

Integrated Report

2025



Who is it?

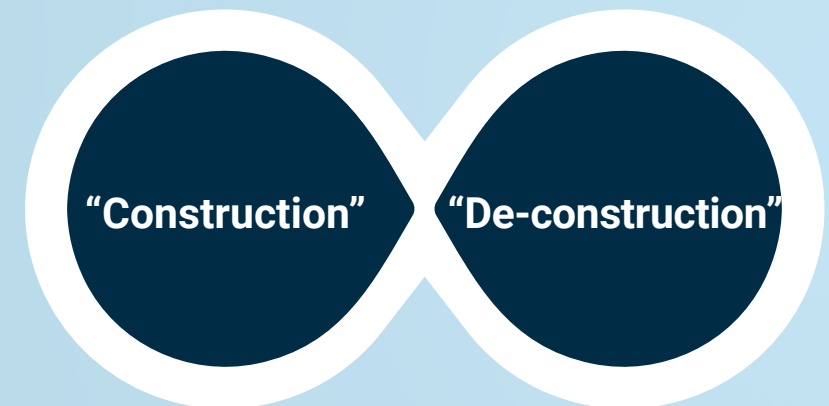
Q. What is INFRONEER?



A.

INFRONEER is Japan's first integrated infrastructure service company

From “building” and “constructing” to “infrastructure that creates value”



Now, social challenges such as aging infrastructure*, a declining birth rate and aging population, worker shortages, and insufficient financial resources for municipalities are beginning to undermine the safety and comfort of local communities that were once taken for granted. INFRONEER leverages engineering capabilities and regional networks cultivated over many years through manufacturing and “construction” to comprehensively undertake all aspects including operations and services (“de-construction”), thereby supporting people’s lives and regional economies.

> *Infrastructure: Refer to the glossary on page 95.

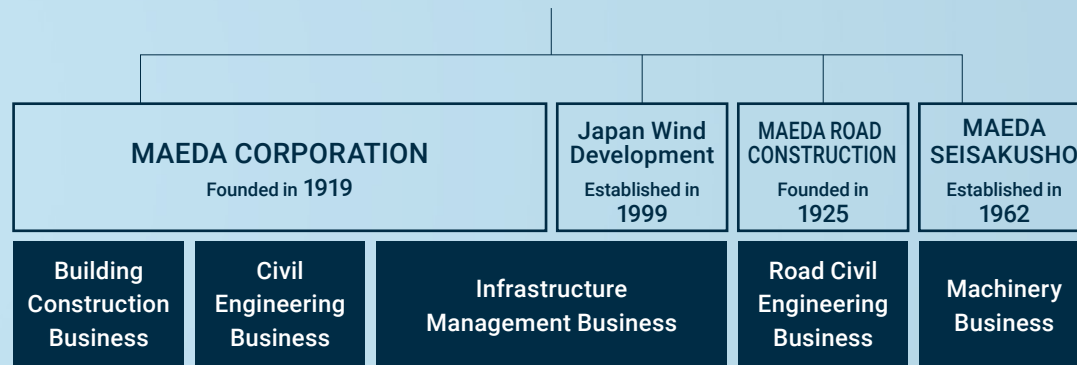
> For details, see page 23.

The INFRONEER Group consists of major business companies: MAEDA CORPORATION, MAEDA ROAD CONSTRUCTION, MAEDA SEISAKUSHO, and Japan Wind Development. We have supported regional growth through our infrastructure business for over 100 years.

Our major businesses include building construction, civil engineering, road civil engineering, machinery, and infrastructure management, and we also operate extensively in the retail and real estate businesses. INFRONEER will strive to enhance corporate value by sincerely engaging with each business. As a company united as a group alongside the community and society, we will tackle the future of infrastructure services.



Established in October 2021



What is “De-construction”?

The term “de-construction” encapsulates our intention to not only conduct traditional contracting business but also to take on project risks as a business operator. Specifically, the “de-construction” business involves concession projects of acquiring the right to construct, operate, maintain, and manage public infrastructures such as airports, water supply and sewerage systems, and toll roads. It also includes renewable energy projects that make investments in everything from business development and construction to operation, maintenance, management, and sales.

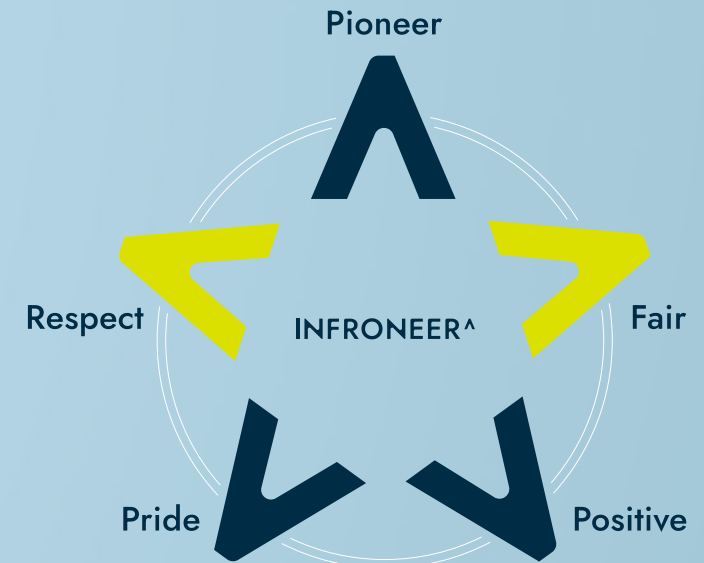
By leveraging financial expertise and the engineering capabilities we have cultivated in the “construction” business, the “de-construction” business enables us to minimize risks and generate large returns.

We have established a shared mindset that every employee should hold as we strive to become an integrated infrastructure service company.

INFRONEER^ (INFRONEER Caret)

A source of new value creation and a path to care for, through the power (Caret) of the diverse strengths of INFRONEER believers.

Pioneer	It is okay to make mistakes. Taking initiatives into uncharted territory.
Respect	It is okay to meet dead ends. Building trust through acknowledging each other.
Pride	It is okay to be proud. Let everyone witness your skills and knowledge.
Positive	There is no such thing as a worthless experience. Whatever happens, everything will be for our future.
Fair	It is not just for us. Judging from the regional and social perspective.



To where?

Q. What is INFRONEER's vision for the future?



A.

A world where there's no limit to what can be asked from and what can be delivered by infrastructure services.

A sustainable society where people can live with peace of mind anytime, anywhere, and disaster-resistant cities that are environmentally friendly. A world where the people who live there can share in the excitement together. We believe that the power of infrastructure can transform lifestyles and culture.

To realize our vision for the future, we will provide optimal infrastructure services for each user to enjoy through free thinking unbound by conventional ideas.

> For details, see page 20.

To realize our vision for the future, we have established the following principles.

Slogan

Challenge the status quo

Challenge the status quo of existing infrastructure businesses and open up limitless possibilities

Our vision for the future

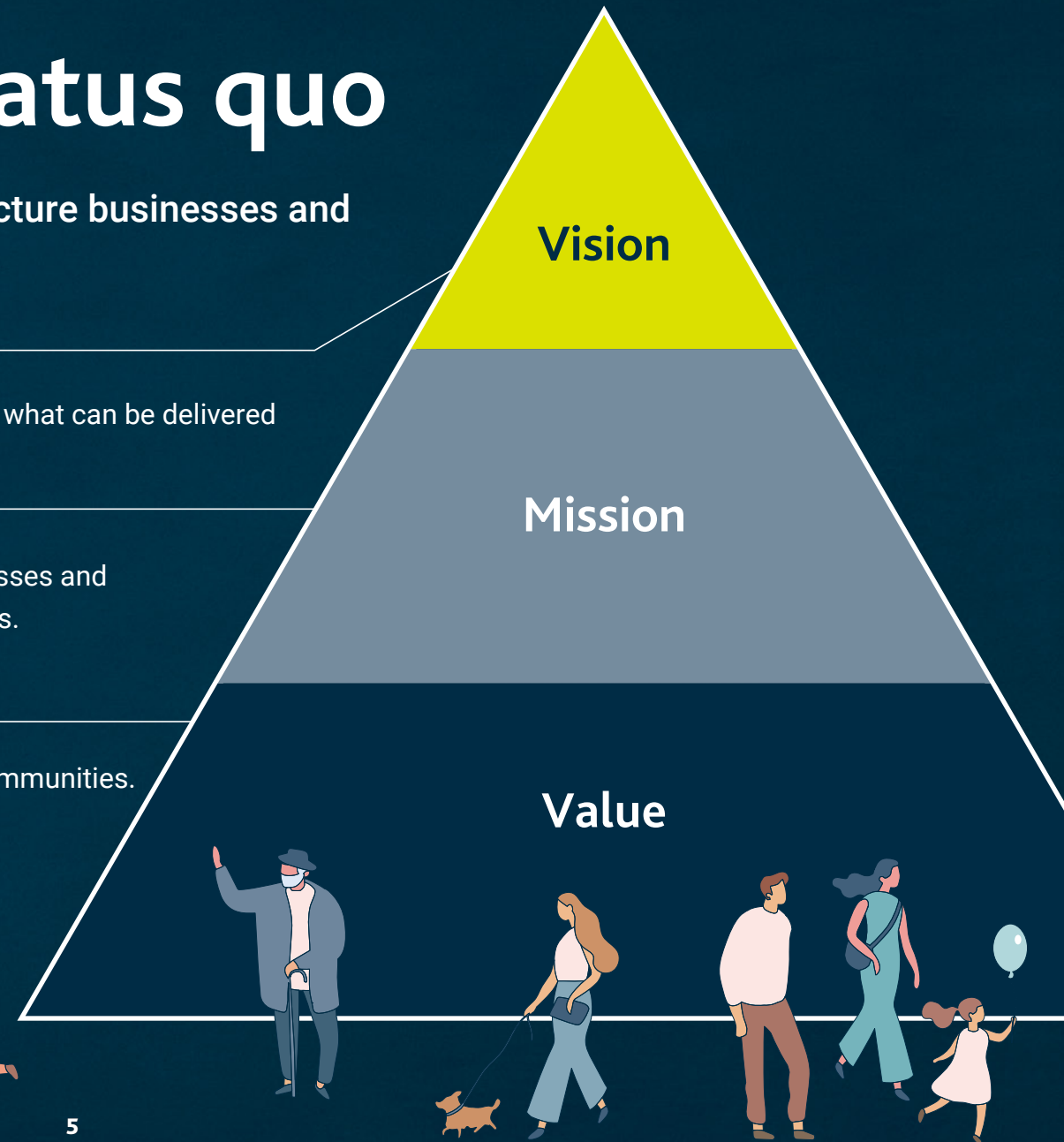
A world where there's no limit to what can be asked from and what can be delivered by infrastructure services.

Our mission

We challenge the status quo of existing infrastructure businesses and deliver the most suitable service globally with innovative ideas.

The value we promise

Safety, security, and sustainability of our society and local communities.



Integrated Report 2025 MAIN TOPICS

Top Message > P. 8



Special Feature ①

Special Conversation: INFRONEER×RICOH > P. 14



Special Feature ②

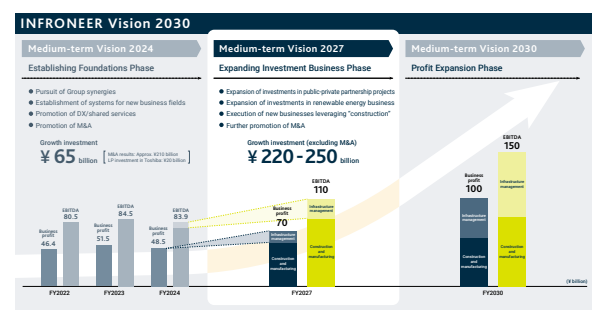
Outside Directors Roundtable > P. 64



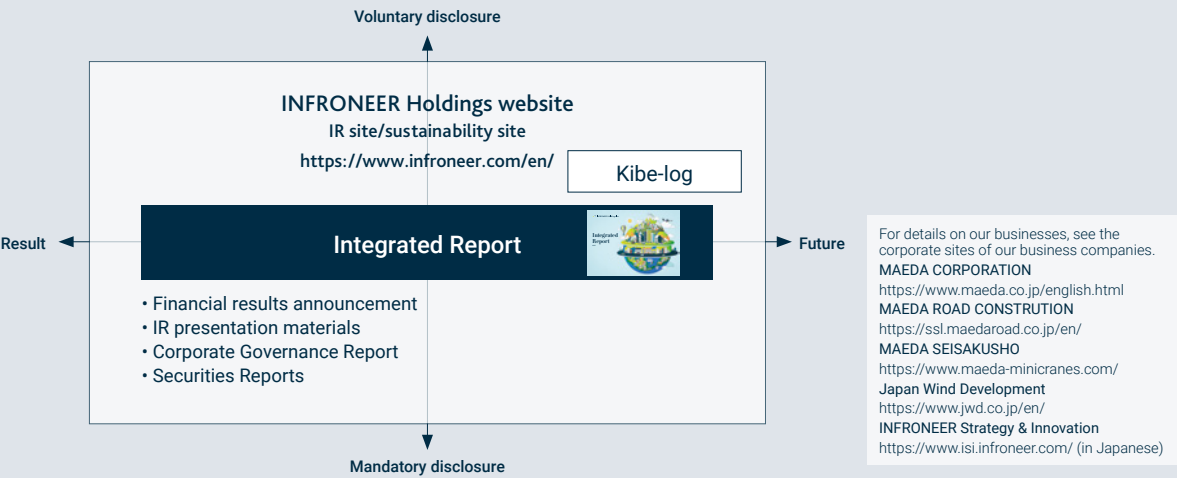
New Medium-term Business Plan

INFRONEER Medium-term Vision 2027 > P. 26, 57

The previous Medium-term Business Plan, INFRONEER Medium-term Vision 2024, ended in FY2024.
The new Medium-term Business Plan, INFRONEER Medium-term Vision 2027, has now started, positioning the next three years as the "Expanding Investment Business Phase."



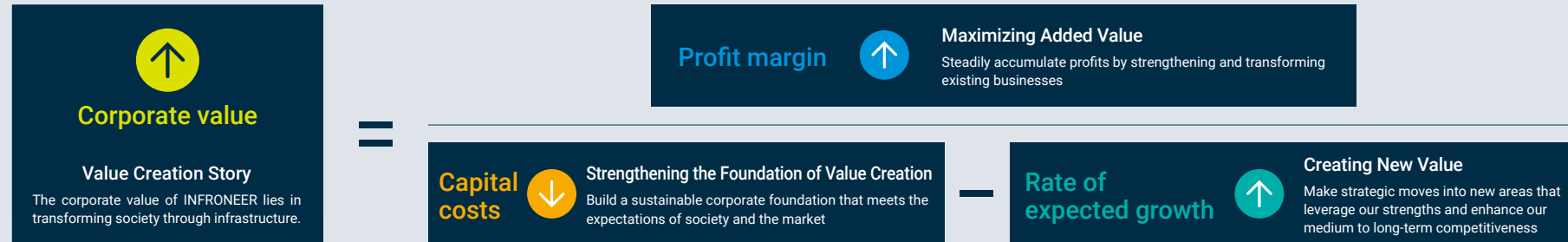
Information disclosure framework diagram



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INFRONEER strives to enhance corporate value over the medium- to long-term.

This Integrated Report is structured around the following formula for enhancing corporate value.



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Editorial Policy

We regard this Integrated Report as an important communication tool between our stakeholders and ourselves. This Integrated Report is structured to outline the path toward enhancing corporate value. We aim to help our stakeholders understand our enduring value creation process and the value we provide to the community and society, and build up stakeholder engagement to contribute thereby to the enhancement of social and corporate value.

Target period: Covers activities of the INFRONEER Group from April 1, 2024, to March 31, 2025, including some previous initiatives and recent activities. The figures and content presented do not include Sumitomo Mitsui Construction Co., Ltd. Charts and tables in this Integrated Report present information as of March 31, 2025, and FY2024 unless otherwise noted.

Reference guidelines: "International Integrated Reporting Framework" by the International Financial Reporting Standards (IFRS) Foundation, "Guidance for Collaborative Value Creation" by the Ministry of Economy, Trade and Industry, GRI Standards, and ISO 26000

Thoughts Embodied in the Cover

Inspired by our Vision of "A world where there's no limit to what can be asked from and what can be delivered by infrastructure services," the cover expresses this limitless world with an illustration that has a bright and positive atmosphere.





As an Integrated Infrastructure Service Company, We Will Continue to Take on the Challenge of Social Transformation Through Infrastructure to Achieve Enhanced Corporate Value

Four years have passed since INFRONEER Holdings Inc. was established in October 2021. We have continued to take on challenges in uncharted territory as a pioneering company in Japan with the unique positioning of an integrated infrastructure service company, and our first Medium-term Business Plan, “INFRONEER Medium-term Vision 2024,” concluded in FY2024. Having completed the Establishing Foundations Phase, we entered a new stage in April 2025 with the start of our next Medium-term Business Plan, “INFRONEER Medium-term Vision 2027,” which aims for further growth by accelerating investment-driven busi-

ness models.

To grow as an integrated infrastructure service company, we must not make our traditional “construction” business our ultimate goal; instead, it is essential to expand it alongside our new value-creating “de-construction” business. We must not only aim to improve our business performance, but also enhance the convenience and richness of people’s lives with the power to transform society. To achieve this, we still face many challenges and opportunities for growth.

Kazunari Kibe

Director, Representative Executive Officer,
President, and CEO
INFRONEER Holdings Inc.

Joined MAEDA CORPORATION in 1986; served as a Managing Officer in 2014; served as a Director and General Manager of the Management Innovation Division from 2016; in October 2021, became the Director, Representative Executive Officer, President, and CEO of INFRONEER Holdings.

“Transforming Society Through Infrastructure” Will Become Corporate Value

We are taking on the challenge of creating value in a new business area that is unprecedented in Japan. Our role will not end once infrastructure is built; instead, we will comprehensively undertake all aspects, including operations and services, to create new economic and cultural value for public facilities. Through these efforts, our vision and purpose are to achieve not only the growth of our Group, but also the revitalization of regional economies and the improvement of people's quality of life.

The corporate value of INFRONEER lies in transforming society through infrastructure. Corporate value is generally measured by figures such as market capitalization or the DCF method. While these are certainly important indicators, the corporate value we are pursuing goes beyond mere numbers.

We are developing our business with a vision for the future; therefore, I feel that some aspects of our corporate value is not yet fully understood by the market. I recognize that our current stock price is not moving as envisioned, reflecting a gap between our vision and market valuation. That is precisely why I am acutely aware of the necessity and our responsibility to diligently communicate our future potential to bridge this gap.

Realizing a Sustainable Society by Changing the Rules

The most critical perspective when discussing the business environment surrounding our company is how we address the high volatility inherent to the construction industry. The “construction” business of the construction industry is characterized by the difficulty of generating demand independently and its strong susceptibility to fluctuations in the supply-demand balance, driven by external factors such as economic conditions and national poli-

cies. To break free from this situation, we established INFRONEER Holdings and have been building a business model that does not rely solely on “construction,” as we have since our founding. We have been working to transition to a sustainable model by not only building infrastructure, but also undertaking its operations, maintenance, and management with an integrated approach.

We should view the current changes in the external environment, such as rising interest rates and soaring raw material prices and labor expenses, as a transition period for the construction industry to grow as a healthy market. The fact that prices and labor expenses are rising to appropriate levels, and that services are being rewarded with compensation commensurate with their value, is a desirable direction for society as a whole and something our company welcomes.

Another pressing challenge facing construction sites is the shortage of workers. The construction industry is a typical labor-intensive industry that is difficult to automate like a factory and hard to replace with AI. Given such characteristics, the sustainability of the industry itself is being questioned in Japan, with its declining birth rate, aging, and shrinking population.

To address this challenge, we place importance on realizing a society where fair compensation is paid. Sustainable growth cannot be achieved if we continue to tolerate a traditional system where rising construction costs are passed down to those working on-site. It is only natural for both the industry and society that labor expenses rise appropriately and that services are rewarded with compensation commensurate with their value. Our company will spearhead efforts to transition into such a structure.

I believe that breaking free from systems built on someone's sacrifice and establishing an industry structure that is fair and sustainable for all stakeholders is a crucial responsibility we must fulfill as we evolve into an integrated infrastructure service company. Solving the social challenges facing the construction industry and creating new value for the future will enhance our corporate value.

What is required in the coming era is an attitude that goes beyond the confines of “construction” and the construction industry

by flexibly responding to social changes and re-examining the very nature of a company. In Japan, with its declining birth rate, aging, and shrinking population, the allocation of tax revenues to new infrastructure with a high public benefit is expected to be limited going forward. Conversely, demand for the maintenance and management of existing infrastructure is expected to grow significantly. This field, which includes the reconstruction of sewerage systems, holds significant potential to become a new growth driver for our company, and we are already promoting full-scale initiatives.

➤ For details on our business model, see page 23.



What we value most in enhancing corporate value is our attitude of treating all stakeholders—shareholders, customers, employees, cooperating companies, and local communities—as equal partners, respecting them and continuously engaging in sincere dialogue. Respecting all stakeholders equally, rather than prioritizing any one party, and actively communicating as partners tackling change together are essential for sustaining our business, and it is a philosophy we have cherished since our founding.

As we venture into the new business area of “de-construction,” we are faced not only with systems and laws, but also with invisible barriers such as norms. These barriers are difficult to break down using conventional methods. That is precisely why we do not simply follow existing rules, but instead actively propose rule changes—revising the rules themselves when necessary—and continue to take on the challenge of creating better systems for society. The introduction of the BT+ concession* model in stadiums and arenas is one such example. We are taking on the challenge of changing the rules and stepping forward to create unprecedented business models.

➤ *For BT+ concession, refer to the glossary on page 95.

Competitive Advantage and Social Transformation in Stadiums and Arenas

The new Japan National Stadium, which our Group became involved in operating in April 2025, and the IG Arena, which opened in Aichi Prefecture in July 2025, are major projects marking a turning point in expanding our stadium and arena business areas. IG Arena employs Japan's first BT+ concession model, which I believe will allow us to establish first-mover advantage by quickly building a track record.

The government is promoting stadium and arena reform as a catalyst for regional revitalization. By participating in the stadium and arena business, we can leverage the engineering capabilities we have cultivated through our “construction” business during construction, and the know-how we have accumulated through

our “de-construction” business during operation. Leveraging these strengths will enable operations that create vibrant local communities centered around stadiums and arenas, and the practical insights accumulated from such service operations will further enhance the precision of our proposals for solving challenges faced by other municipalities, thereby helping us to acquire other projects. Furthermore, building a track record will also contribute to establishing optimal networks, including collaborations with local businesses. I believe that this virtuous cycle will give us a competitive advantage for stadium and arena projects, representing a unique initiative for our Group that leverages the strengths of both our “construction” and “de-construction” businesses. We aim to deliver results that make people feel that “things changed because INFRONEER got involved,” no matter the project.

Enhancing corporate value through the social transformation of infrastructure isn't something achieved overnight. It's built on steady, persistent effort. I believe that initiatives which, when we look back years or decades later, make us feel “yes, they truly brought about change” are what will lead to fundamental enhancement of corporate value, and that's what drives our current businesses forward.

➤ For stadiums and arenas, see pages 44 and 52.

Engineering and Finance Capabilities That Transform Risk into Growth Opportunities

When looking from a revenue base perspective, while we achieve solid results in our “construction” business, we must not rely on it and instead also focus on establishing new revenue models for “de-construction.” There is value in actively taking on challenges even in fields that are generally considered risky, which involve significant difficulty. However, our company possesses the ability to minimize potential risks to the greatest extent possible, along with the expertise and technology to control risks, and we have a proven track record of leveraging these as sources of competitive

advantage to achieve results.

At the core of establishing new revenue models is the fusion of engineering and financial capabilities. Engineering capabilities refer not only to design and construction techniques, but also to cost estimation capabilities, which allow for accurate risk assessment, selection of optimal technologies and methods, and maximization of cost performance while ensuring quality and service. This dramatically enhances the accuracy of on-site decision-making and our ability to respond to risks. On the other hand, financial capabilities refer to the ability to design an optimal capital structure—the ideal balance of equity and debt—with a view spanning from the project planning stage through to exit. If we can visualize and mitigate technical risks through engineering capabilities, we can also control costs on the financial side. Furthermore, by designing comprehensively, including contracts and legal hedging, we can optimize the entire project.

In Europe, it is common to divide roles between construction companies and investment banks, but our company is a rare business that is capable of performing both functions as a single entity. Leveraging this strength, we intend to boldly take on new challenges in fields that other companies have not yet entered, aiming to establish a new, globally competitive business model originating from Japan.

Creating value through “de-construction” is by no means a smooth path. However, it presents a solid opportunity for growth. We will move forward while correctly identifying and managing risk without fearing it. I believe that this is precisely the path our company should take, and the driving force behind building our unique corporate identity. Going forward, we will continue to take on challenges to realize a sustainable society.

Further Developing Unique Business Models

Our Medium- to Long-term Vision, “INFRONEER Vision 2030,” is structured around a three-stage Medium-term Business Plan. In

the first stage, we developed our organizational structure and business base under the theme of solidifying our foundations. We have now entered the second phase, the “Expanding Investment Business Phase,” where we will nurture and cultivate the seeds we have sown. We will advance our current Medium-term Business Plan, “INFRONEER Medium-term Vision 2027,” to ensure that the initiatives undertaken in this phase bear significant fruit as substantial profits during the “Profit Expansion Phase” from FY2028 to FY2030.

I believe a medium-term business plan should not merely set targets, but rather serve as a compass guiding current decisions by working backward from the desired future state. While we have achieved certain results over these three and a half years, of course, not everything progressed exactly as planned. To vigorously advance our Medium- to Long-term Vision, we must not be afraid to deviate from plans, but instead adopt a flexible and proactive attitude of learning from failures and applying those lessons to future endeavors. Furthermore, as a company, we must always maintain a sense of urgency, remaining vigilant even when things appear to be going smoothly, and never allowing ourselves to become complacent with the status quo. As the pace of change accelerates, we will forge ahead with the conviction that consistently managing with an awareness of anticipating the future will lead to the sustained enhancement of corporate value.

In the “INFRONEER Medium-term Vision 2027,” we adopted EBITDA as a new management indicator and made it a major key performance indicator (KPI) to enhance the effectiveness of our Medium-term Business Plan. Traditional accounting indicators visible only from P/L and B/S statements have faced the challenge of accurately evaluating the value of companies like ours, which operate two core businesses—“construction” and “de-construction”—and where there is a time lag between upfront investment and results. EBITDA indicates the actual cash-generating capabilities generated by a company’s business activities, serving as an indicator directly linked to the source of compensation and reinvestment. We view it as a key decision-making axis for management and an important metric supporting our future growth

strategy.

Japan Wind Development, which joined our Group in January 2024, plans to develop 1,100 MW of projects during the current Medium-term Business Plan period, requiring approximately ¥120 billion in upfront investment. It will take time for power generation to commence, so contributions to profits are anticipated from FY2030 onward, but I believe that examining changes in EBITDA will demonstrate our corporate value, including future growth.

In addition, we have adopted the “added value amount” KPI from our unique perspective. This measures the fundamental value a company generates, taking into account labor expenses, depreciation, capital expenditures, and other factors. I believe that this initiative to visualize the overall picture of value—which is difficult to see through mere sales or profits alone—will also help evolve our corporate culture.

In May 2025, we announced a management integration with Sumitomo Mitsui Construction Co., Ltd., which became a consolidated subsidiary in September 2025. The addition of Sumitomo Mitsui Construction to our Group is expected to strengthen our engineering capabilities, a key differentiator in both “construction” and “de-construction.” Sumitomo Mitsui Construction and MAEDA CORP. each possess strengths in differing technical fields, which will ultimately create synergy through mutual supplementation. Furthermore, leveraging the industry-leading overseas business track record and network of Sumitomo Mitsui Construction, particularly in Asia, will enable our Group to expand into new overseas markets. By combining the strengths of both companies with our infrastructure management know-how, we will further enhance our capabilities as an integrated infrastructure service company.

➤ For an overview of the new Medium-term Business Plan and growth investment, see pages 26 and 58 respectively.

Industry-Leading Advanced Governance System

Since our founding, we have regarded governance as one of the engines driving corporate value enhancement. Therefore, upon



our founding in October 2021, we chose to become a Company with a Nominating Committee, etc.—the first such company in the construction and real estate industry—and have since pioneered initiatives to establish advanced governance. Only around 5% of companies listed on the Tokyo Stock Exchange’s Prime Market, and around 3% of companies listed on the Tokyo Stock Exchange overall, have chosen to become a Company with a Nominating Committee, etc. (as of January 2025). By choosing to become a Company with a Nominating Committee, etc., it becomes possible to significantly delegate authority from the Board of Directors to executive officers under the Companies Act. We will expand the scope of matters that can be decided at the discretion of executive officers and clearly separate management supervision from execution to ensure swift decision-making and maintain management transparency and fairness.

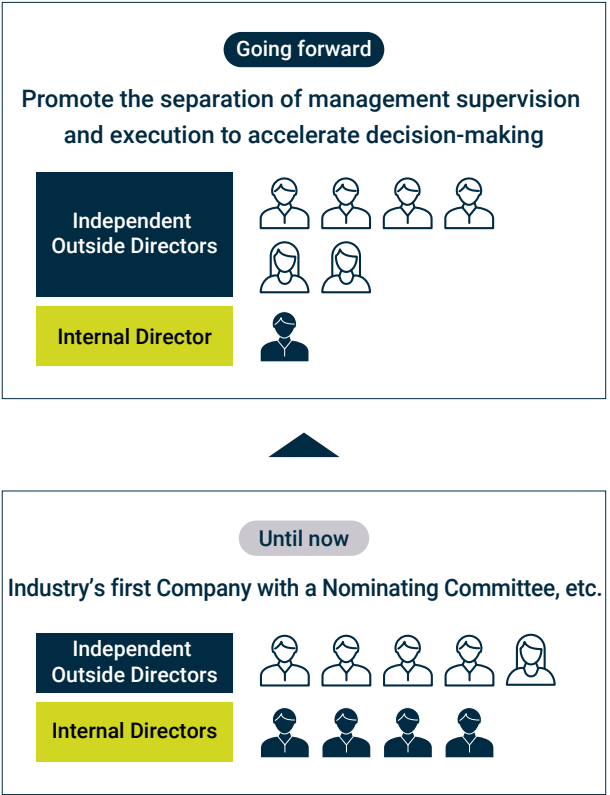
We changed our governance system in June 2025 to further advance this approach, with the aim of achieving our Medium-term Business Plan and better enhancing corporate value.

Specifically, while the Board of Directors previously had a majority of outside directors, the presidents of business companies also served as directors. However, this arrangement resulted in internal directors supervising their own execution of operations, contradicting the purpose of becoming a Company with a Nominating Committee, etc. Therefore, we have limited internal direc-

tors to the CEO—specifically, the Representative Executive Officer, President, and CEO—to more clearly separate supervision and execution. This is an extremely advanced governance system, with only a handful of other examples in Japan.

Additionally, we have defined roles for executive officers for each segment within our Group. Under the authority and responsibility delegated by the Board of Directors, we aim for executive officers to maximize their roles in achieving the Medium-term

Further strengthening of the governance system



Business Plan, ensuring our policies are implemented through a comprehensive system all the way down to business companies.

Taking on these kinds of challenges is by no means easy. However, I believe that a constant willingness to take on the challenge of reform is essential for sustainable growth. Moving forward, we will continue to engage sincerely with all our stakeholders while enhancing our corporate value.

> For the outside directors roundtable, see page 64.
For details on governance, see page 76.

**DX and Human Capital Management:
The Key Drivers of Corporate Value**

Our Group is focusing on investing in DX and human capital, which are key to our transition toward value-creation businesses. For DX, we are particularly focused on building mechanisms to

utilize data for company and infrastructure management. In April 2025, we established the joint venture INFRONEER Strategy & Innovation (ISI) with Accenture. With the participation of around 100 members from Accenture and INFRONEER, ISI is committed not only to developing IT systems but also to creating business outcomes, driving DX across our business companies. Through these initiatives, we will create results through DX while simultaneously developing DX human capital. In addition, we will incorporate Accenture's DX insights and global network to gather the pieces that support INFRONEER's business model.

In addition, it is essential to extend DX beyond merely digitizing operations and instead connect it to management decisions. The evolution of AI is already reaching realms beyond human cognition, enabling algorithms to uncover patterns humans overlook and present unprecedented decision-making options. I believe that incorporating this trend into management can evolve both

infrastructure management methods and the very act of management decision-making.

For human capital, in order to enhance corporate value over the long term, it is essential not only to transform the business model but also to reform the culture and people that support it. We are 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.

An initiative that symbolizes this is the new personnel system that INFRONEER launched independently in FY2025. This is not merely a revision of the compensation system; it signifies a restructuring of the evaluation system to ensure fair treatment commensurate with job responsibilities and contributions to results. Through this, we plan to create an environment where talented human capital feel fulfilled at work and can demonstrate their abilities, thereby driving our company's accelerated growth.

I position this new personnel system as a "management reform." The key to this system is the supervisors, who are the evaluators. Supervisors are expected to have the ability to sincerely engage with their subordinates, carefully observe their daily actions, and provide feedback. The first step to realizing diversity and sustainability management is for the management layer to change. The new personnel system, as a mechanism to encourage this resolve, can be considered a highly significant measure.

Additionally, we have fully embarked on training the next generation of management candidates. I want candidates to acquire not only business skills but also two essential qualities: visionary thinking and fighting spirit.

Visionary thinking refers to the ability to cultivate a broad perspective through liberal arts like history and philosophy, logically constructing one's own hypotheses while incorporating social changes. Fighting spirit refers to the willpower to act with conviction even in the face of adversity and achieve results. The tenacity to get back up again and again after experiencing failure is also a crucial element of this readiness. I firmly believe that human capital possessing both of these capabilities will be the driving force behind enhancing corporate value in the coming era, so I intend to

continue this initiative for the sake of our company's future.

We are not aiming to be a company that merely pursues improved business performance. We aim to be a company that embraces change and continues evolving toward the future. This is symbolized by our investments in DX and human capital. These are not mere measures; they are the engines driving our evolution and the pillars shaping the essence of our corporate value. We will continue to move forward steadily with a strong resolve to "shift the source of corporate value toward the future."

➤ For details on IT and DX strategies, see page 68.

➤ For details on human capital strategies, see page 70.

To the Investors Who Support the INFRONEER Group

Recently, there has been a growing call from markets, including the Tokyo Stock Exchange, for companies to raise their price-to-book ratio (PBR). We are committed to fundamentally enhancing our corporate value. Our goal is to steadily accumulate the results of our business activities, and we are working toward this goal with the recognition that this will lead to rising stock prices as a reflection of recognition by society and the markets, which will thereby increase our PBR.

To realize this approach, we must continuously strive to sincerely communicate our corporate value story to all stakeholders, including our investors. We will clearly communicate our vision for the future and the strategic path to achieve it through diverse communication channels, including enhanced IR, integrated reports, and web media. Sharing our value enhancement initiatives with society will lead to improved PBR and earn us genuine trust.

It is my sincere hope that our investors will view our corporate value from a long-term perspective and watch over the challenges we undertake with both understanding and scrutiny.

*This interview was conducted at the end of May 2025.



Special Conversation

Companies where employees can express the value they create are strong companies.
Two executives discuss their efforts to drive transformation.

INFRONEER X RICOH

Kazunari Kibe

Director, Representative Executive Officer,
President, and CEO, INFRONEER Holdings Inc.

Joined MAEDA CORPORATION in 1986.
Established holding company INFRONEER
Holdings Inc. and assumed current position in
October 2021. Promoting structural reform in the
construction industry through "de-construction."

Yoshinori Yamashita

Director and Chairperson of
Ricoh Company, Ltd.

Joined Ricoh in 1980. Led Ricoh's globalization, including
establishing factories in France and China, serving as
General Manager of the UK production company, and
President of the U.S. production company. Assumed the
role of Representative Director, President, and CEO in
2017, promoting internal reforms to encourage the active
participation of diverse employees.

Business Transformation with an Eye on Social Environment and Market Changes Is Advanced Together with Employees

Kibe I have enjoyed a long friendship with you, Chairperson Yamashita, and I have heard various stories about Ricoh's business transformation. Ricoh is a global company with a long history of popularizing the concept of office automation (OA), and I am deeply impressed by its approach of taking on challenges without fear of change—as evidenced by its 2020 declaration “to become a digital services company”—which offers much to learn.

INFRONEER, too, aims to become an integrated infrastructure service company that transcends the boundaries of the construction industry through “de-construction.” Although our industries differ, I feel that we are facing the same challenge in terms of significantly transforming our business and mindset.

Yamashita Ricoh has a history of nearly 90 years, and looking back on our journey, it surely can be said that we are a company that has grown by transforming our business in step with changes in how our customers work. This is evident in how we have supported the productivity and creativity of workers by providing vari-

ous devices and services, incorporating our belief that you should “let machines handle the manual tasks that you can automate, and value more creative work that only people can do” within the concept of OA.

Entering the 2000s, environmental changes like the shift toward paperless work, the global financial crisis, and the COVID-19 pandemic led to a significant decline in print demand. We decided to aim to become a digital services company, based on the belief that if things continued as they were, our survival would be in jeopardy by the time we reached our 100th anniversary in 2036.

In driving this transformation, we placed the utmost importance on people. Business transformation cannot be achieved without employee engagement. That is precisely why we decided to create an environment where employees can understand the meaning and value of this transformation and how it connects to their sense of fulfillment, achievement, and self-realization, and engage in it autonomously. The direction for this transformation is outlined in our 2036 Vision*, “Fulfillment through Work.” This vision embodies our desire for employees to understand the meaning of their work and take pride in it, and we want to enhance our significance as a company by realizing it. We are still only halfway there, but I am feeling a definite sense of progress.

*In 2023, the Ricoh Way corporate philosophy was revised, establishing “Fulfillment through Work” as both the mission and vision.

Kibe We also share the view that, when considering the company's future in light of changes in the social environment and market, we saw challenges in our business model and felt the need for business transformation, and that achieving this requires the strength of our employees. The challenge we faced is how to maintain the infrastructure built during the high-growth period amid declining birth rates and an aging and shrinking population since the 2000s. In 2011, MAEDA CORP. declared its decision to pursue “de-construction” driven by the growing concern that a business model solely focused on infrastructure construction through “construction” contracts would eventually become unsustainable. We have ventured into PPP/PFI projects* and the renew-

able energy business, advancing a shift toward a model where we not only build, but also manage and invest. Although it started as a hypothesis, we gradually gained feedback that showed us that we were on the right track. We then established a holding company in 2021, built a foundation to cultivate multiple revenue streams, and are now expanding our investments. Through these initiatives, we have defined our direction as an integrated infrastructure service company. Going forward, I believe it is crucial for us to become a company where each employee can grow as an agent of change and take pride in the company, and I plan to focus our efforts on advancing this progress.

➤ *For PPP/PFI, refer to the glossary on page 95.

Challenging Precedents and Conventions: Employee Initiative Drives On-Site Value Creation

Kibe The most difficult aspect of changing a business model is transforming the mindset and behavior of the organization and its people. In the construction industry, in particular, it cannot be denied that adhering to long-standing precedents and conventions has historically contributed to ensuring safety and quality. However, this can also stifle new ideas, making it an industry that resists change. Within this context, we must reconsider the unspoken norms accepted as “the way things are,” and break them if necessary. This is the core of “de-construction.” However, merely proclaiming a philosophy won't bring about change. In driving business transformation, I believe it is crucial for each employee to truly understand how their work contributes to society and to be able to communicate this themselves.

Yamashita Our company faced the same challenge. As a manufacturing company, the success we achieved in the printing business made becoming a digital services company challenging in some ways. We needed to create an environment that would change employee mindset and behavior, as well as the systems for utilizing human capital. We addressed this challenge by intro-





ducing the “Ricoh-style, job-based personnel structure system.” Rather than simply adopting Western-style systems, we decided to operate in a way that considers Japanese culture and employee career development. This allows employees to confidently take on various challenges and work autonomously, free from the constraints of their roles. Furthermore, we established the “TRIBUS” internal entrepreneurship program, under which employees can propose their own business ideas and, if selected, they can dedicate three years to commercializing the idea within a department reporting directly to the President. Establishing a system that not only evaluates business viability, but also recognizes the challenges that employees undertake, ensures the program remains meaningful and effectively boosts employee motivation. These initiatives have steadily increased opportunities for employees to identify with the company’s changes and feel a sense of response through their challenges, serving as a major driving force for business transformation.

Kibe Transforming the strength of employees into the driving force of business transformation requires an attitude where they independently identify and solve challenges that can only be understood on site. For example, in operating Sendai Airport, rather than adding gates to address the challenge of security checkpoint queues, we significantly reduced congestion by relocating the ticket verification point. This is an idea that could only emerge

from those on site. Value is created by identifying challenges on-site and proactively implementing incremental improvements. This attitude, once firmly established, will empower each employee to communicate the value of their work in their own words, becoming the driving force to successfully transform our business model.

Vision and Investment Strategy for 2030: Solving Social Issues by Making “De-construction” a Core Profit Driver

Kibe I believe that a business model which significantly expands its scope both upstream and downstream holds value for society and instills pride in the employees working within that Group. I have received advice from overseas executives that it takes 10 years to completely overhaul a business model. Therefore, I view 2030 as a significant milestone for our company. By that time, even if a large portion of our sales still comes from the “construction” business, I want to realize a situation where more than half of our profits are generated through “de-construction.” Obviously, this is no easy task, but to achieve it, we are strategically investing in businesses that generate long-term value, such as renewable energy and stadium/arena operations.

Yamashita I think that INFRONEER’s acquisition of Japan Wind Development for approximately ¥210 billion was a major move. How will you balance investment and operations as your business scope expands? I feel that enhancing the value of new businesses requires ingenuity not only in investment, but also in operations.

Kibe We maintain the balance between investment and operations through a cycle, whereby we sow the seeds of growth through investment and maximize that value through operations. However, while investments in wind power generate value over the long term, the burden of equipment renewal and operations is significant, making it crucial to operate with an awareness of capital recycling. I would like to establish a system that enables us to tackle more social challenges by creating a cycle where we exit businesses we’ve enhanced in value through operations at the appropriate time, and then channel those funds into the next project. The acquisition of Japan Wind Development involved an investment nearing half our market capitalization, sparking a wide range of opinions both internally and externally. It is my intention to gain understanding by demonstrating the significance of this challenge through concrete results.

Yamashita There is also the importance of regional adaptation. From my own experience overseas, I feel it is essential to create specialized models for each region to maximize business value.

Kibe Developing models tailored to regional characteristics is



also critically important in the renewable energy business. For example, wind power generation on the Sea of Japan coast faces strong waves and frequent lightning, posing risks that standard European specifications for blades and foundation structures cannot withstand. Therefore, rather than simply adopting European or Chinese standards, we need design and technological development suited to Japan's climate and topography, along with operational models based on that premise; however, the reality is that this form has yet to be fully realized. I believe that advancing such regional adaptation is the role entrusted to us as a Japanese company. However, there are many aspects that are not easy under the current circumstances, and we must continue to deepen our initiatives.

Yamashita Building models tailored to regional characteristics in the renewable energy business should directly contribute to corporate value. How you explain this to investors is crucial. What story are you creating?

Kibe Solving social challenges is time-consuming work. That is precisely why I hope investors will understand this model, in which the challenges we are taking on will lead to long-term growth. To achieve this, I would like us to carefully communicate not just the numbers, but the value we are creating for society, thereby gaining empathy and trust as we work together to realize long-term growth.

The Challenge of Turning Risk into Value Helps Employees Grow and Makes Companies Stronger

Kibe Taking on major challenges involves countless risks, including ones related to politics, finance, and climate change. In recent years, public opinion has increasingly influenced policy decisions, making it possible for national and municipal government policies to shift significantly. Navigating business amid such uncertainty presents a formidable challenge. However, I believe that challenges with no risk also yield little return, making them

scarcely worth pursuing. That is why I want us to continue focusing on challenges that contribute to solving social challenges and enhancing corporate value.

Yamashita The greater the risk, the higher the value of the challenge. The crucial factor is how accurately you can assess that risk. What appears to be a significant risk when viewed externally may be within acceptable limits for those who are directly involved, and vice versa. This is precisely why I believe how we visualize and manage risk becomes particularly important.

Kibe You also come from an engineering background, Chairperson Yamashita, so I believe you understand that risks can sometimes be managed if you possess the technology, and that science can resolve them to a certain extent. It is precisely because risks are viewed differently externally and internally that we can take on challenges in areas that other companies cannot venture into, and as a result, create unique value.

Yamashita INFRONEER's significant strength lies in its ability to transform risk into value through technological backing. And this value is supported by each and every employee. A truly strong company is one where many employees understand their roles and the significance of their work, and can personally communicate to customers how this connects to solving social challenges. I truly believe that, as the number of such employees grows, the company can evolve from a good company into a strong company.

Kibe The strength of each and every employee is the source of our power as an integrated infrastructure service company that continues to take on challenges. If this strength spreads throughout the company, we will become an organization capable of autonomously confronting any risk, evolving into a strong company that continues to be chosen by society.

Sharing Resolve as an Entity Essential to Japan's Future and Evolving into a Strong Company

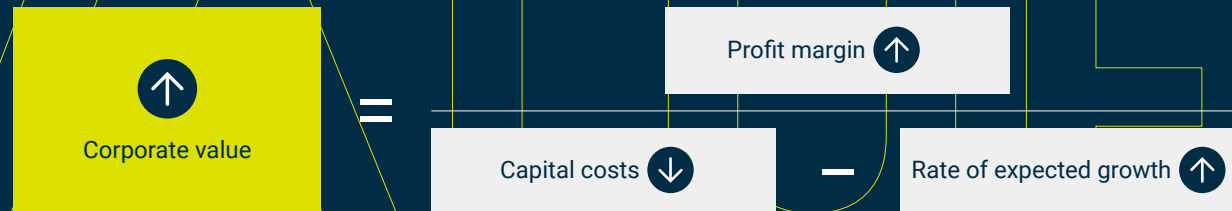
Kibe How can we maintain and continue to enhance the value

of infrastructure built during the high-growth period, amidst challenges unique to Japan, such as a declining birth rate and aging population as well as fiscal constraints? This is a theme that society as a whole cannot avoid. To solve this, we have challenged ourselves to create a business model that transcends the framework of "construction" and engages with the entire infrastructure life cycle, including operations and investment. We have made investments approaching half our market capitalization, and we are moving forward with the conviction that this is meaningful, valuable, and necessary. We will share this resolve across the entire Group and continue to evolve as a company that contributes to the future society.

To enable employees speak with pride about their own value. To become an essential company for Japan's future by supporting the infrastructure society needs and continuing to create new value. These are the vision we at Is INFRONEER strive to achieve.

Yamashita INFRONEER's and your initiatives, President Kibe, demonstrate unwavering resolve and a sense of urgency. Challenges involving significant risk gain value precisely because they are anchored by the clear purpose of solving social challenges. As long as that core purpose remains intact, your initiatives will undoubtedly bear fruit. I am truly looking forward to seeing your company evolve into this kind of strong company.

Value Creation Story

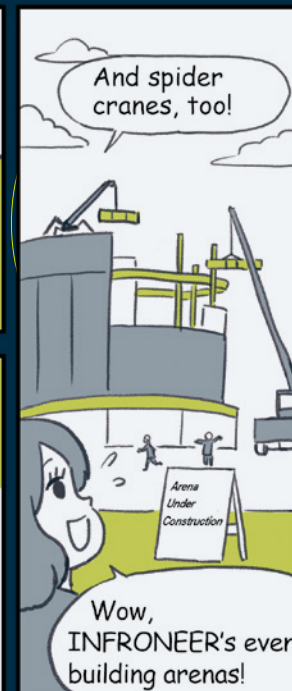
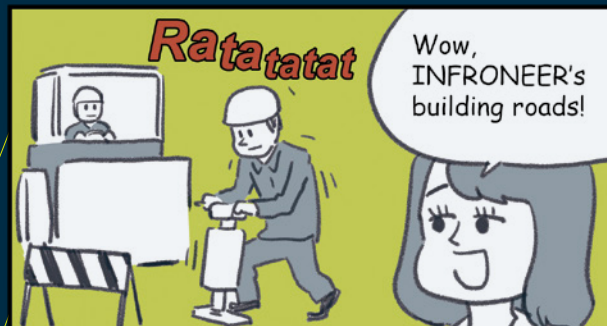


This chapter explains the value creation story that enhances “corporate value.”

The corporate value of INFRONEER lies in transforming society through infrastructure. We will introduce these initiatives.

“What does INFRONEER do?”

- 19 Value Creation Process
- 20 INFRONEER’s Vision of Society - Sustainability Statement
- 22 Six Business Foundations to Support Growth
- 23 Challenge the Status Quo: Business Models and Competitive Advantages
- 26 Overview of INFRONEER Medium-term Vision 2027 (New Medium-term Business Plan)
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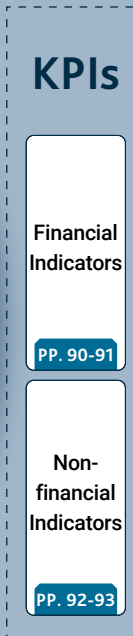


Value Creation Process

Business model



Output



Outcome

INFRONEER's Vision of Society

PP. 20-21

with the
Earthwith
Society

INFRONEER’s Vision of Society

- Sustainability Statement

Achieving Sustainability for All Stakeholders of the INFRONEER Group and Our Planet by Providing Optimal Infrastructure Services

In view of the ways in which society is changing, the INFRONEER Group has formulated the INFRONEER Group Sustainability Statement (IGSS). The IGSS is our compass, showing our vision for society and the social value we can deliver and guiding us along a path toward achieving them. It describes INFRONEER’s vision, mission, and value (VMV) for the future in specific terms.

As an integrated infrastructure service company, we provide a diverse range of services across the globe, which enables us to contribute to solving issues in various settings, create value, and achieve sustainability.

We know it is difficult to predict the future, which is why we depict a future vision for society and incorporate it into our medium- to long-term strategies.

But we cannot realize the kind of society INFRONEER envisions alone. We will therefore find more allies who empathize with the IGSS and work together to take on challenges.

- 1

We strive to realize a symbiotic society where we can coexist with the planet and its people.
- 2

We strive to simultaneously pursue three types of social value, namely, “functional value,” “environmental value,” and “convivial value*” in addition to economic value through a virtuous cycle of applying INFRONEER’s strengths.
- 3

We will enhance our execution capabilities by refining our growth drivers that bolster INFRONEER’s strengths to create social value.

*Conviviality is a term that means “a state of festivity and liveliness.” It is a concept introduced by Austrian philosopher Ivan Illich (1926–2002). The term has the meaning of creating and communally enjoying a society where people can express their inherent abilities in a creative manner through relationships with others and nature.

> Symbiotic Society INFRONEER Hopes to Realize

As an integrated infrastructure service company, INFRONEER will provide optimal infrastructure services across the globe and work with its stakeholders to realize a symbiotic society like the following.

with the Earth

A society in which there are no trade-offs between the global environment and economic activities and that is in harmony with nature

It is a society that can achieve the goals of both environmental conservation and economic development at the same time, instead of sacrificing the environment in the pursuit of economic growth, and wherein they complement each other. By achieving harmony with nature, an abundant natural environment and economic opportunities can be provided to both present and future generations.

with Society

A society where individual diversity is respected and personal well-being is achieved

It is a society where people with diverse characteristics and values can enjoy good mental and physical health throughout their lives while acknowledging each other’s differences. We strive to create a society where people support and cooperate with each other to create more prosperous and healthy communities, which will lead to the sustainable development of society.

INFRONEER's Growth Strategy and Vision for Society



Drivers for Further Growth

Ability to generate ideas

Business models for market creation and collaboration partnerships, etc.

Corporate culture

Culture that encourages employees to take on challenges

DX

Changing rules using digital technology



INFRONEER Holdings Inc.

INFRONEER's strengths

"Construction"

Further enhancing engineering capabilities

"De-construction"

Establishing a new revenue base

Strengthening corporate structure

Balancing centrifugal force and centripetal force

Maximizing
Added Value

Creating New Value

Strengthening
the Foundation of
Value Creation

Data Section

Value Creation Story

> Social Value Created by INFRONEER

By operating businesses that contribute to the sustainable development of society, INFRONEER can deliver three types of value to society as a whole.



Functional Value

that enables the safe, secure, and sustainable use of infrastructure

Examples of social issues to be solved

Aging infrastructure, insufficient financial resources, energy supply instability (self-sufficiency rate and renewable energy adoption rate), and shortage of workers



Environmental Value

provided to communities through the circulation and development of natural resources

Examples of social issues to be solved

Abnormal weather, stable energy supply, destruction of biodiversity, and achievement of carbon neutrality



Convivial Value

of respecting the joys of each other's lives and enjoying life together

Examples of social issues to be solved

Declining birth rate and aging population, regional challenges, promotion of safe towns and comfortable living, and diversity

> Growth Drivers to Create Social Value

INFRONEER's infrastructure service business creates new value for the future by taking an out-of-the-box approach. We believe infrastructure can play a part in transforming lifestyles and culture, depending on how it is managed and operated. INFRONEER strives to create "functional value," "environmental value," and "convivial value" by leveraging its strengths to achieve further growth.

Six Business Foundations to Support Growth

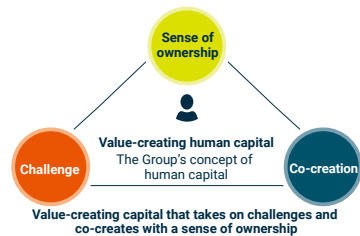
Among the various types of business foundations that constitute a source of value creation, we attach particular importance to the following six types: human capital; financial capital; business know-how; domestic and international bases; long-term partnerships; and natural capital. While enhancing each of these business foundations built up over many years, we are promoting their efficient and effective combination with the objective of facilitating sustainable development of society and the Earth as well as the INFRONEER Group's sustained growth.

1 Human Capital

Human capital who can create value with passion

We are working to develop value-creating human capital who can take on challenges autonomously and engage in co-creation. We are striving to improve our recruitment competitiveness, foster a corporate culture where diverse human capital can play an active role, and pursue work satisfaction.

> For details on human capital strategies, see page 70.

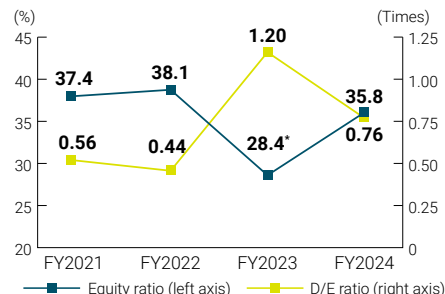


2 Financial Capital

Offensive and defensive financial management

For investments in new businesses, increasing financial leverage, principally through borrowings, is expected to raise a return on investment in comparison with equity. At the same time, we need to secure a sound financial base in order to ensure ongoing investment activities. For this purpose, we will manage our D/E ratio, equity ratio, and other financial indicators, while conducting financing activities appropriately according to the situation based on good relationships with our financial institutions and investors.

> For initiatives on capital strategy, see page 60; for specific financial data, see page 88.



*Equity ratio temporarily decreased due to an increase in interest-bearing debt resulting from financing to make Japan Wind Development a subsidiary.

3 Business Know-How (Intellectual Capital)

Consolidating and upgrading know-how accumulated by each business company

To anticipate and respond quickly to infrastructure needs, each business company in the Group has cultivated its engineering capabilities and expertise from its own business, and acquired financial know-how through engaging in challenging new projects. Enhancing these strengths, we have pursued mutual growth with regional communities and society while improving our corporate value. Going forward, while endeavoring to further reinforce business domains, we will realize synergistic effects across the Group as an integrated infrastructure service company in a bid to challenge the status quo for infrastructure.

> For details on each business segment, see page 38; for details on each business, visit our website at: <https://www.infroneer.com/en/company/ourbusiness.html>

4 Domestic and International Bases (Manufacturing Capital)

INFRONEER bases and regional network

In addition to the headquarters and branch offices in Japan and overseas, the INFRONEER Group has its own base and regional network such as satellite sales offices. We aim further to strengthen our business base and ensure our competitive advantage by utilizing and collaborating with this regional network.

> For details on the number of bases of each business company, see page 93.

5 Long-term Partnerships (Social and Relationship Capital)

Partnerships for establishing business as an integrated infrastructure service company

The Group has cooperating companies with proven track records and reputations, and we have established long-term partnerships by enhancing our support for cooperating companies in terms of the economy, human capital, and technology. In addition, in the infrastructure management segment, we expand our business domains through forming international alliances with leading players in the relevant fields.

In the process, we have earned the trust of the client base, including government agencies, real estate companies, transportation infrastructure operators, and energy developers.

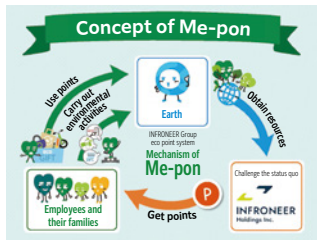
Cooperating companies (number of member companies)	Civil engineering and building construction segment: Zenyu-kai (614 companies)
	Road civil engineering segment: Kyoei-kai (94 companies) and Rekiyu-kai (55 companies)
Alliance partners	NTT, Inc., TOKYU CORPORATION, Accenture Japan Ltd, Toshiba Corporation, Aqualia, OVG, Pixie Dust Technologies, Inc., GL events, AEG, Suez, Macquarie Group Limited, and others
Customers	Government agencies, real estate companies, transportation infrastructure companies, energy companies, and others

6 Natural Capital

Treating the Earth as a valuable stakeholder

Because we are conducting business activities with the benefits provided by the Earth's resources, we set aside around 2% of our consolidated net income as "Dividends for the Earth," in the same concept as we pay dividends to our shareholders. As one initiative, we also administer the in-house eco point system "Me-pon" in which employees and their families can participate to visualize individual environmental activities.

> For details on "Dividends for the Earth," see page 73 or visit our website at: <https://www.infroneer.com/jp/sustainability/dividend.html> (in Japanese)



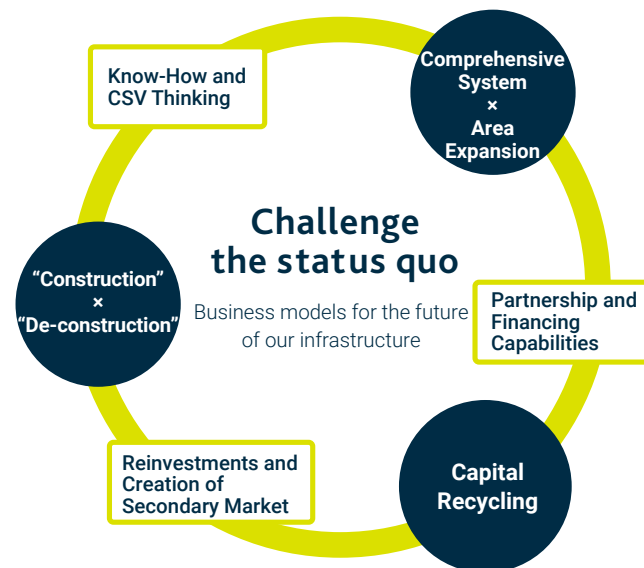
Challenge the Status Quo: Business Models and Competitive Advantages

Aiming to evolve social infrastructure and solve challenges, the INFRONEER Group is pursuing sustainable competitive advantages by creating new value through three business models while continuing to grow.

> Overview of Business Models

The INFRONEER Group is focusing on three business models to deal with each of the following themes: "construction × de-construction," "comprehensive system × area expansion," and "capital recycling."

In pursuit of establishing business models that enable sustained growth unaffected by external factors such as the economy and policies, we will aggressively promote the integrated infrastructure service company model, which offers a comprehensive range of infrastructure management services from upstream to downstream, as the Group's overall priority strategy while capitalizing on the strengths of business companies. The Group is able to approach various fields by utilizing expertise accumulated over many years of engaging in business development and operations; human capital possessing diverse and rich knowledge and experience; and financial competence based on minimization of life-cycle costs and accurate risk assessment. With these advantages, we intend to maximize our competitiveness while creating a highly profitable and stable revenue base.



1 "Construction" × "De-construction"

Achieving a Virtuous Growth Cycle by Strengthening "Construction" and Expanding "De-construction"

While aiming to stabilize and expand our own revenue, we will take business risks and improve our corporate value through the creation of added value and the continuous provision of infrastructure services to society that can be realized because we are an integrated infrastructure service company.

"Construction"

The "construction" business represents a pillar of the Company and its key strength. The robust engineering capabilities and regional networks built up over many years will provide us an essential advantage for promoting the "de-construction" business for reducing business risks and reducing costs. In this sense, strong "construction" business capabilities are important for maximizing returns from engaging in "de-construction" businesses.

"De-construction"

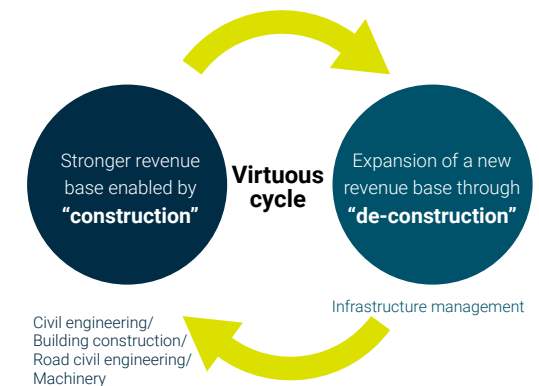
By leveraging the engineering capabilities and financial expertise we have cultivated in the "construction" business, the "de-construction" business enables us to minimize risks and generate large returns. Specifically, it involves concession projects of acquiring the right to construct, operate, maintain, and manage public infrastructures such as airports, water supply and sewerage systems, and toll roads. It also includes such businesses as renewable energy projects that make investments in everything from business development and construction to operation, maintenance, management, and sales.

We will be able to differentiate our "construction" business by applying the know-how we have accumulated through "de-construction" and leveraging opportunities to demonstrate technologies at infrastructure facilities that we operate.

> For details on each business segment, see page 38; for details on each business, visit our website at:
<https://www.infroneer.com/en/company/ourbusiness.html>

Our engineering approach

- Creation of opportunities by leveraging our existing regional networks
- Mitigation of operational risk through refined life-cycle cost management



Differentiation with a "de-construction" mindset

- Focus on proposal-based manufacturing from the business-owner perspective
- Ability to demonstrate technologies at infrastructure facilities we operate

2 Comprehensive System × Area Expansion

Creation of High Added Value Through Comprehensive System and Area Expansion

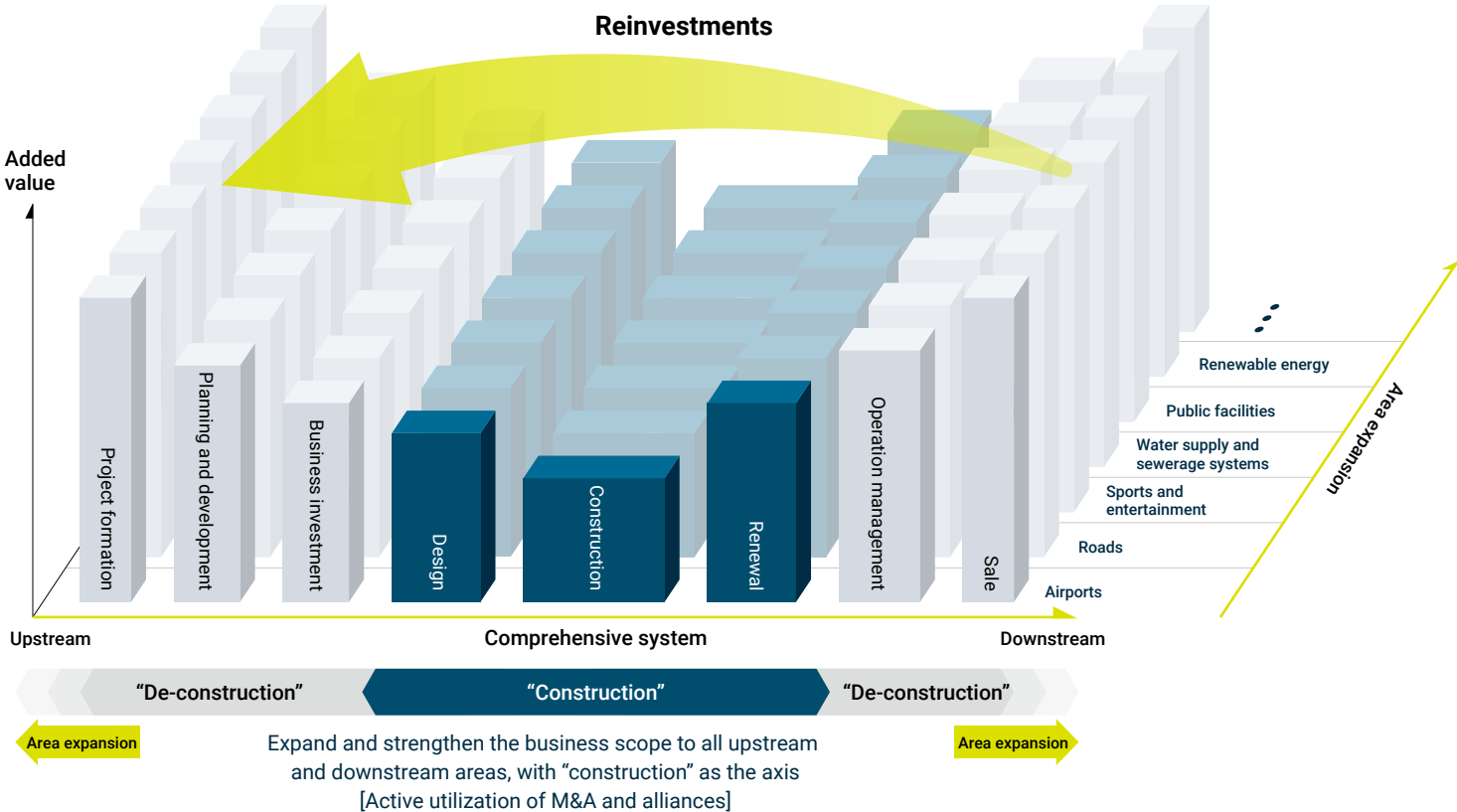
Comprehensive system

Based on the “construction” business, we will build a high-value-added value chain with an integrated approach from upstream to downstream to develop a business model that aims to improve profit margins.

Area expansion

In order to increase corporate value through our growth strategy, we will expand our business through M&A and alliances, in addition to the growth of our own business and that of cooperating companies.

By expanding our business into a variety of infrastructure fields, including roads, airports, and water supply and sewerage concession, and combining multiple fields, we will be able to provide more comprehensive and efficient services to towns and cities, as well as all of society. As a result, we will contribute extensively to solving various problems faced by the national government, local governments, and private business owners.



Alliance companies ×  INFONEER Group × Cooperating companies = ∞

3 Capital Recycling

Creation of Added Value Through Capital Recycling

1 Revenue base

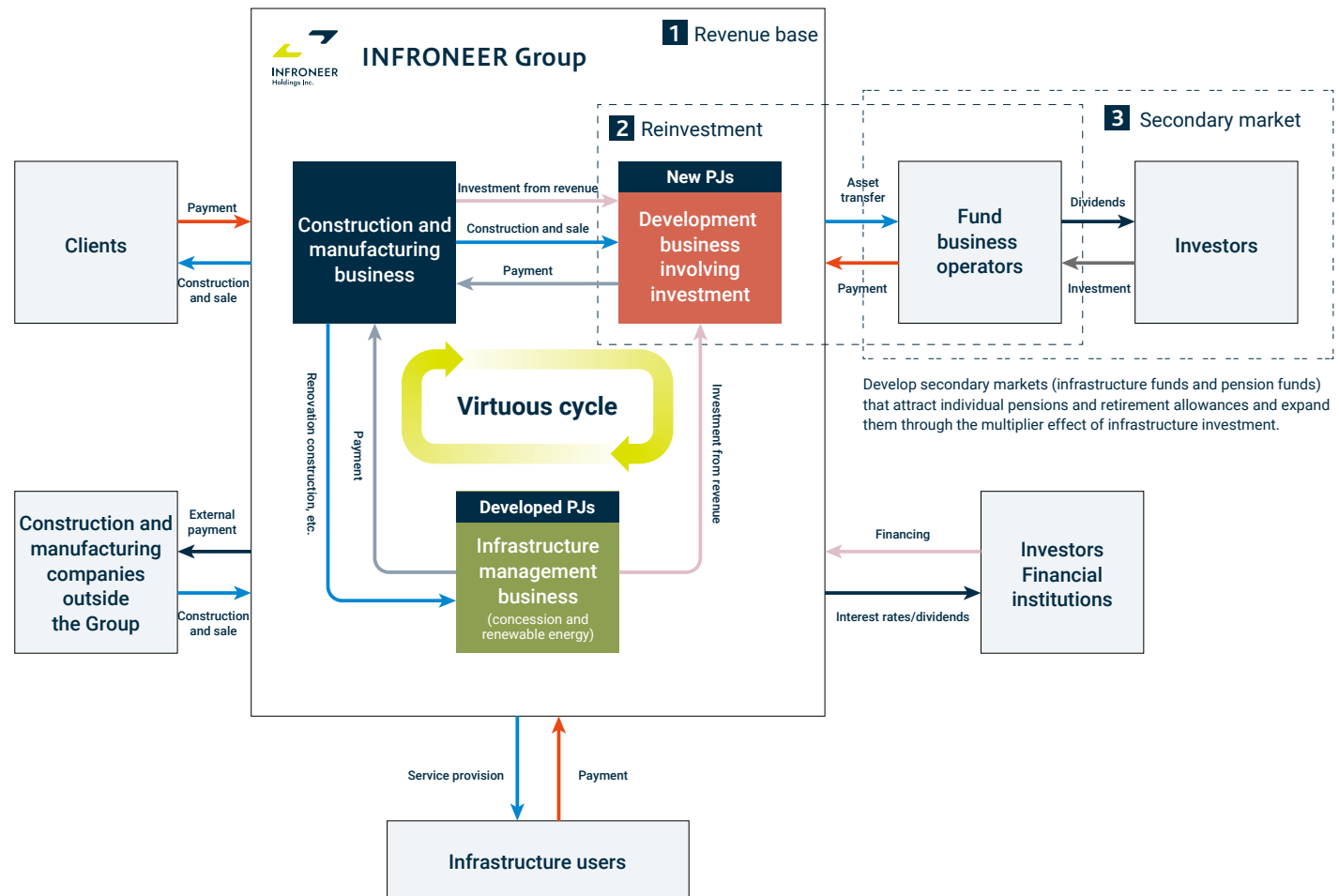
Our engineering capabilities and financial expertise allow us to assess risk and generate long-term returns by constructing infrastructure and managing facilities.

2 Reinvestment

Our engineering capabilities and financial expertise allow us to assess risk and generate long-term returns by constructing infrastructure and managing facilities. The project is then transferred principally to pension funds, which pursue stable investment performance, with the goal of using gains on the transfer of the project to invest in new projects.

3 Secondary market

We transfer equity stakes to pension funds and other investors while continuing to engage in the operation, maintenance, and management of infrastructure that increases its added value over time and generates stable returns, with the aim of revitalizing the infrastructure investment market.



➤ Global Infrastructure Management Co., Ltd., in which INFRONEER and TOKYU CORPORATION are joint shareholders, is building a new infrastructure business platform and creating a secondary market. For details on Global Infrastructure Management, visit their website at: <https://www.gimc.jp/> (in Japanese)

INFRONEER Medium-term Vision 2027 (New Medium-term Business Plan)

> Review of the Previous Medium-term Business Plan and Overview of the New Medium-term Business Plan

During the period of the previous Medium-term Business Plan, we achieved growth that was almost in line with the plan. Public-private partnership projects have seen expansion into new fields such as arenas and water supply and sewerage system projects.

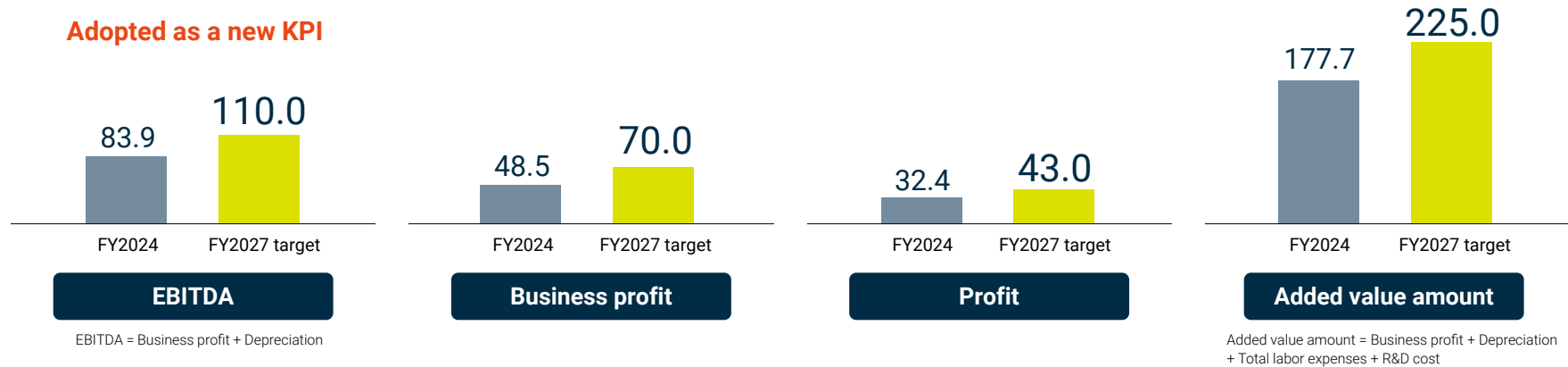
The new Medium-term Business Plan, "INFRONEER Medium-term Vision 2027," designates the next three years as the Expanding Investment Business Phase. In line with capital strategies such as disciplined equity ratios and D/E ratios, we will promptly execute proactive investments based on value-driven thinking.

Medium-term Vision 2024 (2021-2024)		Medium-term Vision 2027 (2025-2027)	
Establishing Foundations Phase	• Pursuit of Group synergies • Establishment of systems for new business fields • Promotion of DX/shared services • Promotion of M&A	Expanding Investment Business Phase > P. 57	• Expansion of investments in public-private partnership projects • Expansion of investments in renewable energy business • Execution of new businesses leveraging "construction" • Further promotion of M&A
Three Strategic Pillars		Three Strategic Pillars	
Review of Establishing Foundations Phase		Priority Measures for the Expanding Investment Business Phase	
Productivity reforms	• Business profit significantly improved through strict adherence to order discipline and price pass-through in response to market conditions • Added value amount significantly increased by maximizing Group synergies	Establishing a revenue base based on INFRONEER's business model	• Further expanding business areas and infrastructure service business in Japan • Expanding business areas and entering the infrastructure service business in the global market
Establishing a new revenue base	• Established a solid position in the domestic market for public-private partnership projects (over 40 cases) and, in particular, acquired three major concession projects related to large-scale arenas • Expanded the renewable energy business through the acquisition of Japan Wind Development	Maximizing added value	• Optimizing the value creation process based on value-driven thinking • Maximizing profits through Group collaboration • Realizing stable and low-cost financing • Optimizing fixed and administrative expenses from a perspective that leads to the creation of added value
Strengthening and improving our corporate culture	• Strengthened employee engagement in management and fostered a sense of unity within the Group through the introduction of J-ESOP* • Established an effective governance system as a Company with a Nominating Committee, etc., where outside directors form the majority • Restructured the governance system of Japan Wind Development	Strengthening and improving our corporate culture	• Promoting a Group human capital strategy • Pursuing optimal governance in response to internal and external environments • Improving investment discipline (standards and monitoring)

> *For details on J-ESOP (Employee Stock Ownership Plan), see page 55.

> Financial Targets Results for FY2024 and Financial Targets for FY2027 (¥ billion)

Adopted as a new KPI



(¥ billion)

Segment			FY2024 results	FY2027 targets
Building construction*1		EBITDA	17.7	20.5
		Business profit	11.3	13.4
Civil engineering*1		EBITDA	18.0	21.5
		Business profit	15.2	17.8
Infrastructure management*2	MK	EBITDA	8.0	20.0
		Business profit	(0.4)	6.9
	JWD	EBITDA	(0.2)	3.5
		Business profit	(1.6)	2.3
Road civil engineering*3		EBITDA	31.0	36.0
		Business profit	19.7	24.7
Machinery*4		EBITDA	4.6	5.0
		Business profit	2.2	2.6
Others*5		EBITDA	4.8	3.5
		Business profit	2.2	2.3

Distribution of Added Value for Sustained Growth

Our policy is to distribute added value in a balanced manner among human capital investment, growth investment, shareholder return, and preparation for the future (internal reserves, etc.). In order to maximize the amount available for distribution for these categories, including for growth investment and shareholder return, it is essential to first maximize added value, the source of the distributed funds. We work on the maximization of added value and portfolio optimization and enhancement, with an eye to reducing capital costs and expanding the market capitalization value.



*1 MAEDA CORP. (non-consolidated) *2 MK: MAEDA CORP. (non-consolidated) + JWD: Japan Wind Development (consolidated) *3 MAEDA ROAD (consolidated) *4 MAEDA SEISAKUSHO (consolidated) *5 Subsidiaries of MAEDA CORP.

*For FY2027 business profit targets, segment profit that does not take into account consolidation eliminations due to internal transactions

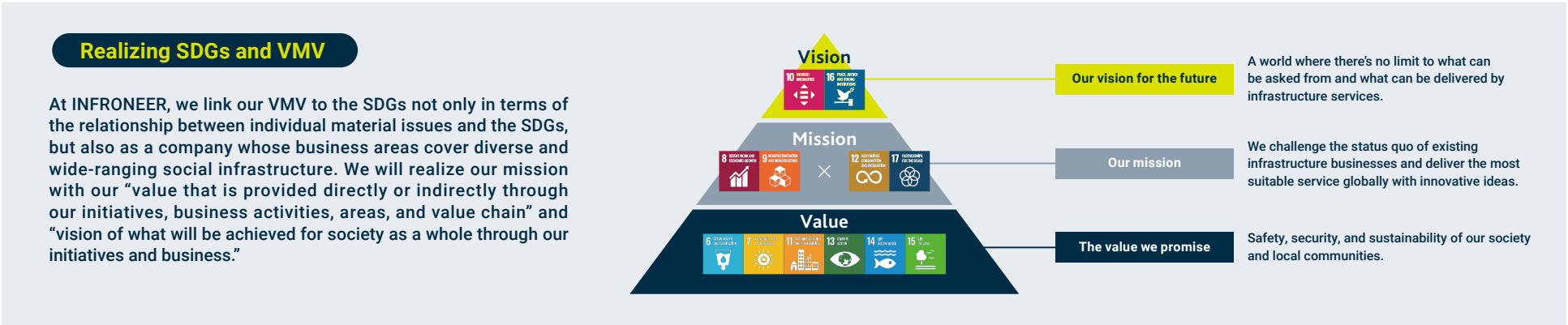
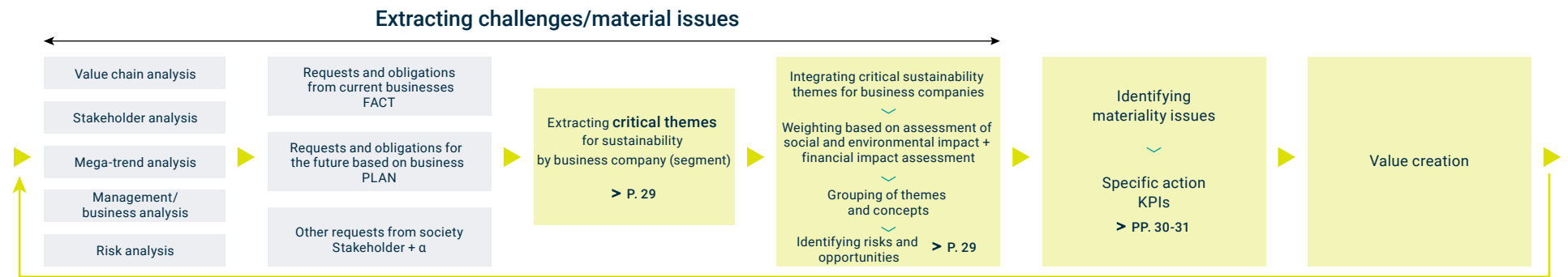
Materiality and KPIs

The INFRONEER Group has identified the following five materiality issues to quickly promote and implement initiatives to solve social issues as well as to improve corporate value and contribute to society as a whole permanently by maximizing and distributing added value on an ongoing basis.

- Creating a safe, secure, and more comfortable society
- Building a society that is conscious of the environment
- Strengthening value chain
- Value-creating human capital and mutual respect
- Strengthening governance

> Identifying Issues for Our Materiality Assessment

To add to discussions undertaken at management meetings and by the Board of Directors after transitioning to a holding company structure, committee members, who work in a variety of fields at business companies, discussed solutions to social issues and identified specific material issues that should be addressed. To give our stakeholders a broader understanding of the challenges surrounding infrastructure and the Group’s activities, the material issues have been summarized in the form of simple and easy-to-understand expressions. We have also been careful to clarify the links between our business plan, each business segment, and the priority issues. Following the announcement of the Medium-term Business Plan “INFRONEER Medium-term Vision 2027” and the consolidation of Japan Wind Development into the INFRONEER Group, we revised some of our materiality and KPIs in July 2025.



> Critical Themes

To identify material issues, we have extracted, compiled, and evaluated critical themes related to the entire Group.

Critical themes		
✓ Generating of electricity using renewable energy and constructing of power generation facilities	✓ Managing specific chemical substances in building materials	✓ Improving understanding of human rights and preventing violations
✓ Promoting design, construction, and manufacturing of (respectively) construction methods, equipment, and products with reduced environmental impact	✓ Promoting the development, sale, and construction of products and methods that contribute to improving the functionality and comfort of buildings and infrastructure services	✓ Enhancing and promoting education and training
✓ Reducing greenhouse gas emissions across the entire value chain	✓ Promoting design, construction/development, and manufacturing of (respectively) construction methods, technologies, and products that save labor and contribute to efficiency on the construction site	✓ Promoting disaster prevention and mitigation technology
✓ Reducing use of raw materials derived from fossil resources	✓ Expanding our infrastructure management business (contributing to solving social issues through the concession business)	✓ Strengthening governance
✓ Reducing the environmental impact of manufacturing plants	✓ Ensuring the safety and quality of buildings, structures, and products	✓ Observing compliance and preventing unfair competition and corruption
✓ Conserving biodiversity	✓ Strengthening collaboration with cooperating companies/strengthening supply capacities and improving productivity	✓ Networks security
✓ Improving the utilization rate of recycled materials to achieve zero waste	✓ Improving public benefit for local communities/preferential in-region procurement	✓ Customer privacy
✓ Managing and properly disposing of hazardous substances	✓ Improving the working environment and conditions of workers/promoting safety and health	✓ Promoting support for sustainability across the entire supply chain
✓ Appropriately managing water resources	✓ Accepting diversity in human capital and expanding opportunities for them to play an active role	✓ Strengthening risk management
✓ Reducing harmful emissions into the atmosphere	✓ Preventing illegal work/forced labor (supporting foreign laborers)	

> Risks and Opportunities

For the 29 critical themes, we examined the risks and opportunities for the entire Group and each business company and evaluated their importance. We examined these as part of our long-term management policy and identified the corresponding management issues.

The management issues identified were studied and debated by the Group's management team and directors, including outside directors, and issues of particular importance were designated as such by the Board of Directors.

> For details on risk management, see page 81; for details on risks and opportunities, visit our website at: <https://www.infroneer.com/jp/sustainability/materiality.html> (in Japanese)

> Materiality & KPIs

INFONEER Medium-term Vision		Materiality	Critical themes	Medium- to long-term targets/KPIs (FY2030 targets)		FY2024 results	Progress	Contribution to SDGs		
Three Strategic Pillars	Priority measures									
Establishing a revenue base based on INFONEER's business model ➤ P. 26	- Further expanding business areas and infrastructure service business in Japan - Expanding business areas and entering the infrastructure service business in the global market	Creating a safe, secure, and more comfortable society	• Expanding our infrastructure management business (contributing to solving social issues through the concession business)	Business profit ratio between "construction" and "de-construction"	50:50	104:-4*1	➡			
			- Promoting the development, sale, and construction of products and methods that contribute to improving the functionality and comfort of buildings and infrastructure services - Ensuring the safety and quality of buildings, structures, and products - Promoting disaster prevention and mitigation technology	Civil engineering Construction performance rating Building construction Customer satisfaction survey Road civil engineering Construction performance rating Machinery Customer satisfaction survey	Over 80 pts/100 pts Over 80 pts/100 pts Over 80 pts/100 pts 4 or higher on a 5-point scale	81.2 points 90.3 points 81.9 points 4.0 points	➡			
				Availability indicators for infrastructure management	In preparation	—				
				Generating electricity using renewable energy and constructing power generation facilities	Contribution of renewable energy to reducing greenhouse gas emissions in society	FY2030 1.56 million t-CO ₂ FY2050 2.4 million t-CO ₂			160,000 t-CO ₂	➡
				Improving public benefit for local communities/preferential in-region procurement	Rate of local employment in SPC employees hired for concession projects operated by MAEDA CORP.*2	65.0%			63.5%	➡
Maximizing added value ➤ P. 26	- Optimizing the value creation process based on value-driven thinking - Maximizing profits through Group collaboration - Realizing stable and low-cost financing - Optimizing fixed and administrative expenses from a perspective that leads to the creation of added value - Climate change: Promoting initiatives toward net zero by 2050 and ensuring a stable supply of renewable energy to society - Circular economy: Promoting design that is conscious of the environment for all infrastructure and achieving long service life through planned operations, maintenance, and management - Natural restoration: Promoting initiatives that reduce environmental impacts and utilize the functions of the natural environment to achieve harmony with nature	Strengthening value chain	- Promoting design, construction/development, and manufacturing of (respectively) construction methods, technologies, and products that save labor and contribute to efficiency on the construction site - Promoting support for sustainability across the entire supply chain - Strengthening collaboration with cooperating companies/strengthening supply capacities and improving productivity	Added value amount	¥225 billion by FY2027	¥177.7 billion	➡			
				Number of technology development releases posted through Group synergies	Total of 20 projects from FY2024	2 projects	➡			
				Request rate for suppliers to comply with the Sustainability Procurement Guidelines	100%	Implemented from FY2025	—			
				Construction career advancement system site registration rate	100%	Registration rate of companies: 76% Registration rate of workers: 78% Registration rate of sites: 100%	➡			
				Zero major accidents (four or more days of lost worktime) and reduction of frequency rate	Keep frequency rate at or below 0.6 up to FY2030 (MAEDA CORP.)	Frequency rate: 0.61 Severity rate: 0.02	➡			
		Building a society that is conscious of the environment ➤ P. 82	- Promoting design, construction, and manufacturing of (respectively) construction methods, equipment, and products with reduced environmental impact - Reducing greenhouse gas emissions across the entire value chain - Reducing use of raw materials derived from fossil resources - Reducing the environmental impact of manufacturing plants	Calculation of whole-life carbon*3 reduction for all design and construction projects (new construction)	100% calculation rate	Implemented from FY2025	—			
				Calculation of whole-life carbon for design and construction (renovation) and projects in which other companies were in charge of design	In preparation	—	—			
				Reduction of greenhouse gases Scopes 1 and 2 (compared to 2021)	45.8% reduction by 2030 Substantially zero emissions by 2050	38.0% reduction	➡			
				Scope 3 (compared to 2021)	25% reduction by 2030 Substantially zero emissions by 2050	31.3% reduction				
				Achievement of RE100	RE100 by 2030	89.4%				

> For the full version of the materiality & KPIs, visit our website at:
<https://www.infoneer.com/jp/sustainability/materiality.html> (in Japanese)

*1 Business profit was negative in FY2024 due to investment in start-up costs.

*2 Limited to SPCs that prioritize local recruitment as a priority measure

*3 Greenhouse gas emissions generated throughout the entire building life cycle (from material procurement to disposal)

INFRONEER Medium-term Vision		Materiality	Critical themes	Medium- to long-term targets/KPIs (FY2030 targets)		FY2024 results	Progress	Contribution to SDGs	
Three Strategic Pillars	Priority measures								
Maximizing added value	- Climate change: Promoting initiatives toward net zero by 2050 and ensuring a stable supply of renewable energy to society - Circular economy: Promoting design that is conscious of the environment for all infrastructure and achieving long service life through planned operations, maintenance, and management - Natural restoration: Promoting initiatives that reduce environmental impacts and utilize the functions of the natural environment to achieve harmony with nature	Building a society that is conscious of the environment	- Conserving biodiversity - Improving the utilization rate of recycled materials to achieve zero waste - Managing and properly disposing of hazardous substances - Appropriately managing water resources - Reducing harmful emissions into the atmosphere - Managing specific chemical substances in building materials	Acquisition of certification as a site coexisting with nature	1 case or more	1 case			
				Wood procurement volume	2,000 m³ or more	1,135 m³			
				Improvement of recycling rate to reduce amount of final waste disposal	98% or more (MAEDA CORP)* *Excluding items that are hazardous and cannot be recycled	89.7%			
				Ratio of recycled materials used in asphalt mixture business	50% or more	46.5%			
				Improvement of resource productivity of key materials (steel, concrete, and asphalt)	¥25/kg or more	¥22/kg			
Strengthening and improving our corporate culture ➤ P. 26	- Promoting a Group human capital strategy - Systematically securing diverse human capital - Creating an organization where diverse human capital can play an active role - Pursuing optimal governance in response to internal and external environments - Improving investment discipline (standards and monitoring)	Value-creating human capital and mutual respect ➤ P. 70, P. 86	- Improving the working environment and conditions of workers/ promoting safety and health - Accepting diversity in human capital and expanding opportunities for them to play an active role - Preventing of illegal work/forced labor (supporting foreign laborers) - Improving understanding of human rights and preventing violations - Enhancing and promoting education and training	Female employment rate FY2027 20% Female management rate 4.8% Disability employment rate 2.8% Female parental leave acquisition rate 100% Male parental leave acquisition rate 75%	16.3% 2.3% 2.4% 95.8%*4 62.2%*5				
				Continuous implementation of human rights due diligence		Continuously implemented			
				Group-wide training hours per person aimed at creating common understanding and synergy throughout the Group	Improvement compared with previous fiscal year	Group-wide training will begin in FY2025 ➤P. 70	—		
				Outside director ratio	Majority	Outside director ratio: 55.5% (5/9)			
				Appointment of independent outside directors as chairpersons of the Board of Directors and of the Nominating, Compensation, and Audit Committees		Appointment			
				Implementation of PDCA under a Sustainability Committee led by the President and CEO		Number of times held: 4/year			
		Reduction of the number of serious legal violations to zero		0	0				
		Customer data breaches		0	Number of incidents discovered: 0				
		Operation of an effective risk management system		Implemented Risk Management Committee					
		Expansion of companies subject to information security governance		INFRONEER and its subsidiaries	INFRONEER and major subsidiaries: 4				

*4 Ratio of employees who took parental leave

*5 Ratio of employees who took parental leave or time off

Maximizing Added Value



This chapter explains maximizing added value that enhances “profit margin” in the calculation formula.

We aim to expand our revenue by steadily accumulating profits through the strengthening and transformation of existing businesses, while actively working to solve social issues.

“INFRONEER provides a comprehensive solution!”

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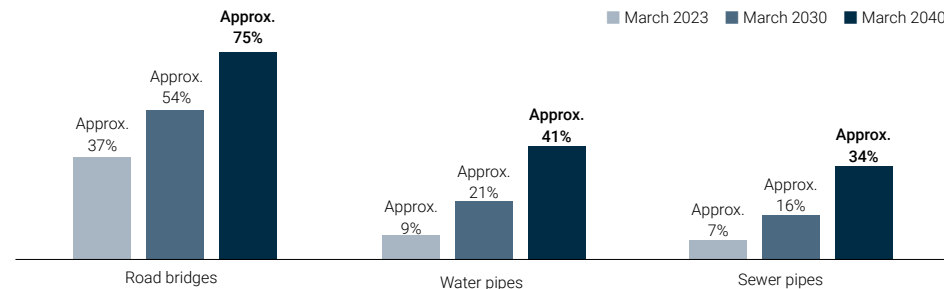
Social Challenges Surrounding Japan's Infrastructure

The INFRONEER Group aims to solve various social challenges surrounding infrastructure. Aging infrastructure is particularly serious, and is a challenge related to fiscal limitations at the national level, shortage of workers, and resource limitations stemming from macro-level challenges such as the declining birth rate and aging population as well as global warming. These challenges are difficult to solve at the national level alone. It is for this very reason that the Group will continue to tackle social challenges by becoming an unrivaled integrated infrastructure service company with unique capabilities.

> Aging Infrastructure

As the percentage of infrastructure that has been in use for over 50 years since construction increases at an accelerating rate, we are facing the challenge of aging infrastructure.

Percentage of social infrastructure that has been in use for over 50 years since its construction

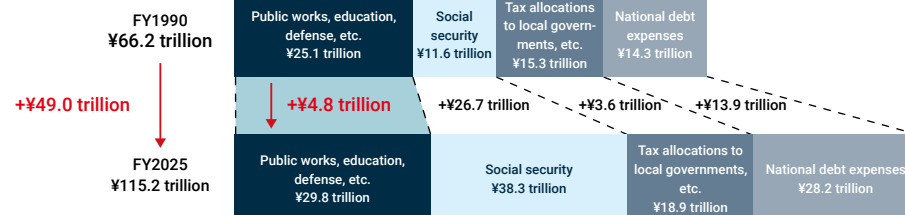


[Source] Ministry of Land, Infrastructure, Transport and Tourism, "Infrastructure Maintenance Information"

> Fiscal Limitations at the National Level

As the aging population and declining birth rate advances rapidly, social security costs have swelled to more than three times their previous level compared to FY1990, while the costs for infrastructure development, maintenance, and management remain largely unchanged. Given fiscal limitations at the national level alone, this challenge must be addressed through public-private partnerships.

National expenditures

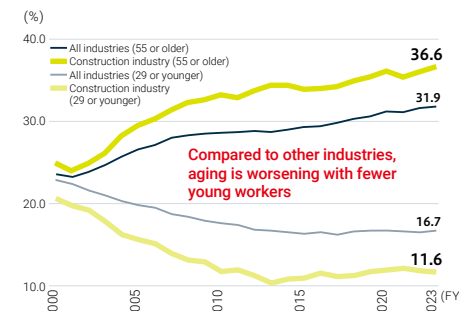


[Source] Ministry of Finance, "Considering Fiscal Policy for Japan's Future"

> Shortage of Workers

The aging of workers in the construction industry is progressing. In addition, there are also fewer technical staff at local governments who are responsible for public infrastructure services, and both public and private sectors face the social challenge of a shortage of infrastructure workers overall, so business activities must be conducted with these in mind.

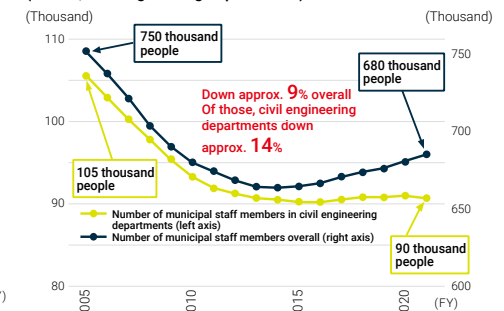
Aging of construction industry workers



*The 2011 data are estimated figures due to the impact of the Great East Japan Earthquake.

[Source] Ministry of Land, Infrastructure, Transport and Tourism, "Current Situation and Issues Surrounding the Construction Industry"

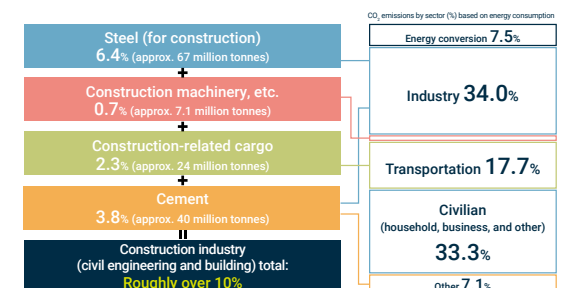
Number of municipal staff members (overall, civil engineering departments)



[Source] Ministry of Land, Infrastructure, Transport and Tourism, "Implementation Guideline for Comprehensive Private Consignment of Infrastructure Maintenance"

> Reduction of Greenhouse Gases Across the Entire Construction Industry

Contributing to carbon neutrality is an essential part of our business activities. Greenhouse gas emissions in the construction industry, including the entire supply chain, exceed the 10% mark of all industries. Therefore, there is a demand for renewable energy projects and the provision of products that are conscious of the environment.



[Source] Ministry of Land, Infrastructure, Transport and Tourism, "Initiatives Toward Carbon Neutrality in the Infrastructure Sector of the Ministry of Land, Infrastructure, Transport and Tourism"



MAEDA CORPORATION

Soji Maeda

President & Representative Director
MAEDA CORPORATION

Joined MAEDA CORPORATION in 1997; served as a Director and Managing Officer from June 2002; became the President and Representative Director (current) of the company in 2016; became the Director and Chairman of INFRONEER Holdings in October 2021; became Executive Officer (current) in June 2025.

> *For BT+ concession, refer to the glossary on page 95.
> For the full version of the interview, visit our website at:
<https://www.infroneer.com/jp/sustainability/topics/comany3-top-message.html>
(in Japanese)

Seize Societal Trends and Take on the Challenge of Creating Value

Enhance Added Value Through a Virtuous Cycle Business Model of “De-construction” and “Construction”

Various social challenges are becoming apparent amid socio-economic trends and changing values, including aging infrastructure, shortage of workers, and the need to reduce environmental impacts. Alongside this, the role expected of the construction industry is also undergoing significant change. Companies must always remain relevant and needed by society.

In this era of rapid change, even companies with long histories and large scales can lose their competitive edge in an instant if they fail to adapt. As an infrastructure company, we strive to refine our technologies and safety measures on a daily basis. We also face societal trends and challenges head-on, pursuing swift and bold transformation to remain a company that continues contributing to local communities and society.

We have been implementing our NEXT10 management plan since FY2019. This plan established three strategic pillars for achieving our goals: “1. Productivity reforms,” “2. Company-wide promotion of the ‘de-construction’ business,” and “3. Improvement of corporate culture.” Starting in FY2025, we will shift our top priority to “company-wide promotion of the ‘de-construction’ business” and further promote this initiative. At the same time, even within the “construction” business, we will adopt a mindset focused on “de-construction,” look at things from a business owner and social perspective, and tackle the creation of added value on a company-wide basis. We will continue to pursue a one and only business model that integrates “construction” and “de-construction,” combining the engineering capabilities cultivated through our “construction” business with the insights and know-how gained from our infrastructure management business.

Anticipating Future Changes with a “Healthy Sense of Urgency”

Looking back on the previous INFRONEER Medium-term Vision, amid rapidly rising prices and soaring labor costs, we secured higher profits than the industry standard through strict adherence to order discipline to ensure reasonable profits, construction periods, and construction systems at the time of order, as well as by minimizing lost profits.

To achieve the ambitious goals set in our newly launched Medium-term Business Plan “INFRONEER Medium-term Vision 2027,” we will further enhance our order discipline, build in quality and efficiency from the upstream phase of projects to withstand cost competition and environmental pressures, develop technologies for greater efficiency together with our Group and partner companies, advance DX initiatives, and focus on improving our corporate structure. All these efforts will be carried out with a focus on differentiating ourselves from competitors and enhancing added value.

Asia’s largest arena, “IG Arena,” developed under Japan’s first BT+ concession* model, in which we participated as the designer and constructor, has been successfully completed. From July 2025, the 30-year management phase will begin, and we will continue to participate as the operator, positioning this as a core part of our infrastructure management business. The sports market in Japan has been growing annually, and its scale is expected to expand further; however, there remains a significant gap between the industrialization of sports overseas and in Japan. Considering regional revitalization and the overall development of the sports industry, we will identify challenges and risks, but view them as opportunities, and we will continue to pursue a new business model integrating infrastructure and management, enabling more efficient and sustainable operations from the bidding stage, and maximizing the future value of facilities.

In this era of rapid change, it is essential to collaborate with our Group companies, local communities, and even different industries in order to continue generating profits and remain a company needed by society, even in a potentially shrinking market. We will work closely with our partners and continue to take on new initiatives. As the core company of the INFRONEER Group, we are proud and responsible, and all employees will maintain a healthy sense of urgency, continuously challenge themselves, and implement swift reforms to create new value.



MAEDA ROAD CONSTRUCTION Co., Ltd.

Yasuhiko Imaizumi

President & CEO

MAEDA ROAD CONSTRUCTION Co., Ltd.

Joined MAEDA CORPORATION in 1981; served as a Director and Executive Officer as well as in other managerial positions from 2010; became President and CEO (current) of MAEDA ROAD CONSTRUCTION Co., Ltd. in June 2020; became Director of INFRONEER Holdings Inc. in June 2023; became Executive Officer (current) in June 2025.

- > *For PPP/comprehensive private contracting projects, refer to the glossary on page 95.
- > For the full version of the interview, visit our website at: <https://www.infroneer.com/jp/sustainability/topics/comany3-top-message.html> (in Japanese)

Continue to Evolve and Grow by Tackling Various Challenges for the Next 100 Years

Achieved Previous Medium-term Business Plan Goals Through a Shift in Mindset Toward “Profit Focus”

We achieved the goals set forth in the previous INFRONEER Medium-term Vision and are feeling a sense of accomplishment. In our construction business, which involves road work and building landscape work, we focused on ensuring the profit margin of orders received, while in our manufacturing and sales business, which involves the production and sale of asphalt mixtures, we accurately passed on cost increases resulting from rising material prices. We believe that this shift in mindset from a “sales focus” to a “profit focus” has proven effective.

At the same time, we face challenges that require our attention moving forward. In the construction business, as new road construction declines and maintenance and repair of aging roads become the focus, we must prioritize PPP* and comprehensive private contracting projects* to generate revenue. Although rapid expansion isn’t feasible due to systemic circumstances, we are currently steadily accumulating know-how and experience to position this as one of our revenue pillars going forward as the situation allows.

Strengthen Initiatives That Become New Business Pillars

To achieve the goals set forth in the Medium-term Business Plan “INFRONEER Medium-term Vision 2027” launched in FY2025, we are strengthening initiatives to establish a third and fourth pillar

of business alongside our current two core businesses of construction and manufacturing and sales. In addition to the comprehensive private contracting projects mentioned earlier, we are also working on manufacturing biofuels that can replace heavy oil using waste animal and vegetable fats and oils as raw materials. This will also contribute to realizing carbon neutrality for our company, which emits 95% of the CO₂ across the entire INFRONEER Group when manufacturing asphalt mixtures.

Furthermore, we will focus on developing products like asphalt mixtures that are easier to use than those offered by our competitors and provide customers with added value beyond their price which is key to their purchase, as well as developing manpower-reduction and unmanned technologies that also address worker shortages.

Becoming the Most Attractive Company

Securing human capital is also a challenge for further growth. In terms of diversity, we would like to increase the ratio of female employees, particularly in management positions. We are also actively recruiting specialized human capital from outside the company to change our conservative corporate culture and promote a shift in mindset. Furthermore, we have implemented a full two-day weekend system to become an attractive company where all employees can easily work. Based on our desire to change the image of the road construction industry, we will take on challenges ahead of our competitors and aim to become the most attractive company, including in terms of ease of work.

Our company celebrated its 100th anniversary in March 2025. The path to this point has certainly not been smooth, but our predecessors consistently overcame various challenges through constant endeavors. Without challenges, there is no evolution. We will continue to take on challenges and value the DNA of passion for our work and sincere attitude passed down from our predecessors, as we grow toward the next 100 years. We would like to express our heartfelt gratitude to our valued customers, business partners, and cooperating companies who have supported MAEDA ROAD for so many years and ask for your continued support going forward.



MAEDA SEISAKUSHO CO., LTD.

Masayoshi Itou

President & Representative Director
MAEDA SEISAKUSHO CO., LTD.

Joined MAEDA SEISAKUSHO CO., LTD. in 1992; served as an Executive Officer and General Manager of Business Department, New Business Division, as well as in other managerial positions in the company from April 2017; became President and Representative Director (current) in June 2025.

> *ICI Center: Innovation creation hub of MAEDA Corp.
> For the full version of the interview, visit our website at:
<https://www.infroneer.com/jp/sustainability/topics/comany3-top-message.html>
(in Japanese)

“Support Infrastructure and Protect People’s Lives and Livelihoods” with Technical Capabilities Cultivated over Many Years

Solve Social Challenges Through Future-Oriented Technology Development

I express MAEDA SEISAKUSHO’s vision for social contribution as “supporting infrastructure and protecting people’s lives and livelihoods.” Our company offers crane products, construction machinery, special vehicles, construction equipment, etc. used at construction sites, public facilities, etc., and we believe that our mission is to solve social challenges through these products.

For example, aging infrastructure, such as roads, has become a major social challenge, and our machinery is widely used to renew and maintain it. However, going forward, it will be important not only to repair infrastructure or machinery when it breaks down, but also emphasize how to deal with such issues before they occur. In terms of environmental responsiveness, Japan lags behind Europe and other regions in electrification, but this will surely be required in the future, so we are preparing accordingly. We are leveraging our competitive advantage gained by pioneering electrification in our core mini-crane field to expand our lineup into medium- and large-sized cranes. We are advancing automation and labor-saving initiatives to address the already emerging social problem of worker shortages, including the development of automated transport technology for tunnel construction materials in collaboration with MAEDA Corp. In addition, full-scale development of remote crane control technology began at the ICI Center* in 2025.

Evolve “Legacy of Maeda Technology” to Contribute to the Group

We achieved our goals for the previous INFRONEER Medium-term Vision, despite challenging business conditions, including unstable social circumstances and soaring material costs, thanks to the steady sales of new products, such as knuckle cranes that leverage our mechatronics technology, one of our strengths, as well as our core crawler cranes. Looking ahead, we anticipate growth in the construction machinery market both in Japan and overseas amid ongoing urbanization trends. Therefore, we intend to focus on medium- to long-term investments, such as expanding our crane business through region-specific strategies overseas.

We are also working on initiatives to achieve our Medium-term Business Plan, “INFRONEER Medium-term Vision 2027.” First, we launched our forklift business in Nagano and Aichi in FY2025. In addition to the Yamanashi region where we already operate a forklift business, synergies with our construction machinery business are expected in Nagano and Aichi, contributing to a medium- to long-term revenue base. Furthermore, we have established a planning and development department to create new fields and products. We will capture market needs from an infrastructure maintenance and management perspective to open new possibilities, enhance profitability, and maximize added value.

The growth of each individual business company is essential for the growth of the entire Group, and we believe that significant synergies will emerge from the overlapping areas within this framework. We will continue to evolve “legacy of Maeda technology” while working to solve social challenges to “support infrastructure and protect people’s lives and livelihoods,” thereby contributing to the INFRONEER Group as it strives to become an integrated infrastructure service company.

Enhance the Added Value of Renewable Energy While Providing It Stably over the Long Term

Tackle Carbon Neutrality and Regional Coexistence

One of the social challenges facing Japan Wind Development's business is how to achieve carbon neutrality amid expanding electricity demand—once on a downward trend—driven by the growth of data centers, semiconductor factories, and other factors. Going forward, we will need to introduce larger wind power generation facilities with higher efficiency in locations where installation is even more challenging. Advanced technical capabilities in construction and civil engineering are required to prepare sites for the installation of facilities along mountain ridges, and we believe we can leverage the synergies of the INFRONEER Group in this area.

In addition, coexistence with the communities where wind farms are installed and regional revitalization are important challenges. We will, of course, carry out safe construction and management while thoroughly explaining and gaining the understanding of local residents. Furthermore, since wind is a local resource, we will actively propose ways for the electricity generated at these power plants to be used within the region. In addition, we would like to strengthen our initiatives to create local employment through the operation and maintenance (O&M) of power plants. This will become a significant advantage for our company in an era where securing human capital is challenging.

Expand Our Business Scope Toward More Integrated Services

To address the first of the three strategic pillars outlined in the Medium-term Business Plan "INFRONEER Medium-term Vision 2027," "establishing a revenue base based on INFRONEER's business model," we will expand our business domains downstream in the electricity business value chain. Our company develops, constructs, and provides O&M for wind farms, already operating as an integrated infrastructure service company in power generation. Moving forward, we will secure new revenue by engaging in the retail electricity business, directly supplying power to consumers. Therefore, we will also focus on securing immediately deployable human capital with specialized expertise.

To address "maximizing added value," we are working to enhance O&M to ensure stable long-term maintenance of energy infrastructure. We will leverage DX technologies, based on the know-how and big data accumulated over more than 20 years of operating the O&M business to achieve improved power plant operational rates, automated and labor-saving operations, and extended lifespans for aging facilities.

To address "strengthening and improving our corporate culture," we carried out an organizational restructuring in April 2025. We abolished the headquarters system to create a flatter structure and adopted a matrix organization combining functional elements such as development, investigation, engineering, and finance with project teams along both vertical and horizontal axes to strengthen horizontal collaboration and enhance the driving force behind cross-departmental projects. In the future, we aim to evolve into a unit-based organization where each small group can independently complete project development and fundraising.

It has been just over a year since we joined the INFRONEER Group. We will promote the strengthening of Group synergies in aspects such as the mutual utilization of technological development and sales information. We will leverage our core strength, development capabilities, to continuously create new business opportunities. We will also enhance our management services and become a company that, as part of the INFRONEER Group, offers one-stop, sustainable access to high-value-added renewable energy to consumers.



Japan Wind Development Co., Ltd.

Masayoshi Fujitani

President & CEO

Japan Wind Development Co., Ltd.

Joined MAEDA CORPORATION in 1996; served as the Executive Officer in charge of business strategy at the Management Innovation Division and the Managing Officer of Management Innovation Division, Strategic Business Development in 2023, and Managing Officer (current) in 2024 as well as in other managerial positions; served as a Director of Japan Wind Development in January 2024; became President & CEO (current) in June 2024.

> For the full version of the interview, visit our website at:
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 (In Japanese)

Business Introduction Cities and Society Supported by the INFRONEER Group

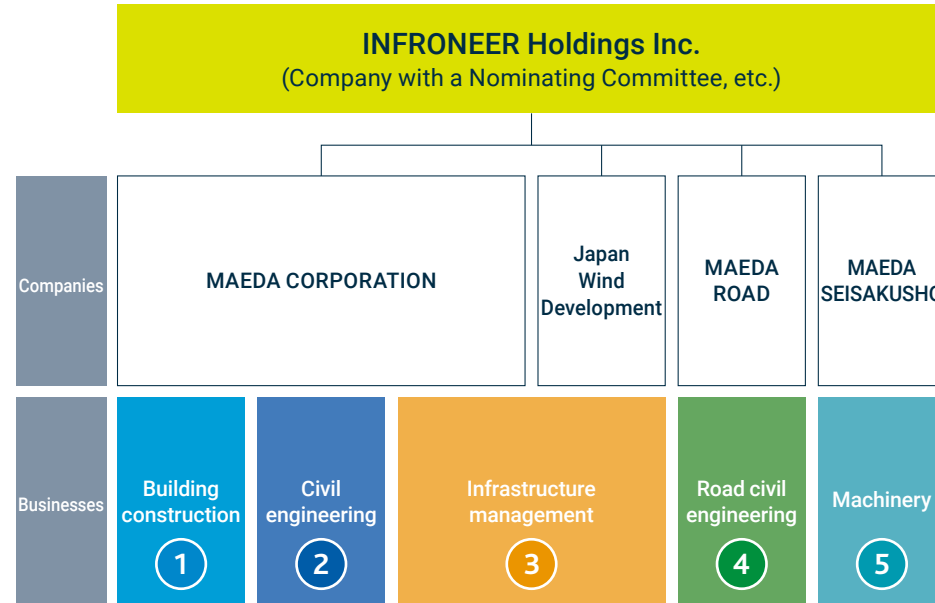


> Introduction to the INFRONEER Group

The INFRONEER Group, as an integrated infrastructure service company aiming to develop social infrastructure and realize a sustainable future, implements a unique business model that provides one-stop management of infrastructure from upstream to downstream.

For example, through infrastructure that supports people's lives and economic activities—such as roads, dams, tunnels, buildings, water supply and sewerage systems, energy facilities, and stadiums/arenas—we are contributing to the realization of a safe and comfortable society. We boast one of Japan's leading track records in public-private partnerships for infrastructure management, including stadiums, arenas, and water PPP*, and we are now able to operate a renewable energy business through a comprehensive system following the addition of Japan Wind Development to our Group in January 2024.

> *For PPP, refer to the glossary on page 95.



> For other constituent Group companies, visit our website at: <https://www.infroneer.com/en/company/ourbusiness.html>

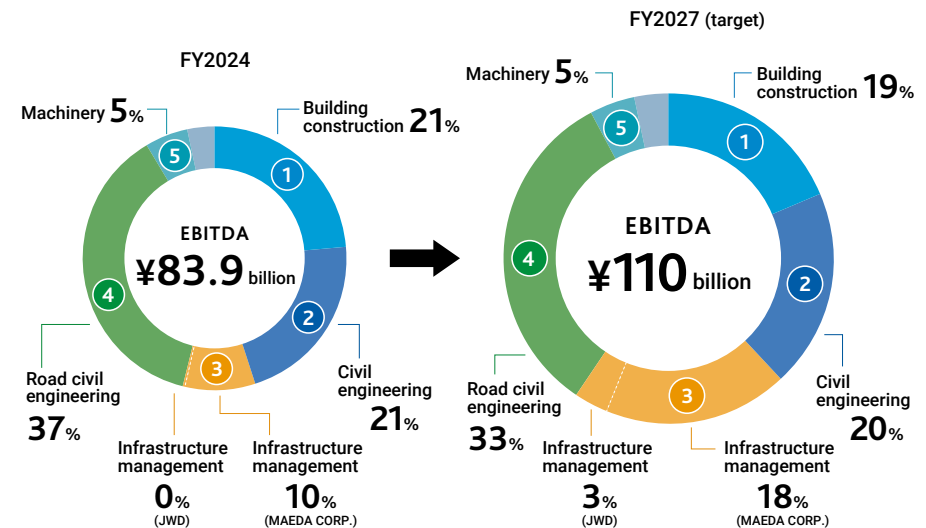
> For details on each business segment, visit our website at: <https://www.infroneer.com/jp/sustainability/segment/> (in Japanese)

Our business model is supported by advanced order discipline and upstream project development in our building construction, civil engineering, and road civil engineering businesses, as well as our technical capability to comprehensively handle everything from design to service in our machinery business. This structure, which creates a virtuous cycle of “construction” and “de-construction,” leads to business development that supports cities and society.

> INFRONEER's Target Business Portfolio

INFRONEER Medium-term Vision 2027 positions the next three years as the Expanding Investment Business Phase. We will adopt EBITDA as an appropriate indicator demonstrating cash flow health and potential growth, aiming for sustainable growth.

We plan to achieve EBITDA of ¥110 billion by FY2027, with EBITDA from the infrastructure management business increasing approximately three times from FY2024 to account for around 20% of the total. Furthermore, we expect to increase EBITDA to ¥150 billion by FY2030, and also expect to increase the proportion of the infrastructure management business.



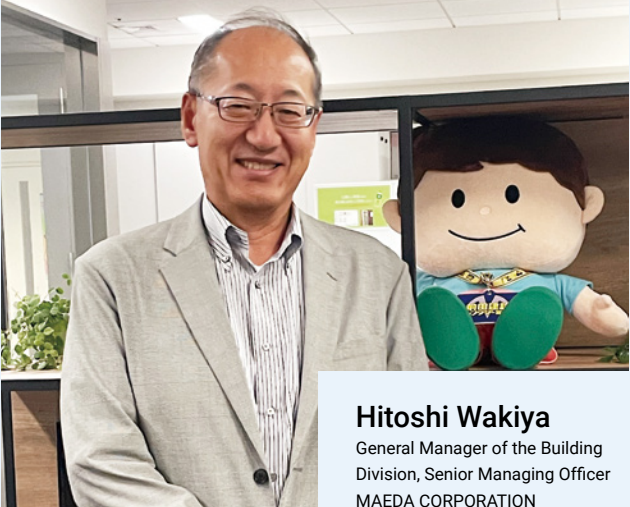
Building Construction Business



(Provisional Name) New Construction of Aerial Zen Dojo (Facility Name: Zenbo Seinei) / Awaji City, Hyogo Prefecture

Pioneering new frontiers with the power of differentiation

In the building construction business, we leverage our stable customer base and strong order discipline to promote efficient project management utilizing DX. We are also focusing on new areas such as arenas, cold storage facilities, and data centers, while developing technologies to reduce environmental impacts. We will continue to contribute to local communities while pursuing sustainable growth.



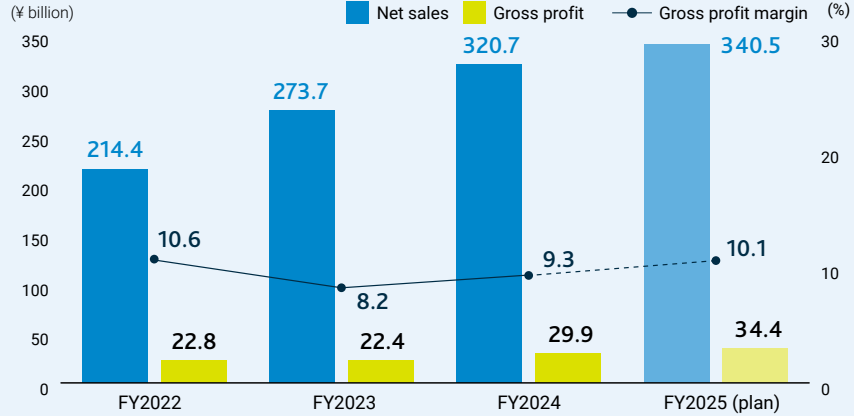
Hitoshi Wakiya
General Manager of the Building Division, Senior Managing Officer
MAEDA CORPORATION

In the building construction business, we are aiming to achieve sustainable growth even within a rapidly changing market environment. In FY2025, we are working to enhance profitability by improving profit margins at the time of order and by taking on the challenge of new business fields. Furthermore, through our newly established Production Design Department, we are strengthening coordination between design and construction to improve drawing accuracy and reduce lost profits. We will continue to take on the challenge of achieving record profits.

SWOT Analysis

Strength - Stable track record of orders centered on redevelopment projects - Capability to handle diverse projects, including concession projects - Ensuring quality and efficiency through an integrated system from design to construction - Advanced project management utilizing DX	Weakness - Construction-industry-wide shortages in human capital and challenges in transferring technical expertise - Still developing systems and accumulating know-how in new business areas
Opportunity - Expansion of infrastructure development through public-private partnerships (PPP/PFI) - Opportunities to enter growth fields like arenas, cold storage facilities, and data centers - Rising expectations for environmental technologies driven by decarbonization and regional revitalization	Threat - Shrinking housing market due to declining birth rates, aging population, and lifestyle changes - Impact of rising material costs and increased capital investment burdens on profitability

Business Performance



Toward Realizing “INFRONEER Medium-term Vision 2027”

➤ Further Strengthening of the “Construction” Business

We are working to achieve stable growth in our “construction” business by enhancing medium- to long-term order and completion simulations and resource management utilizing data. We are stabilizing our orders primarily through large-scale redevelopment projects. We are also enhancing the accuracy of planning and execution by implementing order simulations, strictly enforcing order rules, managing orders across three phases, and introducing productivity indicators per employee.

Furthermore, by establishing front-loading systems that incorporate construction information from the design phase, we have significantly reduced reworking and issues in later stages, greatly improving overall productivity. The newly established Production Design Department will draw up all documents from design drawings to construction drawings in a unified process, preventing issues in later stages and leading to a dramatic improvement in productivity.

Furthermore, we aim to minimize lost profits by improving estimate accuracy utilizing data and strengthening management at headquarters and branches. We have established a system that enables early identification of on-site issues and rapid response through startup meetings at new construction sites and risk review meetings utilizing problem detection alert tools.

➤ Initiatives for New Growth Markets

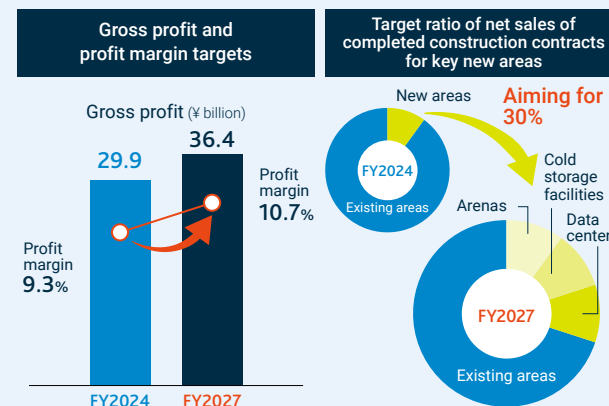
We have positioned arenas, cold storage facilities (including food and meat processing plants), and data centers as key fields, forming specialized teams to strengthen our initiatives under the leadership of business managers. In the arena business, we have established a system capable of handling a wide range of projects, from large-scale facilities like IG Arena to regional arenas seating up to 5,000 people. We are also responding to increased demand in the temporary facilities business associated with the arena business, such as large-scale events, sports festivals, and concert

stages. Furthermore, we have accumulated a proven track record and extensive know-how in meat processing factories, securing large-scale projects in FY2024 as well. We are also focusing on training design and construction engineers and developing technologies that differentiate us from competitors to enhance our competitiveness.

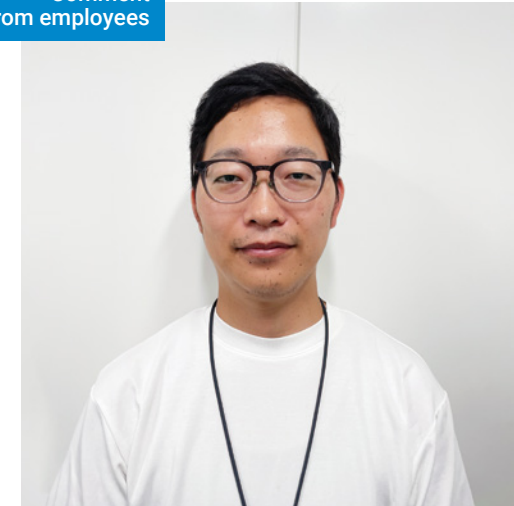
In terms of the environment, we calculate CO₂ emissions for all design and construction projects and propose reduction measures toward realizing a decarbonized society. Furthermore, we aim to be a company that contributes to revitalizing regional economies by collaborating with supply chains nationwide.

➤ Initiatives for New Business

In addition to our “construction” business, we are building new revenue models through “de-construction” business, such as projects leveraging investments. We aim to generate stable and sustainable profits through the operation and sale of development projects. Furthermore, we are also utilizing our long-cultivated construction know-how to develop building materials, products, and services. By doing so, we will provide new value beyond construction and work toward diversifying our business and strengthening our revenue base.



Comment from employees



Yuta Senba

Design Drawing Group, Production Design Department,
Building Division
MAEDA CORPORATION

A New Connection Between Design and the Construction Site

The Production Design Department was established in April 2025 as a department responsible for delivering design drawings and construction drawings to the construction site. Our department aims to reduce lost profits caused by drawings by providing the construction site with design and construction drawings that are clear and require no (or few) changes. Although we face challenges coordinating across diverse departments, I find great satisfaction in this new endeavor that bridges design and construction. Moving forward, as a department involved in all phases of projects from upstream to downstream, we will collaborate with various departments to establish MAEDA CORP.'s approach to production design.

Civil Engineering Business



Shingu-Kiho Road Kumano River Estuary Bridge P4-P6 Superstructure Construction / Kiho Town, Minami-Muro District, Mie Prefecture

Continuing to be the backbone supporting companies and society

In the civil engineering business, which supports social infrastructure, we handle diverse large-scale infrastructure development projects including tunnels, dams, ports, expressways, airports, and energy-related facilities. We are continuing to meet society's diverse infrastructure needs through high-quality, high-value-added construction, while also advancing technological development, DX utilization, and labor-saving/manpower-reduction efforts. Moving forward, we will leverage our extensive experience and technical capabilities to aim for further business expansion.



Tadahiko Tofuku
General Manager of the Civil Engineering Division,
Senior Managing Officer
MAEDA CORPORATION

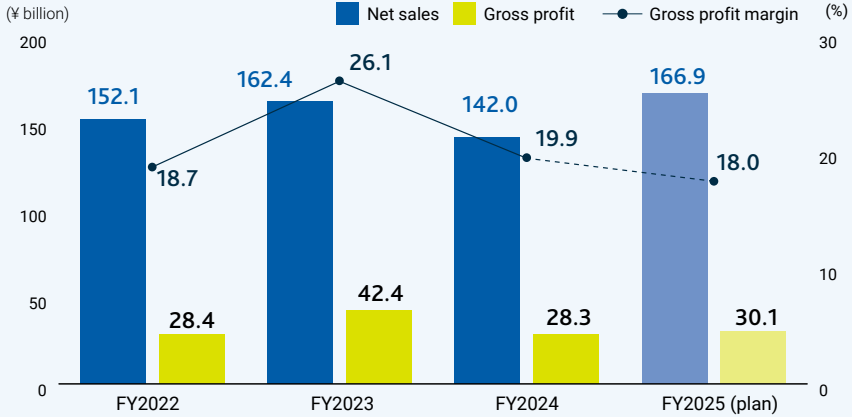
In the civil engineering business, we leverage our strengths of flexible on-site responsiveness and an open organizational culture to enhance the competitiveness of existing businesses while driving expansion into new markets and fields. We pursue productivity improvements while addressing social challenges such as work-style reform and a shortage of skilled workers to maintain industry-leading profitability.

As part of the INFRONEER Group, we aim to maximize added value and achieve sustainable corporate value growth. We are also focusing on technological innovation and human capital training to further strengthen our growth foundation.

SWOT Analysis

Strength - Advanced technical capabilities and extensive construction experience - Excellent on-site responsiveness through thorough implementation of the "Principle of Three Actuals" (actual site, actuals, and actual state) - High profitability through cost management DX	Weakness - Work-life balance challenges due to frequent solo assignments and transfers - Aging engineers and stagnation in transferring technical expertise and experience - Risk of reduced construction capacity due to labor shortages and the aging workforce
Opportunity - Continued investment in national resilience and renewal of aging infrastructure - Expansion of investments in the renewable energy field - Increased demand for facility development related to enhanced defense capability	Threat - Soaring prices of construction materials and energy - Risk of damage to corporate credibility due to industrial accidents or quality issues - Risk of economic downturn due to global instability

Business Performance



Toward Realizing “INFRONEER Medium-term Vision 2027”

> Pioneering New Areas with “De-construction” Thinking

Our civil engineering business is expanding business areas beyond the traditional construction area. One example is establishing the only corporation in Bangladesh manufacturing shield segments. In the country's first subway construction project, we plan to participate by supplying high-quality shield segments, rather than undertaking construction through contracting^{*1}.

Additionally, we have been proactively addressing PFAS (per- and polyfluoroalkyl substances) from an early stage, commercializing the adsorption treatment system “De-POP's ION[®]”^{*2} developed jointly with METAWATER Co., Ltd. Moving forward, we are considering expanding its application beyond government agencies to private facilities.

Furthermore, the road collapse incident in Yashio City, Saitama Prefecture, served as a timely reminder to society of the critical importance of infrastructure maintenance, management, and renewal. As a member of the INFRONEER Group, an integrated infrastructure service company, MAEDA CORP. will advance initiatives encompassing the entire life cycle, from construction to operation, maintenance and management, and renewal.

> Productivity Reform (Maximizing Added Value)

We are promoting the establishment of a sustainable construction system to address structural challenges such as work-style

reform and a shortage of skilled workers. As part of this effort, we are outsourcing tasks to local Vietnamese staff to reduce the workload of on-site personnel. We also provide educational support to train next-generation leaders at cooperating companies and engage in joint technological development^{*3}.

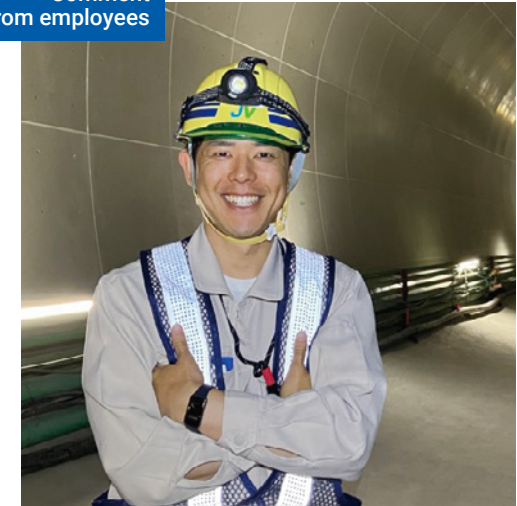
Furthermore, to enhance profitability, we are advancing the accurate reflection of design changes as well as cost management DX, striving to minimize lost profits and maximize earned profits.

> Initiatives for Improvement of Corporate Culture

We are working to prevent major disasters and quality issues by strengthening information sharing through construction review meetings and our internal website on past disasters and incidents, as well as measures to prevent defects. In particular, our annual training incorporates presentations on real experiences by those directly involved, providing participants opportunities to consider how these apply to their own work.

Furthermore, with the aim of improving employee satisfaction, we are implementing measures to reduce solo assignments, promote work-life balance, and support self-directed career development through Matching Meetings. We are also responding to limits on overtime hours by thoroughly managing working hours across our headquarters and branches, thereby fostering a workplace environment where employees can work with peace of mind.

Comment from employees



Taishi Koga

Section Chief of Kyuden Yoake Construction Site, Kyushu Branch,
MAEDA CORPORATION

Revitalizing Hydroelectric Power Plants with the Comprehensive Power of the Group

After joining MAEDA CORP., I gained experience in construction management and civil engineering design. I am currently working on the comprehensive renewal construction of a hydroelectric power plant underway in Hita City, Oita Prefecture. This project is a large-scale renewal of power generation facilities constructed approximately 70 years ago. For the reinforcement work on the water conduit tunnel, we adopted a panel lining carriage jointly developed by our company and MAEDA SEISAKUSHO, achieving labor savings and improved construction efficiency. Moving forward, I would like to consolidate the technical capabilities of the entire INFRONEER Group without relying solely on MAEDA CORP. to enhance our problem-solving capabilities.



^{*1} Members of MJF Infrastructure Service Co., Ltd., our Bangladeshi subsidiary



^{*2} PFAS water treatment system installed



^{*3} Joint technical development with cooperating companies for H-beam surface cutting under bridge decks

Infrastructure Management Business

MAEDA CORPORATION



Leveraging our track record and know-how as a pioneer to drive business expansion

In public-private partnership projects, we have commenced management at the Japan National Stadium, the main venue for the Tokyo Olympics, and IG Arena, under the BT+ concession* model—a first in Japan. We have also secured the Toyohashi Arena as well as Toyama Arena under the R concession model. In the renewable energy business, we have commenced operations at the Ozu Biomass Power Plant and started working on the grid energy storage business, steadily accumulating a track record and know-how in infrastructure management while advancing our business expansion.



Motoi Higashiyama
General Manager of the Management Innovation Division,
Senior Managing Officer
MAEDA CORPORATION

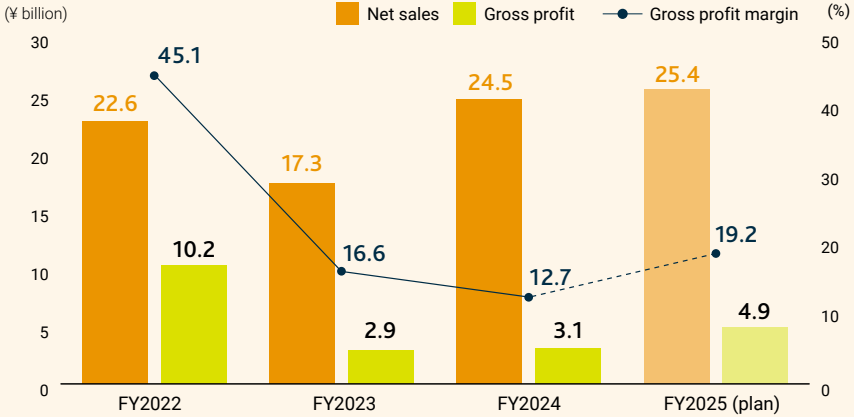
Starting with Sendai Airport, we have expanded the business areas of our concession projects into diverse infrastructure such as Aichi Prefecture's toll roads, Osaka City's industrial water supply, Miura City's public sewerage system, and the Aichi International Exhibition Center. In the renewable energy business, we aim to generate revenue across the entire renewable energy supply chain by developing and operating solar, wind, and biomass power generation projects as well as launching the grid energy storage business. As a pioneer in infrastructure management, we undertake a wide range of projects and operate as an unrivaled integrated infrastructure service company to help solve social challenges.

SWOT Analysis

Strength • Reduced business risks and costs through engineering expertise • Financial strength cultivated through infrastructure management and an extensive project track record • Operational excellence incorporating global standards • Utilization of cutting-edge digital, sensor, and AI technologies	Weakness • Time required to recover invested capital poses challenges for short-term profitability • 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 • Lack of understanding regarding the infrastructure management business
Opportunity • Increasing renewal needs driven by the arrival of an era of major infrastructure aging • Growing project volume due to government policies utilizing private capital, such as water PPP* • Expanding demand for private-sector involvement due to aging and decreasing municipal engineers • Market expansion driven by carbon neutrality policy promotion	Threat • Delays in national and municipal institutional reforms • Adverse impacts from legal/regulatory changes or shifts in national/municipal policies • Risk of infrastructure damage from earthquakes, heavy rains, etc. • Lack of local community understanding regarding the business

➤*For Concession and PPP, refer to the glossary on page 95.

Business Performance



Toward Realizing "INFRONEER Medium-term Vision 2027"

> Formulation of Stadium and Arena Projects and Accumulation of Management Know-How

In June 2025, the Japanese government released the revised PPP/PFI Promotion Action Plan for FY2025. They have set targets to materialize 10 stadium/arena projects by FY2026 and 40 projects by 2031. Furthermore, the B.LEAGUE will establish the B.PREMIER division in 2026, incorporating not only seating capacity but also annual revenue into its licensing criteria, with a need for the development of more attractive arena environments.

Located within Meijo Park, IG Arena is the first to adopt Japan's BT+ concession model. MAEDA CORP. is involved through comprehensive systems that include not only design and construction but also operations, maintenance, and management. We will accumulate management know-how about global-level arenas through collaboration with major telecommunications companies and top global arena operators, as well as other cross-industry partners, thereby strengthening our ability to propose diverse types of stadium and arena projects in the future.

> Enhancing the Advantages and Profitability of Water PPP Projects

The Japanese government aims to implement 225 water PPP projects in the water supply, sewerage, and industrial water supply system field over a 10-year period starting in FY2022. This was positioned as a priority field in the revised PPP/PFI Promotion Action Plan for FY2023. In particular, market expansion is anticipated



Japan National Stadium / Shinjuku City, Tokyo (management commenced April 2025 by a consortium including our Group)

due to the requirement that a decision on the introduction of water PPP be in place by FY2027 in order to qualify for national subsidies. Through projects such as the Osaka City Industrial Water Supply Specified Management Business and the Miura City Public Sewerage (for East Area Treatment District) Management Business, we are advancing DX for facility maintenance, management, and renewal, achieving more advanced asset management.

We will utilize the management know-how gained from our existing projects to secure even more new projects, thereby contributing to the realization of sustainable water infrastructure.

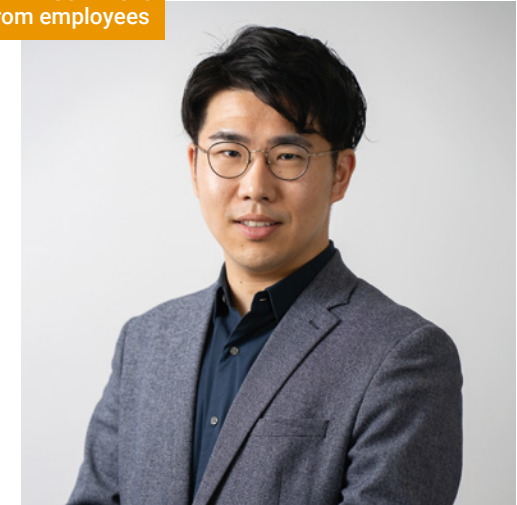
> Accelerating Initiatives in the Grid Energy Storage Business

We have been developing and managing solar, wind, and biomass power generation projects since 2013, working alongside Japan Wind Development, which joined the INFRONEER Group, to promote the adoption of renewable energy. To further promote adoption, we have also entered the grid energy storage business, which was permitted by the May 2022 revision of the Electricity Business Act. In February 2025, we agreed to form a business venture in Sannohe District, Aomori Prefecture, partnering with a storage facility management and operation company (scheduled to commence operations in August 2026). We are also advancing dozens of other projects and will continue accelerating business expansion to promote renewable energy adoption and enhance power stability.



Miura City Public Sewerage (for East Area Treatment District) Management Business (management commenced April 2023 by a consortium including our Group)

Comment from employees



Daiki Tamaki

Corporate Planning Department (on secondment from MAEDA CORPORATION)

Aichi International Arena Co., Ltd

Taking on Many Challenges Behind the Scenes to Support Aichi's Future

I joined this project after the special purpose company (SPC) was established, and am currently involved in operations as a member of the seconded team. This project is characterized by the involvement of many stakeholders, including Aichi Prefecture, event organizers, users, sponsor companies, and shareholder companies. We are facing challenges that were not anticipated at the start of the project, but we are advancing the business with the cooperation of diverse stakeholders, experiencing growth and a sense of fulfillment. Moving forward, as a member of the INFRONEER Group, I will continue working with a mindset that challenges conventional thinking.

Infrastructure Management Business

Japan Wind Development



Creating the future with wind power, together with local communities

The Japan Wind Development Group has built wind farms nationwide, accumulating know-how and enhancing technical capabilities with the mission of addressing energy challenges and contributing to regional development through the expansion of wind power generation. The wind power generation we have developed accounts for 10% of Japan's cumulative installed wind power capacity. We will continue our activities aimed at reaching a new stage with our industry-leading development capabilities and business operation capabilities that can handle everything through to O&M* through a comprehensive system.



Yutaka Sudo
President and Representative Director
EOS Engineering & Service Co., Ltd.

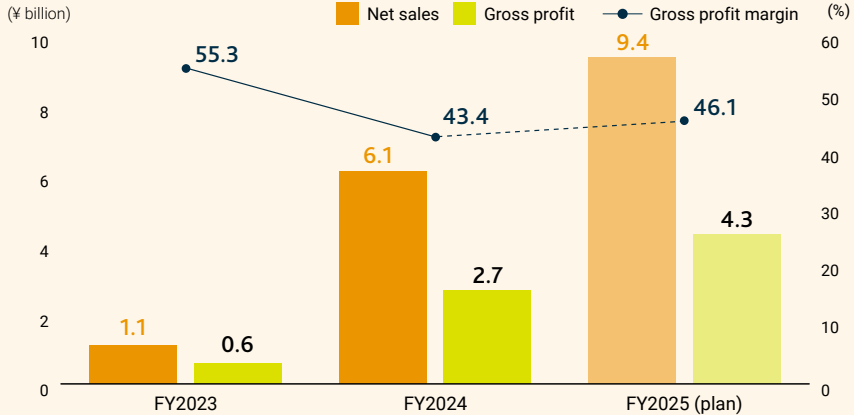
Wind power generation is expected to rapidly expand within Japan's power supply mix, projected to grow from 1.1% in FY2023 to a maximum of 8% by FY2040. However, against this backdrop, ensuring the economic viability of businesses remains a challenge due to the soaring costs of materials and construction. We will contribute to expanding wind power by providing more advanced O&M services that utilize AI technology, based on data and know-how accumulated through over 20 years of O&M, while meeting the needs of operators to reduce operational costs.

SWOT Analysis

Strength • Development capabilities based on an extensive development track record • Accumulated O&M know-how • Connections with local communities through development and operation • Engineering capabilities within the Group	Weakness • Highly volatile business profitability (dependent on wind conditions) • Securing development/O&M personnel • Bias toward regional characteristics despite nationwide operations
Opportunity • National promotion of ambitious decarbonization policies • Improved power generation efficiency through technological innovation • Growing demand for renewable energy among consumers	Threat • Changes in the business environment (exchange rate fluctuations, rising prices, etc.) • Changes in systems (renewable energy, electricity markets, etc.) and regulations • Natural disasters and climate change

> *O&M: Short for operation and maintenance, which involves running and maintaining systems.

Business Performance



Toward Realizing "INFRONEER Medium-term Vision 2027"

➤ Steadily Executing Wind Power Generation Projects and Identifying New Opportunities

The 7th Strategic Energy Plan, approved by the Cabinet in February 2025, projects that renewable energy will account for 40-50% of the power supply mix by 2040, with wind power generation contributing approximately 4-8% of that total. Against the backdrop of these national efforts to achieve carbon neutrality by 2050, Japan Wind Development is actively advancing project development. Development capabilities are expected to reach approximately 1,300 MW in capacity by 2030, with construction scheduled to commence in FY2025 on projects in the Kyushu and Tohoku regions. Moving forward, we will make it our fundamental policy to steadily advance projects according to the development schedule and to identify new projects, thereby enhancing business profitability by leveraging Group synergies to reduce costs and improve the electricity selling price.

➤ Expanding the Operation & Maintenance (O&M) Business

Installed wind power generation capacity in Japan reached 5,840 MW (2,720 units)*¹ by the end of 2024. Demand for wind turbine O&M services is rising amid expectations for continued installation growth. Japan Wind Development has EOS Engineering & Service within its Group, which possesses an extensive track record and high technical capabilities in wind turbine O&M, and aims to expand its business in this field.



Specifically, we will promote the advancement of services that support improved operational rates by leveraging accumulated data and AI technology. At the same time, we will expand the range of equipment models we handle and enhance repair and maintenance techniques, aiming for further growth in our O&M business.

➤ Expanding Electricity Sales Business

Our wind power generation projects have traditionally been based on a stable revenue model utilizing the FIT system*². However, with the transition to the FIP system*³, we are now required to respond as an independent power source, not only generating electricity but also securing our own sales channels. To respond to these changes in the business environment, Japan Wind Development is advancing direct sales to end consumers and building next-generation supply-demand adjustment systems to create new revenue opportunities. Furthermore, starting with supplying renewable energy within the Group using post-FIT power sources, we will expand initiatives that provide further added value by linking with the Group's existing businesses, thereby generating Group synergies and aiming for further expansion of our electricity sales business.

*¹ Japan Wind Power Association; cumulative total power capacity installed in Japan

*² Short for Feed-in Tariff, FIT is a system under which electricity from renewable energy sources is purchased for a certain period of time at a fixed price set by the government.

*³ Short for Feed-in Premium, FIP is a system for purchasing renewable energy electricity at a premium to the market price.



Comment
from employees



Hajime Takahashi

Renewable Energy Operations Manager
Japan Wind Development Co., Ltd.

Maximizing Power Source Value Through Operational Capabilities

Amid the electricity industry's major transformation driven by decarbonization, the INFRONEER Group's development and operational capabilities across diverse power sources—including wind power, solar, biomass, and storage batteries—represent a significant strength. Moving forward, we will integrate these power sources using DX to achieve an efficient and sustainable supply of electricity, thereby creating further added value. Furthermore, through collaboration with other departments, such as concession projects, we will promote community-rooted business development and contribute to building a next-generation energy society.

Road Civil Engineering Business



FY2024 Ainan District Paved Road Repair Work / Ainan Town, Minamiuwa District, Ehime Prefecture

“Pave the way for the future together” with all stakeholders

The road civil engineering business primarily focuses on pavement construction and the manufacturing and sales of asphalt mixtures, operating approximately 200 sales offices and factories nationwide. We utilize our regional network to handle a wide range of projects, from large-scale infrastructure like expressways to private landscape construction. We hold the top market share in asphalt mixture manufacturing and sales, leading the market with stable supply and high-quality products.



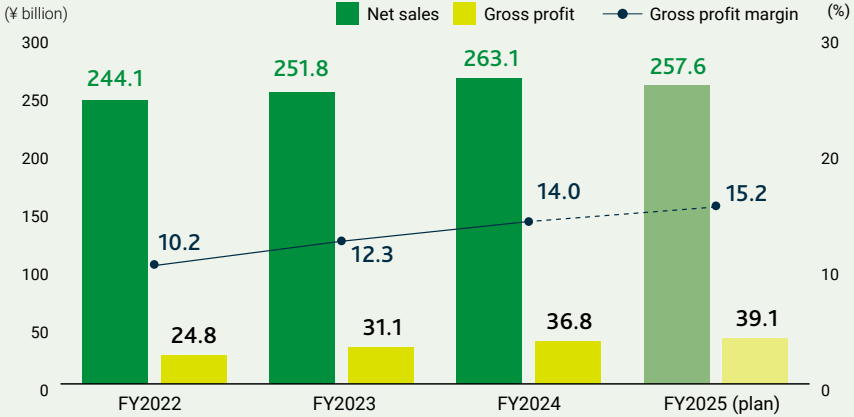
Kenji Minezaki
General Manager of the Product Business Division,
Managing Officer
MAEDA ROAD CONSTRUCTION Co., Ltd.

MAEDA ROAD, which is responsible for the road civil engineering business, celebrated its 100th anniversary in March 2025. Since our founding in 1925, we have consistently challenged ourselves as a pioneer in asphalt paving within Japan, tackling changes in the business environment while carefully preserving our connections with local communities. Under our new management philosophy of “pave the way for the future together,” MAEDA ROAD aims to contribute to the realization of a sustainable society by creating better social infrastructure and pursuing further value creation for the next 100 years.

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 • Acceleration 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

Business Performance



Toward Realizing “INFRONEER Medium-term Vision 2027”

> Building a Stronger Foundation Business That Is Not Affected by External Conditions

We shifted from a sales focus to a profit focus, significantly improving profitability by promoting sales activities through strict order discipline and eliminating loss-making projects. Moving forward, we will continue to implement profit-focused measures while aiming to build a stable revenue base that is not affected by external conditions through increased orders for government projects, PPP/PFI initiatives, and comprehensive private contracting projects leveraging Group-wide collaboration.

Additionally, we are taking on the new challenge of implementing a full two-day weekend system. We will promote operational efficiency and productivity improvements through job-specific grouping at neighboring sales offices and mixing factories as well as the utilization of IT tools, thereby balancing work-style reform with sustainable growth.

> Expanding Market Share with Optimal Regional Strategies to Build an Unrivaled Business

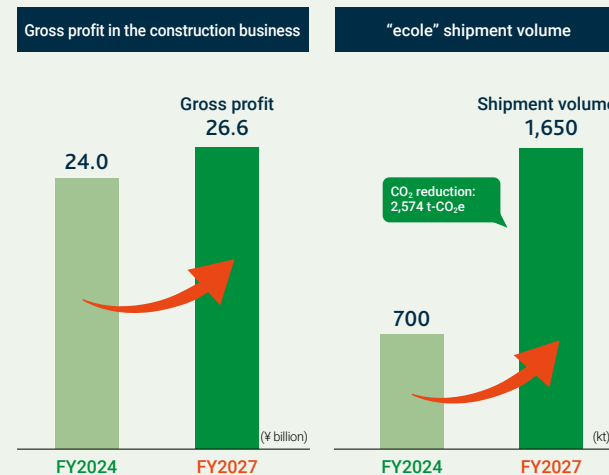
Despite soaring crude oil prices and raw material costs driven by yen depreciation, we swiftly improved profitability by proactively passing on price increases ahead of competitors. We anticipate that the challenging market environment will persist, including a shrinking asphalt mixture market and fluctuating raw material costs. However, we will continue to adjust sales prices appropriately in response to external conditions and implement optimal strategies for each region, including M&A, to further expand our market share. Furthermore, alongside expanding Mild Patch* in Japan, we will actively advance into overseas markets to establish unrivaled competitive advantages.

> *Mild Patch: Bagged cold mix asphalt compacted with water

> Aiming to Realize Sustainability for Our Company and Society

Approximately 95% of the INFRONEER Group's CO₂ emissions stem from asphalt mixture production in the road civil engineering business, and we recognize decarbonization as the most critical challenge for continuing our operations. Moving forward, we will strive to reduce CO₂ emissions by expanding shipments of “ecole,” our environmentally friendly medium-temperature asphalt mixture, and promoting the internal supply of bio-heavy oil.

In addition, we have been issuing our unique “Action Report CO₂ Reduction Certificate,” which explicitly states the amount of CO₂ emissions reduced in the past. We will promote this initiative to contribute to decarbonization across the entire supply chain through CO₂ visualization.



Comment from employees



Kazunori Shikakura

Manager, Akishima Mixing Factory, Tokyo Branch,
MAEDA ROAD CONSTRUCTION Co., Ltd.

Supporting Local Roads as a Member of the Group

Since joining MAEDA ROAD, I worked as a quality control officer at the asphalt mixture production plant. I have worked to promote the sale of low-carbon mixtures, which are highly effective in reducing environmental impacts, including at MAEDA CORP. sites. Currently, I am working hard every day at a factory in Tokyo's Tama area, leveraging MAEDA ROAD's strengths—the industry's largest network and strong local ties—while collaborating with sales offices. Being involved in factory operations alongside outstanding colleagues while exploring further synergies between Group companies also fuels me every day.

Machinery Business



ICT construction utilizing construction machinery equipped with information and communication technology

No. 1 Maker Creating the Future

MAEDA SEISAKUSHO is working to establish a business model that achieves sustainable growth based on three strategic pillars of “establishing a revenue base,” “maximizing added value,” and “strengthening and improving our corporate culture.” Under our slogan of “No. 1 maker creating the future” in the new Medium-term Business Plan, we will focus on expanding our market share through actively investing in new products and fields, developing environmentally conscious products, and strengthening proposal (creative) sales with the aim of achieving our management targets.



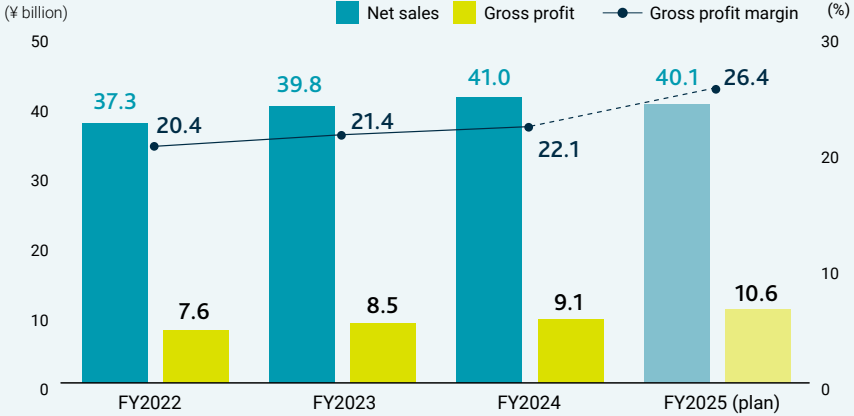
Masami Ishida
Executive General Manager of
the Construction Machinery
Headquarters, Managing Officer,
and Director
MAEDA SEISAKUSHO CO., LTD.

As the population is projected to decline even further, “i-Construction 2.0” was formulated in 2024, and construction sites are now undergoing significant change. As the master distributor for Komatsu, the Construction Machinery Headquarters provides one-stop sales, rental, and service for construction machinery and forklifts. We support our customers throughout the entire life cycle of their machinery to achieve safe and highly productive sites. We will continue to create new value alongside our customers and contribute to local communities.

SWOT Analysis

Strength • Technical capabilities through a comprehensive system from product design to after-sales service • High-quality products based on a long track record • 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 • Increased demand for labor-saving and automated products due to the shrinking production-age population • Growing demand for sustainable products driven by heightened interest in a decarbonized society • Entry and expansion into overseas markets and new industrial fields	Threat • Rising key costs such as raw material and labor expenses, which directly impact product pricing • Changes in external environments impacting the supply chain • Tightening of environmental regulations and labor laws

Business Performance



Toward Realizing “INFRONEER Medium-term Vision 2027”

> Market Environment and Initiatives for Social Challenges

While there are uncertainties in the market environment, such as impacts from economic policies and natural disasters, we have analyzed that the construction machinery market is expected to grow in the medium- to long term, driven by urbanization and technological innovation. MAEDA SEISAKUSHO recognizes the aging of infrastructure symbolized by the Yashio City sinkhole incident, abnormal weather patterns caused by global warming, and labor shortages stemming from Japan's declining population as critical social challenges. To address these challenges, we have made it our mission to “support infrastructure and protect people's lives and livelihoods,” and we will aim to realize a sustainable society and provide diverse value with “safety” as our core evaluation axis.

> No. 1 Maker Creating the Future

Our company has grown by helping to build social infrastructure through mechanization and safety improvements at construction sites. For further growth to occur, each employee must think proactively and drive change. We will aim to achieve our vision of ourselves as the “No.1 maker creating the future,” where proposals to improve the company and society continuously emerge internally and employees and the company advance as one. In addition, centered on our three strategic pillars, we will strengthen Group collaboration and enhance our engineering capabilities

to establish a business model that achieves sustainable growth and is not affected by external conditions. Furthermore, we will establish a stable revenue base by taking on the challenge of new fields and aim to achieve the goals of “INFRONEER Medium-term Vision 2027.”

> Role of FY2025: Building the Foundation for the Future

In FY2025, we will actively invest in new products and fields, expanding our forklift operations from Yamanashi Prefecture to Nagano and Aichi Prefectures in order to improve and stabilize profitability. We will also strengthen our planning and development capabilities, aiming to create new revenue streams such as infrastructure-related products. Furthermore, we will maximize added value by enhancing ICT construction proposal capabilities, advancing electrification and manpower-reduction technologies, and expanding our share in overseas markets. At the same time, we will strengthen our manufacturing capabilities to improve cost competitiveness and work to strengthen our corporate culture. In FY2025, the first year of “INFRONEER Medium-term Vision 2027,” we set “maximizing value-added productivity” as our management goal. We will support infrastructure and protect people's lives and livelihoods by providing customers with safety, ease of use, and attentive service, while also laying the foundation for achieving “INFRONEER Medium-term Vision 2027” by taking on new challenges.

Comment from employees

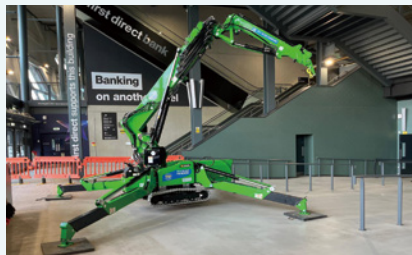


Katsuhito Oshima

Manager of the West Japan Sales Office, Domestic Business Department, Industrial Machinery Headquarters
MAEDA SEISAKUSHO CO., LTD.

Using the Power of Customer Feedback to Create the Future Through Technology and Collaboration

As a member of the sales department, I work daily to expand sales of our company's products, such as spider and crawler cranes. I actively gather information to incorporate customer opinions and needs into product development and improvements, while also focusing on taking on challenges in new fields. In the Kansai area, collaboration and exchange with other INFRONEER Group companies is very active through regional meetings and study sessions. Interaction with colleagues within the Group provides many insights and contributes to my personal growth. I will continue to dedicate myself to Group-wide growth by leveraging our company's technology.



MK3053CB (battery-powered knuckle boom crane)



Bauma 2025 Exhibition: MAEDA Booth



Bauma 2025 Exhibition: Children

Main Infrastructure Management Business

The infrastructure management business boasts a top-tier track record in Japan as the leading business driving us as an integrated infrastructure service company. We will accumulate know-how cultivated through infrastructure management across diverse fields until now (toll roads, sewerage, industrial water supply, airports, and stadiums/arenas), while also tackling social challenges such as infrastructure aging and regional revitalization by implementing world-class expertise and cutting-edge technologies through global partnerships.

> Aichi Road Concession



This is Japan's first toll road concession project under the National Strategic Special Zones initiative. It employs profit loss sharing* to generate a stable cash flow. Additionally, as a demonstration testing field for infrastructure management, we are analyzing video and vibration data from logistics vehicles using AI to map damaged sections to enable efficient road repairs.

*A system for sharing profits and losses between the public and private sectors based on pre-agreed conditions.

Client	Aichi Prefectural Road Public Corporation
SPC	Aichi Road Concession Co., Ltd.
Investors	MAEDA CORP. (50%), MORI TRUST (30%), Daiwa Lease (10%), Central Highway (8%), and Daiwa House Industry (2%)
Project period	Approx. 30 years from October 2016
Facility overview	Chitahanto Road, Minamichita Road, Chita Odan Road, CHUBU Centrair International Airport Expressway, Kinuura Tunnel, Sanage Green Road, Kinuura Toyota Road, and Nagoya Seto Road (Total length: 72.5 km)
Operation details	Maintenance/management/operations, reconstruction, ancillary projects, and discretionary projects

<https://www.arcc.jp/en/>

> Miotsukushi Industrial Water Concession



This is Japan's first concession project operated by a private company licensed by the Minister of Economy, Trade and Industry. It is an integrated project encompassing inspection, maintenance, management, and renewal of pipelines and water purification/distribution equipment, as well as fee collection. We are implementing cutting-edge initiatives such as repairs using pipeline condition monitoring and maintenance technology and cost reduction through unlocking water purification/distribution plant vendor locks.

Client	Osaka City Waterworks Bureau
SPC	Miotsukushi Industrial Water Concession Co., Ltd.
Investors	MAEDA CORP. (71%), Nippon Koei (25%), NTT WEST (3%), and Toshiba Infrastructure Systems & Solutions (1%)
Project period	10 years from April 2022
Facility overview	Water purification plant: Higashiyodogawa Water Purification Plant Water distribution plants: Sakuranomiya Water Distribution Plant, Tsurumi Water Distribution Plant, and Hokko Pressure Pump Station Water distribution pipes: Throughout Osaka City (292 km)
Operation details	Overall project operation and facility management (Contracts, fee collection, renewal/maintenance and management of water purification/distribution plant facilities and water distribution pipes, water supply facility construction, etc.)

<https://www.osakakousui.com/> (in Japanese)



> Miura Sewerage Concession

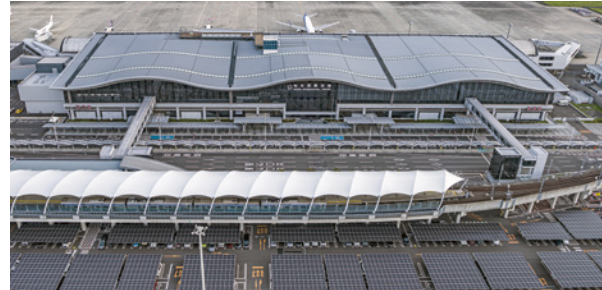


This is Japan's first concession project encompassing the operation, maintenance, management, and renewal of all public sewerage facilities, including treatment plants, pumping stations, and pipelines. As a demonstration field for infrastructure management, we are implementing cutting-edge technologies and undertaking initiatives to minimize life-cycle costs related to maintenance, management, and renewal.

Client	Miura City
SPC	Miura Sewerage & Concession Co., Ltd.
Investors	MAEDA CORP. (49%), Toshiba Infrastructure Systems & Solutions (20%), Kubota (20%), NIHON SUIKO SEKKEI (10%), and Water Agency (1%)
Project period	20 years from April 2023
Facility overview	East Area Purification Center, Kaneda Intermediate Center, pipelines (59 km), and manhole pumps (14 locations)
Operation details	Management of public sewerage systems, reconstruction (civil engineering, mechanical and electrical systems, and pipelines), maintenance and management of treatment plants and pumping stations, maintenance and management of pipelines, and support for formulating various plans (sewerage business plans, etc.)

<https://www.miuragesuido.com/> (in Japanese)

> Sendai International Airport Concession



This is Japan's first concession project of a nationally managed airport, which is a project symbolic of recovery from the Great East Japan Earthquake. As core transportation infrastructure with passenger and cargo capacities befitting the gateway to Tohoku, this project significantly contributes to economic and social development and regional revitalization through strong public-private collaboration and the utilization of private-sector expertise.

Client	Civil Aviation Bureau, Ministry of Land, Infrastructure, Transport and Tourism
SPC	Sendai International Airport Co., Ltd.
Investors	TOKYU (42%), MAEDA CORP. (30%), Toyota Tsusho (16%), TOKYU LAND (9%), Tokyu Agency (1%), TOKYU CONSTRUCTION (1%), and TOKYU COMMUNITY (1%)
Project period	33 years from July 2016
Facility overview	Airport core facilities, airport aviation security facilities, parking facilities, ancillary facilities for each, etc.
Operation details	Airport operations and related projects (airport core facility and related projects as well as airport land management operations), airport aviation security facility operations and related projects, environmental protection projects, other ancillary projects, and building facilities and related projects

<https://www.sendai-airport.co.jp/en/company/greeting/>

> IG Arena



Located within Meijo Park in Nagoya City, Aichi Prefecture, this is Japan's first BT+ concession project, enabling design and construction with an eye toward 30 years of operation. It opened in July 2025 as a world-class facility incorporating the expertise of Anschutz Entertainment Group, which possesses a world-leading arena operation track record as well as sports teams.

Client	Aichi Prefecture
SPC	Aichi International Arena Co., Ltd
Investors	MAEDA CORP. (54.1%), NTT DOCOMO (24.1%) [Design and construction phase] NTT DOCOMO (51.1%), MAEDA CORP. (28.1%) [Operation phase] Anschutz Sports Holdings (10%), Sumitomo Mitsui Finance and Leasing (5%), TOKYU (2%), CHUBU-NIPPON BROADCASTING (1.9%), and Development Bank of Japan (1.9%)
Project period	Design and construction: July 2021 to March 2025 Operation: April 2025 to March 2055
Facility overview	Construction purpose: Gymnasium, grandstands, and amenities (restaurants, shops, etc.) Building area: Approx. 26,500 m ²
Operation details	Facility development, maintenance and management, operations, and amenities operations

<https://www.ig-arena.jp/en/>

Synergy Topics

> Initiatives for Creating Synergy

The INFRONEER Group will steadily evolve initiatives for creating synergy, maximizing the Group's comprehensive capabilities to continue meeting the expectations of society.

1 Integrating Group-Wide Insights Through Strategy Review Meetings

Our Group holds a monthly Three Strategy Review Meeting with members selected from each business company, with an eye toward Group-wide growth. At this meeting, we share each company's strengths and expertise across three themes—marketing, construction/technology, and capital investment—and deepen discussions on future direction and new possibilities. Gathering members with diverse backgrounds fosters new ideas and collaboration proposals, leading to the creation of synergies across the entire Group.



Three Strategy Review Meeting

2 Implementing Management-Led Interviews with Business Companies

Presidents and executives from each business company gather twice a year to present and exchange views on the results of their initiatives and future priority measures. Having management itself share the Group's current status, challenges, and future outlook clarifies our overall direction and establishes a foundation for further strengthening collaboration. These interviews are also livestreamed to Group employees, serving as a vital forum for fostering a sense of unity across the Group.

3 Dialogue with Investors and Analysts Through IR DAY and Site Tours

Through IR DAY and site tours, we enable external stakeholders to directly experience the diverse business activities and strengths of our Group, thereby achieving transparent and trustworthy information dissemination. These events also serve as opportunities to communicate the roles of each business company and the nature of their collaboration to external parties, thereby enhancing the brand value of the entire Group.

> For details on investor dialogue, see page 74.



Site tour (Futamata Power Plant/
Aomori Prefecture)

4 Strengthening Group Capabilities Through Expanded Human Capital Exchange

Human capital exchange within the Group is becoming more active through the dispatch and acceptance of secondees. Gaining experience at different business companies broadens each employee's perspective, fostering flexible thinking and new insights. Furthermore, through Group-wide joint onboarding events and various common training programs, we are advancing the sharing of know-how and building networks across the entire Group, thereby steadily cultivating a foundation for synergies that transcend individual company boundaries.



Group-wide joint new employee training

5 Building a Group-Wide Common Foundation in the Fields of IT and DX

We are promoting Group-wide efficiency and enhanced security in the fields of IT and DX, including the joint procurement of 8,000 PCs and the development of a Group network security infrastructure. Building a common platform not only reduces costs and improves operational efficiency but also enables rapid information sharing and creates new business opportunities. We will continue to aim to strengthen Group synergies through DX.

6 Group Sales Systems to Respond to Customer Needs

We have strengthened our sales networks by leveraging the existing customer networks of our business companies to develop new customers for other business companies and by encouraging collaboration among business companies at the branch and sales office levels. In addition, through Group complementation, we have established a system capable of responding to our customers' diverse needs through a one-stop service. This collaboration expands the circle of trust while also leading to the creation of new value for the Group.

> Effects of Synergies

7 Achieving Efficient Group Fund Management Through CMS Implementation

Our Group has leveraged the strengths of our holding company structure to implement cash management services (CMS), thereby achieving greater efficiency in managing funds associated with Group expansion through M&A. This has yielded the following concrete results.

First, we established a system for centralized management of Group-wide funds, enabling real-time visibility into the flow of funds across multiple subsidiaries. This system allows for rapid adjustments to fund surpluses or shortages, preventing unnecessary borrowing and significantly improving capital efficiency.

Furthermore, CMS implementation has made the flow of funds visible, simplifying post-integration funding planning and forecasting. This enables swift and precise fundraising and deployment aligned with our management strategy, supporting Group-wide decision-making.

In addition, it has also yielded direct cost-reduction effects, such as reductions in transfer fees and borrowing interest rates. Combined with improved fund management efficiency, this contributes to strengthening the management foundation. Additionally, enhanced transparency in fund management has reduced the risk of fraud and fund leakage, thereby strengthening the risk management system across the entire Group.

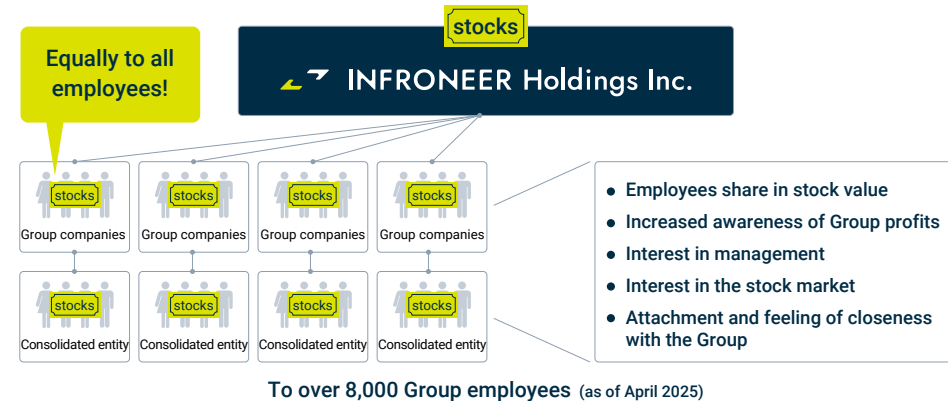
These initiatives have facilitated a smooth integration into the Group while maximizing synergies across the entire Group. The implementation of CMS is a crucial foundation for our sustainable growth, and we will continue to strive for further enhancements in management efficiency through its utilization.

8 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 alongside traditional compensation plans like salaries and bonuses, this plan is designed to foster greater interest in management among employees as Group members and allow them to tangibly share in the results.

Granting of INFRONEER stock linked to the overall Group performance



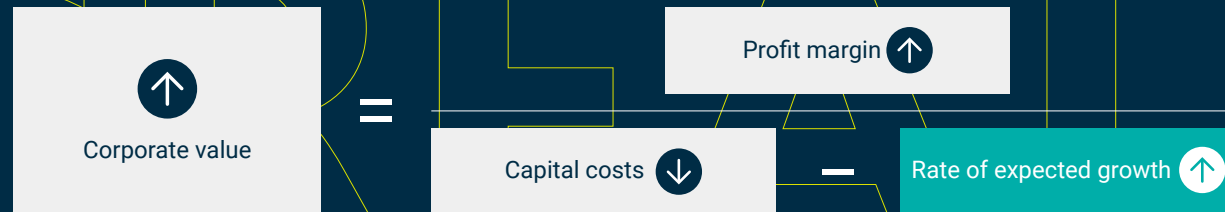
Same boat: Fostering Group unity with the sense of being in the same boat

Types and Details of Stock Grants

Under J-ESOP, points (1 point = 1 share) are awarded based on performance, years of service, and life events, which are converted into INFRONEER stock (70%) and cash (30%) at specified intervals. Granted shares become personal assets, allowing employees to sell them or receive dividends.

Type	Target personnel	Details	Timing of stock-based compensation
(1) Payment upon retirement	All Group employees (approximately 8,000) (as of April 2025)	2% of the Group's consolidated net income each year allocated in points equally	Accumulated amount paid out at retirement (more tax advantageous than Type (2))
(2) In-service payments		2% of the Group's consolidated net income each year allocated in points equally	At the end of each Medium-term Business Plan (every 3 years)
(3) Perpetual continuous payments	Employees who have worked for the Group for a stipulated period of time	500 points awarded for every 10 years working for the Group (10th year, 20th year, 30th year, 40th year...)	For each period of 10 years
(4) Child allowance payments	Employees who have had children	500 points awarded for each child born according to the number of dependent children (.th child × 500 pts × e.g.: 3rd child × 500 pts = 1,500 pts)	Each time a child is born

Creating New Value



This chapter explains how we will create new value to improve the “rate of expected growth” in the calculation formula.

We will achieve sustainable growth and provide value to society by laying the groundwork for new areas that leverage our strengths and enhancing our medium- to long-term competitiveness.

“INFRONEER invests”

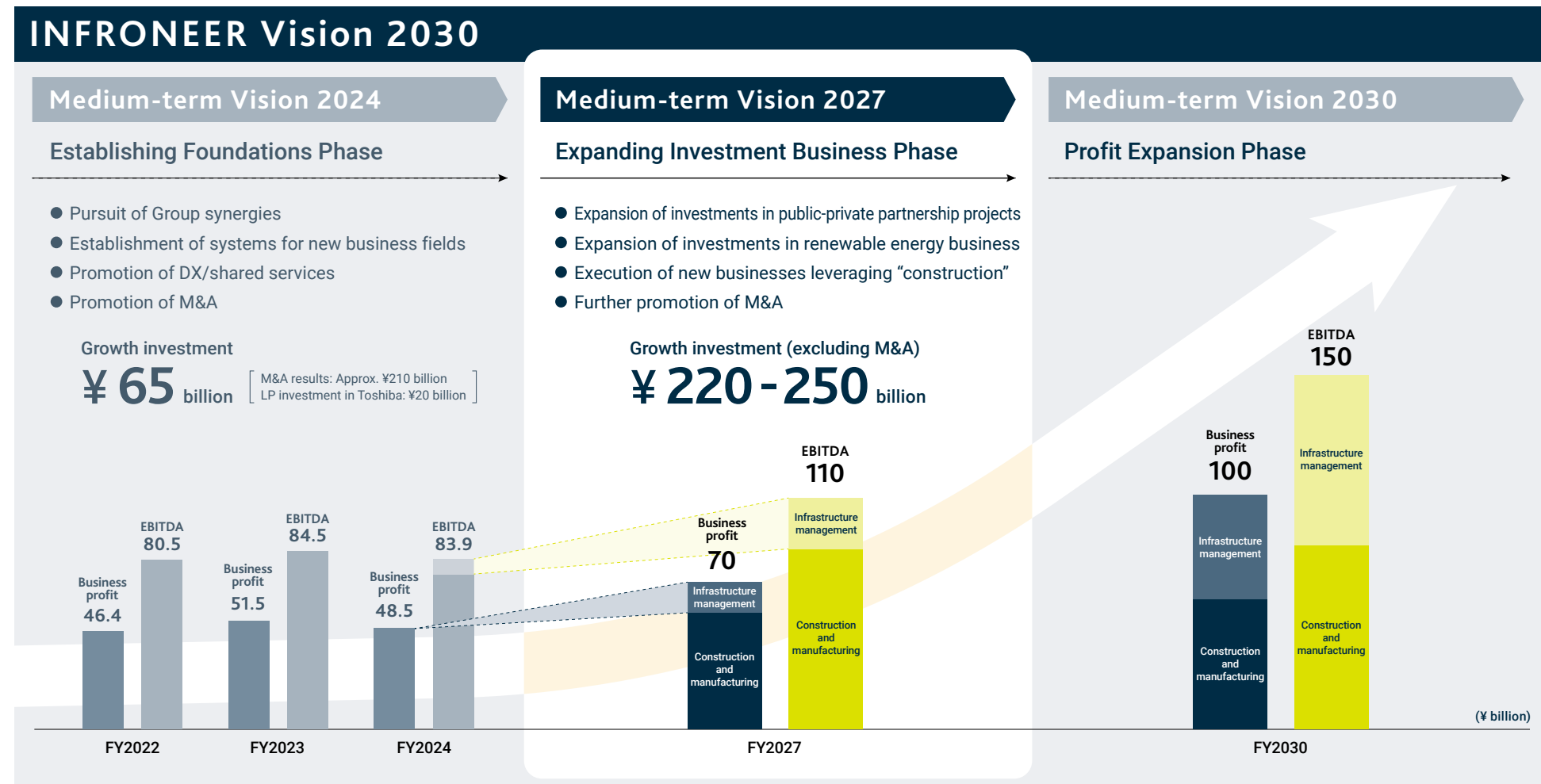
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Roadmap to the New Medium-term Business Plan and 2030

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.

During this phase, we will strengthen growth investments that form the source of our competitiveness, aiming to expand our business areas and maximize profits. We will use cash generated across our businesses to make growth investments, totaling ¥220-250 billion, primarily focused on public-private partnerships and the renewable energy business.



Growth Investment Strategies

We will strengthen growth investments that form the source of our competitiveness, aiming to expand our business areas and maximize profits.

Growth investment (excluding M&A)

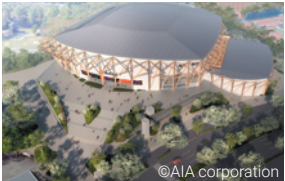
¥220-250 billion

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

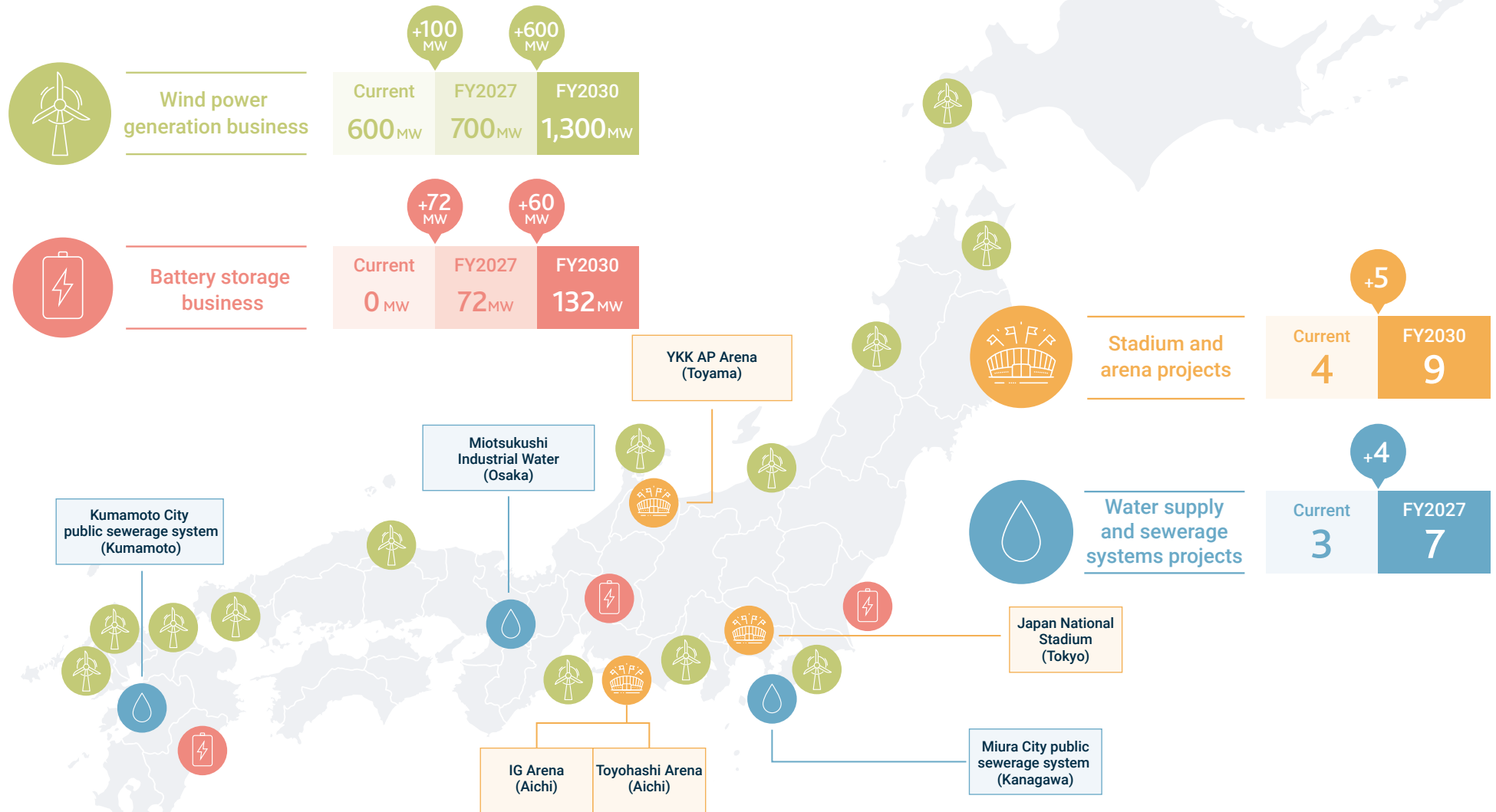
- PPP/PFI* continue to be promoted by the government, with the water field in particular expected to see accelerated project development following the introduction of water PPP
 - Introduction of stadiums and arenas that contribute to regional revitalization is accelerating
- *For PPP/PFI, refer to the glossary on page 95.

	Investment amount	Growth strategy
 Wind power generation business 	¥120 billion	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.) • Planned development capacity*1 is expected to exceed 1,100*2 MW
 Battery storage business 	¥50-60 billion	Implement appropriate portfolio management for sales and operations • Expand projects by quickly securing suitable sites using the Group network and accumulating business know-how • Accelerate initiatives in the grid energy storage business
 Stadium and arena projects  ©AIA corporation	¥15-35 billion	Create an ecosystem for regional revitalization, using stadiums/arenas as a catalyst • 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 • As a B.LEAGUE Innovation Partner, achieve regional revitalization that starts with basketball and infrastructure
 Water supply and sewerage systems projects 		Enhance the advantages and profitability of water PPP projects • Enhance DX × asset management, utilizing the Osaka industrial water supply system and Miura City public sewerage system • Expand into new projects using operational know-how from existing projects

*1 Total capacity of pipelines owned by Japan Wind Development (including projects in operation and under construction)
*2 Total from FY2025 to FY2027

> Past Achievements and Future Outlook in Infrastructure Management

We will further expand our business areas and infrastructure services in Japan to establish a revenue base based on INFRONEER's business model.



*Map shows results and projects under development through to July 2025

Message from the Executive Responsible for Financial Strategy and Finance

“INFRONEER Medium-term Vision 2027”

is the Investment Expansion Phase.

We Will Invest Revenue into Growth Fields to Achieve Further Revenue Expansion.

Masashi Shimojo

Executive Officer responsible for Corporate Functions

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).



The Final Year of Establishing Foundations Phase Achieved Results Exceeding Initial Plans

We achieved a very solid performance in FY2024, which included improvements in sales and profit margins, along with a significant increase in value-added productivity. While we fell short of the initial profit target, this was due to the strategic postponement of the planned sale of renewable energy projects, and, excluding this factor, I would say that we achieved results exceeding the plan. In terms of shareholder returns, in particular, we achieved the initial plan one year ahead of schedule, which I consider a symbolic achievement, demonstrating our ability to execute financial strategies and achieve targets.

The previous Medium-term Business Plan positioned this period as the Establishing Foundations Phase of the INFRONEER Group, and I can honestly say that successfully securing these results in the final year is something to be commended.

Continuing Strategic Management That Captures the Market from Sowing Seeds to Growth and Expanding Investment Business

Looking back on the previous Medium-term Business Plan period, the market was more robust than anticipated. Consequently, order backlogs and profit margins improved, particularly in our core “construction” business, making the period a stable three and a half years of working toward growth.

We have particularly high expectations for the infrastructure management business, which has secured contracts in BT+ concession*—exemplified by arena projects—and traditional PFI*, as well as the renewable energy business through Japan Wind Development, which was integrated into the Group in January 2024 with an eye on future energy demand, to become major pillars

of future revenue. We expect Japan Wind Development to start making full-scale contributions to revenue from 2030 onward; however, we are in the process of establishing a comprehensive system within the Group that handles everything from power plant development to construction, operation and management, and power sales, which we expect will enhance both the stability and efficiency of our revenue.

In terms of responding to the market environment, while we were affected by external factors such as yen depreciation and rising interest rates, I believe it is commendable that we were able to minimize the impact on revenue by passing on rising material costs and diversifying our procurement methods.

In terms of financial indicators, ROE was 7.5% against the initial target of 9.5%, while the D/E ratio landed at 0.8 times against a target of 0.6 times or less. Both of these were based on strategic decisions: the strategic postponement of selling renewable energy projects affected ROE, while the D/E ratio was primarily the result of financing the acquisition of Japan Wind Development. Going forward, we will aim to improve ROE through profit growth while maintaining financial soundness.

Based on these achievements and future challenges, our new Medium-term Business Plan "INFRONEER Medium-term Vision 2027" has adopted "growth and expanding investment business" as its core concept. This Medium-term Business Plan aims to strengthen our revenue base through continued proactive, value-driven investment, paving the way for a transition to the next growth phase. It sets financial targets of ¥70 billion in Group-wide business profit and ¥110 billion in EBITDA.

➤ For the financial targets of the new Medium-term Business Plan, see page 27.
➤ *For BT+ concession and PFI, refer to the glossary on page 95.

Strategically Circulating Cash into Investments to Maximize Revenue and Value Creation

"INFRONEER Medium-term Vision 2027" views the next three

years as a phase requiring upfront investment, primarily in the infrastructure business, and newly adopts EBITDA as a KPI. We believe EBITDA is an extremely appropriate indicator for demonstrating cash flow health and potential growth.

Beyond securing stable operating EBITDA, we will generate growth capital through the sale of cross-shareholdings and fixed assets to accelerate growth investments that form the source of our competitiveness. Through this allocation, we aim to expand our business areas and maximize profits.

The basis of cash allocation in the new Medium-term Business Plan is to circulate cash generated from each business efficiently and strategically toward growth investments. To achieve this, we must continue enhancing profitability and cash generation in our core "construction" business. We will then use these funds to focus on infrastructure-related business and the renewable energy business, aiming to achieve a qualitative transformation of our revenue portfolio.

Cash allocation

FY2025-2027			
Cash In		Cash Out	
Maximizing added value amount	EBITDA from business activities ¥280-300 billion	Investments driving competitiveness	Growth investment (excluding M&A) ¥220-250 billion
Promoting capital efficiency	Investment recovery from renewable energy project sales ¥40-50 billion		Recurring investments ¥70 billion
	Sale of cross-shareholdings ¥70 billion (to zero cross-shareholdings)		
	Sale of owned estate ¥10 billion	Keys to enhancing stock value	Shareholder returns
	Appropriate sourcing of interest-bearing debt		Corporate taxes, etc.

Wind power generation business  ¥120 billion	Overseas business  ¥18 billion
Public-private partnership projects  ¥15-35 billion	Battery storage business  ¥50-60 billion
IT/DX investments  ¥15 billion	Human capital investments  ¥3 billion

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

➤ For details on growth investment strategy, see page 58.

Establishing a New Scheme for the Investment Phase to Maintain Financial Discipline and Maximize Capital Efficiency

The core of our financial capital policy is to maximize capital efficiency while maintaining financial discipline. This has been our consistent fundamental policy and will continue as an unwavering cornerstone of management in "INFRONEER Medium-term Vision 2027." We plan to secure financial soundness through stable and flexible financing and allocation, targeting or maintaining ROE of 9.0% or more, an equity ratio of 30% or more, and a D/E ratio of 1.0 times or less. It is essential to accumulate profits to achieve our goals. To this end, we will pursue profit growth by expanding orders and improving profit margins in our "construction" business, accelerating the profitability of our infrastructure business, and enhancing the efficiency of our indirect departments through IT and DX. In terms of financing, our plan is to use diverse means to maximize capital efficiency by appropriately combining short-term and long-term borrowing while responding to changes in the financial environment, such as interest rates and exchange rates. For infrastructure and renewable energy projects, we will actively incorporate project finance, thoroughly manage risks for each project, and combine this with capital recycling through the sale

of some projects, thereby implementing operations that minimize the burden on our overall balance sheet.

With regard to capital costs, while WACC has been trending downward due to the efficient use of debt over recent years, the spread with ROIC remains limited at present, partly due to the impact of upfront investments in the renewable energy business area. We expect this to gradually improve through the full-scale profitability of the renewable energy business and increased profits of existing businesses.

Large-scale M&A will be positioned separately from the Medium-term Business Plan, and we will make careful judgments after thoroughly examining the strategic significance, financing plans, and profitability outlook for each individual transaction. Just as we highlighted the strengthening of our construction and engineering capabilities in the TOB for Sumitomo Mitsui Construction announced in May 2025, we will continue to consider opportunities while clearly demonstrating alignment with our strategy and the expected returns.

Financial capital policy is fundamental to sustainably enhancing corporate value. We will systematize it as a mechanism accompanying on-site executability while maintaining a medium- to long-term perspective, striving to balance control and flexibility.

Deepening Trust with Shareholders by Providing Stable Dividends Linked to Company Growth and Engaging in Continuous and Constructive Dialogue

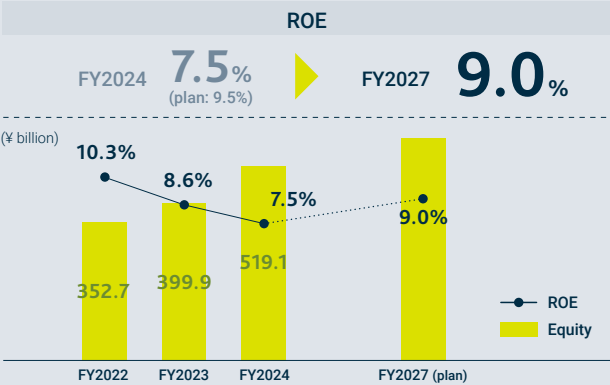
In terms of shareholder returns, we aim to achieve returns that balance stability and alignment with growth by raising the dividend payout ratio to 40% or more and setting the annual minimum dividend at ¥60 per share. This decision is also a direct result of our dialogue with multiple investors, where we strongly sensed the desire for sustained, stable dividends over the long term, aligned with corporate growth.

At the same time, in our dialogue with shareholders, we strongly

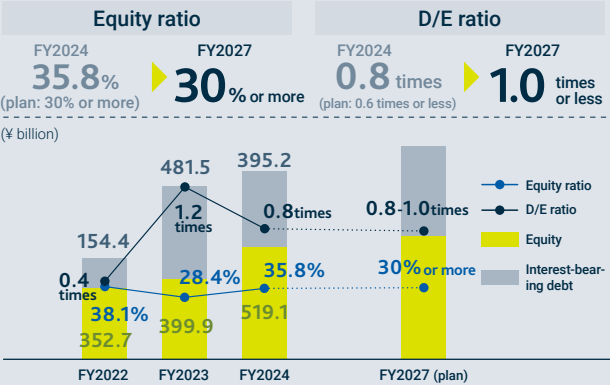
sense the need to foster greater understanding of our infrastructure business centered on renewable energy, where full-scale revenue expansion will begin from 2030. I believe it is our responsibility as management to carefully communicate our story, which is not just about short-term profits, but about how we will enhance corporate value from a medium- to long-term perspective.

We will continue to pursue the sustainable enhancement of corporate value and the deepening of trust with our shareholders, maintaining ongoing and constructive dialogue with the capital markets through appropriate information disclosure and the fulfillment of our accountability.

Maintain a level exceeding the cost of shareholders' equity



Effectively utilize interest-bearing debt while maintaining financial soundness



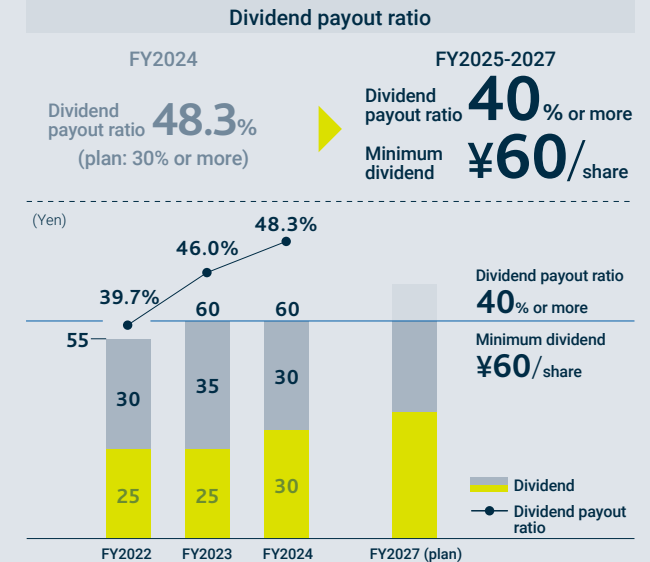
Enhancing the Efficiency of Owned Assets to Expand Profitability and Strengthen Our Financial Base

In terms of cross-shareholdings, we have set a target of zero cross-shareholdings relative to net assets. We have already sold approximately ¥24 billion worth of shares in FY2024, and, going forward, we plan to proceed with phased sales while carefully explaining our rationale, taking into account relationships with business partners and the market environment. We will also flexibly address non-listed shares as necessary, after individually assessing their holding rationale and investment efficiency. Furthermore, we plan to sell ¥10 billion or more worth of owned estate.

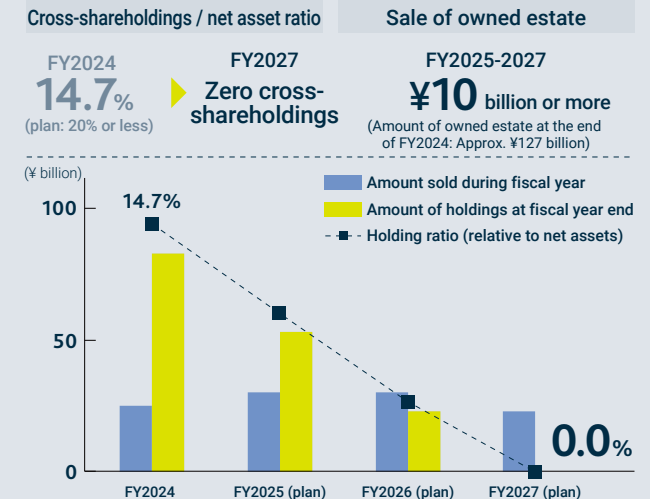
We will reinvest the cash proceeds from these asset sales into priority fields supporting the growth of our Group, such as renewable energy and infrastructure management, while also allocating them to dividend funding.

With our PBR still below 1.0 times, effectively communicating our medium- to long-term cash flow generating capability to the market remains a key challenge. For the infrastructure management area, in particular, where full-scale profit contributions are expected from 2030 onward, we will deepen understanding through steady progress management aligned with our strategy and careful dialogue with our investors. We will continue our efforts to enhance corporate value and achieve the appropriate market valuation.

In addition to raising the dividend payout ratio, introduce a new minimum dividend
Expectations for stable returns and upward revisions in profit growth



Policy on sale of cross-shareholdings and owned estate



Outside Directors Roundtable

Evolving Governance under the New Medium-term Business Plan
To further enhance the corporate value accumulated to date



Outside Director / Chairperson of
Nominating Committee / Audit
Committee Member

Koichi Moriya

Outside Director / Nominating Committee
Member / Compensation Committee
Member

Seiichiro Yonekura

Outside Director / Chairperson of the Board
of Directors / Chairperson of Audit
Committee / Nominating Committee Member

Keiichiro Hashimoto

Outside Director / Nominating
Committee Member / Compensation
Committee Member

Rie Murayama

Outside Director / Chairperson of
Compensation Committee / Audit
Committee Member

Atsushi Takagi

Outside Director / Compensation
Committee Member / Audit
Committee Member

Hikaru Oguchi

Aiming to Further Enhance Governance Through
the Separation of Monitoring and Execution

Hashimoto: At INFRONEER, we leverage the structure of a Company with a Nominating Committee, etc., to clearly separate management monitoring functions from operation execution functions. This has enabled us to build a system that ensures fairness and transparency, while facilitating swift business operations. From 2025, the Board of Directors has transitioned to a structure consisting only of one Representative Executive Officer, President,

and CEO, and six outside directors. Following a proposal from President Kibe, we approved this decision after extensive discussion on the condition that the responsibilities and authority of executive officers be made clearer. The specific conditions include eliminating dual roles between the holding company and business subsidiaries, except for executive officers responsible for business subsidiaries, clarifying management responsibility through the appointment of a dedicated representative executive officer, and establishing a monitoring system with an overhead view of the entire Group by thoroughly implementing a mechanism where the Corporate Audit Department, which is directly controlled by

the Board of Directors, evaluates and provides feedback on executive activities on a quarterly basis.

Yonekura: I see the new concept of the Board of Directors as “freedom and discipline.” The executive side takes on new challenges with courage and speed within the freedom provided, while we on the supervisory side evaluate whether that freedom is functioning in the right direction, using the clear discipline of “results.” It is only when this relationship functions that a clear separation between the management monitoring functions and the operation execution functions is achieved. The key point here is that the results used as discipline are not short-term numbers, but rather

evaluations that consider how medium- to long-term investments and initiatives are bearing fruit, taking into account aspects that cannot be judged by numbers alone. To conduct such evaluations, it is necessary to deepen the understanding of the process, so close communication with the executive side is vital.

Moriya: For the monitoring and operation execution functions to be truly effective, discussions must go beyond formal checks and delve into the underlying reasons, such as “Why was this measure necessary?” and “Why did this result occur?” These types of repeated dialogues should reveal the specific measures that will lead to enhanced corporate value. What kind of mechanisms should we establish and implement? We must address this important mission that has been entrusted to us as outside directors with both time and resolve.

Murayama: This decision may appear bold at first glance, but considering our company’s journey—repeatedly taking on the challenge of large-scale M&A with a sense of speed in the mere three and a half years since our founding—I believe we are simply becoming what we should be in what is a perfectly natural progression. Of course, the responsibility of outside directors has grown significantly. However, we have a foundation built on repeated discussions among outside directors and exchanges of opinions with executive officers, accumulating a level of communication density unmatched by other companies. It is precisely because of this confidence that I am certain we can successfully navigate this challenging transition.

Takagi: Many companies are struggling to transition to a monitoring model, and even when formal requirements are met, substantive governance is not leading to enhanced corporate value. Capital markets also question this. The Ministry of Economy, Trade and Industry’s renewed emphasis on “growth power” within the “Five Principles for Board of Directors”^{*} in April 2025 is precisely a reflection of this concern, isn’t it? A solid relationship of trust with the management board is essential for the monitoring board to function. While this reform has eliminated dual roles for executive officers and strengthened their authority, it is now necessary to clearly divide responsibilities and further deepen this trust. It is also crucial that outside directors do not overstep into man-

agement domains, so we should strive to identify risks and future challenges from a top-down perspective, and translate these into discussions and supervision.

Oguchi: I have recently been appointed as an outside director. In this unpredictable era, management is required to build strategies from scratch rather than simply extending existing ideas. I believe the role of outside directors is to calmly and objectively assess risks and opportunities from an external perspective with regard to the grand design and strategies envisioned by the executive side, and to provide appropriate review, risk responses, and diverse viewpoints. I recognize that our company has continued to grow by flexibly responding to difficult situations and by not being constrained by precedents or existing frameworks.

Personally, I have been involved in many overseas projects for Japanese companies, including cross-border M&A, and while the regulatory environment is becoming increasingly complex, decision-making speed is also accelerating. In this environment, I feel that the recent changes to the Board of Directors—which thoroughly separate execution and supervision—represent an important transformation in line with the needs of the times.

➤ ^{*}Ministry of Economy, Trade and Industry, “Five Principles for Board of Directors to Enhance ‘Growth Power’ ”
<https://www.meti.go.jp/english/press/2025/0430-002.html>

Determination as a Supervisor to Drive Growth Through an Insightful Medium-term Business Plan

Hashimoto: The new Medium-term Business Plan “INFRONEER Medium-term Vision 2027,” positions the next three years as a phase to expand investment businesses based on the base we have built up to date and connect them to profitability. From a financial perspective, I highly commend the company’s focus on stability by maintaining a debt-to-equity ratio below 1.0, as well as the introduction of EBITDA as a new management index. Furthermore, I have high expectations for the proactive growth investments in the DX field, such as the establishment of INFRONEER Strategy & Innovation (ISI) in collaboration with Accenture in April 2025. While the results will depend on future initiatives, the stance

of incorporating new challenges into the plan is characteristic of our company and holds significant meaning for future profitability.

Yonekura: In many companies, medium-term business plans are treated as something that must be created as a formality, and even when corporate planning departments invest enormous amounts of time into them, they often fail to lead to actual management improvement or growth. Such plans, reduced to mere formalities, have little meaningful purpose, and may well be considered unnecessary. However, the INFRONEER Medium-term Vision is distinctly different from such customary approaches. Management has demonstrated strong resolve to move forward with this policy, while the Board of Directors has resolved to thoroughly supervise its implementation. This is a plan where each party has clearly defined their roles and responsibilities—serious match, so to speak. That is precisely why I believe it should be operated not merely as a list of numerical targets, but as an effective tool that drives management.

Murayama: I also believe that, when it comes to numbers in the plan, we shouldn’t be overly constrained by fixed targets. The construction industry is order-driven and highly susceptible to changes in the external environment. Economic trends, policy shifts, or the presence of large-scale projects can drastically alter underlying assumptions, causing the plan’s numbers to quickly diverge from reality. In fact, after formulating the new Medium-term Business Plan, we had a major acquisition, and market risks also changed significantly. That is precisely why what matters most is not the numbers themselves, but continuously clarifying the strategic intent behind them and the process for achieving them. Numbers should serve as benchmarks, not absolutes, and there should be a mechanism to flexibly revise them in response to changes in the environment.

Hashimoto: As outside directors, we are entrusted by shareholders to supervise management, and our decision-making criteria are “medium- to long-term growth” and “enhancement of corporate value.” Evaluating this requires specific numerical targets and direction, making the Medium-term Business Plan indispensable in this sense. However, a fixed three-year plan is not necessarily optimal. We should also consider adopting a rolling approach that

allows flexible revisions based on changes in the environment and leveraging the Medium-term Business Plan as a dynamic management tool. From our supervisory position, we will closely monitor its operational status and provide appropriate advice as needed.

Challenges to Overcome Toward Achieving “INFRONEER Medium-term Vision 2027”

Moriya: Under the new Medium-term Business Plan, we plan to make investments totaling approximately ¥300 billion, combining growth investments and recurring investments. However, due to the impact of past large-scale investments, such as the acquisition of Japan Wind Development, a refinancing period involving several hundred billion yen will arrive during this period and extend into the period of the next Medium-term Business Plan. From a financial perspective, this Medium-term Business Plan represents a true turning point. Financial and financing strategies with an awareness of credit ratings are essential. As outside directors, we must continuously monitor whether financial and investment discipline—such as ROE, D/E ratio, and the appropriateness of investment returns—is being strictly adhered to. Furthermore, with respect to M&A, we must focus not merely on the acquisition itself, but on whether the company is being integrated into the Group and whether positive effects on enhancing corporate value and cash management are being realized.

Takagi: The construction industry is order-driven and constantly faces risks from market fluctuations. This is precisely why we must adopt a management approach that flexibly adapts to change, rather than rigidly clinging to fixed numerical targets. Furthermore, we are living in an era where value is increasingly found not just in making things, but in the excitement and experiences that those things create. To meet such needs, we must go beyond the confines of the “construction” business and accelerate the “de-construction” business that creates value from upstream processes. Another key challenge is insufficient supply capacity. The decline in human capital due to a shrinking population has pushed

traditional labor-intensive approaches to their limits. We are seriously tackling this challenge by utilizing ISI and DX, as well as pursuing structural reforms. While the results of these challenges may be hard to see in the short term, they are indispensable for the long-term enhancement of corporate value. That is precisely why we must strive to have people understand the significance of our challenges through proactive information disclosure and dialogue with the capital markets.

Oguchi: The process of formulating the Medium-term Business Plan in and of itself is important. It is significant in that it distills Group-wide policies into simple terms, clarifies priorities, and communicates them both internally and externally. Priority areas such as PPPs, PFIs, and renewable energy are particularly susceptible to the impact of each country’s systems and regulations. It is essential to understand legal frameworks and policy trends and establish mechanisms to respond quickly and proactively to changes in the future. I believe that strengthening our systems further will continue to be necessary going forward.

Clarifying the Significance and Returns of Investments and Clearly Communicating the Story

Hashimoto: The role of outside directors extends beyond risk management when management pursues bold investments; it also involves clearly communicating the significance and objectives of such investments to the market. Internally, we continuously verify management’s decision-making and execution status through monitoring by the Corporate Audit Department, which is directly controlled by the Board of Directors. Externally, however, it is crucial to explain the background of investments and M&A from an external perspective and serve as a bridge toward maximizing corporate value.

Moriya: In that sense, the Board of Directors must not merely be an approval body, but a forum in which we engage with management with a sense of tension. We also utilize committees and individual meetings to pose questions such as “What is the background for this measure?” and “What risks are you anticipating?”

Through the accumulation of such efforts, internal controls deepen beyond being a formal mechanism into something truly effective. The continuous strengthening of this process is essential to support growth investments.

Murayama: Although we have continuously made bold growth investments, the results have not been fully valued by the market. What investors seek is not merely numbers, but a clear narrative outlining the significance and returns of these investments. I believe that, alongside ensuring financial soundness, clearly communicating this strategic intent is a vital mission of the Board of Directors in enhancing corporate value.

Takagi: From a capital market perspective, while we are boldly taking risks, the reality of our risk management practices has not been sufficiently communicated. Since it takes time for growth investments to yield visible results, we should simultaneously implement measures that can contribute to short-term profits. For example, expanding into areas like grid energy storage-related businesses that can become profitable relatively quickly is one such measure. This kind of multifaceted strategy should help raise market expectations.

What Outside Directors Should Do to Turn Challenges into Results

Oguchi: We position M&A promotion as an important strategy. Post-merger integration (PMI) is a particularly critical phase that determines the success or failure of enhancing corporate value. It is essential to ascertain the situation during the strategic phase, manage progress appropriately, and link these efforts to tangible results reliably and swiftly. As an outside director, I intend to play a role in enhancing decision-making quality and speed by passing on domestic and foreign insights and international networks back into management. I believe that the unique value an outside director can provide lies precisely in identifying risks and opportunities from an external, overhead perspective not found on the executive side and managing risk appropriately while providing advice for implementing necessary reforms in a timely manner. I see this as

the crucial mission entrusted to me, newly appointed as an outside director, precisely at this important turning point.

Takagi: While we are engaging in M&A and various other investments with a focus on long-term growth, the reality is that their results have not yet been fully reflected in our stock price or valuation. To achieve a PBR above 1.0 times, we must clearly demonstrate improvements in ROE and reductions in capital costs in a way that satisfies the market. No matter how significant a strategy may be, it cannot be appreciated unless its significance is communicated to the market. Regarding our M&A and large-scale investment background as well as our path to profitability, being able to grasp our management's thinking and explain things while exchanging objective viewpoints is a strength unique to outside directors. I will ensure that the voices of the capital markets are reflected in the Board of Directors, actively be involved in integrated reports and other IR situations, and clearly convey the company's initiatives to the market.

Murayama: Having long observed the declining competitiveness of Japanese companies in the financial markets, INFRONEER's bold stance on reform is a beacon of hope. This company, which has relentlessly pursued large-scale M&A and organizational reforms without being shackled by vested interests or industry conventions, is truly a standard-bearer for change. That is precisely why the current situation, with a PBR below 1.0 times, represents a heavy responsibility for us as outside directors. Particularly for those of us with a securities background, like Mr. Takagi and myself, we have the duty of focusing our efforts even further on communication and dialogue to continue improving capital market valuations and understanding. IR is not solely the responsibility of the executive side. I believe that outside directors must also actively engage in dialogue with investors, directly communicating our growth strategy and corporate value.

Moriya: The effectiveness of our human capital strategy is essential to underpin sustainable growth. The "Strengthening and improving our corporate culture" pillar in our Medium-term Business Plan is not merely a slogan; rather, it is a practical mechanism for appropriately developing and selecting management human capital. We must ensure that our succession plan does not become

a mere formality, instead evolving it through annual reviews and continuous improvement. Cultivating the next generation of leaders is the cornerstone of governance and the critical mission of the Nominating Committee.

Yonekura: Our vision of "A world where there's no limit to what can be asked from and what can be delivered by infrastructure services" holds immense potential both in Japan and internationally. In addition to the massive market for rebuilding Japan's aging infrastructure, there is also a clear path to exporting Japan's advanced technologies—such as water supply and sewage systems, roads, and ports—as an export industry. With national finances becoming increasingly rigid, smart, sustainable infrastructure de-

velopment utilizing PPP and private capital is a challenge directly tied to Japan's very future. As an outside director, I intend to emphatically communicate this significance to investors and society, in order to broaden understanding and support.

Hashimoto: The most important mission of outside directors is to strike the right balance between offense and defense as management boldly takes on challenges. Taking necessary risks while limiting risks that should be avoided. The quality of this supervision directly influences corporate value. We will fulfill our responsibilities as outside directors, supporting the company's sustainable growth through both governance and dialogue as two pillars.



Drivers for Accelerated Growth <IT and DX Strategies>

> Data Utilization Supporting INFRONEER's Business Models

The INFRONEER Group broadly explores value creation opportunities across diverse infrastructure areas and the entire infrastructure life cycle and tackles them as business initiatives. Collaborations among group companies and diverse cross-industry collaborative structures are essential in order to capture the various value creation opportunities surrounding infrastructure and convert them into value. We position “data utilization” as the foundation supporting this value creation.

As part of the mutual utilization of data, we accelerate the linkage of information and the application of lessons learned between phases that were traditionally fragmented, such as leveraging construction-phase information for operations, or using experience gained from operations on subsequent construction projects.

Additionally, we will use data to augment human cognitive capabilities, efficiently delivering high-level engineering services to widely distributed social infrastructure and construction sites. Furthermore, within each business, we will pursue automation and efficiency using the power of data and AI, creating an envi-

ronment where people can focus on the technical judgments they should truly undertake, as well as human-to-human communication.

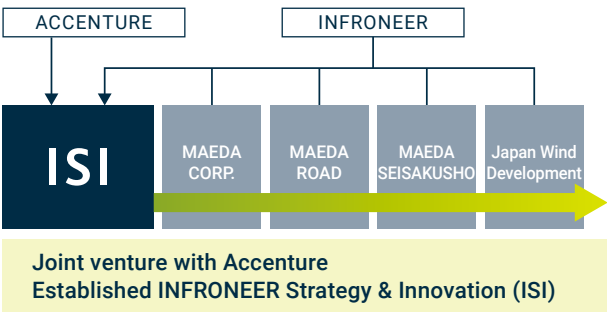
To advance this utilization of data, we are also starting to develop digital infrastructure. AI technology is advancing at a rapid pace, so we will incorporate it to the fullest extent possible and use it to further enhance the knowledge humans have cultivated and to spread it widely throughout society.

> Execution Structure to Accelerate Strategy

To accelerate these initiatives, we have established a joint venture with Accenture, with whom we have a five-year track record of collaboration. Around 100 participants from Accenture and INFRONEER are committed not only to developing IT systems, but also to creating business outcomes, working on DX activities across our business companies.

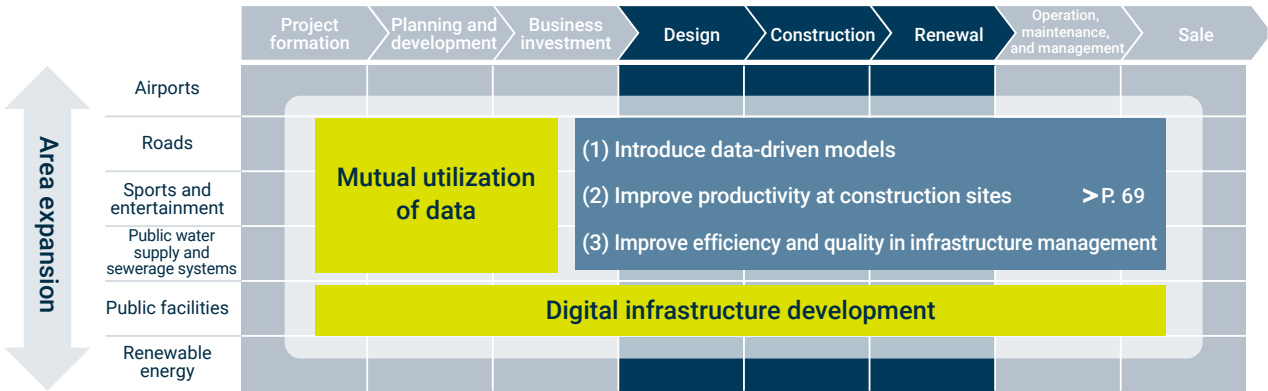
Through these initiatives, we will create results through DX while simultaneously developing DX human capital. In addition, we will incorporate Accenture's DX insights and global network to gather the pieces that support INFRONEER's business model.

We are starting with initiatives in the infrastructure manage-



ment, civil engineering, and construction businesses—such as water supply and sewage systems, roads, and arenas— to transform IT assets that do not contribute to business results into IT assets that deliver performance benefits. We will significantly reduce investment in traditional “defensive IT” and redirect it toward “offensive DX.”

Going forward, we will invite companies newly joining the Group and those forming partnerships to take advantage of these reforms and benefit from the performance improvements. At the same time, we will progressively expand the scope of reform from infrastructure management, civil engineering, and construction to other businesses.



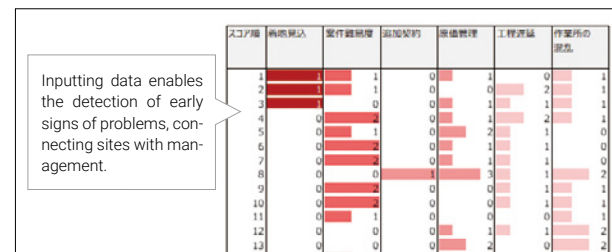
> For more information on ISI, visit our website at:
<https://www.isi.infroneer.com/> (In Japanese)

> (1) Introduction of Data-Driven Models

Construction and infrastructure management sites are situated physically apart from one another, and the structures built and managed are each unique. As a result, there were losses in information transmission to those who are not on-site. To solve such problems, we built a "Management Cockpit" using digital technology that visualizes personnel activities, material and product flows, and financial movements, enabling issues to be identified immediately. This has made it possible to detect early signs of problems and promoted collaboration between the site and other departments before challenges escalate, thereby establishing a company-wide system to support the site. We believe there is significant value in supplementing knowledge and providing timely support from the background when difficulties arise.

We will continue to enhance operational efficiency by integrating with various tools introduced to improve on-site productivity through multifaceted information analysis covering aspects like construction progress, staff workload, and cost management status. At the same time, we will deliver safer and higher-quality construction and services to clients and infrastructure users.

We will leverage digital capabilities to augment human cognitive capabilities, aiming not merely for automation or efficiency gains, but for the next leap forward in the "management" of sites and businesses—a pursuit long sought by the industry.



Site-specific scoring and alert summary

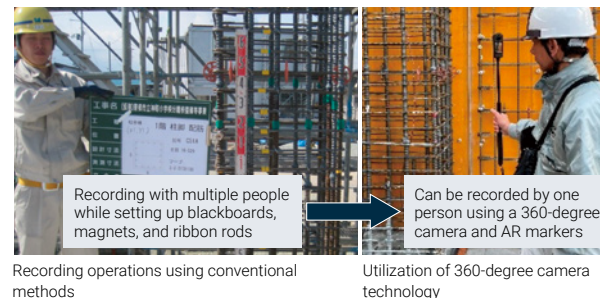
> (2) Improvement of Productivity at Construction Sites

We aim to create an environment where those working on construction sites can focus on tasks that can only be performed by humans by incorporating digital capabilities into work that previously required manual labor.

For example, our solution utilizing 360-degree camera technology overlays BIM data onto site footage, enabling the extraction of still images with measured distances for objects. This technology allows efficient capture of rebar photos, measurements, and form creation, significantly reducing the workload on site. Compared to traditional, labor-intensive photography methods, workers only need to record video, and the quality of the footage is also improved. Furthermore, if something important is missed, a similar image can be extracted from the video footage.

In addition, the procurement appraisal app utilizes a unit price calculation model based on the procurement department's expertise and order history to predict unit prices at the order level. It is expected to reduce operational burdens by streamlining quotation processes. It will also facilitate smoother price negotiations with partner companies, contributing to the building of trust.

Through such initiatives, we aim to reform employee work styles and industry practices, leading the shift toward a sound, high-quality business model and driving transformation within the construction industry.



> (3) Improvement of Efficiency and Quality in Infrastructure Management

The INFRONEER Group has pioneered the development of the infrastructure management market ahead of other companies. As infrastructure aging and the financial condition of local governments worsen, we are working to improve the economic efficiency of social infrastructure using various technologies.

For example, in road maintenance and management operations, we aim to immediately grasp road conditions and properly manage tens of thousands of road assets distributed across wide areas. It is becoming increasingly important to detect road surface abnormalities using both visual inspection and digital technology, consolidate the detection results, and then formulate an optimal repair plan.

In addition, in the water supply and sewerage systems business, we are promoting the reduction of electricity costs while maintaining water quality by utilizing a solution that optimizes water quality management during sewage discharge. This solution analyzes historical data while incorporating the expertise of on-site engineers to derive the appropriate ventilation amount, successfully reducing power consumption without compromising water quality. It also enables the replacement of conventional infrastructure management with algorithms, allowing the mechanism for sustainable infrastructure management to be passed on to future generations.

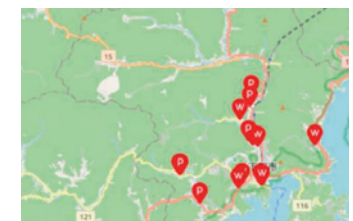
Moving forward, we will widely deploy the various solutions built through our businesses across the industry, contributing to the advancement and efficiency of infrastructure management services in society.

Results of road surface condition survey

Report date: October 3, 2024

Area: Shimoda City, Shizuoka Prefecture, Feat

Number of points: 18



Road damage detected by the system

Drivers for Accelerated Growth <Human Capital Strategies>

> Review of the Previous Medium-term Business Plan Period

From FY2021 to FY2024, under the theme of “Enhancing individual capabilities,” we enhanced recruitment communications, diversified recruitment channels, piloted Group-wide training, and provided study opportunities through external assignments. Additionally, under “Enhancing organizational capabilities,” we worked to build the foundation for strengthening human capital, including establishing guidelines for promoting DE&I, conducting training for executives, identifying challenges based on employee engagement scores, and implementing measures to enhance the Group’s centripetal force.

> Policies for the New Medium-term Business Plan Period

From FY2025 to FY2027, we will work to build a human capital management structure that supports the acquisition, training, and optimal placement of value-creating human capital, as well as activities that encourage challenges and co-creation. We will focus on activities that promote the recruitment, retention, and active participation of “minorities” and “human capital with employment constraints” in particular, thereby securing the human capital necessary for business operations, forming a human capital pool capable of responding to environmental changes, and fostering the emergence of collective intelligence that breaks conventional thinking.



*KPIs for Phase 1 from other perspectives, as well as KPIs for Phases 2 and 3, are currently under development

> Approach to Priority Measures

A. Systematically Securing Diverse Human Capital: Recruitment Strategy

Results from the Previous Medium-term Business Plan Period

We expanded our recruitment population by communicating authentic employee experiences and job satisfaction across various social media platforms while also introducing new recruitment channels, such as career registration and referral-based recruitment. In addition, we significantly revamped the Group recruitment website, posting information on the Group's company philosophy and business models and expanding its function as a portal to each company's recruitment information.

Initiatives for the New Medium-term Business Plan Period **Point 1**

INFRONEER is a company that realizes unique business models, and one of our biggest strengths is offering distinctive job satisfaction and career possibilities that are not attainable elsewhere. During the new Medium-term Business Plan period, we will rebuild our recruitment strategy based on the following perspectives.

- Promote our Group's unique appeal in ways that are tailored to each candidate, creating a state where we are chosen by top human capital
- Reach out to candidates with diverse backgrounds whom we have not sufficiently approached until now

As a first step, we will focus on the following initiatives in FY2025:

- Collect examples of recruitment process reform at individual companies and for specific positions
- Formulate Group-wide problem-solving strategies by analyzing the above examples

B. Building an Organization Where Diverse Human Capital Thrive: Human Capital Development/DE&I Promotion

Results from the Previous Medium-term Business Plan Period

As part of the introduction phase for Group-wide measures, we investigated challenges in achieving human and organizational growth at each company. This involved piloting human capital training programs to verify learning needs hypotheses and conducting DE&I workshops for all officers to establish a foundation for policy penetration across organizations.

Initiatives for the New Medium-term Business Plan Period **Point 2**

We must leverage the diverse strengths of our employees to launch emergent activities in order to realize our management vision. During the new Medium-term Business Plan period, we will introduce a Group-wide education system and DE&I promotion measures with the following objectives:

- Have employees who have mastered value-driven thinking through practical experience collaborate beyond organizational boundaries to tackle challenges
- Foster relationships where consideration and respect for others enable each individual to fully demonstrate their capabilities

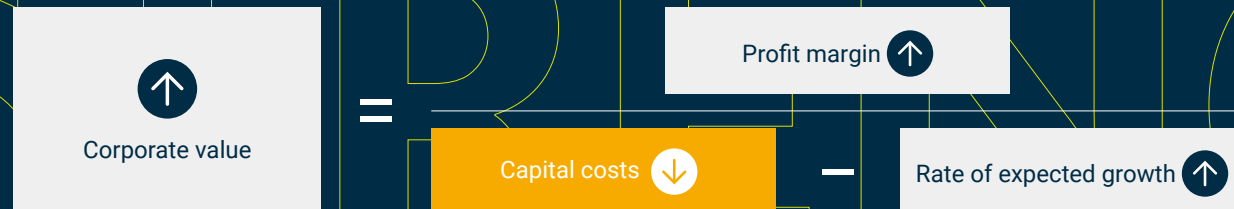
To achieve this state, we will focus on the following initiatives in FY2025:

- Provide learning experiences to cultivate the mindset and action capabilities needed to "challenge and transcend conventional thinking"
- Create opportunities to understand the physical and psychological barriers experienced by minority groups
- Create points of contact and collaborative opportunities (communities) for human capital across Group companies



> For more information on human capital development and organizational development, visit our website at: <https://recruit.infroneer.com/who-we-are/talent-and-organizational-development.html> (in Japanese)

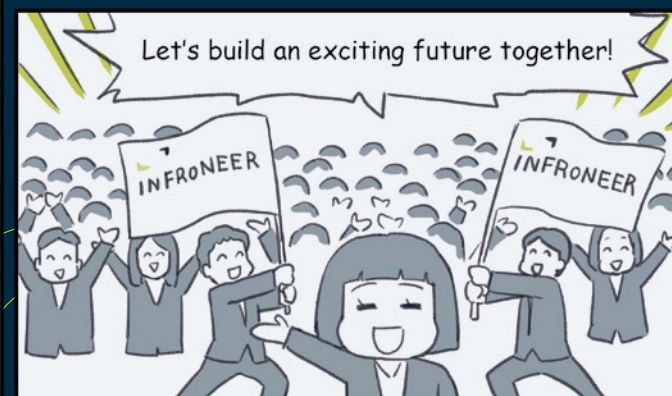
Strengthening the Foundation of Value Creation



This chapter explains how to strengthen the foundation of value creation to reduce “capital costs” in the calculation formula. We will build a sustainable corporate foundation that meets the expectations of society and the market and take on the challenge of achieving sustainability for all stakeholders of the INFRONEER Group and our planet.

“Sharing the excitement with INFRONEER”

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Sustainability Strategies

> Toward INFRONEER's Vision of Society

The INFRONEER Group envisions becoming an integrated infrastructure service company that will contribute to society by working to solve social issues surrounding infrastructure services, grow its businesses, improve its corporate value, provide quality infrastructure services, and improve its social value. Society is facing a number of issues. Among them, those related to the environment (E) and society (S) are often linked together and should indeed be addressed in unison. Recognizing this, our Group will address issues in these two areas comprehensively within the scope of its business activities. To ensure that such activities are carried out effectively and meet the envisioned purpose of becoming an integrated infrastructure service company, we are establishing strong governance (G) based on high standards and an appropriate risk management framework. In other words, we believe our aim of becoming an integrated infrastructure service company through business activities will lead to achieving sustainability.

> For details on the INFRONEER Group's Sustainability Statement, see page 20.

> Sustainability Committee

INFRONEER's Sustainability Committee has the objective of steering the company's sustainable development in response to risks and opportunities as well as social issues that may affect our corporate value over the medium- to long term. Conclusions reached by the Committee are then reflected in the Group's management plans. The Committee is chaired by INFRONEER's Representative Executive Officer, President, and CEO with other seats filled by executive officers of the Company and officers in charge of CSR and the environment at each business company.

The Committee meets semi-annually in principle and met four times in FY2024. Its activities are subject to the supervision of the Board of Directors, which receives an activity report from the Committee on a regular basis.



Sustainability Committee meeting

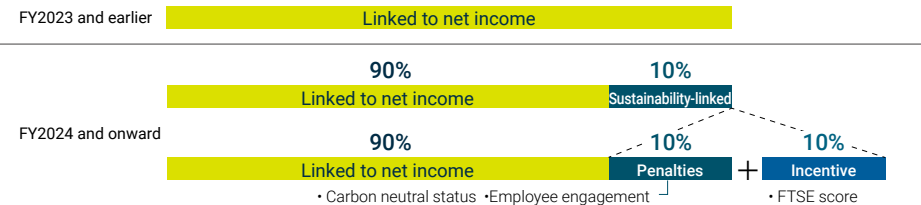
Key Agenda Items for the Sustainability Committee in FY2024

- Rollout of Sustainability Procurement Guidelines
- Revision of Human Rights Policy > P. 86
- Introduction of internal carbon pricing* > P. 82
- Quantitative targets for circular economy > P. 84
- Report on the results of "Dividends for the Earth" and revision of system

*Internal carbon pricing: This system treats CO₂ emissions as a cost and applies a price set independently by a company.

> Executive Remuneration

Starting with initiatives for FY2024, we have incorporated sustainability indicators into the calculation method for executive remuneration, making them 10% of the annual incentive. Three evaluation indicators—external evaluation (FTSE score), carbon neutrality, and employee engagement—will be reflected in such remuneration.



TOPICS > Dividends for the Earth

Since we conduct our business activities while benefiting from the Earth's resources, we are undertaking various activities to provide "Dividends for the Earth" based on the idea of returning a portion of business profits to the Earth as an investor in the same way that dividends are paid out to shareholders. These "Dividends for the Earth" have been set at approximately 2% of consolidated net income. In FY2024, we revised the system to contribute to a wider range of social issues.

■ Composition of "Dividends for the Earth"

Green commitment
(Environment)

New
Social action
(Society & local communities)

Me-pon
(Employees & their families)

■ Initiative: Forest maintenance activities in Thailand

Group company, Thai Maeda, has been collaborating with OISCA to conduct forest maintenance and other social contribution activities since 2012. We are promoting initiatives both in Japan and also overseas to solve social issues.



Forest maintenance activities in Thailand

> For more details on "Dividends for the Earth," visit our website at: <https://www.infroneer.com/jp/sustainability/dividend.html> (in Japanese)

Stakeholder Dialogue

In recent years, there has been a rise in public expectations for businesses to solve social issues, which have been increasingly becoming complicated and severe.

To achieve our goal of creating “a world where there’s no limit to what can be asked from and what can be delivered by infrastructure services,” it is important to conduct appropriate information disclosure and stakeholder dialogues. We have engaged in dialogue through various channels. To accurately understand these social expectations and promote initiatives aimed at achieving a sustainable society, we will strive to ensure effective communication with stakeholders.

The table on the right outlines how we reflect major engagement opportunities and their details into our management processes and business activities.

By continuing to maintain positive and smooth relationships and building relationships of trust, we will encourage joint efforts to create long-term value, thus contributing to generating social value.

➤ For more details on communication channels and dialogues, visit our website at: <https://www.infroneer.com/jp/sustainability/stakeholder.html> (in Japanese)



Stakeholder	Major engagement opportunities	Reflection in management processes and business activities
Outer	Investors, ratings agencies, and shareholders - Investor presentation ————— Quarterly - Issuance of securities reports/quarterly securities reports ————— Quarterly - Issuance of reports/Information disclosure on the website ————— As needed - Individual meetings with investors in Japan and overseas ————— As needed - Ordinary general meeting of shareholders ————— Annual	We will ensure management transparency, strengthen governance, and build relationships of trust through active dialogue and timely and appropriate information disclosure. We will also strive to provide appropriate shareholder returns and enhance corporate value.
	Local communities - Cooperation with economic organizations and trade organizations — As needed - Dialogues with NPOs and NGOs ————— As needed - Dialogues with municipalities and local communities ————— As needed - Cooperation/sponsorship for social contribution activities/Support to post-disaster reconstruction efforts ————— As needed - Offering site/facility tours ————— As needed	We will aim to resolve the issues faced by individual communities by contributing to and co-existing with local communities. We will also seek to raise CSR awareness among employees through social contribution activities.
	Customers - Customer satisfaction survey ————— As needed - Day-to-day sales activities ————— As needed - Inspection and maintenance of buildings and products ————— Periodical - Trade exhibitions and events ————— As needed - Information disclosure through PR magazines and the website — As needed	We will take customer feedback seriously and provide optimal infrastructure services around the world, thereby helping resolve customer issues and ensure the safety, security, and sustainability of societies and local communities. We will also manage customer information appropriately.
	New hires and their families (recruitment) - Information distribution via “talentbook” and Instagram (Group common) ————— At least twice a month - Offering company tours, site tours, and internship programs for students (business companies common) ————— As needed - Providing student loan repayment support (MAEDA ROAD) ————— Every year - Joint research with local schools and support through support groups (MAEDA ROAD and MAEDA SEISAKUSHO) — As needed	We make contact with job seekers through diverse channels, providing extensive content about our business and work styles to boost their motivation to join us. Our scholarship repayment support system provides financial security for new graduates and young employees, helping to sustainably maintain and improve engagement.
	Cooperating companies and alliance partners - Awards program for cooperating companies ————— As needed - Study sessions and education programs with cooperating companies (safety, quality, successor training) ————— As needed - Making facilities of ICI Center available for public use ————— As needed - Conducting supplier evaluations on an ongoing basis ————— As needed - Setting up whistle-blowing channels ————— As needed	We will work together on safety, health, and quality initiatives to achieve safe workplaces and make the necessary accommodations for foreign workers. We will pursue the development of the next generation of leaders as well as co-creation projects. We will work to incorporate legal compliance, human rights, and environmental considerations throughout our supply chains.
Inner	Employees and their families - Holding town meetings (at 14 locations) ————— Annual - Holding philosophy dissemination sessions ————— As needed - Joint new employee orientations ————— Annual - Employee engagement survey ————— Annual - Use of the Group website and Group newsletters ————— As needed	We will work to realize well-being by conducting appropriate personnel evaluations, developing and utilizing human capital, improving our corporate culture, achieving work-life balance, maintaining and improving physical and mental health, complying with laws and regulations, and respecting human rights.
	Earth - Regularly disclosing data on environmental impact ————— Annual - Development of ecological technologies and products ————— As needed - Activities and donations through “Dividends for the Earth” — As needed - Cooperation/sponsorship for social contribution activities — As needed - Internal eco point system “Me-pon” ————— As needed	We will comply with environmental laws and regulations. We will aim for sustainable development together with societies, and commit to addressing climate change, building circular societies, and conserving biodiversity. We will also provide products with reduced environmental impact.

Major Dialogues

Investors

IR activities

We hold IR Day for the purpose of deepening the understanding of our businesses. The executives of each business company present the strengths and future strategies of each segment and engage in discussions with analysts. We aim to enhance our corporate value by pursuing active dialogue and carefully disseminating IR information.

➤ For more information on our IR activities, visit our website at: <https://www.infroneer.com/en/ir/>

Local communities

Initiatives toward an inclusive society

INFRONEER discovers, nurtures, and trains athletes competing in the world of parasports and supports outreach activities that allow people with disabilities to enjoy snow sports. The 2024 report meeting was a valuable opportunity for two-way dialogue, where attendees could hear directly from athletes rather than just receiving reports.

Local communities

Contribution to regional revitalization with Nigumi

Since 2022, Japan Wind Development has partnered with Nigumi, one of the executive committees of the Aomori Nebuta Festival, as its main sponsor. We aim not only to strengthen community bonds, but also to foster children's affection and pride for their hometown while contributing to regional revitalization and cultural promotion.

VOICE

Hideaki Kuribara

Senior Analyst, Tokai Tokyo Intelligence Laboratory Co., Ltd.



The three key factors we prioritize when investing are growth potential, profitability, and financial stability, and we believe INFRONEER meets the criteria for each. We particularly value the company's strengthened initiatives in the infrastructure management business and its proactive M&A strategy. Explanations by President Kibe during investor briefings and other events, as well as dialogue with management, are also conducted. We look forward to continued steady profit accumulation and persistent IR activities going forward.

VOICE

Kuniko Obinata

Head of Strengthening Division, JAPAN Para-Ski Federation



We have been receiving support since connecting during the international para-ski competition held in Sapporo. Hosting such an event would not be possible without the dedicated efforts of both federation staff and various other stakeholders. We hope that the athletes' performances will make children smile and help create a more livable society for everyone. We sincerely appreciate your continued support and encouragement.

VOICE

Yuichi Sugisawa

Head of Nigumi



Nigumi's participation in the Nebuta Festival has long been supported by many people, and we are extremely pleased to welcome Japan Wind Development as a partner. Nigumi is dedicated to preserving traditions alongside local communities and passing them on to future generations. This mission deeply resonates with Japan Wind Development's philosophy of contributing to a sustainable society through renewable energy. We hope they will continue to contribute to local job creation and economic revitalization through their wind power generation business.

Partner

Regional revitalization business through sports and infrastructure

INFRONEER became a B.LEAGUE Innovation Partner in July 2024. B.INNOVATION, the B.LEAGUE's unprecedented structural reform, shares a high degree of affinity with our vision and initiatives addressing regional, infrastructure, and related social challenges in Japan. Through collaborative creation, we are taking on the challenge of creating systems that enhance regional appeal.

➤ INFRONEER becomes B.LEAGUE Innovation Partner
<https://www.infroneer.com/jp/news-article/2024/07/16/879.html> (in Japanese)

Local communities

Social contribution project for disposing of unwanted PCs

INFRONEER collaborates with People Port Corp., which creates employment opportunities for refugees through its PC refurbishment business. We donated 193 unwanted PCs and two storage devices, contributing to improving the social integration and digital literacy of refugees as well as reducing waste.

Employees

Town meetings

The President personally travels nationwide to explain INFRONEER's strategic direction and specific achievements since the establishment of the HD to all Group executives and employees, fostering two-way communication through the exchange of opinions. We held 14 town meetings in FY2024.

VOICE

Urara Sakurai

Executive Officer, JAPAN PROFESSIONAL BASKETBALL LEAGUE



Our initiatives and dialogues with INFRONEER have consistently offered valuable lessons on approaches to urban development. As a partner driving innovation in regional revitalization, we will work together in developing this partnership into a significant presence that can promote the adoption of concession—a new operational model for arenas and buildings—and advocate to the public for approaches to infrastructure preservation and safe urban development.

VOICE

Yuka Fujii

Head of Corporate Partnerships, People Port Corp.



Refugee issues still don't command high levels of attention in Japan, so it was truly impressive how proactively you explored ways to collaborate with us right after learning about this project. Furthermore, we were very impressed by your sincere commitment to improving society, evident in your genuine interest in the organizations benefiting from our donation initiative tied to the number of devices collected.

VOICE

Comments from employees

We received lively comments such as: "I gained an understanding of the future direction and how management operates with a long-term perspective," "I was able to communicate with the management, who I rarely have the chance to interact with," "Learning the perspectives of colleagues (employees of Group companies) broadened my horizons," and "I would like to see meetings held by rank, such as for mid-level and young employees." We will continue our efforts to foster a greater sense of unity within the Group.

Governance

> Basic Approach

INFRONEER has adopted the industry’s first Company with Nominating Committee, etc. system as a management structure that enables proactive pursuit of new business opportunities, clearly separating the supervisory and executive functions of management. This has established a corporate governance framework that ensures transparent, fair, and decisive decision-making.

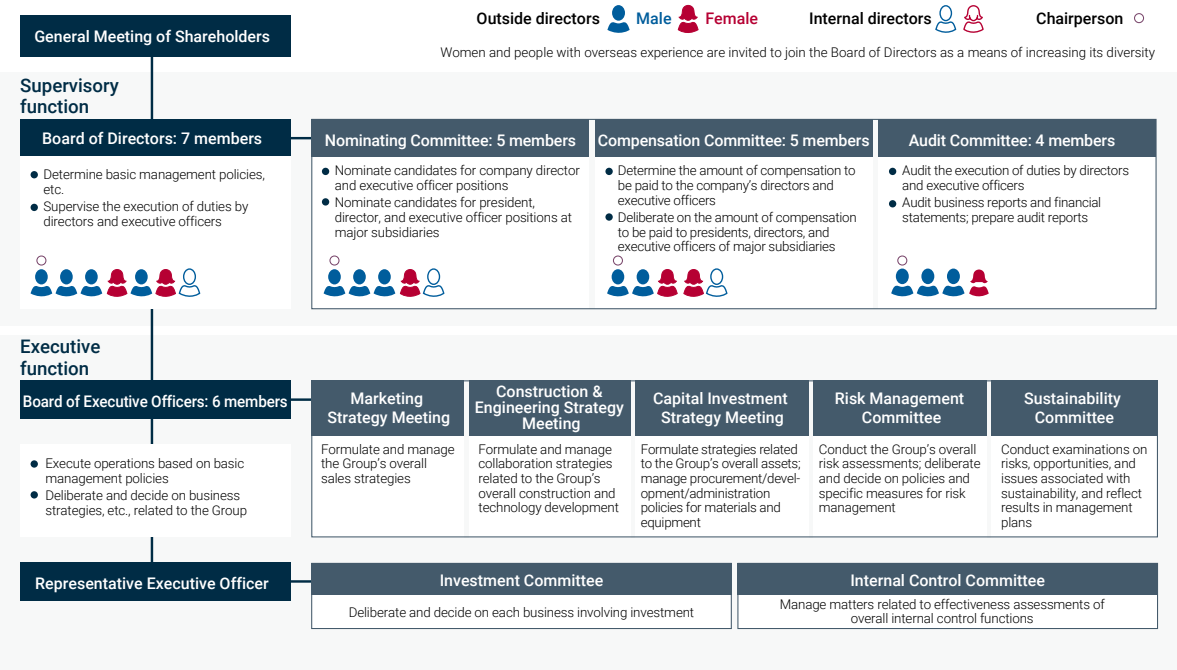
Based on this framework, we aim for the sustainable growth of our Group and to earn the trust of stakeholders. Through appropriate information disclosure and dialogue with stakeholders, we maintain good and smooth relationships and build trust, thereby contributing to the enhancement of corporate value and the creation of social value.

> Corporate Governance

Our corporate governance structure ensures that a majority of the Board of Directors and each committee consists of independent outside directors. The chairperson of the Board and the chairperson of each committee are also outside directors.

Furthermore, from June 2025, we transitioned to a structure in which all directors, except for the CEO, are outside directors. This will further enhance the transparency and fairness of our decision-making and strengthen the foundation that supports our sustainable growth.

Corporate governance structure



Chairperson of Audit Committee

Keiichi Hashimoto
Outside Director / Chairperson of the Board of Directors

The Audit Committee is focusing on further enhancing systematic audits using the internal control system. In the Establishing Foundations Phase to date, we reviewed matters such as the reporting lines of the Internal Audit Department and the audit systems of operating companies, working to strengthen governance.

In the coming phases, we will aim for qualitative improvement from operational audits to management audits by conducting monitoring that balances proactive and protective approaches and working more closely with the auditors of operating companies as well as the Internal Audit Department, thereby contributing to both strengthening Group-wide governance and enhancing corporate value.

Chairperson of Nominating Committee

Koichi Moriya
Outside Director

Since the General Meeting of Shareholders, the Board of Directors has been structured so that all members except the Representative Executive Officer, President, and CEO are outside directors. With this change in governance structure, the responsibilities of outside directors have grown significantly, and we believe the importance of the Nominating Committee—whose mission is the appointment and removal of the Representative Executive Officer, President, and CEO, the approval of director candidate proposals, and the appointment and removal of executive officers—has also increased.

We will make the succession plan created in 2023 highly effective while ensuring transparency and fairness, and we intend to consider all possible scenarios and respond accordingly to promote the company's sustainable growth.

Chairperson of Compensation Committee

Atsushi Takagi
Outside Director

Our compensation system is centered on fostering a growth mindset and is designed to support the management team's willingness to take appropriate risks to enhance corporate value. Based on this belief, since 2024, we have implemented reforms such as introducing sustainability indicators into annual incentives and implementing malus and clawback provisions, and from 2025, we have set individual evaluation criteria and weightings for annual incentives for each executive officer to further strengthen the link between responsibility and results.

These systems are merely tools, and we will continually review and evolve them to ensure the sustainable enhancement of corporate value.

> Skill Matrix

Skills	Expected roles and expertise	Criteria for selecting skills	Kazunari Kibe	Keiichiro Hashimoto	Seiichiro Yonekura	Koichi Moriya	Rie Murayama	Atsushi Takagi	Hiroyuki Oguchi	Hikaru
Business management	To achieve the Company's vision, "A world where there's no limit to what can be asked from and what can be delivered by infrastructure services," establishing a strong domestic and global presence, building an integrated framework, and expanding business domains are essential. Accordingly, the Company places high importance on appropriate management-strategy development and business execution.	Experience in business execution at the CEO level or equivalent.	●	●		●				
Business strategy / Industry knowledge	As an integrated infrastructure service company, the Company manages the full infrastructure life cycle and delivers services across all business domains to create added value. It emphasizes business-strategy formulation and execution, as well as management aligned with industry trends and regulations.	Experience in business-strategy development, market analysis skills, and deep industry knowledge related to business results, expertise, and networks.	●	●	●		●	●		
Finance / Accounting / M&A	To realize its vision as an integrated infrastructure service company, the Company emphasizes building a strong financial base, developing and executing balanced financial strategies that support growth investments (e.g., DX, R&D, M&A) for the integrated framework and expanded business domains, and delivering returns to stakeholders.	Experience in roles such as CFO, analyst, or M&A advisory positions, with expertise in finance, accounting, and M&A.		●			●	●	●	
Sales / Marketing	To achieve its vision as an integrated infrastructure service company, the Company aims to deliver new infrastructure services that integrate "construction" and "de-construction." This requires formulating and executing sales and marketing strategies that address environmental changes and diverse customer needs through high-value-added offerings.	Experience in sales or marketing and knowledge aligned with relevant markets.	●			●	●			
Internal control / Risk management	To achieve its vision as an integrated infrastructure service company, the Company emphasizes establishing fair and transparent governance and compliance systems and appropriately assessing and managing the potential and actual risks involved in our operations, to support sound risk-taking and decision-making.	Experience in audit or legal functions, or as an attorney, with expertise in corporate governance and risk management.		●		●		●	●	
Human capital training and development / DE&I	As part of its goal to become an integrated infrastructure service company, the Company views human capital as the driving force of value creation and emphasizes fostering challenges and co-creation through a diverse workforce.	Experience in human capital roles or education, with expertise in human capital development, training, and DE&I.	●		●	●	●			●
Technology / R&D / Quality / Safety	To realize the value of "safety, security, and sustainability of our society and local communities," the Company prioritizes enhancing the quality and safety of infrastructure services and creating added value through the development of new technologies, products, services, and innovation.	Experience in manufacturing, R&D, or quality and safety management, with knowledge of advanced technology development.	●		●					
Global perspective / Overseas business management	To "provide optimal infrastructure services around the world," the Company prioritizes formulating and executing business strategies tailored to regional characteristics as it expands globally.	Experience in overseas operations or at local subsidiaries, with diverse insights into global markets.		●	●	●	●	●	●	
IT / Digital transformation	To enhance its competitiveness and "provide optimal infrastructure services around the world," the Company prioritizes digital transformation (DX) through IT-driven business innovation and productivity improvements.	Experience in IT or DX-related roles, with knowledge in innovation and problem-solving through digital technologies.	●	●		●				
Sustainability	The Company views sustainability initiatives as essential to long-term growth and prioritizes addressing social issues and promoting coexistence with the planet and society through its integrated infrastructure services.	Experience in sustainability-related roles and knowledge of social issue resolution and sustainable development.	●	●	●	●				

Executive Profiles

Directors



Kazunari Kibe

Director,
Representative Executive Officer,
President, and CEO

Tenure as director: **3 years 9 months**
Board attendance: **10/10 meetings** (100%)

Apr. 1986 Joined MAEDA CORPORATION
Apr. 2014 Managing Officer
Apr. 2016 General Manager of Business Strategy Office
Apr. 2020 Senior Managing Officer, General Manager of Management Innovation
Oct. 2021 Representative Director and Executive Vice President of MAEDA CORPORATION
Oct. 2021 Director, Representative Executive Officer, President, and CEO of the Company (current position)



Keiichiro Hashimoto

Outside Director,
Chairperson of the
Board of Directors,
Chairperson of Audit
Committee

Tenure as director: **3 years 9 months**
Board attendance: **10/10 meetings** (100%)

Jun. 2001 General Manager, International Business Department of The Mitsubishi Bank, Ltd.
Jun. 2003 Member of the Board, Deputy President, Executive Officer, and Chief Financial Officer (CFO) of Mitsubishi Motors Corporation
Feb. 2006 CEO of Fitch Ratings Japan
Jun. 2010 Director, Chairman, and President of Metropolitan Expressway Company Limited
Apr. 2019 Vice Chairman & President of the Japan Association of Corporate Executives
Oct. 2021 Outside Director of the Company (current position)
Aug. 2024 Representative Director and President of TKX Corporation (current position)



Seiichiro Yonekura

Outside Director

Tenure as director: **3 years 9 months**
Board attendance: **9/10 meetings** (90%)

Jun. 1990 PhD, Harvard Graduate School of Arts and Sciences (History)
Apr. 1997 Professor of Hitotsubashi University Institute of Innovation Research
Apr. 2017 Professor of Hosei University Graduate School of Innovation Management
Dec. 2019 Representative Director of Creative Response-Social Innovation School (current position)
Oct. 2021 Outside Director of the Company (current position)
Apr. 2024 Specially Appointed Professor of DIGITAL HOLLYWOOD UNIVERSITY GRADUATE SCHOOL (current position)
Specially Appointed Professor of Kyoto Tachibana University (current position)
Oct. 2024 Dean of Hiroshima Business and Management School of Prefectural University of Hiroshima (current position)



Koichi Moriya

Outside Director,
Chairperson of Nominating Committee

Tenure as director: **3 years 9 months**
Board attendance: **10/10 meetings** (100%)

Jun. 2017 Director and Senior Executive Officer of PIONEER CORPORATION (in charge of HR, General Affairs, Information System, Legal Risk Management, Environment, CSR, Corporate Communications & IR, and Audit)
Jun. 2018 Representative Director, President, and CEO
Oct. 2021 Outside Director of the Company (current position)
Jun. 2023 Outside Director and Chairman of Investment Committee of Cool Japan Fund Inc. (current position)



Rie Murayama

Outside Director

Tenure as director: **3 years 9 months**
Board attendance: **10/10 meetings** (100%)

Nov. 2001 Managing Director of GOLDMAN SACHS JAPAN CO., LTD.
Jul. 2021 Outside Director of Ricecurry Inc. (current MUSCAT GROUP inc.) (current position)
Oct. 2021 Outside Director of the Company (current position)
Feb. 2024 Auditor of Yamano Gakuen
Jun. 2024 Outside Director (Audit & Supervisory Board Member) of True Data Inc. (current position)
Apr. 2025 Outside Director of Japan Institute for Health Security (current position)
Jun. 2025 Outside Director of ORION BREWERIES, LTD. (current position)



Atsushi Takagi

Outside Director,
Chairperson of Compensation Committee

Tenure as director: **3 years 9 months**
Board attendance: **10/10 meetings** (100%)

Dec. 2004 Managing Director of Morgan Stanley Japan Ltd.
Oct. 2015 Deputy General Manager of Research Division
Nov. 2019 Representative Director of Infrastructure Research & Advisors Co., Ltd. (current position)
Oct. 2021 Outside Director of the Company (current position)
Jun. 2022 Outside Director of Takasago Thermal Engineering Co., Ltd. (current position)



Hikaru Oguchi

Outside Director

Tenure as director: -
Board attendance: -/- meetings (-%)

Jan. 2011 Partner of Nishimura & Asahi (current Nishimura & Asahi (Gaikokuho Kyodo Jigyo)) (current position)
Jan. 2016 Partner, Vietnam Offices of Nishimura & Asahi
May 2018 External Auditor of DCM Holdings Co., Ltd.
Sep. 2018 Part-time lecturer, Faculty of International Social Sciences of Gakushuin University
May 2022 External Director and Audit and Supervisory Board Member of DCM Holdings Co., Ltd. (current position)
Jun. 2025 Outside Director of the Company (current position)

Executive Officers

■ Soji Maeda

Responsible for the Major Business Company (MAEDA CORPORATION)

■ Yuji Hatakama

Responsible for Building Construction Segment and Overseas Operations

■ Yasuhiko Imaizumi

Responsible for the Major Business Company (MAEDA ROAD CONSTRUCTION)

■ Masashi Shimojo

Responsible for Corporate Functions

■ Takao Nakanishi

Responsible for Civil Engineering Segment, Infrastructure Segment and Technology

*Years as director are as of June 2025
Board attendance is for FY2024.

➤ For more information on each director's background, visit our website at:
<https://www.infroneer.com/jp/company/outline.html> (in Japanese)

Evaluation of effectiveness of the Board of Directors

The Company evaluates the effectiveness of the Board of Directors as a whole every year in order to maintain and improve its functionality on an ongoing basis. In FY2024, to evaluate the effectiveness of the Board as a whole, a third-party service was employed to perform self-evaluation questionnaires of directors, and the results of responses analyzed by the service were used by the Board in making evaluations.

FY2024 initiatives and evaluation

Implementation overview	Target: All 9 directors Method: To ensure objectivity and transparency in the evaluation, a third-party service was employed to conduct self-evaluation questionnaires of directors, and based on the analysis results provided by the service, the Board carried out its evaluations Implementation period: March 3 to 14, 2025 Self-evaluation items for each director: ● Board composition: Diversity of members, number and ratio of outside and internal directors, etc. ● Clarification of the Board's responsibilities and expected roles ● Board operations: Frequency of meetings, deliberation time, selection of agenda items, discussion content, role of the chairperson, etc. ● Contributions: Contribution to management strategy formulation and corporate culture transformation, contribution to constructive discussions, leveraging the experience, knowledge, broad perspectives, and insights of directors ● Understanding of the company: Group identity, risk factors, future challenges and opportunities ● Committee activities: Composition, responsibilities/roles, coordination with the Board, etc. ● Support system: Provision of information, including Board materials, etc.
Issues identified from results	● Further enhancement of executive training opportunities ● Optimization of Group management, including decision-making approaches and the role of INFRONEER Holdings ● Enhancement of Board operations, such as advance distribution of materials and annual scheduling
Current evaluation and future actions	We confirm that the effectiveness of the Board of Directors as a whole is generally sufficient. Going forward, we will address the issues identified by the recent evaluation to further improve the Board's supervisory and decision-making functions and enhance the corporate value of the Company.

➤ For details on evaluation processes and results, read our Corporate Governance Report, which is available at:
<https://www.infroneer.com/jp/ir/governance/> (in Japanese)

System and policy for determining executive remuneration

Types of remuneration, etc.	Overview	
Base remuneration	Remuneration amounts are set for each position level according to responsibility and are paid monthly.	—
Annual incentives	[Performance-linked] Linked to single-year performance and paid annually at a fixed time. Performance-linked indicators include net income attributable to owners of parent and net income of business companies. For net income attributable to owners of parent, a proportion is set based on the executive officer's role. Net income of business companies is set only for executive officers responsible for major business companies. [Segment profit-linked] Set only for executive officers responsible for specific segments. [Sustainability indicator-linked] Within the annual incentive, an amount equivalent to 10% of the individually determined single-year standard amount is linked to sustainability indicators.	Approximately 50-60% of base remuneration
Medium- to long-term incentives	Linked to the achievement of performance targets, etc., over a three-fiscal-year period aligned with the INFRONEER Medium-term Vision; a predetermined number of base points are assigned in advance, and the incentive is paid in a lump sum after the performance evaluation period concludes.	Approximately 50-60% of base remuneration
Restricted stock remuneration	Paid annually at a fixed time for the purpose of enhancing awareness of contributing to medium- to long-term performance improvement and increased corporate value by sharing profits and risks arising from stock price fluctuations with shareholders.	Approximately 16-40% of base remuneration

Total remuneration amount (FY2024 results)

Executive category	Total amount of remuneration, etc. (¥ million)	Total amount of remuneration, etc. by type (¥ million)				Number of eligible executives (persons)
		Base remuneration	Annual incentives	Stock remuneration (performance-linked)	Stock remuneration (restricted stock)	
Directors (excluding outside directors)	742	219	146	307	68	4
Outside Directors	67	67	—	—	—	5
Executive Officers	581	195	116	222	46	7
Total	1,390	483	263	529	114	16

➤ For details on executive remuneration, etc., read our Securities Reports, which are available at:
https://www.infroneer.com/jp/ir/security_report/ (in Japanese)

> Compliance

Anti-corruption

INFRONEER has established the “INFRONEER Group Anti-Corruption Policy” and is focused on adhering to it to continue conducting fair and transparent corporate activities at all times. Both in Japan and abroad, the prevention of corrupt practices including bribery of public officials and all stakeholders involved in the Group’s corporate activities, giving and receiving excessive entertainment and gifts, collusive relationships, embezzlement, and breach of trust is positioned as one of the most important issues in ensuring compliance. Accordingly, in our “Code of Ethics,” we have committed ourselves not to conduct acts that are illegal or that could be misconstrued by society and to maintain a healthy and appropriate relationship with public officials and political organizations, and we conduct training on this for our employees. Also, we have signed the UN Global Compact, and we support and affirm the principles related to anti-corruption.

> For the Anti-Corruption Policy, visit our website at: <https://www.infroneer.com/en/anti-corruption/>

Transparency of taxes

The Group complies with tax laws and regulations and other related rules applicable in countries where Group companies operate business. At the same time, we aim to perform appropriate tax procedures in response to standards issued by international organizations and changes in tax administration policies. In order to ensure compliance with tax laws and regulations and other related rules, we provide opportunities for responsible employees to keep themselves updated on relevant information and assign them to appropriate positions while utilizing external expertise to achieve a fair level of tax payment. Although we consider using tax advantages and incentives within the scope of normal corporate activities, we will never pursue unfair tax avoidance schemes.

Moreover, we work to maintain proper relationships with the tax authorities, provide timely and appropriate tax information to them, and respond with integrity in an effort to ensure transparency in tax-related matters and form relationships of trust.

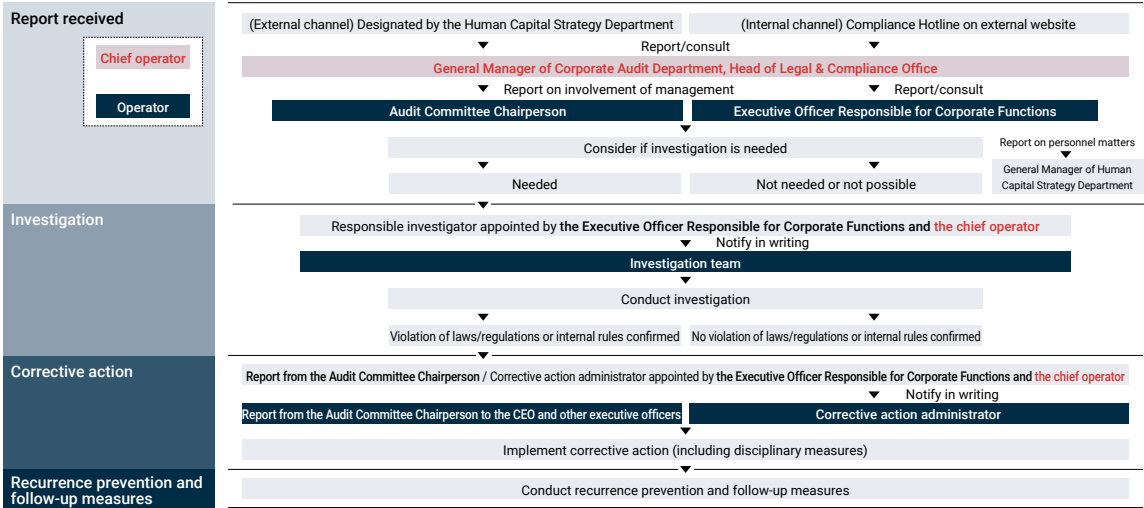
Whistle-blowing system

The Group has established a whistle-blowing system to identify any act that does or may constitute a legal violation through employees or officers noticing such an act and reporting to or seeking consultation with their supervisors or the department in charge of compliance (Corporate Audit Department, Legal & Compliance Office) as well as other whistle-blowers, in order to prevent or detect as early as possible an illegal act and address reported cases. Also, we take measures to prevent those who have reported or sought consultation and whistle-blowers from suffering disadvantages because of their actions.

In FY2024, a total of 88 cases were reported across the entire Group.

> For details on the whistle-blowing system, visit our website at: <https://www.infroneer.com/jp/sustainability/governance/compliance.html> (in Japanese)

Whistle-blowing system workflow (excerpt)



Prohibition of anti-competitive acts

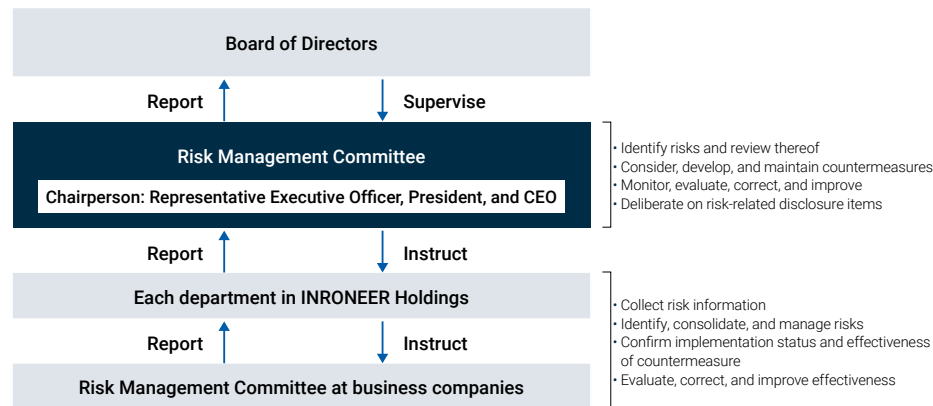
Each business company has set out a bid rigging prevention policy in an effort to avoid the practice more effectively. The policies and provisions have been revised to require employees and officers to abide by highly effective bid rigging prevention rules. For example, we have clarified the rules governing leaving a meeting that apply when an employee suspects a bid rigging is being discussed at a meeting with another company in the same industry. We also fully implement compliance training.

> For details on compliance training, visit our website at: <https://www.infroneer.com/jp/sustainability/governance/compliance.html> (in Japanese)

> Risk Management

The Group recognizes diverse risks in business operations, and the appropriate management of such risks is positioned as one of the most important management issues. We hold quarterly Risk Management Committee meetings and have established a system where management and department heads participate. This Committee comprehensively identifies risks arising from business activities and changes in the external environment, evaluates and prioritizes them, and identifies key risk items.

Risk management system



Among high-risk areas, we have positioned M&A risk as a critical risk factor. In the INFRONEER Medium-term Vision 2027, we also define this period as the Expanding Investment Business Phase and clearly outline a cash allocation policy aimed at sustainable growth.

As the Group promotes the expansion of our business domains in the Japanese market as an integrated infrastructure service company, we will utilize M&A as appropriate. However, in M&A and business divestitures, factors such as insufficient information or misjudgments in the valuation process of the target company, sales under unfavorable terms, or even deteriorating business performance of the target company can lead to a decline in corporate value. These factors create the risk of circumstances necessitating the recognition of impairment losses on goodwill.

To mitigate such risks, we thoroughly conduct detailed due diligence and perform accurate valuations based on comprehensive analysis. In addition, during the organizational integration process, we will strive to minimize impacts by ensuring transparent communication with employees and business partners. Furthermore, we will proactively prevent goodwill impairment risks by carefully evaluating the profitability and growth potential of target companies prior to

acquisition. Following an acquisition, we will continue to regularly review the target company's performance indicators and provide ongoing support to identify and address management issues, thereby striving to maintain and improve corporate value.

Under the newly formulated INFRONEER Medium-term Vision 2027, the Group has formulated and is advancing three strategic pillars and priority measures, and we are reviewing our risk management framework accordingly. This initiative enables us to more accurately grasp the relationship between business and risk and impact, allowing for swift and appropriate responses when incidents occur.

> For more details on our risk review and reevaluation, read our Securities Reports, which are available at: https://www.infroneer.com/jp/ir/security_report/ (in Japanese)

INFRONEER Holdings risk map (as of FY2024)

In terms of monetary value			High-risk areas				
Impact level	Approx. ¥1 billion or more	5	• Internal controls	• Climate change and environment	• Serious disasters • Product or service defects • Business strategy	• M&A	
	Approx. ¥100 million	4	• Disaster • Financial • Shareholder- related • Violation of the Financial Instruments and Exchange Act	• Communication • Brand value damage • Economic and financial change • Diversity • Decline in employee engagement	• Human capital and employment • Information security, ICT • Materials and equipment procurement • Legal regulations, compliance • Overseas operations		
		3		• Contingent liability			
		2					
	1						
Approx. ¥10 million		1	2	3	4	5	
		Once in 10 years		Once in 3 years		More than once in 1 year	
Frequency							

Environment

> Basic Approach

The INFRONEER Group, as an integrated infrastructure service company, strives to deliver optimal infrastructure services around the world, with the aim of achieving the sustainability of all stakeholders of the Company and the Earth.

The environment must not be sacrificed in the process of pursuing economic growth. Rather, environmental conservation and economic development should be able to be pursued at the same time and in a mutually beneficial way. Aiming to create such a society, we are endeavoring to achieve harmony with nature and provide rich natural environments and economic opportunities to the present and future generations alike. Accordingly, we have been engaging in initiatives from a long-term perspective by addressing issues related to climate change, circular economy, natural restoration, pollution prevention, and water security. In addition, we are promoting activities through the Group’s own “Dividends for the Earth.”

> Environmental Management

The Group recognizes environmental challenges, such as climate change, as a key management issue. While viewing it as a major risk with a strong sense of threat, we also see it as an opportunity and implement concrete initiatives to solve issues and achieve sustainability in line with the INFRONEER Medium- to Long-term Vision.

In FY2024, the Sustainability Committee discussed matters such as the results and monitoring of the status of greenhouse gas (GHG) emissions, deliberations on introducing internal carbon pricing, and quantitative targets for the circular economy, which are then reported to the Board of Directors.

The relevant department (sustainability, CSR, and environment) of each Group company reflects decisions made by the Committee in their respective policies and plans and promotes related activities.



Environmental laws and regulations compliance status

In FY2024, we reported zero cases of violations of environmental laws and regulations.

> For more details, visit our website at: <https://www.infroneer.com/jp/sustainability/ESG-data.html#environment> (in Japanese)

> Climate Change

Policies and philosophy

We anticipate that the market for carbon neutral initiatives will expand more rapidly in the maintenance, management, repair, renewal, and new construction infrastructure fields through public-private partnerships. The Group has set a target to achieve net-zero GHG emissions across Scopes 1, 2, and 3 by 2050 and is strengthening its initiatives to tackle climate change, while promoting initiatives to reduce and increase the efficiency of energy usage. Additionally, we updated our 2030 GHG reduction target to the 1.5°C level and received certification from the SBT Initiative in November 2024.



Climate-related information disclosure based on the TCFD Framework

We recognize the importance of climate-related information disclosure. We endorse the TCFD recommendations and are working to enhance our information disclosure. We identify risks and opportunities and implement appropriate measures to reduce our emissions and enhance resilience while achieving business growth simultaneously.



> For more details on climate-related information disclosure based on the TCFD Framework, visit our website at: <https://www.infroneer.com/jp/sustainability/environment/climate.html> (in Japanese)

Governance

The Group recognizes climate change as one of the key management issues and a major risk. Our basic policies and issues related to climate change are regularly reviewed by the Sustainability Committee, and we have a structure in place to ensure proper oversight by the Board of Directors.

Indicators, targets, and results

The Group has set a target to reduce Scope 1+2 emissions by 45.8% and Scope 3 emissions by 25% by 2030, using FY2021 as the base year, to achieve carbon neutrality by 2050 (SBT certified).

In FY2024, we promoted the introduction of "ecole"¹, proactive utilization of renewable energy resources (including non-fossil fuel certificates), and other activities. As a result, we recorded around 2,570 kt-CO₂e² (down 150 kt-CO₂e year on year). With respect to GHG emissions reduction targets, we attained a 38% reduction for Scopes 1 and 2 combined and a 31% reduction for Scope 3 (Categories 1 and 11) compared to FY2021 levels.

In addition, we will enhance the function to perform embodied carbon assessments³ as a measure to reduce emissions across the entire value chain. In the infrastructure management business, we aim to build a one-stop service platform to reduce environmental footprint by creating a mechanism for exchanging and sharing information among suppliers and stakeholders in the value chain to increase the effectiveness of GHG emissions reduction.

As an initiative to ensure credibility, we have conducted third-party verification by a sustainability accounting firm for GHG emissions (Scope 1, Scope 2, and Scope 3 categories 1 and 11).

*1 "ecole" is a low carbon (medium temperature) asphalt mixture using mechanical foamed technology

*2 Total value for Scopes 1, 2, and 3 (Categories 1 and 11)

*3 Embodied carbon assessments refer to total amount of CO₂ emitted outside of a building's operation (including material procurement, manufacturing, transportation, construction work, and building disposal/recycling)

Risk management and strategy

The identification of climate change-related risks and opportunities is conducted chiefly by the responsible department at each business company, with the scope covering the entire Group. Identification results are brought together and analyzed in terms of financial impact by the Sustainability Promotion Office. Major risks and opportunities identified through this process are examined by the Sustainability Committee and then reported to the Board of Directors, which discusses measures to mitigate and control such risks as needed.

Moreover, these results are shared with the Risk Management Committee at its quarterly meeting so that discussions on risks and their management will be conducted in the Group's overall risk management framework.

Premises for scenario analysis

Climate-related risks and opportunities can be grouped into two categories: risks related to the transition to a decarbonized society (policies and regulations) and risks related to the physical impacts of climate change (occurrence of natural disasters). We performed analyses for the two categories based on two scenarios, namely, the 1.5°C scenario (good progress) where good action is taken to mitigate climate change, and the 4°C scenario (slow progress) where little action is taken to combat climate change, maximizing physical risks. For each scenario, analyses were conducted on the premises defined in reference to future climate predictions published by various international institutions based on two timeframes of short- to medium-term (to 2030) and medium- to long-term (to 2050).

Financial impact assessment related to risks and opportunities and countermeasures

The results of the financial impact assessment related to major risks and opportunities identified by the scenario analyses are summarized in the table below. For risks and opportunities associated with procurement, wind and flood disasters, and outsourcing cost increases, relevant information is posted on our website.

Financial Impact	Positive	Negative
Large (¥10 billion or more)	↑↑↑	↓↓↓
Medium (¥5 to ¥10 billion)	↑↑	↓↓
Small (Less than ¥5 billion)	↑	↓

Major risks and opportunities

Category		Risks/ opportunities	Details	Financial impact assessment (operating profit)				Counter- measures
				1.5°C scenario		4°C scenario		
				2030	2050	2030	2050	
Transition	Policies and regulations	Risks	Increased tax burden related to CO ₂ emissions from business operations as a result of carbon taxes being introduced and raised	↓↓	↓↓↓	↓	↓	I
	Markets	Opportunities	Increased demand for ZEB, ZEH, energy-saving renovation, and wooden construction; expanded market of innovative construction machinery (EV, etc.)	↑	↑	-	-	III
Physical	Chronic	Risks	Increased costs of recruiting and outsourcing as a result of accelerating labor shortages due to deterioration of work environments	↓	↓↓	↓↓	↓↓↓	II,III
	Acute	Opportunities	Increased markets for building national resilience against disasters (including infrastructure maintenance, management, inspection, etc.)	↑↑	↑↑↑	↑↑	↑↑↑	III,IV

Countermeasures

Countermeasures	Details	Financial impact assessment (operating profit) Risk reduction and recovery			
		1.5°C scenario		4°C scenario	
		2030	2050	2030	2050
I	Reduce CO ₂ emissions from business operations	↓	↑↑↑	-	-
II	Implement decarbonization measures across the entire supply chain	↑↑	↑↑↑	↑↑	↑↑↑
III	Respond to markets related to carbon neutrality and national resilience against disasters	↑	↑	↑	↑
IV	Research related to decarbonized or low-carbon economy	↓	↓	-	-

> Circular Economy

Policies and philosophy

A circular economy refers to a socioeconomic system that aims to keep creating new value while using and recycling resources (including products and parts) on a continuous basis. In May 2024, the ISO 59000 series, a set of international standards for the circular economy, was made available, which will likely spur related discussions.

The INFRONEER Group operates the comprehensive infrastructure business that handles the entire infrastructure life cycle ranging from planning and proposal to construction, operation, maintenance, and management, and we promote environmentally conscious design for all infrastructure. We will achieve extended service life by actively promoting the reduction of resource use and the mitigation or avoidance of impacts through planned operations, maintenance, and management.

Goals

We will continue to promote resource conservation, the use of recycled materials, and the reduction of final disposal volumes, as we have done previously, while also setting targets aimed at creating high added value with fewer input resources.

- Ratio of recycled aggregate used in asphalt mixture production materials
- Resource productivity in the resource conservation of key materials*

*Resource productivity is calculated by dividing the INF Added Value Amount—a key overall KPI—by the input volume of key materials.
➤ For target and result values, refer to KPIs (page 31).

Recycling construction by-products and long-term resource recycling initiatives

MAEDA ROAD accepts debris, mainly asphalt and concrete clumps, which are waste materials from our construction sites, and processes them for recycling, thereby contributing to reducing final disposal volumes. Approximately 3 million tonnes of recycled aggregate are sold as a recycled roadbed construction material. At the same time, we are promoting initiatives to diminish the usage of natural resources and develop petroleum substitutes.

➤ For more details on circular economy, visit our website at:
<https://www.infroneer.com/jp/sustainability/environment/circular-economy.html> (in Japanese)

Industrial waste (construction) recycling diagram



> Natural Restoration (Nature Positivity)

Policies and philosophy

The Group conducts all aspects of its business activities benefiting from the resources provided by the Earth. At the same time, we recognize that our business activities impact biodiversity throughout the entire value chain—including land alteration, the procurement of materials and water, wastewater and waste generated during production, and the use and service life of manufactured products.

Aiming to help accomplish the goals of nature positivity—a concept of conducting efforts to help nature recover, such as halting and reversing biodiversity loss—we are promoting actions for biodiversity conservation and natural restoration while maintaining the functional value expected of infrastructure, in coordination with carbon neutrality and the circular economy.

The Group is committed to conserving biodiversity and the sustainable use of resources in all business domains, including procurement, operation, and renewal, to increase social and community safety, security, and sustainability. In addition, we are introducing green infrastructure that uses the functions of the natural environment to solve various issues in society.

Goals

The Group is continuing activities that contribute to the restoration of nature in coordination with local communities, while promoting the expansion of wood utilization that contributes to sustainable forest management. In addition, we will implement proper wastewater management by minimizing impacts on biodiversity in land use and efficiently utilizing water resources to limit usage to the minimum necessary. We will begin initiatives toward TNFD disclosure during FY2025.

Initiatives

The Group has been participating in the 30by30 Alliance for Biodiversity, launched by the Ministry of the Environment, since November 2023 to contribute to achieving the global target of designating at least 30% of the Earth's land and sea area as protected areas by 2030. In October 2024, the biotope created in MAEDA CORP's ICI Center was certified as a Natural Symbiosis Site. We will continue to promote initiatives that conserve biodiversity.

➤ For other projects related to biodiversity, visit our website at: <https://www.infroneer.com/jp/sustainability/environment/living.html> (in Japanese)
For a timeline of our past biodiversity actions, visit our website at: <https://www.infroneer.com/jp/sustainability/environment/biodiversity.html> (in Japanese)
For details on the ICI Center, visit their website at: <https://www.ici-center.jp/en/>

> Pollution Prevention

Policies and philosophy

The Group recognizes the management and proper disposal of hazardous substances, reduction of harmful emissions into the atmosphere, and management of specific chemicals in building materials as key priorities.

We appropriately and thoroughly manage hazardous substances in all stages of our operations, such as civil engineering, building construction, road civil engineering, crushing stones, mixture manufacturing, and construction machinery manufacturing, in compliance with applicable laws and regulations. Recognizing that inappropriate management poses reputational risks that can result in a lost business opportunity, we will ensure appropriate management on a constant basis.

Goals

Major issues managed by the Group are related to monitoring the usage of PRTR-listed* chemical substances, proper processing of wastewater to be discharged, and prevention of soil contamination and alleviating and avoiding negative impacts in case of contamination.

*PRTR system: A system in which businesses handling chemical substances potentially hazardous to human health and ecosystems are required to estimate the amounts of such substances released into the environment (atmosphere, water, and soil) and transferred in waste and report the data to the government. The national government then compiles the submitted data and estimates the release and transfer amounts and makes the results public.

Aquatic PFOS/PFOA adsorption treatment system

MAEDA CORP. has developed a water treatment system to remove PFOS and PFOA (organofluorine compounds) from wastewater and has been engaging in treatment activities. The system, composed of two types of units, each for the clarifier and ion-exchange resin, is suitable for transportation on a general-purpose vehicle. The clarifier unit removes free-floating substances and the ion-exchange resin unit removes PFOS and PFOA.

- > For details on "De-POP's ION®," visit our website at: https://www.maeda.co.jp/tech_service/detail/de-pops_ion.html (in Japanese)
- > For details on pollution prevention and other projects, visit our website at: <https://www.infroneer.com/jp/sustainability/environment/pollution.html> (in Japanese)

Water treatment system installed



> Water Security

Policies and philosophy

The Group undertakes water supply and sewerage system projects as part of its infrastructure business and recognizes the conservation of water resources as an important environmental issue. With the aim of pursuing sustainable water resource utilization in our business activities, we are thoroughly implementing efficient water usage, recycling, reuse, and wastewater treatment, while also working to reduce consumption. Furthermore, through our water supply and sewerage systems business, we will contribute to the development of water-related infrastructure and the resolution of water issues.

Goals

In all its business operations, the Group will work to reduce water usage and promote appropriate management of water sources while managing the discharge (or release) of wastewater by presenting its characteristics as needed and conducting monitoring, control, and treatment. For this purpose, we will implement plans to reduce water consumption and intake, collect and analyze data, and consider standardization based on the analysis findings.

Water loss prevention

The Osaka City Industrial Water Supply Specified Management Business, in which MAEDA CORP. is participating, involves conducting measures to prevent major water leaks (unwanted water loss) and installing water leak sensors and AI. In FY2024, no major water leaks were recorded. In March 2025, we unveiled a dedicated web page called "What is Yasasui?" to clearly explain the cost-reduction effects of industrial water and its low environmental impact in water production, and we remain committed to communicating with our stakeholders.

In the Miura City Public Sewerage (for East Area Treatment District) Management Business, we set voluntary standards that are higher than the legal standards for managing the quality of water to be released into public waters.

The management values we set for major indicators are: 15 mg/l for COD*1 against the legal value of 25 mg/l; 10 mg/l for SS*2 against a legal 40 mg/l; and 6.0–8.0 for pH against the legal range of 5.8–8.6. All targets for FY2024 have met the standard values.

*1 Short for Chemical Oxygen Demand, COD is an indicator for water pollution levels used chiefly for lake and sea water.

*2 Short for Suspended Solids, SS refers to insoluble particles less than 2 mm in diameter suspended in water.

- > For other projects related to water security, visit our website at: <https://www.infroneer.com/jp/sustainability/environment/water.html> (in Japanese)
- > For "What is Yasasui?" visit our website at: <https://www.osakakousui.com/landing/> (in Japanese)

Society

> Basic Approach

Based on the belief that human capital are the driving force behind maximizing added value, the Group recognizes that investments in human capital are the starting point for enhancing corporate value. To realize our vision of becoming an integrated infrastructure service company, we are proactively promoting investments so that we can not only continuously nurture and assign value-creating human capital that will embrace challenges and engage in co-creation with a sense of ownership but also improve corporate value. In addition, aiming to take on the challenge of building future infrastructure together with all our partners, we have been promoting initiatives throughout the entire supply chain by establishing a human rights policy, a bedrock for solid business operations, while pursuing diversity and ensuring occupational health and safety.

> Human Rights

Policies and philosophy

The Group has established the INFRONEER Group’s Human Rights Policy (the “Policy”) and will act accordingly in all the processes of business operations while fulfilling our responsibility of “respecting the intrinsic rights of humans.”

We will provide all our officers and employees with appropriate training and education to ensure that the Policy is fully observed by the Group and all business partners, and implemented effectively in all corporate activities. At the same time, we will identify and assess negative impacts on human rights and implement measures to prevent and mitigate such risks in a bid to increase stakeholders’ trust in the Group. Furthermore, we will regularly disclose information on our activities to promote respect for human rights through the Company’s website, Integrated Report, and other relevant tools.

> For INFRONEER Group Human Rights Policy, visit our website at:
<https://www.infroneer.com//pdf/en/sustainability/INFRONEER%20Group%20Human%20Rights%20Policy.pdf>

Human rights due diligence

Based on the Guiding Principles on Business and Human Rights, the Group identifies risks of adverse human rights impacts, prevents and mitigates them, monitors them, and implements appropriate prevention, remediation, and verification measures for identified human rights risks. For high-risk factors, we provide education to all employees through training sessions, study groups, and questionnaires at each business company, as well as by distributing seminar videos and issuing sustainability newsletters across the entire Group.

> For more details on our human rights-related initiatives, promotion structure, and human rights risk map, visit our website at:
<https://www.infroneer.com/jp/sustainability/social/human-rights.html> (in Japanese)

■ Employees ■ Suppliers ■ Customers/end users

High-risk factors associated with human rights	Measures to prevent and reduce risks
Accidents ■ ■	■ Provide safety training and education ■ Provide safety education
Harassment ■ ■	■ Provide training and education and conduct fact-finding questionnaire surveys ■ Monitor and evaluate the implementation status related to transactions
Environmental issues (all stakeholders)	■ Provide training and education ■ ■ Monitor and evaluate the implementation status related to transactions; perform on-site sample fact-finding surveys
Overtime work ■	■ Manage working hours using digital attendance sheets; promote other workstyle reforms
Physical and mental health management ■	■ Provide training and education and conduct fact-finding questionnaire surveys
Personal information and privacy ■ ■	■ Provide training and education; require submission of a written pledge ■ ■ Set up whistle-blowing channel

We also implement prevention, remediation, and monitoring of human rights risks affecting suppliers, customers, and end users through supply chain management. As a remedial measure for all stakeholders, we have established a whistle-blowing channel to receive human rights-related consultations and reports from within and outside the Group.

> Supply Chain Management

Policies and philosophy regarding sustainability procurement

The Group has established the INFRONEER Group Sustainability Procurement Policy and the INFRONEER Group Sustainability Procurement Guidelines, aiming to achieve sustainability and create added value throughout the entire supply chain by fostering relationships with our direct and indirect business partners based on mutual respect and a strong sense of partnership.

These guidelines define specific requirements for all business partners to comply with matters that add sustainability elements—such as environment, safety and health, and human rights—to the traditional aspects of quality, performance, price, and delivery time when collaborating with the Group.

> For more details on our Sustainability Procurement Policy and Sustainability Procurement Guidelines, visit our website at:
<https://www.infroneer.com/en/news-article/2024/10/07/917.html>

> Labor Standards

Basic approach toward labor standards

Restrictions on overtime work in the construction industry have been enforced since April 2024. The Group has stipulated "Occupational health and safety: Provide a safe and healthy working environment" in its Human Rights Policy. We are working to prevent health issues caused by excessive workloads by accurately tracking employee working hours and raising awareness to curb long working hours.

Promotion of the road construction industry's first full two-day weekend system

MAEDA ROAD introduced a full two-day weekend system starting in FY2025, focusing on creating a workplace where employees can reliably take their days off. This initiative is unprecedented in the road construction industry, overturning the conventional wisdom of the sector.

To realize this full two-day weekend system, MAEDA ROAD has provided thorough explanations externally, issued messages from top management, and published awareness posters in industry publications. MAEDA ROAD is also strongly promoting its slogan, "Decision for the future: Full two-day weekends," in all situations—from estimates to email signatures—appealing not only to employees but also to stakeholders. Internally, alongside creating an environment that makes it easier to take time off, MAEDA ROAD is also working to accurately understand the current situation by inquiring about individual circumstances regarding vacation usage. As a result, the mindset that taking time off is normal is gradually spreading throughout the company.



Awareness poster

This system has produced tangible results, such as the ratio of employees working on weekends halving year-on-year to 3%, and the utilization rate for compensatory days off and substitute holidays exceeding 98%. We believe the challenge continues to become a more attractive and easier place to work.

> Health and Safety

Based on the belief that human capital are the driving force behind maximizing added value, the Group is committed to promoting the health and well-being of its employees, partners, and all those who support us. As part of this commitment, we established the Group Health & Productivity Management Policy in December 2023. Under this policy, we position health as a vital management resource and are committed to supporting our employees and all those who work with us in leading fulfilling social lives, both physically and mentally.

Currently, the entire Group views obtaining KENKO Investment for Health certification as a key milestone, with each company advancing initiatives tailored to its business characteristics

and workplace environment. Going forward, we will further accelerate initiatives based on this policy and work as a unified Group to build systems and generate results.

In particular, to promote occupational health—the foundation of health management—we are carefully implementing measures for employees who require re-examination or have been identified as high-risk based on regular health checkup results, including consultations with occupational physicians, follow-ups after re-examinations, and workplace accommodations.

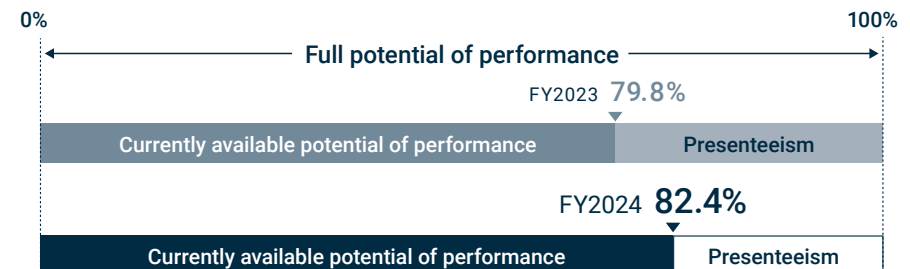
Furthermore, we go beyond legally mandated health checkups and stress assessments by conducting a Group employee health survey to comprehensively understand the factors supporting workplace performance. We have designated presenteeism* as a key indicator and are implementing initiatives to solve health issues tailored to business characteristics, job types, and individual traits.

An example of activities to promote employee health



Radio exercise session in the office

Presenteeism (based on health survey results)



* Presenteeism is a situation in which employees come to work but have reduced productivity levels due to health problems.

> For the Group Health & Productivity Management Policy, visit our website at: https://www.infroneer.com/jp/blog_assets/attachments/711/20231211_2.pdf (in Japanese)

> Local Communities

Revitalize the community and support partners

We will work to resolve social issues and promote regional revitalization by participating in public-private partnership projects such as concession projects and others, and we will introduce initiatives that will contribute to improving the stability and productivity of the management of cooperating companies, who are our partners nationwide and who are indispensable in sustaining growth in our company. From FY2023, MAEDA CORP. has started to budget for supporting cooperating companies, chiefly in areas related to human capital development, establishment of construction structures, and development of technical capabilities for improving productivity, and is accelerating efforts for these purposes.

> For details on partner support initiatives, visit our website at: <https://www.infroneer.com/jp/sustainability/social/scm.html> (in Japanese)

Financial Statements

Unit: ¥ million

Consolidated Statement of Financial Position	FY2023	FY2024
Assets		
Current assets		
Cash and cash equivalents	113,421	119,502
Trade and other receivables	145,514	150,755
Contract assets	245,485	230,141
Inventories	12,575	12,810
Other financial assets	4,447	5,622
Other current assets	29,592	32,338
Subtotal	551,036	551,170
Assets held for sale	–	49,689
Total current assets	551,036	600,859
Non-current assets		
Property, plant and equipment	217,564	222,507
Right-of-use assets	18,107	18,985
Goodwill	159,046	158,642
Intangible assets	243,007	234,338
Investment property	26,752	28,898
Investments accounted for using equity method	22,470	25,732
Other financial assets	149,603	134,375
Deferred tax assets	955	2,000
Other non-current assets	22,013	24,396
Total non-current assets	859,520	849,878
Total assets	1,410,557	1,450,738

Liabilities and equity		
Liabilities		
Current liabilities		
Trade and other payables	273,792	272,222
Contract liabilities	54,162	49,113
Bonds and borrowings	342,063	60,179
Lease liabilities	9,328	8,982
Income taxes payable	11,873	16,598
Other financial liabilities	5,428	5,175
Provisions	5,543	3,846
Other current liabilities	27,102	28,518
Subtotal	729,294	444,637
Liabilities directly associated with assets held for sale	–	6,259
Total current liabilities	729,294	450,897

Non-current liabilities		
Bonds and borrowings	139,482	335,001
Lease liabilities	13,408	14,520
Other financial liabilities	2,524	1,799
Retirement benefit liability	15,599	15,044
Provisions	36,355	37,238
Deferred tax liabilities	54,344	53,019
Other non-current liabilities	375	360
Total non-current liabilities	262,089	456,986
Total liabilities	991,383	907,883

Equity		
Share capital	20,000	20,000
Capital surplus	111,467	214,289
Treasury shares	(28,626)	(27,043)
Retained earnings	255,671	278,544
Other components of equity	41,411	33,348
Total equity attributable to owners of parent	399,923	519,139
Non-controlling interests	19,249	23,715
Total equity	419,173	542,854
Total liabilities and net assets	1,410,557	1,450,738

Unit: ¥ million

Consolidated Statement of Profit or Loss	FY2023	FY2024
Net sales	793,264	847,548
Cost of sales	(681,379)	(732,034)
Gross profit	111,885	115,514
Selling, general and administrative expenses	(62,097)	(68,330)
Share of profit of investments accounted for using equity method	1,673	1,355
Business profit	51,461	48,539
Other income	1,710	1,765
Other expenses	(2,111)	(3,156)
Operating profit	51,060	47,148
Finance income	3,045	10,500
Finance costs	(4,665)	(7,893)
Profit before tax	49,439	49,756

Income tax expense	(16,444)	(16,912)
Profit	32,995	32,843
Profit attributable to		
Owners of parent	32,571	32,416
Non-controlling interests	424	427
Profit	32,995	32,843

Earnings per share		
Basic earnings per share (Yen)	130.51	124.15
Diluted earnings per share (Yen)	130.17	111.14

Unit: ¥ million

Consolidated Statement of Comprehensive Income	FY2023	FY2024
Profit	32,995	32,843
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Remeasurements of defined benefit plans	(427)	(473)
Financial assets measured at fair value through other comprehensive income	28,421	(2,527)
Share of other comprehensive income of investments accounted for using equity method	263	504
Total of items that will not be reclassified to profit or loss	28,257	(2,496)
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	107	33
Cash flow hedges	6,838	2,992
Share of other comprehensive income of investments accounted for using equity method	–	66
Total of items that may be reclassified to profit or loss	6,945	3,093
Total other comprehensive income	35,203	597
Comprehensive income	68,198	33,440

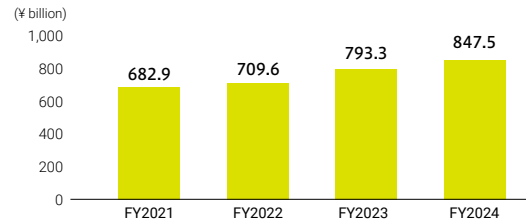
Comprehensive income attributable to		
Owners of parent	64,024	31,234
Non-controlling interests	4,174	2,206
Comprehensive income	68,198	33,440

*The Group has adopted the International Financial Reporting Standards (IFRS).

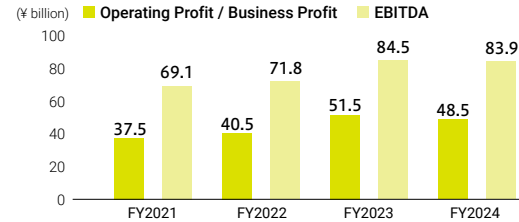
Financial and Non-financial Highlights

Financial Highlights

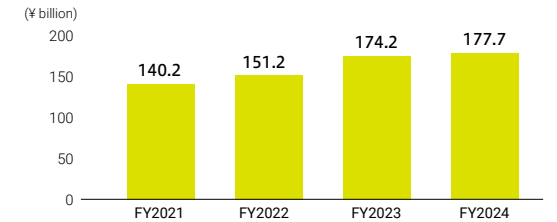
Net Sales



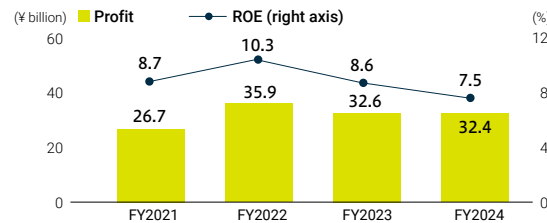
Operating Profit / Business Profit*1 and EBITDA



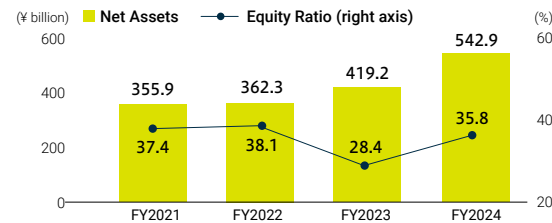
Added Value Amount



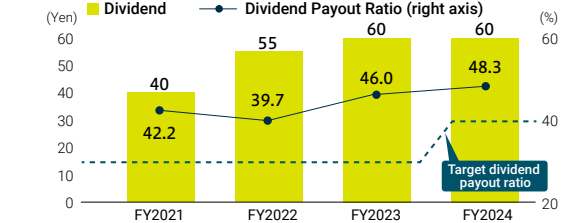
Profit Attributable to Owners of Parent and ROE



Net Assets and Equity Ratio

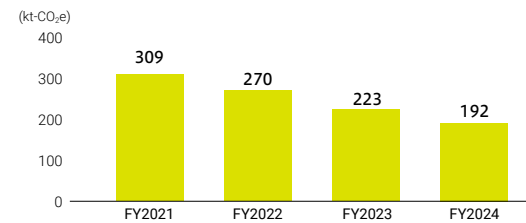


Dividend Per Share and Dividend Payout Ratio

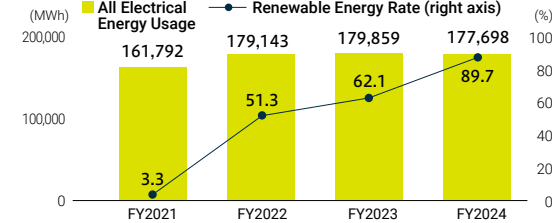


Non-financial Highlights

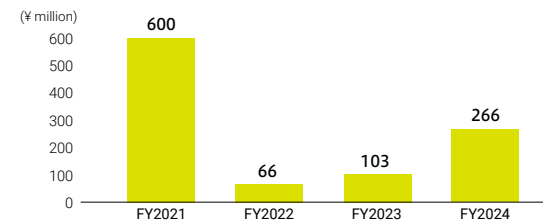
GHG Emissions (Scopes 1 and 2)



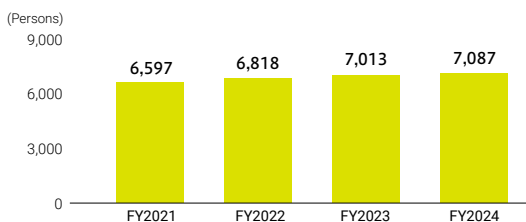
Renewable Energy Rate



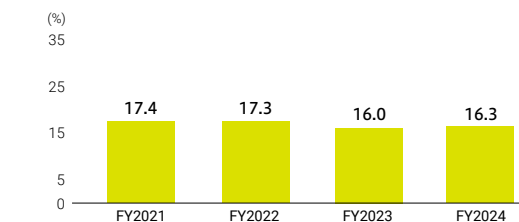
Contributed Amounts in Dividends for the Earth



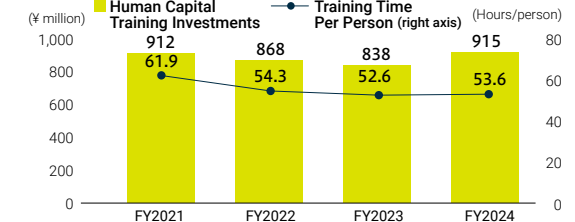
Number of Employees*2



Female Employment Rate



Human Capital Training Investments and Training Time Per Person*3,*4



*1 IFRS business profit from FY2023 *2 Consolidated number of employees of the INFRONEER Group (excluding part-time and fixed-term employees) *3 Human capital training investments: Total amount of training materials, outsourced instructor fees, system costs, and total statutory welfare expenses for salary and bonuses for the human capital development department *4 Training time per person: The total number of training hours divided by the average number of all employees during the period

Financial Summary

		INFRENEER (INF)				MAEDA CORPORATION (MK)				MAEDA ROAD (MD)				MAEDA SEISAKUSHO (MS)				Japan Wind Development (JWD) ^{*2}	
	(Unit)	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2023	2024
Operating Results																			
Orders Received	¥ billion	–	–	–	–	423.4	368.8	450.4	558.4	162.1	175.1	186.2	200.3	–	–	–	–	–	–
Net Sales	¥ billion	682.9	709.6	793.3	847.5	365.8	375.9	436.1	493.8	235.6	248.7	256.0	267.9	37.1	39.5	41.9	43.8	1.5	6.5
Operating Profit / Business Profit ^{*1}	¥ billion	37.5	40.5	51.5	48.5	27.3	29.9	31.7	27.0	11.5	11.5	16.2	19.8	1.8	1.7	2.2	2.2	(0.3)	(1.5)
Ordinary Profit	¥ billion	38.0	41.8	–	–	35.2	32.3	34.0	30.2	12.2	11.9	16.6	20.3	1.9	1.8	2.4	2.3	(0.2)	(1.8)
Profit Attributable to Owners of Parent	¥ billion	26.7	35.9	32.6	32.4	28.5	30.2	25.5	29.5	9.6	9.4	11.3	13.7	1.2	1.5	1.7	2.3	(0.5)	(1.7)
Depreciation	¥ billion	31.6	31.3	33.1	35.3	5.4	5.5	10.8	5.5	8.8	9.0	11.3	8.7	1.4	1.5	1.7	2.1	0.2	–
Capital Investment	¥ billion	21.7	18.4	45.0	41.9	7.1	7.4	6.2	6.5	11.8	7.0	12.5	14.0	2.0	3.2	3.1	2.3	–	17.1
EBITDA	¥ billion	69.1	71.8	84.5	83.9	32.7	35.4	42.6	32.5	20.3	20.5	27.5	28.5	3.2	3.2	3.9	4.3	(0.1)	(0.1)
R&D Cost	¥ billion	5.7	4.9	5.1	5.7	4.2	3.3	3.2	3.6	1.1	1.2	1.4	1.8	0.4	0.4	0.6	0.4	0.0	0.0
Labor Expenses	¥ billion	81.4	83.6	94.6	100.6	42.3	42.6	47.4	49.1	29.3	30.1	32.5	33.1	4.8	5.1	6.1	6.0	0.4	2.7
Financial Condition																			
Total Assets	¥ billion	926.4	926.6	1,410.6	1,450.7	482.4	475.0	587.5	562.8	218.9	237.1	248.4	255.2	30.7	35.0	40.3	38.3	49.8	60.5
Net Assets	¥ billion	355.9	362.3	419.2	542.9	245.3	248.1	276.4	290.4	164.5	165.6	171.3	181.5	14.8	16.4	18.1	19.2	14.5	7.9
Equity	¥ billion	346.9	352.7	399.9	519.1	245.3	248.1	276.4	290.4	163.1	164.2	169.8	179.9	14.8	16.4	18.1	19.2	11.8	6.2
Interest-bearing Debt	¥ billion	193.5	154.4	481.5	395.2	73.2	47.2	103.8	54.2	0.0	0.0	0.0	0.0	2.7	5.0	5.9	4.9	24.0	43.3
Retained Earnings	¥ billion	198.3	234.1	255.7	278.5	162.1	171.9	172.6	195.7	119.7	122.7	126.2	135.0	10.3	11.8	13.0	14.1	(1.0)	(14.4)
Cash Flows																			
Cash Flows from Operating Activities	¥ billion	(16.3)	71.0	38.9	39.6	(34.7)	37.4	(17.2)	38.0	10.3	25.4	22.6	16.6	2.1	0.7	4.2	4.4	–	–
Cash Flows from Investing Activities	¥ billion	(22.5)	(5.3)	(279.3)	(27.5)	(5.9)	7.5	(4.3)	4.8	(24.7)	(11.9)	(7.5)	(5.3)	(2.0)	(2.9)	(3.0)	(2.8)	–	–
Cash Flows from Financing Activities	¥ billion	15.3	(56.4)	261.3	(4.9)	33.3	(41.7)	26.9	(55.2)	(5.9)	(6.4)	(8.1)	(5.1)	(3.3)	2.1	0.3	(2.2)	–	–
Free Cash Flows	¥ billion	(38.9)	65.7	(240.3)	12.1	(40.7)	44.9	(21.5)	42.8	(14.4)	13.5	15.0	11.2	0.2	(2.2)	1.2	1.6	–	–
Cash and Cash Equivalents at End of Period	¥ billion	76.0	86.0	113.4	119.5	26.6	30.0	35.7	23.3	24.0	24.3	38.5	44.6	2.5	2.4	3.9	3.3	6.0	8.3

*1 IFRS business profit from FY2023 *2 Figures for Japan Wind Development for FY2023 are for the period from January 31 to March 31, 2024, after the acquisition of shares.

		INFRONEER (INF)				MAEDA CORPORATION (MK)				MAEDA ROAD (MD)				MAEDA SEISAKUSHO (MS)				Japan Wind Develop- ment (JWD) ^{1,2}	
(Unit)		2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2023	2024
Stock Information																			
Total Number of Shares Issued	In Thou- sands	291,071	274,845	274,845	274,845	194,448	194,448	194,448	194,448	82,419	82,419	82,419	82,419	15,822	15,822	15,822	15,822	—	—
Average Number of Shares During the Period	In Thou- sands	281,729	259,197	249,578	247,136	194,079	194,448	194,448	194,448	82,419	82,419	82,419	82,419	15,845	15,822	15,822	15,822	—	—
Ending Number of Shares	In Thou- sands	264,376	252,515	246,981	248,487	194,448	194,448	194,448	194,448	82,419	82,419	82,419	82,419	15,822	15,822	15,822	15,822	—	—
Dividend	Yen	40	55	60	60	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Dividend Payout Ratio	%	42.2	39.7	46.0	48.3	—	—	—	—	—	—	—	—	—	—	—	—	—	—
EPS (Earnings Per Share)	Yen	94.73	138.39	130.51	124.15	146.91	155.34	131.31	151.81	116.47	114.60	137.53	166.04	75.01	94.14	109.88	145.02	—	—
BPS (Book Value Per Share)	Yen	1,312.19	1,396.72	1,619.25	1,682.05	1,261.60	1,275.76	1,421.25	1,493.33	1,979.32	1,992.44	2,060.67	2,183.35	934.81	1,035.62	1,142.05	1,210.95	—	—
Management Index																			
ROIC	%	4.7	5.3	4.0	3.6	5.6	6.8	6.5	5.1	4.9	4.8	6.7	7.7	6.8	6.2	6.8	6.2	—	—
ROE	%	8.7	10.3	8.6	7.5	11.9	12.2	9.7	10.4	5.9	5.8	6.8	7.8	8.3	9.6	10.1	12.3	—	—
ROA	%	5.8	3.9	2.7	2.3	5.5	6.3	4.8	5.1	4.3	4.1	4.7	5.4	3.8	4.5	4.6	5.8	—	—
D/E ratio	Times	0.56	0.44	1.20	0.76	0.30	0.19	0.38	0.19	0.00	0.00	0.00	0.00	0.18	0.30	0.33	0.25	—	—
Operating Profit to Net Sales	%	5.5	5.7	6.5	5.7	7.5	8.0	7.3	5.5	4.9	4.6	6.3	7.4	4.8	4.4	5.3	5.0	—	—
Equity Ratio	%	37.4	38.1	28.4	35.8	50.9	52.2	47.0	51.6	74.5	69.3	68.4	70.5	48.1	46.8	44.8	50.1	—	—
Overseas Sales Ratio *MS Only	%	—	—	—	—	—	—	—	—	—	—	—	—	6.28	4.81	6.02	5.86	—	—

Non-financial Summary

		INFRONEER (INF)*1				MAEDA CORPORATION (MK)				MAEDA ROAD (MD)				MAEDA SEISAKUSHO (MS)				Japan Wind Development (JWD)	
	(Unit)	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2023	2024
Environment*2																			
GHG Emissions: Scope 1	t-CO ₂ e	236,827	230,335	209,869	183,045	3,256	3,271	3,765	6,586	232,378	225,943	204,241	175,288	1,193	1,121	1,862	1,130	101	40
GHG Emissions: Scope 2 Market-based	t-CO ₂ e	72,355	39,960	13,636	8,558	17,365	3,700	3,171	8,079	53,664	34,773	10,210	0	1,319	1,427	202	17	86	462
GHG Emissions: Scope 2 Location-based	t-CO ₂ e	69,976	77,860	76,551	75,173	17,793	26,454	28,798	33,423	50,669	49,607	46,096	39,765	1,507	1,741	1,598	1,467	80	472
GHG Emissions: Scope 3 Total	t-CO ₂ e	3,749,763	3,054,939	2,820,284	2,706,387	3,264,500	2,540,591	2,257,217	2,041,019	300,867	327,220	363,469	358,379	184,396	187,128	199,598	207,784	4,556	19,721
GHG Emissions: Scope 3 Category 1	t-CO ₂ e	914,632	897,424	979,226	1,259,812	708,078	658,044	705,750	969,606	206,554	239,380	273,476	270,909	–	–	–	581	4,324	18,716
GHG Emissions: Scope 3 Category 11	t-CO ₂ e	2,545,800	1,860,141	1,541,906	1,117,700	2,361,404	1,673,013	1,342,308	910,519	–	–	–	–	184,396	187,128	199,598	206,214	223	967
Total Energy Consumption	MWh	1,402,536	1,559,514	1,694,757	1,215,012	287,636	270,866	372,933	362,108	1,106,589	1,284,116	1,313,386	843,499	8,295	4,466	8,303	8,022	204	1,273
Power Consumption	MWh	161,792	179,143	179,859	177,698	41,079	61,142	63,985	78,995	117,019	114,566	112,090	94,008	3,694	3,435	3,649	3,470	185	1,116
Waste: Total Emissions	t	1,041,436	1,020,767	833,390	1,170,477	532,883	677,275	514,768	761,456	507,590	343,107	318,622	408,248	963	385	681	732	3	100
Waste: Final Disposal Amount	t	49,329	24,402	39,250	84,799	31,973	13,115	31,870	76,708	17,356	11,237	7,380	7,975	–	50	55	116	2	90
Recycling Rate	%	95.3	97.6	95.3	92.7	94.0	98.1	93.8	89.9	96.6	96.7	97.7	98.0	–	87.0	92.0	84.1	20.7	9.2
Water Intake*3	m ³	747,518	892,975	838,789	749,626	455,576	571,993	472,244	430,067	273,171	302,315	335,645	287,767	18,771	18,667	30,900	31,020	63	772
Water Discharge*3	m ³	768,567	759,689	920,293	872,644	476,625	438,707	553,748	553,085	273,171	302,315	335,645	287,767	18,771	18,667	30,900	31,020	63	772
Contributed Amounts in Dividends for the Earth	¥ million	600	66	103	266	600	–	–	–	–	–	–	–	–	–	–	–	–	–

*1 Figures for INFRONEER are totals for the entire Group, with some exceptions.

*2 Environmental values may change as accuracy improves.

*3 Numerical values for MAEDA SEISAKUSHO before FY2022 are results of the head office only. Company-wide results are presented from FY2023.

		INFONEER (INF)*1				MAEDA CORPORATION (MK)				MAEDA ROAD (MD)				MAEDA SEISAKUSHO (MS)				Japan Wind Development (JWD)	
(Unit)		2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2021	2022	2023	2024	2023	2024
Society																			
Number of Employees*4	Persons	6,597	6,818	7,013	7,087	3,771	3,798	3,839	3,902	2,233	2,428	2,435	2,454	592	589	588	574	145	149
Female Employment Rate	%	17.4	17.3	16.0	16.3	16.6	16.4	13.0	13.4	20.1	19.9	20.1	20.2	12.3	12.7	13.5	13.9	25.5	27.7
Employment Rate of Persons with Disabilities	%	—	—	2.39	2.40	1.83	2.11	2.27	2.29	1.85	2.33	2.68	2.64	1.18	1.35	2.16	2.35	1.43	1.36
Annual Paid Leave Rate	%	59.4	65.5	65.6	58.4	60.5	67.2	66.6	60.7	57.8	58.8	61.4	49.3	70.0	67.8	74.5	74.0	67.8	74.4
Number of Bases	Locations	308	310	314	304	57	59	54	49	222	222	211	209	29	29	29	23	20	22
Number of Cooperating Companies	Companies	716	718	735	763	561	567	584	614	155	151	151	149	—	—	—	—	—	—
Frequency Rate*5	—	—	—	—	—	0.51	0.56	0.50	0.61	2.34	1.36	0.80	0.60	0.00	0.00	0.00	0.00	1.32	0.27
Average Employee Salary*6	¥ thousand	9,830	9,671	10,992	11,055	9,272	9,322	9,767	10,231	8,465	8,561	9,033	9,356	6,184	6,543	6,949	7,406	9,617	11,379
Ratio of Females in Managerial Positions	%	1.6	1.3	1.6	2.3	—	0.6	0.8	0.8	—	0.7	0.2	0.8	—	4.2	5.3	4.9	9.2	13.6
Male Parental Leave Acquisition Rate	%	7.4	8.6	16.0	15.4	11.6	6.3	20.4	14.3	0.0	5.6	1.9	6.1	11.1	33.3	26.7	46.7	100	100
Gender Pay Gap (Among All Workers)	%	—	—	—	—	—	48.4	47.5	49.7	—	44.2	48.9	50.4	—	87.4	81.4	82.5	51.6	54.1
Governance																			
Internal Directors	Persons	4	4	4	4	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Outside Directors	Persons	5	5	5	5	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Board of Directors Attendance Rate	%	99.0	95.8	100.0	99.0	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Audit Committee Attendance Rate	%	100.0	97.4	94.7	94.4	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Nominating Committee Attendance Rate	%	92.9	95.9	97.1	100.0	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Compensation Committee Attendance Rate	%	97.2	91.0	97.0	98.6	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Number of Legal Violations: Compliance*7	Violations	3	2	0	0	3	1	0	0	0	0	0	0	0	1	0	0	—	0

*4 Persons who have labor contracts with INFONEER, MAEDA CORP, MAEDA ROAD, MAEDA SEISAKUSHO, and JWD.

*5 MAEDA ROAD is calculated based on four or more days of lost worktime from FY2022.

*6 Non-consolidated figures for each business company.

*7 Number of legal violations discovered through whistle-blowing for MAEDA CORP. and MAEDA SEISAKUSHO; Number of administrative and criminal penalties for MAEDA ROAD.

Company Overview and Stock-related Information

Company Overview

Trade Name	INFRENEER Holdings Inc.
Headquarters	2-10-2 Fujimi, Chiyoda-ku, Tokyo
Established	October 1, 2021
Business Category	Management of the entire Group including provision of all sorts of infrastructure services from planning to design, construction, and operation & maintenance of infrastructures
Paid-in Capital	¥20.0 billion
Net Sales (FY2024)	¥847.5 billion
Consolidated Number of Employees	8,076
Listed Stock Exchange	Prime Market, Tokyo Stock Exchange (Stock Code: 5076)
Administrator of the Shareholder Registry	Mizuho Trust & Banking Co., Ltd.
Number of Shares Per Unit	100 shares

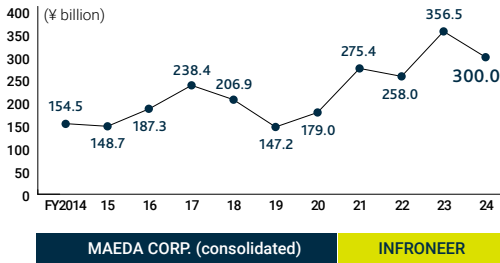
Group companies

- MAEDA CORPORATION
- MAEDA ROAD CONSTRUCTION Co., Ltd.
- MAEDA SEISAKUSHO CO., LTD.
- Japan Wind Development Co., Ltd.
- INFRENEER Strategy & Innovation Corp.
- Japan Management
- Fujimi Koken Co., Ltd.
- FBS CO., LTD.
- Thai Maeda Corporation Ltd.
- Miotsukushi Industrial Water Concession Co., Ltd.
- Miura Sewerage & Concession Co., Ltd.
- Aichi Road Concession Co., Ltd.
- Aichi International Arena Co., Ltd
- 133 other companies

➤ For an overview of other Group companies, visit our website at: <https://www.infroneer.com/en/company/outline.html>

Stock-related Information

Changes in Market Capitalization



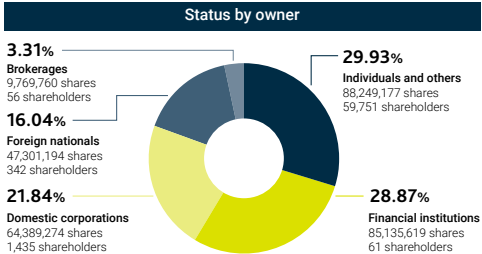
Dividend Per Share and Dividend Payout Ratio

	FY2024	Plans for FY2025
Dividend	60 yen (including interim dividend)	60 yen (including interim dividend)
Dividend Payout Ratio	48.3%	48.1%

Stock Information

Stock-related Matters (As of March 31, 2025)

- (1) Total Number of Shares Authorized
1,200,000,000 shares
- (2) Total Number of Shares Issued
Common Shares 274,845,024 shares
Series 1 Bond-Type Class Shares 20,000,000 shares
- (3) Number of Shareholders
Common Shares 39,487
Series 1 Bond-Type Class Shares 22,158



Major Shareholders (Top 10)

Shareholder Name	Number of Shares Held (In Thousands)			Shareholding Ratio (%)
	Common Shares	Series 1 Bond-Type Class Shares	Total	
The Master Trust Bank of Japan, Ltd. (Trust Account)	36,828	-	36,828	13.10
Hikarigaoka Corporation	26,594	-	26,594	9.46
Custody Bank of Japan, Ltd. (Trust Account)	17,954	-	17,954	6.39
INFRENEER Employee Shareholding Association	9,454	-	9,454	3.36
Sumitomo Realty & Development Co., Ltd.	8,695	-	8,695	3.09
Custody Bank of Japan, Ltd. (Trust E Account)	6,543	-	6,543	2.33
STATE STREET BANK AND TRUST COMPANY 505001	3,851	-	3,851	1.37
MAEDA CORPORATION Business Partner Shareholding Association	3,067	-	3,067	1.09
Sumitomo Mitsui Banking Corporation	3,061	-	3,061	1.09
The Kyoei Fire and Marine Insurance Co., Ltd.	2,842	-	2,842	1.01

*1 The Company holds treasury shares (13,675,119 common shares), but is excluded from the above list of major shareholders.

*2 The shareholding ratio is calculated by deducting treasury shares (13,675,119 common shares).

*3 The Company issued 20,000,000 Series 1 Bond-Type Class Shares on August 1, 2024, and they were listed on the Prime Market of the Tokyo Stock Exchange on August 2, 2024.

IR Activities

- Briefing for analysts (president in attendance): Held quarterly

• IR Day: 1 time

• Overseas IR events: 4 times held in person

• Total participants of seminars for individual investors (held four times in Tokyo, Osaka, and Nagoya): 498 persons
- Work site/facility tours: 1 time

• Media appearances and social media (YouTube) streaming: 2 times



➤ For more information on our IR activities, visit our website at: <https://www.infroneer.com/en/ir/>

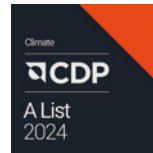
> Initiatives Important to the INFRONEER Group

We participate in the following initiatives and others to achieve a sustainable society through our business activities.

United Nations Global Compact



CDP



Selected for the CDP 2024 Climate Change A List, the highest rating

RE100



> For more details on initiatives we support or participate in, visit our website at:
<https://www.infroneer.com/jp/sustainability/evaluation.html> (in Japanese)

> Glossary

The definitions of the key terms used in this Integrated Report and the INFRONEER Vision 2030 are shown below.

Term	Definitions in INFRONEER Vision
Infrastructure	Constructed structures, such as schools, medical facilities, prisons, stadiums and the like, and civil structures, such as roads, water supply and sewerage systems, airports, ports, and renewable energy facilities and the like; indicates tangible (hard) facilities of all social infrastructures. Note: An intangible (soft) infrastructure other than the above is indicated separately as XX infrastructure. (e.g., "information infrastructure").
Infrastructure service	The operation, maintenance, and management of the above infrastructure and services provided directly and indirectly through the infrastructure; indicates "soft" as opposed to "infrastructure" that indicates a tangible (hard) facility.
A world of boundless infrastructure services	A status of providing unrestricted services beyond the established mechanisms, regulations, and rules of the infrastructure industry and market. As a result, a state making it possible for the beneficiaries to make "optimal choices."
Engineering capabilities	A construction technology capability that demonstrates the strengths of each business company of INFRONEER in the "construction" business. This includes not only technical capabilities at the construction stage, but also sales capabilities, design and proposal capabilities, technical development capabilities, and others.
Concession	A PFI project in which a private business operator acquires the right to operate a public facility or the like (the right to operate a public facility or the like owned by the public and to receive usage fees of the facility as its own income) based on the PFI Act (Act on Promotion of Private Finance Initiative). This enables private business operators to operate, maintain, and manage public facilities and the like in a stable manner over the long term, making it easier to demonstrate private ingenuity. *Note: BT+ concession method: A method in which a private business operator carries out design and construction based on their own proposals, transfer ownership to the public administration upon completion, and then the public administration grants the business operators the right to operate said public facility or the like, under which it carries out maintenance and operation.
PPP/PFI	PPP (Public Private Partnership): A partnership between the public administration and the private sector in the construction, maintenance, management, and operation of public facilities to achieve efficient use of financial funds and administrative efficiency by utilizing the ingenuity of the private sector. PFI (Private Finance Initiative): Based on the PFI Act, utilize private funding, management capabilities, and technical capabilities for the construction, maintenance, management, and operation of public facilities and the like.
Comprehensive private contracting project	Comprehensive outsourcing of multiple operations and facilities so that the private operator entrusted with the management and operation of public facilities can carry out the management and operation efficiently and effectively through the use of its ingenuity and know-how.

> External Evaluations

Through our sustainability initiatives, we have been included in four of the six ESG investment indices used by the Government Pension Investment Fund (GPIF), the world's largest pension fund management organization.

Six ESG indices used by GPIF (domestic equities) ★ indicates the Company's inclusion in indexes.

Composite indices	★ FTSE Blossom Japan Sector Relative Index ★ MSCI Japan ESG Select Leaders Index FTSE Blossom Japan Index
Critical themes	★ S&P/JPX Carbon Efficient Index ★ Morningstar Japan ex-REIT Gender Diversity Tilt Index MSCI Japan Empowering Women Index (WIN)

TOPICS > External recognition

Ministry of the Environment ESG Finance Awards Japan

In the Fundraisers Category, our use of capital and debt green finance to fund the acquisition of shares in Japan Wind Development, a large-scale investment in the renewable energy business, was highly evaluated. In addition, in the Environment Sustainable Category, our efforts to identify important environmental challenges that must be addressed in order to realize INFRONEER's Vision of Society, and our continuous disclosure of this information through our website and Integrated Report, were highly evaluated.

Achieved an AA rating in the MSCI ESG Ratings

MSCI ESG Ratings is a system developed by MSCI, a U.S. company, that analyzes how well companies worldwide manage various ESG risks. It evaluates them on a seven-tier scale ranging from the highest rating, AAA, to the lowest rating, CCC. In particular, in corporate governance, the independence of auditors and engagement with shareholders in director selection were highly evaluated.



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**Corporate Mascot
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