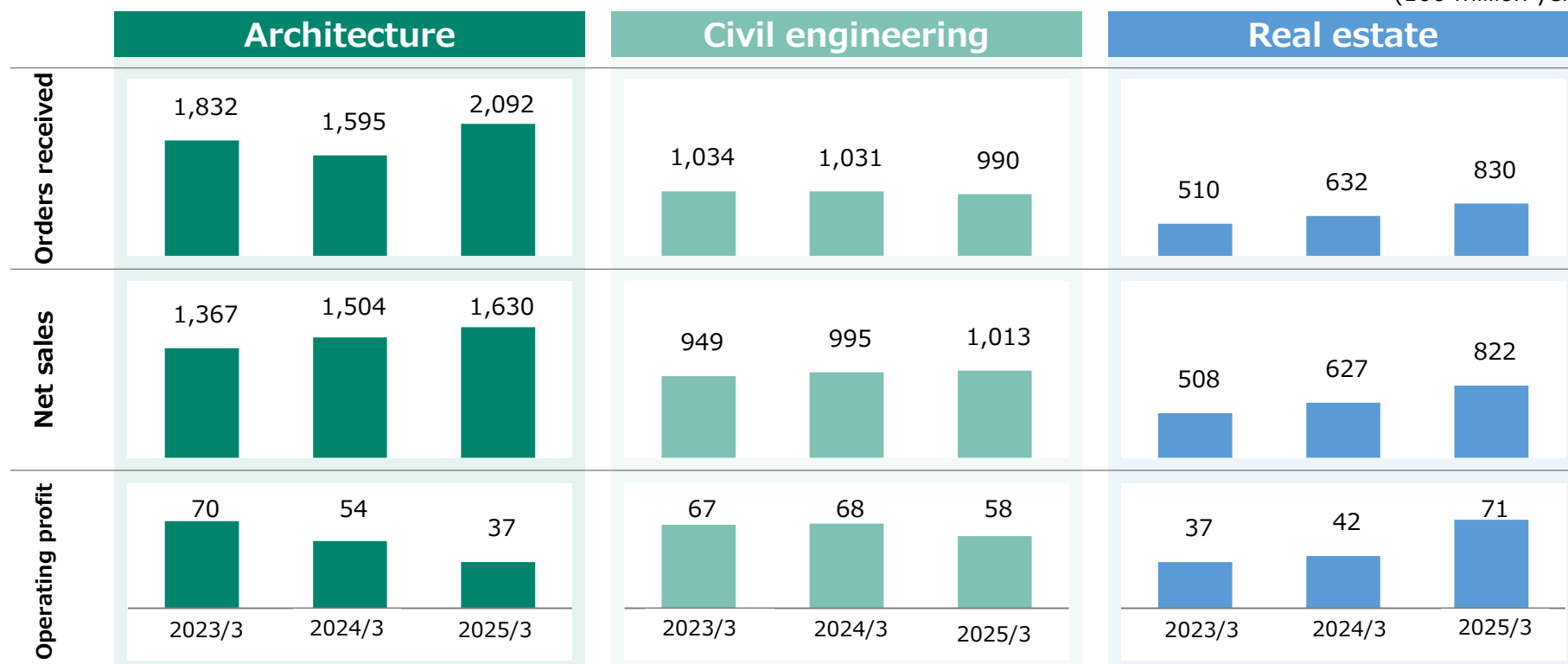


## Focus Targets and Achievements

	Focus Targets	Achievements
Business Growth	<ul style="list-style-type: none"><li>■ Realization of a strong business portfolio</li><li>■ Branching out into upstream and downstream domains</li></ul>	<ul style="list-style-type: none"><li>● Establishment of Takamatsu Corporation's condominium development business under the “Tissage” and “Trinity” brands</li><li>● Steady expansion of Takamatsu Estate’s condominium management and real estate brokerage businesses</li><li>● Stable growth of the wooden detached housing business, Takamatsu House</li><li>● Establishment of the wooden detached housing business in the Kansai region, Takamatsu House Kansai</li></ul>
Organizational Management	<ul style="list-style-type: none"><li>■ Strategic investment for group business growth</li><li>■ Group reorganization and culture reform</li><li>■ Establishment of a mechanism for human resource development and continuation of a virtuous circle</li></ul>	<ul style="list-style-type: none"><li>● Proactive and timely investment in businesses expected to generate returns exceeding the cost of capital, effectively supporting the expansion of the above-mentioned businesses</li><li>● Establishment of the Climate Change Response Promotion Committee, the Human Resources Development Promotion Committee, and the Women’s Participation Promotion Committee</li><li>● Hosting of the Women’s Participation Promotion Forum and establishment of the Diversity &amp; Inclusion Promotion Department</li><li>● Fostering next-generation leaders through multi-faceted evaluation and education</li><li>● Identification of challenges and implementation of measures based on employee engagement surveys</li></ul>
Other Achievements	<ul style="list-style-type: none"><li>● Steady recovery from the impact of the COVID-19 pandemic. Each business segment is increasingly able to accommodate larger-scale projects, resulting in record-high net sales surpassing the ¥300 billion mark.</li></ul>	
Challenges	<ul style="list-style-type: none"><li>● Profit targets were not achieved due to a deteriorating cost environment, primarily driven by surging equipment and labor costs. Urgent operational reforms are required to enhance profitability and productivity, focusing on tighter cost control, improved cost estimation accuracy, greater operational efficiency, and other measures.</li><li>● Accelerating business expansion into both upstream and downstream domains is also critical for further improving profitability.</li></ul>	

# Summary by Business Segment

(100 million yen)



\*General and administrative expenses and other adjustment items not attributable to any reportable segment are not included.

- In the architecture business, both orders received and net sales showed steady growth, supported by continued strength in the for-lease apartment construction market and a recovery trend in private businesses' appetite for capital expenditures. On the profit side, however, rises in prices and labor costs impacted performance, and in some cases—particularly in private-sector construction—the initially expected profit could not be secured.
- In the civil engineering business, although the market remains solid—driven by initiatives such as national resilience and defense-related infrastructure—the orders received and net sales remained largely flat. This was primarily due to a selective bidding approach and sluggish order intake in specialized civil engineering projects.
- In the real estate business, Takamatsu House, the wooden detached housing business launched in 2019, has achieved steady growth by capturing demand for detached housing in urban areas.

A teal geometric pattern consisting of various triangles and lines, located on the right side of the slide.A solid teal vertical bar located to the left of the text.

# **New Mid-Term Business Plan From FY ending March 2026 to FY ending March 2028**



# New Mid-Term Business Plan: Focus Targets

Business Growth	Development of new business domains	<ul style="list-style-type: none"> <li>■ We will invest in new business domains. For example, in addressing social challenges in urban areas, the Group aims to identify the value it can provide from three perspectives—urban community creation and revitalization, pursuit of a circular economy, and development of digital infrastructure—in order to lay the groundwork for future revenue generation.</li> </ul>
	Optimization of business portfolio	<ul style="list-style-type: none"> <li>■ To optimize the business portfolio, the Group will restructure its human capital and organizational structure from the perspective of overall optimization and implement strategic capital allocation across existing and adjacent business domains.</li> </ul>
	Strengthening and restructuring the business base through group collaboration	<ul style="list-style-type: none"> <li>■ To reinforce existing business domains and develop new ones, we will promote the sharing of business resources—such as sales intelligence, expertise, technologies, and specialized human capital—across Group companies. To enhance and make effective use of these resources, we will accelerate organizational restructuring and investments in human capital, R&amp;D and information systems.</li> </ul>
Organizational Management	Driving organizational transformation that draws out employee initiative and a spirit of challenge	<ul style="list-style-type: none"> <li>■ To cultivate a corporate culture in which employees think and decide independently and embrace challenges, we will define the roles and requirements of executive managers, promote further delegation of authority, and enhance motivation among younger employees.</li> </ul>
	Building trust and fostering an overall optimization mindset through enhanced communication	<ul style="list-style-type: none"> <li>■ To promote the sharing of internal resources and best practices, shift employee mindset toward group-wide optimization, and increase opportunities for mutual understanding and learning among Group employees, we will design and implement participatory processes that activate cross-organizational communication across companies and departments.</li> </ul>
	Enhancing the organization's overall capabilities	<ul style="list-style-type: none"> <li>■ To strengthen the overall capabilities of the organization, we will promote greater inclusion of diverse talent—including foreign nationals, senior citizens, and women—and advance workstyle diversification. We will also implement workstyle reforms that can balance workstyle diversification with improvements in labor productivity.</li> </ul>



# New Mid-Term Business Plan: Key Metrics

Achieve record-high orders received, net sales, and operating profit for three consecutive years through the enhancement of upstream and downstream domains.

Attain an operating profit to net sales of 5.0%.

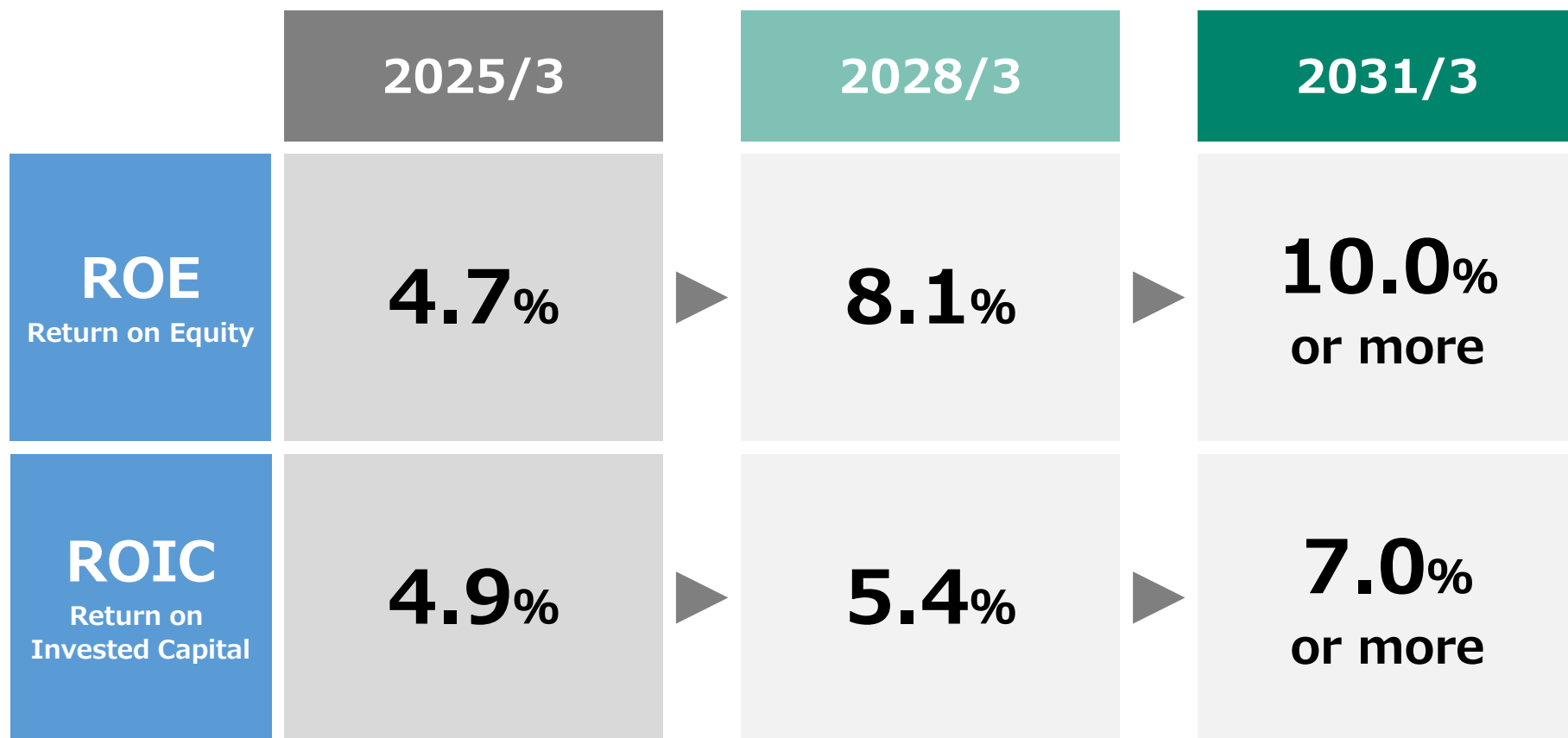
(100 million yen)

	2025/3 Actual	2026/3 Plan	2027/3 Plan	2028/3 Plan
Orders received	3,913	4,200	4,400	4,800
Net sales	3,466	3,700	4,000	4,200
Operating profit (Ratio to net sales)	114 (3.3%)	150 (4.1%)	180 (4.5%)	210 (5.0%)
Profit attributable to owners of parent	64	78	100	122

# New Mid-Term Business Plan: ROE/ROIC

In the final year of the Mid-Term Business Plan, we aim to achieve an ROE of 8.1% and an ROIC of 5.4%.

Long-term targets are an ROE of at least 10.0% and an ROIC of at least 7.0%.



[Formulas]

ROE = Profit attributable to owners of parent / Equity

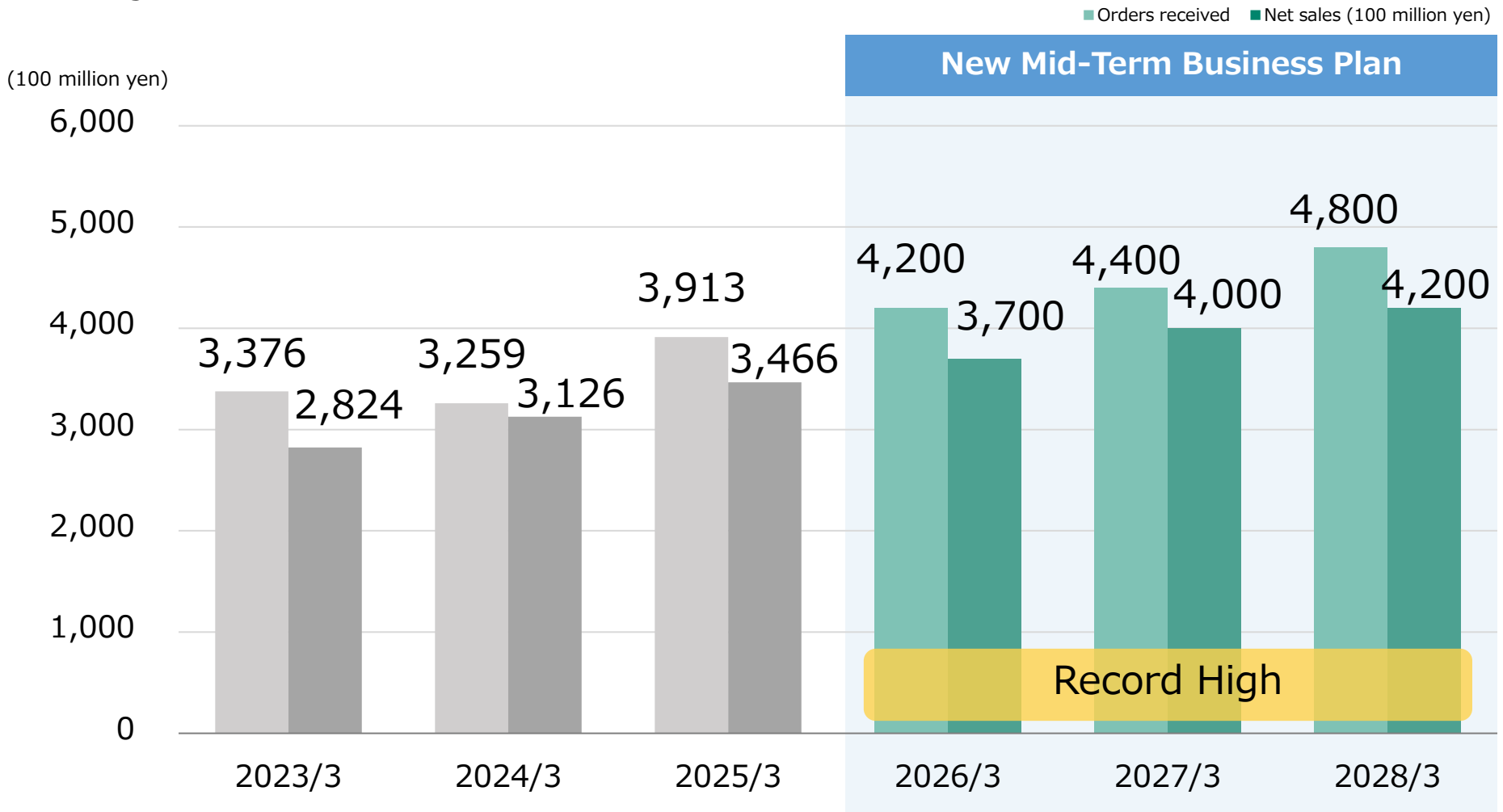
ROIC = [Operating profit - Income taxes] / [Borrowings + Bonds payable + Equity]

Note: The denominator is the average of balances at the end of the previous fiscal year and the end of the current fiscal year.

# New Mid-Term Business Plan: Orders Received and Net Sales

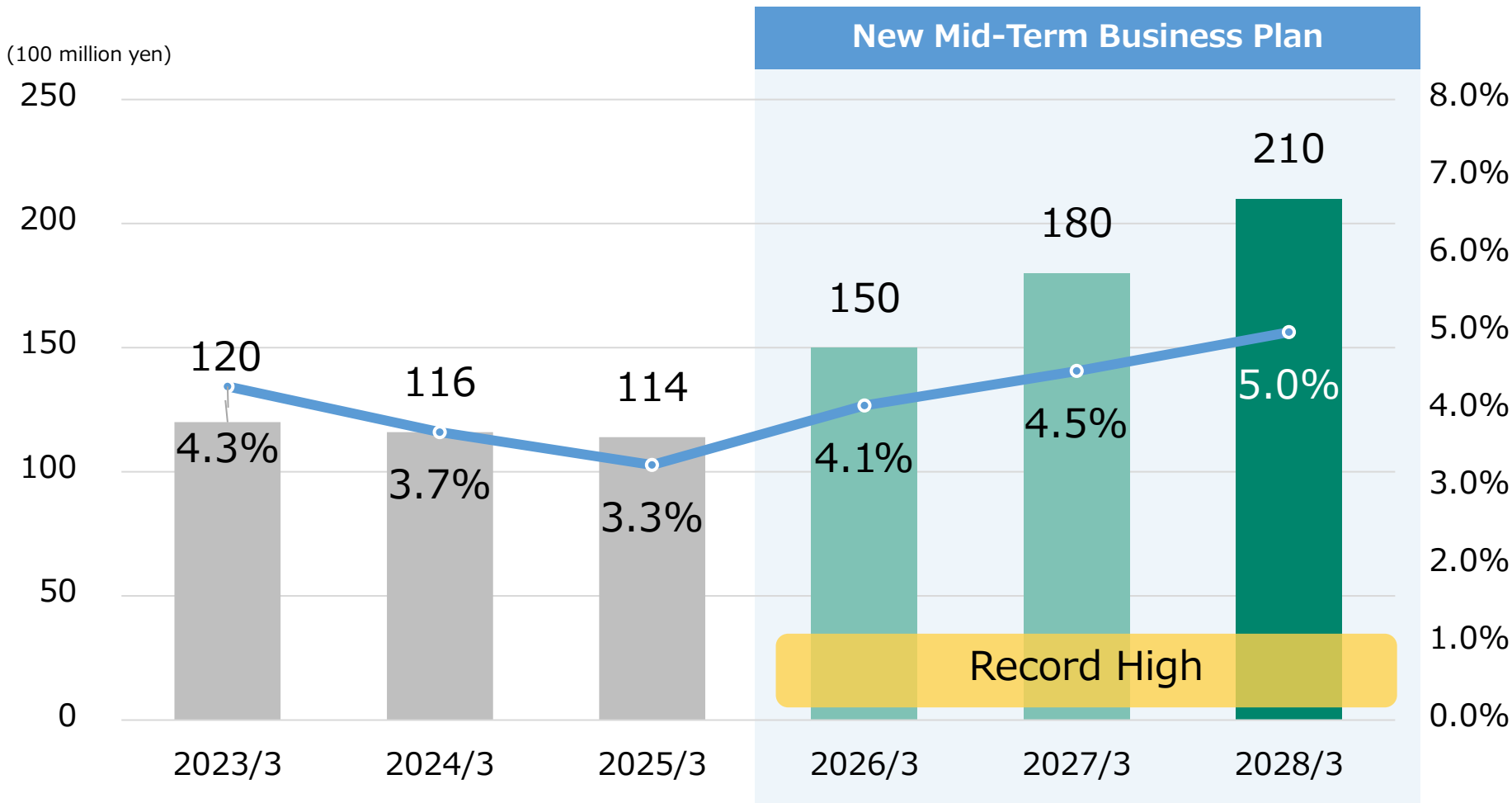
Orders received and net sales will reach record highs in all three years of the plan.

Aiming for continued order growth, we target net sales of 400 billion yen in the fiscal year ending March 2027.

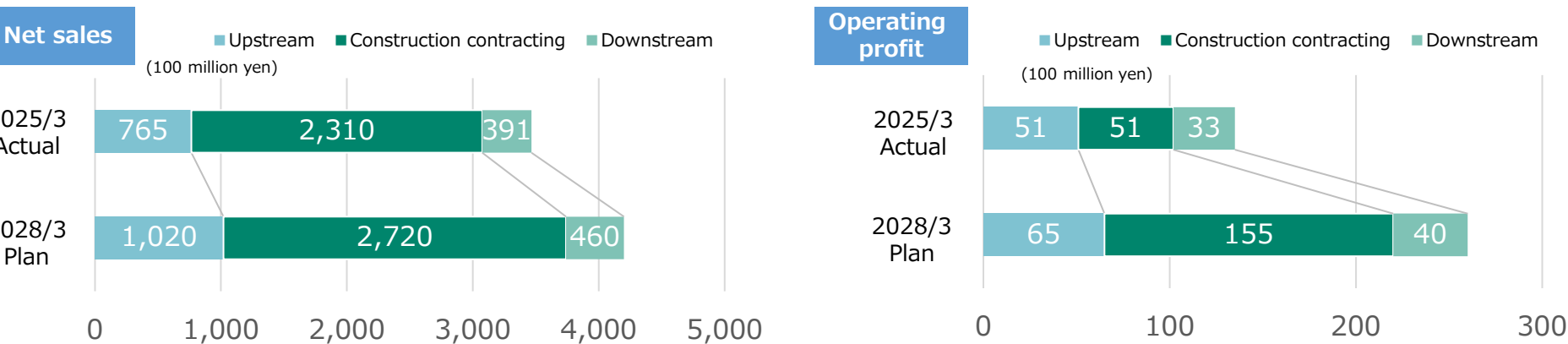


# New Mid-Term Business Plan: Operating Profit

Operating profit will reach record highs in all three years of the plan.  
We aim to achieve 21 billion yen in operating profit in the fiscal year ending March 2028.



We recognize that the "smile curve" concept also applies to the value chain in the construction and real estate industries. While continuing to grow our core construction contracting business, we aim to expand into both upstream and downstream domains, where profitability is higher.



©2025 TAKAMATSU CONSTRUCTION GROUP CO., LTD. | 12

# Business Growth: Development of New Business Domains

## Market Trends

- Declining population and number of households across Japan, coupled with an aging society and other factors
- Growing awareness of environmental issues and the rapid advancement of digital technologies, such as AI



- In the construction and real estate domains, resources will be allocated to businesses targeted for strengthening and expansion, based on a perspective of overall optimization.



We will pursue optimization of the Group's business portfolio.

## Focus Targets

Leveraging the Takamatsu Group's origins in C&C (Consultation & Construction) capabilities—which integrate construction and consulting—we will promote high value-added real estate development tailored to customer needs, as well as expansion into new business domains.

**Key themes include urban community creation/revitalization, pursuit of a circular economy, and development of digital infrastructure**

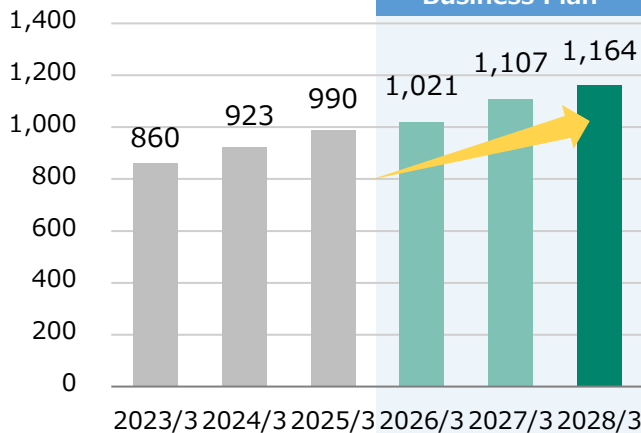
- We will realize solutions that the Group is uniquely positioned to provide by strategically allocating resources.
- We aim to expand a circle of mutual trust with stakeholders and contribute to the creation of social value.
- Residential business targeting high-net-worth individuals and inbound visitors
- Expansion of the condominium business launched in April 2023
  - Condominiums under Tissage brand
  - Profit-making apartment complex under Trinity brand



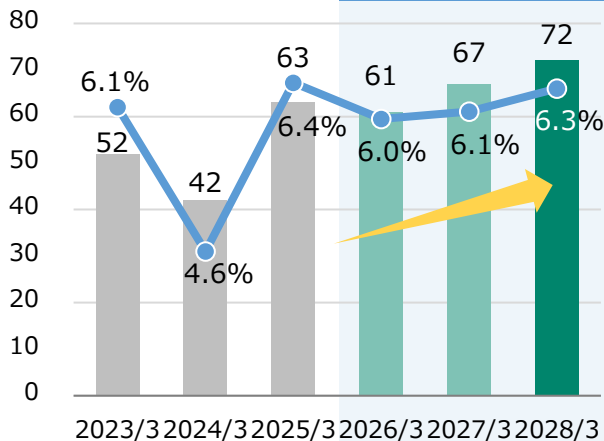
# Business Growth: Five Core Companies -1. Takamatsu Corporation

## Performance Target (100 million yen)

### Net sales



### Operating profit and Operating profit to net sales



## Market Trends

- Increased corporate capital investment and stronger emphasis on disaster preparedness
- Rising demand for frozen foods and growth in food e-commerce
- Growing demand for accommodation facilities driven by rising inbound tourism

## Focus Targets

### 1. Expansion of Existing Business Domains

- Strengthen sales of land with building conditions to corporate clients by matching land purchase and sale needs, leveraging insights gained through development-driven sales
- Expand orders for large-scale projects through collaboration with developers
- Increase orders by enhancing information-sharing with Group companies and others
- Capture larger-scale projects in both rental housing and general construction

### 2. Development of New Business Domains

- Focus on high-growth sectors such as food processing plants, refrigerated and frozen warehouses, accommodation facilities, healthcare, and urban data centers



Amanokawa Hospital

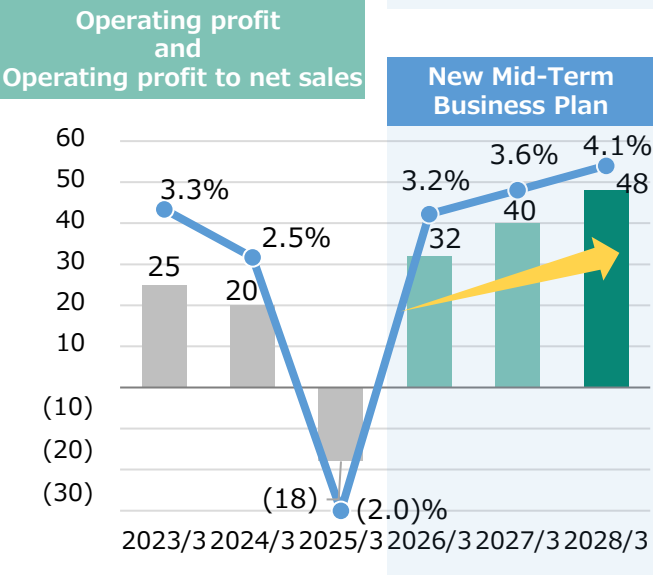
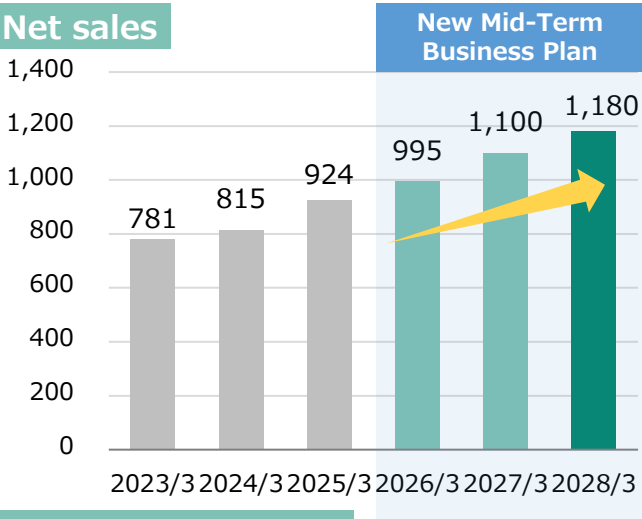


Toho Logistics Center



# Business Growth: Five Core Companies -2. Asunaro Aoki Construction

## Performance Target (100 million yen)



## Market Trends

- Growth in public-private investment projects driven by GX promotion strategies aimed at achieving carbon neutrality
- Increasing demand for data centers fueled by the widespread adoption of AI and other digital technologies

## Focus Targets

### 1. Enhancing Profitability through Specialization in Growth Sectors and Applications

- Strengthen sales activities focused on solution proposals and joint business proposals with developers
- Architecture: data centers, logistics warehouses (refrigerated and frozen), factories, renovation/conversion projects, etc.
- Civil engineering: renewable energy, highway renovation projects, etc.

### 2. Strengthening Profitability through Improved Productivity

- Specialize in applications with high productivity per unit of output
- Improve production efficiency through promotion of DX and BPO (outsourcing of on-site operations)



Shin-Mutsu Wind Farm

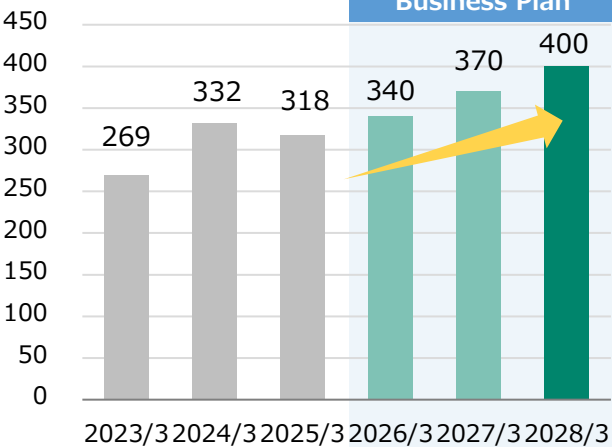


Takagi Tsukuba Factory

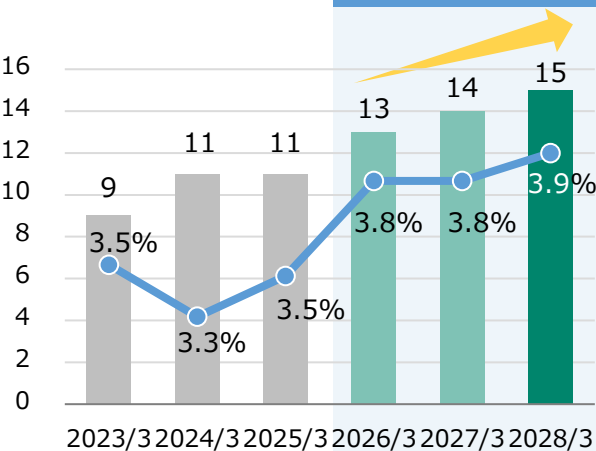
# Business Growth: Five Core Companies -3. Mirai Construction

## Performance Target (100 million yen)

### Net sales



### Operating profit and Operating profit to net sales



## Market Trends

- Increase in national budget allocation driven by the Medium-term Plan for Disaster Prevention, Disaster Mitigation, and National Resilience
- Rising volume of construction work due to accelerated seismic reinforcement and four-lane expansion of expressways

## Focus Targets

### 1. Expansion of Marine Business and Participation in Large-Scale Projects

- Strengthen capabilities to support national resilience initiatives and defense-related infrastructure
- Expand order intake for large-scale projects, including port and expressway-related infrastructure

### 2. Advancing Strategies and Improving Profitability in Private-Sector Construction

- Expand orders for maintenance and renewal of privately owned coastal structures
- Increase orders for projects in the renewable energy sector
- Strengthen proposal capabilities in brownfield redevelopment projects\*

\*Brownfield redevelopment refers to the revitalization of underutilized land—such as former factory sites affected by soil contamination—through remediation and redevelopment to create new value.



Dredging work at Hachinohe Port, Aomori Prefecture

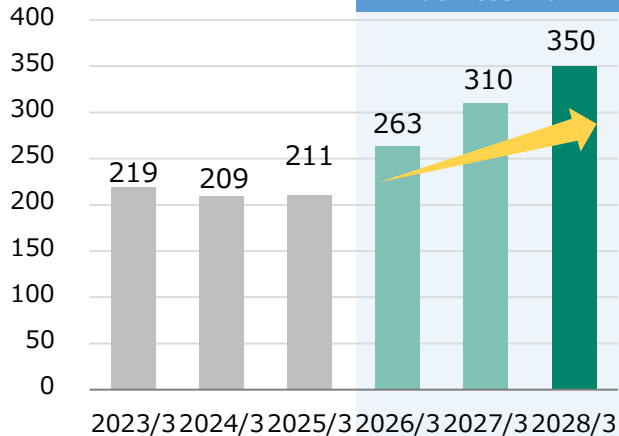


(Tentative name) Toyoshiki residential land development project

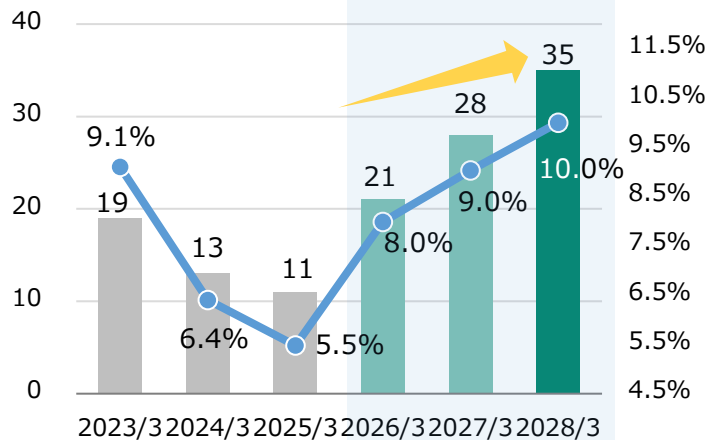
# Business Growth: Five Core Companies -4. Toko Geotech

## Performance Target (100 million yen)

### Net sales



### Operating profit and Operating profit to net sales



## Market Trends

- Steady public investment in social infrastructure development, particularly in disaster prevention and mitigation—areas of core strength—under the national resilience policy
- Growing volume of repair and renewal work for aging infrastructure

## Focus Targets

### 1. Strengthening Sales Activities Targeting Major and Regional General Contractors

- Reinforce the sales structure to accommodate long-term, large-scale projects
- Expand orders by enhancing sales outreach to regional general contractors partnering with Takamatsu Group companies

### 2. Increasing Orders and Profits through Enhanced Cost Competitiveness

- Expand market share in ground improvement work
- Improve operations and productivity by establishing a back-office function to support sales and construction divisions



Slope reinforcement work in the Ako area of the Sanyo Expressway

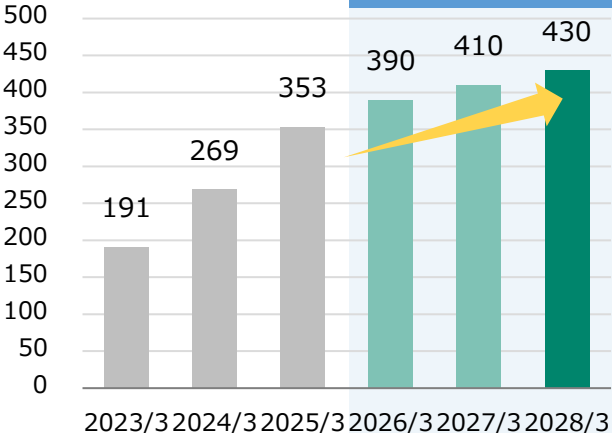


FY2023 ground improvement work for the north side of Runway A and associated taxiways at Tokyo International Airport

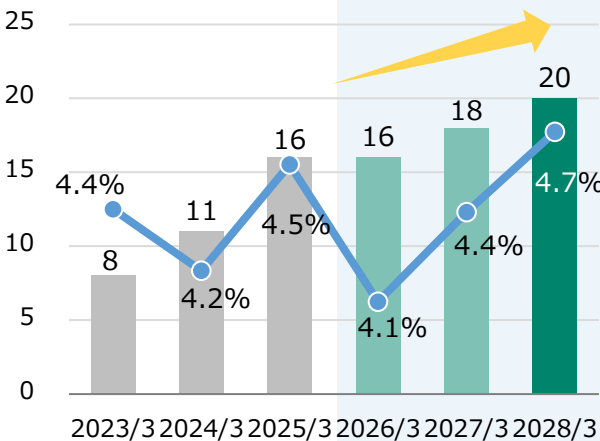
# Business Growth: Five Core Companies -5. Takamatsu House

## Performance Target (100 million yen)

### Net sales



### Operating profit and Operating profit to net sales



## Market Trends

- Growing wait-and-see attitude toward home purchases across the domestic market, amid economic uncertainty
- Strong demand in popular areas of the Tokyo metropolitan area, outweighing the impact of rising sales prices

## Focus Targets

### 1. Improving Profitability

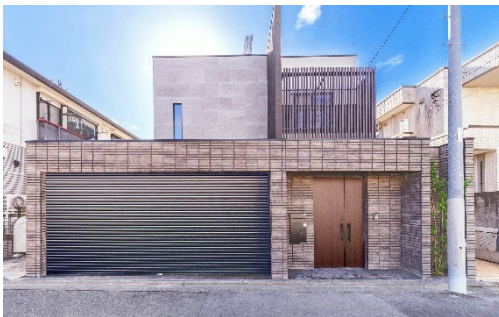
- Strengthen direct sales
- Enhance the MIRAKURAS Matching\* system

\*A system that introduces the most suitable homebuilder to customers who have purchased residential lots from Takamatsu House and are seeking to build custom homes.

### 2. Expanding Sales Scale

- Diversify sales channels to include detached rental housing operators, private placement funds, and partner homebuilders
- Actively recruit sales personnel, with a focus on experienced candidates through referrals
- Increase offerings of a premium ready-built housing brand GRAND MIRAKURAS\*

\*A new brand that delivers high-asset-value properties in rare, highly convenient locations near train stations—so-called “tower condominium-class” locations



GRAND MIRAKURAS Jiyugaoka – Exterior View

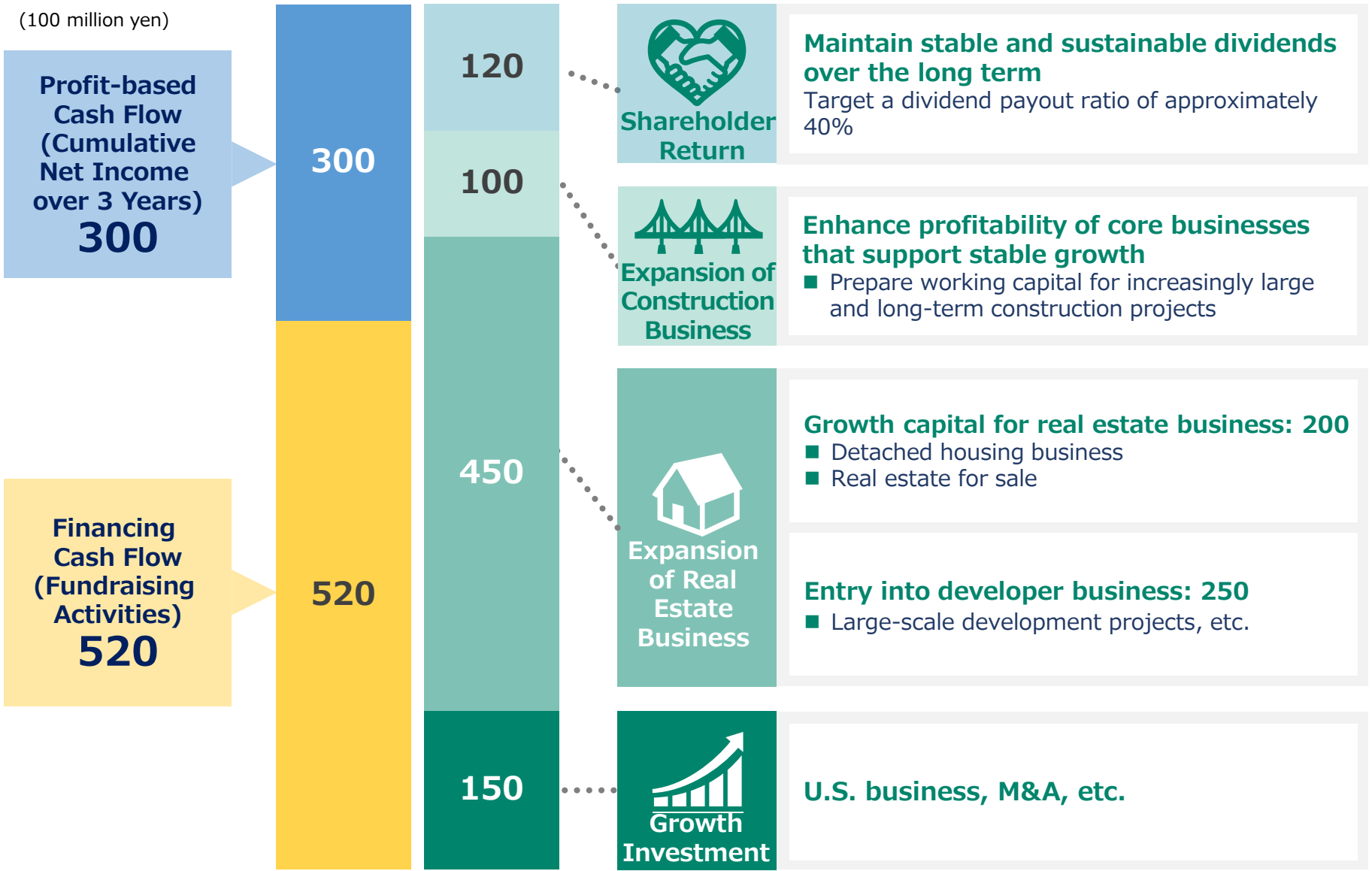


GRAND MIRAKURAS Jiyugaoka – Interior View



# Cash Allocation over the Three Years of the New Mid-Term Business Plan

(100 million yen)



# U.S. Business Strategies (Takamatsu Construction Group USA Inc.)

## Accumulation and Deployment of Expertise in Stock Business

Leverage existing assets in California and New York to accumulate knowledge across the entire value chain—from upstream to downstream—and apply this expertise to new investments and horizontal expansion into the U.S. market.

- Ongoing collaboration with existing U.S. partners
- Operation of owned properties
- Consideration of property sales



Rental housing complex development project “Blu Laguna Niguel” in California

Owned property in New York

## Establishing a Short-Cycle Investment Business Model

Build and expand a short-cycle investment business model by accumulating premium projects and assets across the United States and repeating the cycle of investment and recovery.

- Investment in prime-site properties
- Short-term exits (property sales within 3 to 5 years)

Example: Townhouse development project in North Carolina



Townhouse development in North Carolina

## Creating New Business Opportunities

By deepening relationships with existing partners and cultivating new partnerships, establish a nationwide network to enable business expansion across the United States.

- Cultivating new partnerships
- Creating investment opportunities through expansion of a nationwide U.S. network

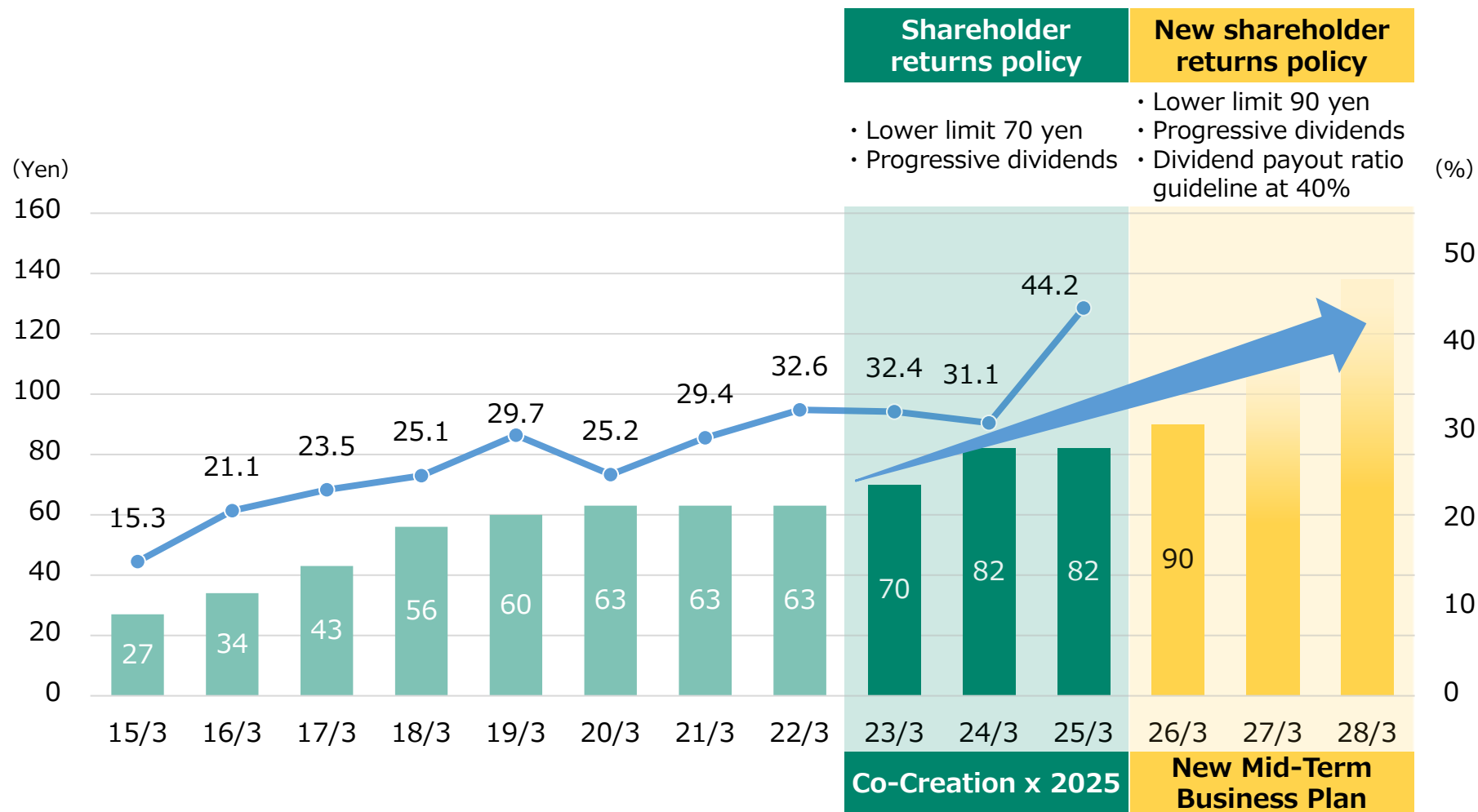
## Human Resource Recruitment and Development

- Recruitment and development of highly specialized human resources
- Strengthening collaboration with domestic human resources within the Group
- Reinforcement of the U.S. organizational structure

# Shareholder Returns

The basic policy is to pay **progressive dividends** during the target years of the new mid-term business plan (FY ending March 2026 to FY ending March 2028). The minimum annual dividend per share is set at **90 yen**. The dividend payout ratio is **targeted guideline at 40%**. Profit returns will be linked to business performance.

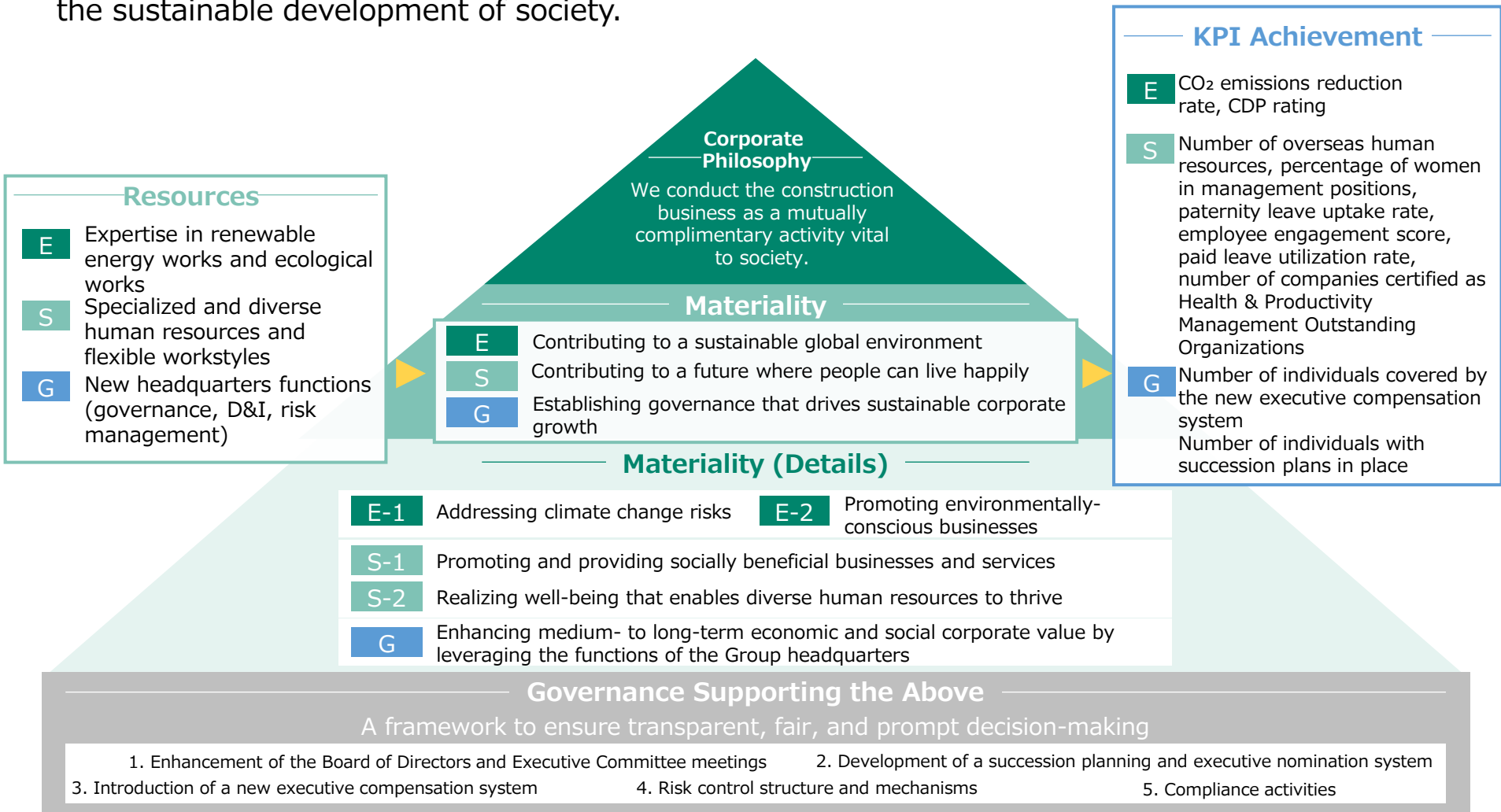
We plan to pay a dividend of 90 yen per share for the FY ending March 2026, with a payout ratio of 40.2%.





# Sustainability -1. Key Themes – Materiality

By establishing highly effective governance and leveraging the unique strengths of each Group function to pursue synergies, we aim to realize sustainable business operations and contribute to the sustainable development of society.



# Sustainability -2. Environmental

## Materiality: Contributing to a sustainable global environment

### E-1 Addressing climate change risks

Disclosure in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Targets	Emissions in 2024/3	2031/3 Target	2051/3 Target
Scope1 and 2	20,074t-CO <sub>2</sub>	To be reduced by 24% or more	Net zero emissions
Scope3	Not yet calculated	Scheduled for disclosure in the Annual Securities Report in June 2025	Net zero emissions

### E-2 Promoting environmentally conscious businesses

Promoting businesses and developing technologies that contribute to reducing environmental impact

#### Asunaro Aoki Construction Obtaining SBT certification



Asunaro Aoki Construction has obtained certification from the international initiative Science Based Targets (SBT) for its greenhouse gas emissions reduction targets.

#### Takamatsu House Provision of ZEH



Takamatsu House is strengthening its offering of highly insulated homes that meet ZEH (Net Zero Energy House) standards—Grade 5 for insulation performance and Grade 6 for primary energy efficiency—and has been certified as an HTT Initiative Promotion Company by the Tokyo Metropolitan Government.

#### Toko Geotech Nature Positive contribution initiatives



Toko Geotech is contributing to the social implementation of biodiversity-conscious green infrastructure that avoids the use of non-native species in slope protection and restoration works—including slope stabilization and repair—through the application of proprietary technologies and construction methods, aiming to support the realization of “Nature Positive by 2030.”

- Development of a promotion model for mid-rise, all-timber, bidirectional rigid frame structures
- Advancement and promotion model development of ZEB and ZEH
- Development of carbon pool concrete
- Research on PFAS removal technologies

# Sustainability -3. Social

**Materiality: Contributing to a future where people can live happily**

## S-2 Realizing well-being that enables diverse human resources to thrive

### Human Resource Recruitment, Development, and Engagement

- Strengthen group-wide recruitment of highly specialized and diverse talent
- Introduce and leverage a Group-wide human resource system, including:
  - Human resource development programs
  - 360-degree evaluations for management-level employees
  - Personnel evaluation system
  - Talent management system, etc.

### Enhancing Engagement and Promoting Health and Productivity Management

- Implement the Action Plan PDCA cycle through dialogue within each company and organization, following the engagement surveys
- Foster a Group culture where employees are physically and mentally healthy, energetic, and motivated (health and productivity management)
  - Strengthen initiatives to address employee health issues
  - Encourage Group companies to obtain certification as Health & Productivity Management Outstanding Organizations

### Promoting Diversity and Workstyle Reform

- Establish a stable foundation and system for the recruitment and onboarding of overseas human resources
- Aim to raise the percentage of women in management to 10% by the fiscal year ending March 2036, through systematic development and promotion
- Expand diverse workstyle systems, including flextime and hourly paid leave

Area	Indicators	2025/3	2026/3	2027/3	2028/3
Diversity & Inclusion	① Number of overseas human resources ② Percentage of women in management positions ③ Paternity leave uptake rate	① 64 ② 3.5% ③ 47.0%	① 70 ② 4.1% ③ 50.0%	① 90 ② 4.7% ③ 57.0%	① 114 ② 5.3% ③ 65.0%
Employee Engagement	Employee engagement score	46.8	48.0	49.5	51.0
Workstyle Reform	Paid leave utilization rate	61.3%	70.0%	70.0%	70.0%
Health and Productivity Management	Number of group companies certified as Health & Productivity Management Outstanding Organizations	3	5	8	10

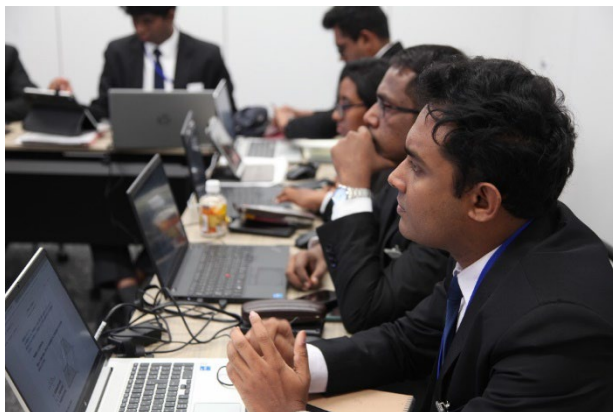
\*Engagement Score: Calculated using “MOTIVATION CLOUD” by Link and Motivation Inc., based on employee expectations and satisfaction levels, and presented as a standardized deviation score. The national average is 50, and we aim to achieve 55 in the fiscal year ending March 2031, and a top-level score of 60 in the fiscal year ending March 2036.

# Sustainability -3. Social

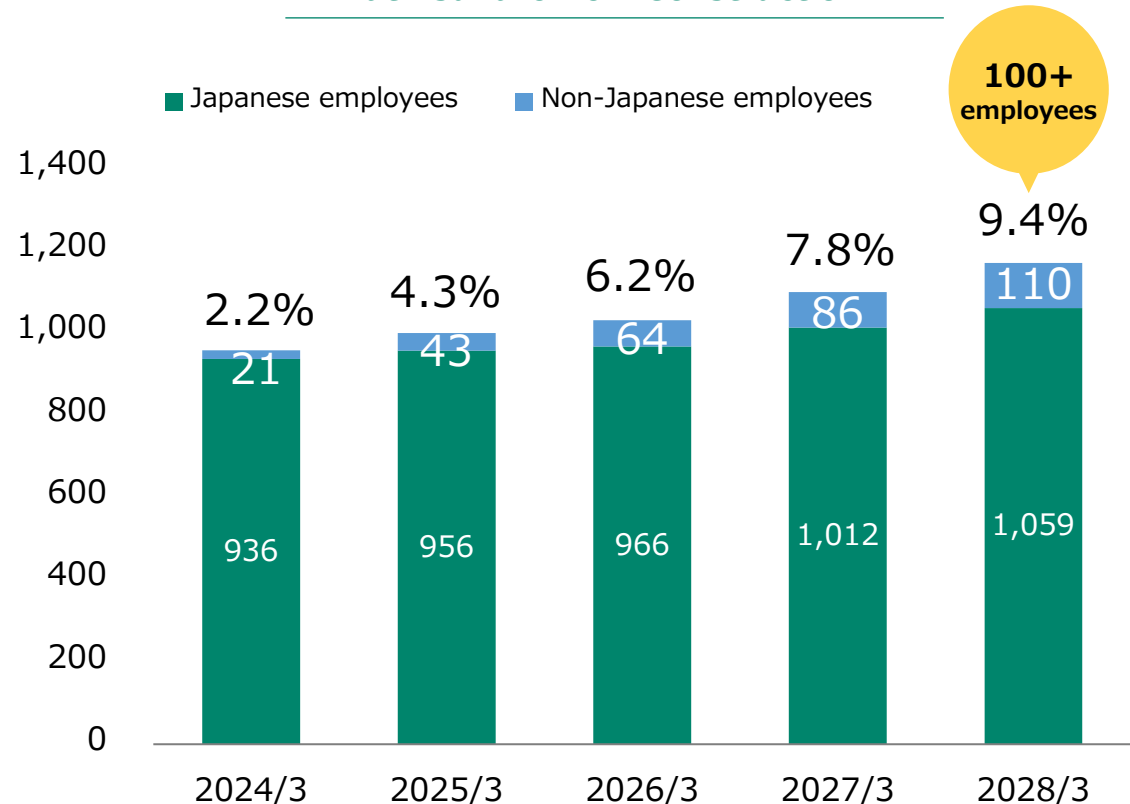
## Hiring of Overseas Talent

Asunaro Aoki Construction began recruiting overseas engineers in 2022.

In the fiscal year ended March 2024, 13 Sri Lankan engineers joined the company. In the fiscal year ended March 2025, 10 additional Sri Lankan engineers and 8 Filipino engineers were hired. The proportion of non-Japanese employees within the company is steadily increasing, and the number is expected to exceed 100 by the fiscal year ending March 2028.



### Trends in the Number of Employees at Asunaro Aoki Construction



\*Percentage of non-Japanese employees relative to total workforce

# Sustainability -4. Governance

**Materiality: Establishing governance that drives sustainable corporate growth**

G

Enhancing medium- to long-term economic and social corporate value by leveraging the functions of the Group headquarters

## Planning and promotion of group strategy

- Driving the realization of Group vision
- Ongoing review of the business portfolio and resource allocation through enhanced business and investment evaluation (implementing management that is conscious of cost of capital and making strategic investments in both existing profit base and future growth base)
- Establishing and fostering a brand image through formulation of group branding

## Procurement and optimization of management resources

- Enhancement of talent management through the development of an executive nomination system and succession planning, including group companies
- Introduction of a new executive compensation system, with phased expansion from core company presidents to executives of group companies
- Strengthening governance effectiveness by utilizing a Nominating and Compensation Committee composed solely of outside directors

## Addressing group-wide key issues over the medium to long term

- Building a shared group platform to realize a conglomerate premium through group-wide synergies
- Strengthening incubation functions to support business development, supplement through M&A, and revitalize underperforming businesses
- Practicing diversity management
- Promoting DX

## Development and strengthening of organizational and management foundations

- Strengthening oversight functions through enhanced evaluation of Board effectiveness
- Improving operational efficiency through appropriate allocation of authority and responsibility
- Operating an effective internal control system based on the three lines of defense model (fostering a culture of compliance, strengthening group-wide risk management, and developing professional talent for internal audit functions)
- Enhancing information security and reputation management



# R&D-Driven Development of New Business Domains

## Challenges

- Declining birthrate and aging population / Shortage of skilled engineers
- Compliance with overtime work regulations
- Climate change and global warming
- Improving treatment and working conditions for skilled workers



## R&D and DX Initiatives

- ICT-based construction
- Big data utilization
- AI and generative AI
- Sensing and image processing



## Vision for the Future

- Preparing for a future decline in the construction workforce through automation and labor-saving construction
- Creating attractive careers and workplaces
- Promoting decarbonization by utilizing GX construction equipment
- Shortening construction periods and stabilizing quality
- Exploring new business domains

## Pioneering New Business Domains with Underwater Construction Robots

- Asunaro Aoki Construction owns five radio-controlled amphibious bulldozers originally developed and mass-produced by Komatsu in 1971, and has completed over 1,200 underwater construction projects, including disaster recovery work following the Great East Japan Earthquake. The company is currently collaborating with Komatsu on the development of underwater construction robots.
- The company is working toward the demonstration of an electric underwater construction robot capable of operation at depths of up to 50 meters, controllable even by non-experts through advanced automation and ICT functionality. By integrating big data—including 3D survey, design, construction history, and weather information—and optimizing construction plans through AI analysis, the company aims to realize the "future of underwater construction," where robots are remotely operated from an office in ultra-long-range conditions.
- The company is developing new business domains through the use of electric, autonomously controlled underwater construction robots.



Left: Amphibious Bulldozer

Right: Underwater Construction Robot (Concept Model)

\*Currently exhibited at the "Future Life Expo: Future City" pavilion at Expo 2025 Osaka, Kansai.



The forward-looking statements in this material are based on information available as of the date of this document, and actual results may differ from these statements due to various factors. The purpose of this material is to provide information that will assist investors in making decisions and is not intended as an inducement or invitation to purchase or sell our shares.