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Management Philosophy

“Contributing to the enrichment of our nation and the creation of a brighter society through the construction, maintenance, and renovation of societal infrastructure such as bridges, buildings, and coastal structures”

MIYAJI ENGINEERING GROUP is one of the most comprehensive engineering companies in the bridge industry, with advanced design and manufacturing technology, construction planning and safe and secure on-site construction capabilities for new construction as well as maintenance and renovation work of steel bridge. We are also steel structure specialists, with on-site construction capabilities for structures with large interior spaces and special buildings such as towers and domes, as well as design and manufacturing technologies for coastal structures such as immersed tube tunnels and caissons. As a contributor to social infrastructure development, our Group will ensure the safety and security of the public and help build an affluent society through the construction, maintenance and renovation of steel structures, including bridges, while striving to sustainably improve corporate value.





Contents

MIYAJI ENGINEERING GROUP's Value Creation

1	Management Philosophy
2	Contents
6	Message from the President
12	Message from the Consultant
16	MIYAJI ENGINEERING GROUP's Business
18	MIYAJI ENGINEERING GROUP'S HISTORY
22	VALUE CREATION PROCESS
24	FOUNDATION FOR VALUE CREATION
26	Value Chain
28	Value Creation by Business Segment

Value Creation Strategy

30	Materiality and KPIs
32	Review and Progress of the Medium-Term Business Plan (FY2022 to FY2026)
36	Technology Development
38	DX Strategies
40	Financial Capital Strategy
44	Business Strategies of Group Companies
44	MIYAJI ENGINEERING CO., LTD.
46	MM BRIDGE CO., LTD.

Foundation for Supporting Value Creation

48	Promoting Sustainability
50	Promoting the Disclosure of Climate-Related Financial Information
54	Promoting Resource and Energy Conservation/Global Environmental Conservation
55	Business Continuity Plan (BCP) Creation
56	Quality Maintenance and Improvement
58	Thorough Construction Safety
59	Awareness-Raising and Thorough Implementation of Health and Safety Education
60	Support for the Rapid Restoration of Social Infrastructure Damaged by Natural Disasters or Accidents
61	Respect for Human Rights

62	Supply Chain Management
64	Roundtable Discussion Outside Director × MEC Chiba Works Employees and a Partner Company Employee
68	Human Resources Policy
69	Promoting Diversity
70	Promoting Diverse Work Styles and Supporting Career Advancement
71	Enriching Benefits Such as Improving Workplace Environments and Improving Employee Satisfaction Through Work Style Reforms
72	Roundtable Discussion Outside Director × Young and mid-career employees of MMB

76	Our Officers
78	Message from the Chairperson of the Nomination and Compensation Committee
80	Corporate Governance
89	Risk Management
90	Compliance

Data Section

92	Financial and Non-financial Highlights
94	11-Year Financial Summary
96	Corporate Information

Editorial Policy

In FY2023, MIYAJI ENGINEERING GROUP, INC. (hereinafter, “MEG”) began publishing an Integrated Report in order to inform all stakeholders of MEG’s ideals, business model, features, efforts to create sustainable social value, and initiatives for increasing our corporate value over the medium and long term. This is the third Integrated Report.

Notes regarding Forward-looking Statements

Forward-looking statements such as business forecasts contained in this report are forecasts made by the Company based on information available at the time of the report’s preparation. They include latent risks, uncertainty, and other factors. Therefore, please note that actual business performance may differ significantly from the forecasts due to changes in various factors.

Report Scope

MIYAJI ENGINEERING GROUP, INC. (MEG)
MIYAJI ENGINEERING CO., LTD. (MEC)
MM BRIDGE CO., LTD. (MMB)

Reporting Period

April 1, 2024 to March 31, 2025
*Some information from before and after the reporting period is also included in the report.



Cover photograph:

In the construction work to expand the Metropolitan area center communication expressway to four lanes, the Group was responsible for manufacturing and construction work between the Inashiki Higashi Interchange and the Kozaki Interchange. Here, the Group uses a crane barge to close girder blocks on the

10-span continuous narrowed steel box girder bridge situated over the Tone River within this segment.

Photograph:

Steel frame roof construction work of the new Kagawa Prefectural Gymnasium, a new landmark for the Seto Inland Sea area. In realizing the design of the roof, with its distinctive soft curves, the Group was responsible for creating detailed plan proposals for large roof installation and performing on-site engineering, and our special equipment was put to great use. In the area of construction of structures with large interior spaces and special buildings, we have earned the solid trust of our customers through our safe site construction and the advanced technical capabilities we have refined over the years, tracing back to our involvement in the construction of the Tokyo Tower.

Implementing management suited to
the new era through three priority measures
and four specific initiatives

Masahiro Ikeura
President and Representative Director

Preserving **tradition** and
continuing with
new endeavors

P.06 Message from the President

P.12 Message from the Consultant

Expecting further development alongside
our partner companies based on the DNA of
our predecessors and their overcoming of
various crises and the three measures that have
supported us over the past 12 years



Shigetoshi Aota
Consultant

Message from the President

**Masahiro Ikeura**

President and Representative Director

Aiming to become a company that provides the people of Japan with safety and security and contributes to society through the construction of social infrastructure such as bridges

On April 1, 2025, I took over as President and Representative Director of the MIYAJI ENGINEERING GROUP, INC. (hereinafter, "MEG"). My predecessor and the Group's current Consultant, Shigetoshi Aota, led MEG for 12 years and accomplished many outstanding results, and I fully recognize the responsibility given to me in driving the Group forward. While carrying on the strong foundation built up by my predecessor, I will do everything in my power to create new value that reflects the needs of the times.

Alongside my own commitment, I would like to use this message to communicate how MEG will use the strengths it has developed to date to achieve sustainable growth.

Building on the achievements of my predecessor

To begin, I would like to extend my sincere appreciation and respect to Shigetoshi Aota, who led MEG for 12 years and made significant contributions to improving our corporate value. Under his leadership, MEG achieved successive industry firsts and established a leading position in the bridge industry based on three pillars: merger, alliance, and a five-year business plan.

In particular, the alliance with Mitsubishi Heavy Industries, Ltd. which made Mitsubishi Heavy Industries Bridge & Steel Structures Engineering Co., Ltd. (currently MM BRIDGE CO., LTD.) into a Group subsidiary, generated major synergies across the Group. Beyond the capital alliance, the move led

to the adoption of a unique governance style that embraces diversity and inclusion (D&I). In an ever-changing business environment, these initiatives are essential to maintaining our flexibility and competitive advantage.

Moreover, the new five-year business plan set forth clear growth strategies and enabled us to achieve record high sales and profits, laying the foundation for the sustainable growth of MEG. My mission is to build on these achievements and drive the Group to further success.

However, strong leadership alone is not enough to achieve sustainable growth. My aim is to build an even more open corporate culture to create an organization in which every employee can take the initiative and act decisively. This will allow us to maximize MEG's potential and elevate ourselves to the next stage.

MEG's challenges amid a harsh business environment

The current business environment surrounding the bridge industry is not one of optimism. Alongside soaring maintenance and renovation costs caused by increasingly aging infrastructure, as well as serious financial difficulties, we are also facing external changes with the increasing frequency of climate change-induced natural disasters. Further, serious shortages and aging of expert technical personnel and engineers are having a major impact on our businesses. And, with accelerating technological innovations, we are facing new challenges such as the need to promote digital transformation (DX) and efforts to achieve carbon neutrality.



Message from the President

To address these challenges, rather than adopting conventional approaches, it is essential that we anticipate change and build an organizational structure that facilitates flexible and rapid response. While maximizing the strengths of MEG, my aim is to implement the following priority measures to overcome these challenges and achieve sustainable growth.

Priority measure 1

Reinforcement of competitive advantage through promotion of DX

The promotion of DX is essential to the future growth of MEG. In addition to streamlining design and construction processes and improving quality, the use of digital technologies will enable the creation of a structure for rapid and accurate response to customer needs.

Specifically, we will further our use of BIM/CIM (Building/Construction Information Modeling, Management) to achieve end-to-end digitalization in every process from design and construction to maintenance and management. In addition, through the development of AI and IoT-based technologies to monitor structures, we will aim to improve customer satisfaction levels and establish new sources of revenue.

For in-house operations processes, we will use RPA (Robotic Process Automation) and data analysis tools to improve operational efficiency and speed up decision-making processes, as well as work to pass on our technologies and skills to future generations. In doing so, we will create environments in which employees can focus on operations

with higher added value and in turn work to improve productivity across the organization.

Priority measure 2

Development of human resources and rebuilding of corporate culture

People are key to corporate growth, and it is the growth of individual employees that will pioneer the future of MEG. I will therefore focus on human resource development and create environments in which employees can maximize their capabilities.

Specifically, alongside the enhancement of educational programs for all levels from junior employees to management candidates, we will also develop a corporate culture that allows employees from diverse backgrounds to flourish. Moreover, to rebuild an even more open corporate culture, we will implement measures to stimulate communication between employees. Through these measures, we will aim to build an organization in which every employee can take the initiative and act decisively.

Priority measure 3

Promotion of sustainability management

As a corporate entity, how we contribute to global-scale issues such as climate change and resource depletion will be important themes which will determine our future growth. As a company supporting social infrastructure, at MEG we will promote initiatives aimed at the achievement of a sustainable society.

Specifically, we will engage in technological development aimed at carbon neutrality and promote the use of renewable energy. Moreover, in addition to resource recycling and waste reduction to achieve a sound material-cycle society, we will work to provide products and services with low environmental impacts.

Further, while prioritizing coexistence with our local communities, we will actively further our involvement with infrastructure development and disaster preparedness measures to create social value. Through these initiatives, MEG will strive to remain a company that is required by society.

As above, we will achieve sustainable growth of MEG through the rollout of measures based on the pillars of promotion of DX, human resource development, and sustainability management.

Comprehensive initiatives for sustainable growth

We cannot solve the current challenges in our business environment through DX, human resource development, and sustainability management alone. To achieve sustainable growth, we must adopt a comprehensive approach to management, including the optimal distribution of management resources, the diversification of our business portfolio, and thorough response to ESG requirements. In this section I would like to share some important points regarding our specific initiatives for future growth.

1. Diversification of business portfolio and reinforcement of revenue base

We are facing several challenges in the domestic bridge industry, namely the long-term decline in orders for new construction-related projects, standstills in maintenance work due to financial restrictions, and intensifying competition. For us to achieve sustainable growth in this environment, alongside the strengthening of our existing businesses we must also secure new sources of revenue. Specifically, we will engage in the following measures.



While building on the platforms developed by our predecessors, we will overcome the challenging social environment and challenges to achieve sustainable growth

Expansion of initiatives for large-scale domestic projects

Although there is an ongoing decline in orders for regular new bridge construction projects, several high-difficulty large-scale projects are either underway or being planned, including the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway involving continuous cable-stayed bridges, and the No. 2 Kanmon Bridge newly connecting Honshu and Kyushu. Utilizing the experience the Group has built up through its involvement in numerous long-span bridge projects, the Group will continue to contribute to society by playing a central role in the above projects.



Message from the President

Expansion of large-scale renovation and maintenance-related construction projects

As domestic infrastructure continues to age, we expect strong demand for the maintenance, management, and repair work of bridges. Utilizing the technological strengths it has developed to date, the Group will expand its initiatives for large-scale renovation and maintenance-related construction projects requiring advanced design and construction capabilities, and in doing so build a stable revenue base.

Creation of new businesses and entry into new markets

In addition to the bridge business, we will look at entering new domains such as renewable energy and environment-related businesses and examine the diversification of our business portfolio. Moreover, in anticipation of a shrinking domestic bridge market, to achieve sustainable growth we will also examine overseas markets where there is growing demand for infrastructure development, such as Asia and the Middle East.

2. Promotion of ESG management

Responding to ESG requirements is essential if we are to achieve sustainable growth. Therefore, we will promote ESG management more so than ever before to become a company that is trusted by its stakeholders. Our specific initiatives in this area are outlined below.

**Environmental considerations**

We will proceed with initiatives aimed at carbon neutrality, including the reduction of CO₂ emissions through the streamlining of manufacturing processes and the use of renewable energy. Moreover, while looking at trends in the development of steel material and heavy machinery with low environmental impacts, we will also examine ways to reduce Scope 3 emissions. We will also further our coral regeneration activities, which we have been engaged in for many years, and play our part in protecting biodiversity.

Contribution to society

With a focus on coexistence with our local communities, we will contribute to the advancement of communities through the development of social infrastructure. We will also ensure that every employee is aware of their role in contributing to society and fulfil our corporate social responsibility.

Strengthening governance

Strengthening governance is an important challenge that is directly linked to the improvement of our corporate value. We are working to reinforce the functions of the Board of Directors, enhance our internal control system, and conduct highly transparent management. Moreover, we will prioritize dialog with our shareholders and investors and conduct management that meets the expectations of our stakeholders.

Aiming to become a company that provides the people of Japan with safety and security and contributes to society through the construction of social infrastructure such as bridges

**3. Technological innovation and enhancement of competitive advantage**

Technological innovation is essential if we are to maintain our position at the top of the industry. Through the promotion of DX and the reinforcement of its R&D activities, the Group will aim to improve its operational efficiency and create new value. We will pay particular attention to environmentally friendly construction methods, the development of equipment to enable these methods, and technological development aimed at the automation of construction processes. In doing so, we will strive to further enhance our competitive advantage in the industry.

4. Stakeholder collaboration

Our growth is supported by a wide range of stakeholders including shareholders and investors, clients, partner companies, and local communities. Moving forward, we will work to deepen our relationships of trust with stakeholders through the following activities and aim to achieve mutual growth.

Dialog with shareholders and investors

We are focusing on dialog with shareholders and investors through proactive IR activities. By providing detailed and careful explanations of our management policies and growth strategies and reflecting feedback into future management, we will work to improve corporate value.

Partnerships with partner companies

As a company that thrives and grows along with its stakeholders, we will enhance our collaboration and further our relationships of trust with partner companies, mainly members of the Kyueikai, and enhance the competitive advantage of the entire Group.

Coexistence with local communities

We will fulfill our social responsibility by implementing initiatives that address needs in local communities. Moreover, we will strive for coexistence with our communities by proactively engaging in activities that contribute to their development.

Future commitment

Through these initiatives, we will aim to achieve sustainable growth and to take the top spot in the industry. While valuing the DNA of MEG passed down to me from my predecessor, I will conduct management suited to the new era based on our mission to provide the people of Japan with safety and security and to contribute to society. Going forward, we will continue to work alongside all of our stakeholders to pioneer the future of MEG, and I would like to ask for your continued guidance and support as we do so.

Message from the Consultant



Shigetoshi Aota
Consultant

**A review of my 12 years
as President and Representative Director**
— **Reflection and reinforcement of SR and IR,
Management with pioneering efforts and
astute insight over the 12 years** —

At the end of March 2025, I retired as President and Representative Director of the MIYAJI ENGINEERING GROUP, INC. (hereinafter, “MEG”) and stepped away from the frontlines of management at the General Meeting of Shareholders held in June. In my new role as Consultant, I am currently watching over the Group’s development from a different standpoint. In my 12 years at the helm of MEG, we were able to grow the Group to where it is today following much endeavor and reform. I am profoundly moved by this growth and filled with a deep sense of gratitude for those who supported these efforts along the way. I would like to use this message to look back over my 12 years as President, examine our learnings and achievements, and outline my hopes for the future of the Group.

**Learning from our predecessors
— Adopting astute insight and comprehensive
foresight to think about the future —**

When I became director of MIYAJI IRON WORKS CO., LTD. (hereinafter, “MT”) in 2002, the bridge industry was facing unprecedented challenges including significant reductions in public works spending and collusion scandals that would later rock the entire industry. Amid this tough business environment, I was able to learn a huge amount from our three previous presidents. Their approaches with astute insight, focus on alliances, portfolio diversification to maximize corporate value, and the importance they placed on selection and concentration strategies in management were all major guiding principles in shaping my own management style.

The first of my major influences was MEG’s first President, Hiroyuki Sawai. As president of MT, Sawai worked with Nobuo Miyaji, president of MIYAJI CONSTRUCTION & ENGINEERING CO., LTD. (hereinafter, “MK”), to integrate the construction departments of both companies and improve management efficiency. Moreover, in addition to leading the establishment of MEG, which was the industry’s first holding company, and driving the Group’s portfolio diversification as its first President, he also pioneered the Group’s overseas business and created new sources of revenue, opening MT’s Manila branch (the Philippines), joining ODA projects, and securing real estate revenue by acquiring the head office building. Worthy of particular mention is his strong desire to maximize corporate value through alliances. Sawai’s management decisions with astute insight taught me the importance of taking a comprehensive view of management.

Another individual who shaped my management philosophy was Yasusuke Agata, MEG’s second President. Agata implemented thorough selection and concentration strategies amid an increasingly challenging business environment. He made the tough decision to close down the Matsumoto Works, which was the central location for the steel frameworks business, but his efficient redistribution of management resources laid the foundation for the Group’s sustainable growth. His approach to selection and concentration strategies deeply ingrained in me the importance of optimal management resource distribution.

My third major influence was the third President of MEG, Takeo Iwakura. Amid a worsening business environment, Iwakura sought to maximize business synergy through the organic and complete integration of both companies’ management resources. Ultimately, he led the merger between the fabrication company MT and the engineering company MK to establish MIYAJI ENGINEERING CO., LTD. (hereinafter, “MEC”). This merger was an important turning point for the Group that served to significantly boost our competitive advantage. Iwakura’s leadership taught me management based on bold approach which requires courage, and flexibility. Generating synergies from the merger required urgent operational improvements from the ground up, and Iwakura showed concern and pointed out that reforming awareness toward compliance will be the pressing management issue.

The teachings of these three individuals were a huge source of strength as I endeavored as President of MEG to drive the Group to success.

**Endeavors and achievements as
MEG’s President**

I became President and Representative Director of MEG in 2013. At the time, there had been no dividend payments for six consecutive terms, and with net sales of ¥17.9 billion and operating profit of ¥0.4 billion, the Group was facing a crisis. To break through this situation, I implemented management reforms based on three pillars: the shift from a business division system to organizational integration following the merger, alliances, and a five-year business plan.

**Shift from a business division system to
organizational integration**

My first task was to proceed with organizational integration to build a platform for MEG. Although MEG’s main operating subsidiary, MEC, was established following a management integration between MT and MK, initially elements and

Message from the Consultant

constraints of both companies remained and while from the outside it appeared as one company, on the inside it was still two different entities. To overcome this hurdle, I set out to achieve full organizational integration. This helped to both improve efficiency and unity throughout the Group, and at the same time create a structure that ensured MEC was a single entity both inside and out.

Alliance

In 2015, we concluded an alliance with Mitsubishi Heavy Industries Bridge & Steel Structures Engineering Co., Ltd. (currently MM BRIDGE CO., LTD., hereinafter, “MMB”). This was not a mere capital alliance, but one that led to the adoption of a unique style of governance and thorough respect for diversity and inclusion (D&I). Moreover, MMB had outstanding technological capabilities not only in bridges but also coastal structures, helping to significantly boost the competitive advantage of the Group. Further, by setting up MMB's Ichihara Works within MEC's Chiba Works and in turn enabling efficient, integrated management with MEC, we achieved remarkable improvements in profit levels. This success demonstrated the importance of asset-light management—that is, the development of intangible assets into revenue sources and the separation of excessive tangible assets.

Five-year business plan — Asset-light management —

In line with the changing business environment—namely the shift from “ton ⇄ new construction-related projects taking two to three years with a high ratio of plant fabrication” to “yen ⇄ large-scale renovation projects and large-scale new construction projects taking more than five years with a high ratio of on-site work”—I formulated the industry's first five-year medium-term business plan, setting forth clear growth strategies including ¥18.0 billion investment plan, for the first time since MEG's foundation. Through the plan, we aimed to increase orders and sales and outlined our strategies to shift our management resources from new construction-related projects to large-scale renovation and maintenance-related projects. At the same time, we promoted management that is conscious of cost of capital and stock price, and in FY2024 we achieved record-high net sales and operating profit of ¥74.7 billion and ¥9.2 billion, respectively. We also achieved an industry-leading PBR of 1.2.

The DNA that has supported MEG's growth and new measures

When looking back at the history of MEG, we can see that it is the DNA of our predecessors who overcame numerous

crises that has laid the foundation for today's growth. When confronted with drastic changes in the external environment, such as those caused by the first oil shock and the drastic reductions in public works spending, our predecessors navigated the challenges through their decisions with astute insight and comprehensive viewpoints. This spirit was shared throughout the Group upon the commemorative ceremony for 115th anniversary of MEG's founding and the 20th anniversary of its establishment and is being carried forward as wisdom and determination for the future. This DNA is not only a historical asset, but something that has been a constant source of new value creation as we overcame numerous challenges. I believe that the proactive and ongoing promotion of new measures based on our predecessors' spirit has played an important role in the sustainable growth of MEG over the past 12 years.

1. Reinforcement of SR and IR activities

Through more than 70 active shareholder relations meetings and other investor relations activities, I have provided careful explanations of MEG's unique characteristics in an order-based industry and our growth strategies, while at the same time taking on board the latest economic trends and market feedback from shareholders and investors. In addition to enhancing shareholders' and investors' understanding of MEG's management indicators and business environment, I believe that these activities have also helped to build relationships of trust. Initiatives such as these are an essential means to directly improving corporate value and have been the foundation for MEG's sustainable growth.

2. Human resource development and organizational reform

Based on the belief that human resources are the most important element to corporate growth, I also focused on the development of management personnel and the creation of comfortable workplace environments. We paid particularly close attention to the development of young and mid-career employees responsible for leading the next era of management, providing them with opportunities to build practical experience, such as through the rotational posting of young employees to the new Sustainable Management Promotion Office. This allowed employees to gain a sense of self-development and boosted energy levels across the organization, and I believe that it also helped to build a sustainable management foundation for the future.

3. Establishment of Kyueikai

The growth of MEG would not have been possible without its partner companies. We invited our major partner companies

to the commemorative ceremony to celebrate the 115th anniversary of the Group's founding and the 20th anniversary of its establishment, and in addition to expressing our thanks for their involvement to date, we also set up a platform to enhance future collaboration. The result of these discussions was the formation of the Kyueikai, an organization to bring partner companies together and support MEG. This partner company-led initiative has served to strengthen relationships of trust with the Group and has marked a major step toward building a foundation for sustainable growth, working together as one. Moving forward, I look forward to seeing further progress with our partner companies, aiming for further development.

Expectations for the future and support for the new structure

The bridge industry is entering an era of elimination, not reorganization. As the diversification of our business portfolio and stronger governance of Group management become increasingly important, I have huge expectations for the new management structure led by my successor Masahiro Ikeura. President Ikeura has an in-depth understanding of MEG's philosophy and is highly capable of conducting future-oriented management with astute insight. As a member of MEG's inaugural class of employees, Ikeura has embodied our founding principles while demonstrating leadership that has responded flexibly to the changing times. In particular, his three pillars of promotion of DX, human resource development, and sustainability management will be important guiding principles for MEG's sustainable growth. Through measures based on these pillars, I have no doubt that MEG will make further contributions to society and solidify its position at the top of the industry.

I also believe that making full use of the unique strengths of MEC, MMB, and other Group companies and pursuing Group-wide optimization—MEG optimization management—will be key to our future growth. MEG can flourish by evolving the corporate DNA it has developed to date and creating new value. Driven by our pride and passion for our work, with the awareness that MEG will create infrastructure for Japan, and as a company that thrives and grows along with many stakeholders through its pioneering efforts, I sincerely hope that MEG will continue to contribute to society as a Group that thrives at the center of the construction industry. I look forward to continued guidance and support from our stakeholders as we look to the future.

Appreciation and future commitment

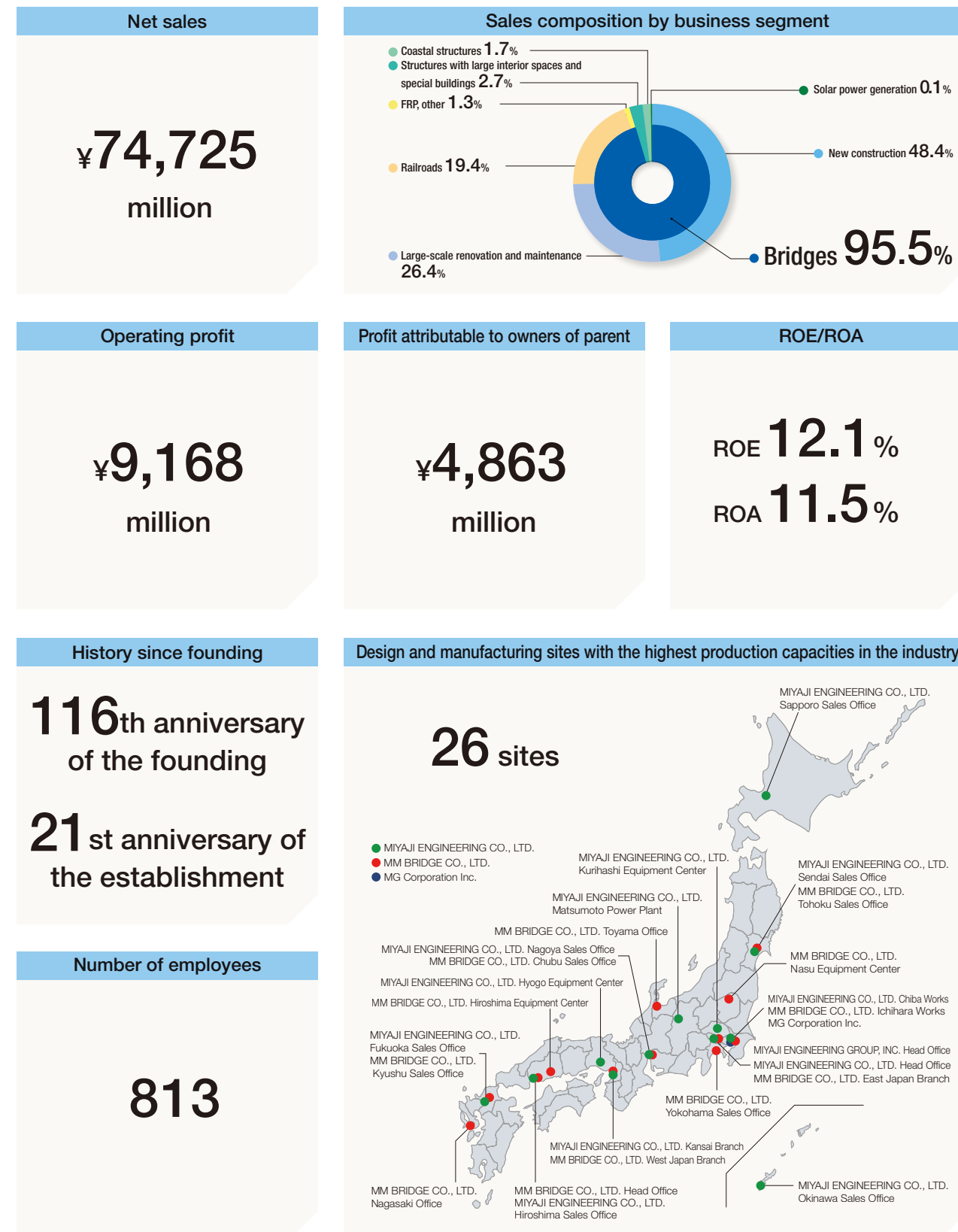
To conclude, I would like to convey my heartfelt thanks to all the stakeholders who have supported me through the past 12 years. MEG would not have been able to grow to the level it is at today without the tremendous cooperation of our shareholders and investors, clients, business partners and partner companies, as well as the hard work and dedication of every single employee. Thank you all for your understanding and support along the way.

From my new role as Consultant, I will watch over the development of MEG from a new standpoint and provide support to my successors as necessary. By communicating the importance of pioneering management which I learned and have implemented—that is, “approaches with astute insight” and “selection and concentration”—to the next generation of leaders, I will do everything I can to enable MEG to maintain its sustainable growth.



MIYAJI ENGINEERING GROUP's Business (FY2024)

We are contributing to the enrichment of our nation and the creation of a brighter society through the construction, maintenance and renovation of societal infrastructure such as bridges, buildings, and coastal structures. This section provides an overview of how we have thrived and grown along with our diverse stakeholders.



Major Past Projects

“Tanaka Award,” to recognize bridges that have contributed to technological advancement and development in the industry

The Japan Society of Civil Engineers Tanaka Award is an academic society award presented to companies with exceptional results in the field of bridge and steel structure engineering. The late Dr. Yutaka Tanaka, regarded as an authority in bridge and steel structure engineering societies and known as the father of Japan's bridge and steel structure industries, was the first head of the Bridge Division of The Board of Capital Reconstruction / The Bureau of Reconstruction during reconstruction of the capital following the Great Kanto Earthquake. He created many famous bridges that remain familiar to this day, including the Eitaibashi and Kiyosubashi bridges spanning the Sumida River. After Dr. Tanaka's passing, starting with his family, donations began to come in from individuals and groups to help promote the industry, and in 1965, the “Dr. Yutaka Tanaka Commemorative Foundation” made a donation to the Japan Society of Civil Engineers. In 1966, the Society, as a commemorative project, decided to award an annual prize, “The Japan Society of Civil Engineers Tanaka Award,” for excellence in bridge and steel structure engineering. Nearly half a century has passed since then, and the Tanaka Award has established itself as an extremely prestigious award. It has also contributed greatly to the dissemination of bridge engineering technology.

Received awards

61 times

FY2024 Japan Society of Civil Engineers Tanaka Award (Project Award) (Existing construction)

Kire-Uriwari Bridge Large-Scale Renovation

The Kire-Uriwari Bridge is part of the Hanshin Expressway No. 14 Matsubara Route, which extends from Osaka City, Naniwa Ward to Matsubara City. It was closed to traffic for roughly three years to perform renovation work aimed at ensuring its long-term durability and make it easier to maintain and manage. The existing bridge, a 3-span continuous PC rigid frame box girder bridge with hinges, was replaced with a three-span continuous steel slab deck box girder bridge. This work was performed by the Taisei-Fuji P.S-MMB Industry-Spanning Construction Joint Venture. TAISEI CORPORATION and Fuji P.S Corporation removed the PC box girder bridge, while MM BRIDGE CO., LTD. designed, fabricated, and installed the new steel box girder bridge and steel/concrete building composite bridge pier. The work was performed directly above a heavily-used intersection servicing roughly 70,000 vehicles a day, and special care also needed to

be taken with the living environment in the area around the intersection. The Company therefore used its special technologies for performing rapid construction, such as its technologies for launching and erecting side spans and for hoisting and erecting the central span all in one night, and minimized the impact on the community. The efforts of the parties involved in the construction project, along its entire length, proved fruitful, and the road was reopened to traffic roughly four months earlier than planned. The bridge was the first in the world to use the “over-the-bridge” construction method to remove the existing bridge, and the project made full use of special technologies to erect the new bridge. The construction work was completely smoothly and steadily, earning great praise and resulting in its selection for the FY2024 Japan Society of Civil Engineers Tanaka Award.



Launching erection of the bridge's side span

Hoisting erection of the bridge's central span

MIYAJI ENGINEERING GROUP'S HISTORY

MIYAJI ENGINEERING GROUP was founded in 1908. Since then, we have been leveraging state-of-the-art technologies and equipment to take on the challenges of difficult construction projects, primarily in the steel bridge construction sector. We have created countless elements of social infrastructure that support people's lives.

As an enterprise responsible for infrastructure construction, we have also done our utmost to rapidly repair and restore bridges that are damaged by major natural disasters such as earthquakes or floods.

We have faced many major crises such as the oil shock and a dramatic change in the order receiving environment due to significantly reduced public works spending. However, over our 115-year history, we have achieved major growth together with our partner companies.

Our Group will continue to protect the safety and security of the Japanese people, making their lives more convenient and richer, by creating social capital.

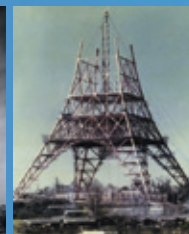
Projects achieved through our reliability and technologies



1868
Kurogane Bridge, Japan's first steel bridge



1958
Tokyo Tower



1963
Edobashi Junction



1973
Kanmon Bridge



1989
Yokohama Bay Bridge



1998
Akashi-Kaikyo Bridge



2021
Ariake Chikugo River Bridge



2021
Kesennuma Bay Crossing Bridge (also known as "Kanae Ohashi")

Establishing our history by overcoming numerous hurdles

For many years, our Group has worked together with partner companies to achieve major growth.

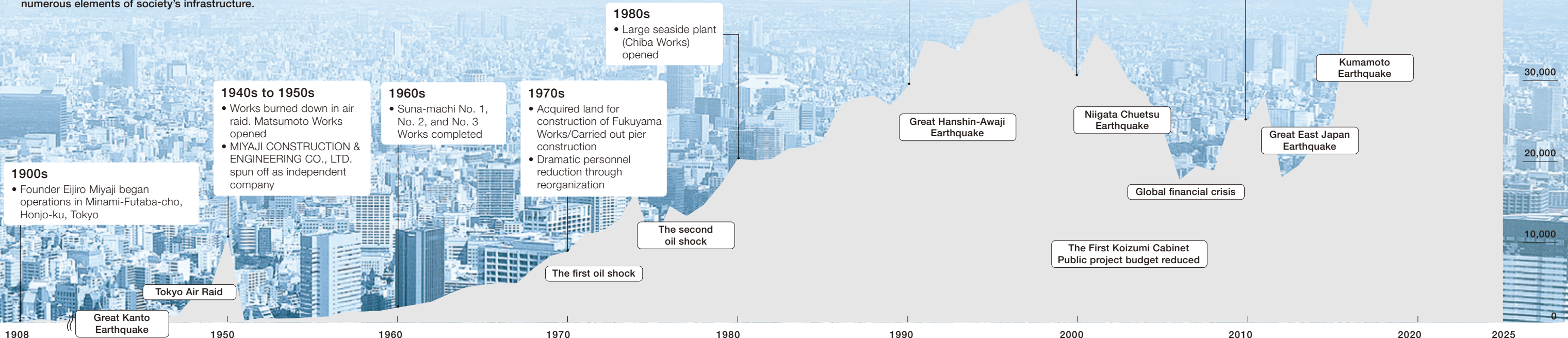
Tokyo Tower is an iconic symbol of Japan's era of rapid economic growth. The construction of the steel frame of the tower was a project of unprecedented scale, involving the use of 4,000 tons of steel. We successfully took on this challenge, and the tower was completed in 1958. In the bridge sector, we used our cutting edge technologies to successfully complete the Metropolitan Expressway Edobashi Junction in 1963. This was considered one of the most difficult construction projects to be attempted.

Our Group also faced many struggles.

The first oil shock struck in the 1970s. A bridge construction project that aimed to connect the islands of Honshu and Shikoku was delayed indefinitely, which dealt a serious blow to our business. We were forced to make the agonizing decision to lay off roughly 500 employees of our roughly 1,500 employees at the time.

Furthermore, due to a change in the government's policies in the 2000s, the public project budget was reduced from almost ¥10 trillion to less than ¥5 trillion. This, along with a dramatic change in the order receiving environment, led to us selling off our head office building in 2007 and completely shutting down operations at our Matsumoto Works in 2014.

The numerous hurdles the Group has faced and overcome have molded our history and served as lessons to us. Together with our dedication to construction safety and our firm conviction regarding quality, we have earned the trust of society, building numerous elements of society's infrastructure.



MIYAJI ENGINEERING GROUP'S HISTORY

1900s to 1920s

Founder Eijiro Miyaji began operation of
MIYAJI IRON WORKS in Minami-Futaba-
cho, Honjo-ku, Tokyo

MIYAJI IRON WORKS was founded in September 1908 by Eijiro Miyaji, at the age of 22. It was a privately-operated business office located in Honjo-ku, Tokyo (currently Sumida-ku, Tokyo). He started out as a small local factory with four to five craftsmen manufacturing bolts, steel doors, steel fences, and other items using hand-operated bellows. Shortly after the Company was founded, it expanded into bridge erection work, and combined with the economic boom caused by World War I, the small factory in Minami-Futaba-cho became extremely busy. Therefore, in 1919, Ojima Works was newly opened in Ojima-machi, Minami-Katsushika-gun, Tokyo (currently Ojima, Koto-ku, Tokyo). The Ojima Works quickly exceeded its operating limits in the late 1920s, so at the end of 1930, the Company opened Suna-machi Works in Koto-ku, Tokyo, and relocated there.



Founder Eijiro Miyaji

Suna-machi No. 1 and
No. 2 Works

1960s

Edobashi Junction, the construction project
that established the foundation of bridge
technology that is still used today

The Edobashi Junction, the most difficult section of the Metropolitan Expressway construction project, was planned in preparation for the 1964 Tokyo Olympic Games. The construction conditions were unprecedentedly harsh, with many curves, narrow sections, and complex shapes above the Nihonbashi River, and extreme constraints applied to both the horizontal and vertical sections. By fusing the latest technologies of the time with the expertise of craftsmen, the technology and techniques that would lead to the completion of the national project of the century were created, and Edobashi Junction was completed by the target completion date. The erection methods used in this project, including the use of unique erection equipment developed in-house, contributed to the development of current erection technologies.

1963

Edobashi Junction under
erection work

Edobashi Junction

1980s to 1990s

Contributing to the completion of Japan's longest
strait crossing suspension bridge and long-span
marine bridges by leveraging our many years of
experience and expert technologies

In 1988, the Seto-Hashi Bridges, the world's longest road-rail bridge began operation. The Group was involved in the construction of six bridges, and for five of those served as the representative member of joint venture (JV: a joint venture in the construction industry) for construction. In the 1990s, the Group was heavily involved in the construction of long-span marine bridges: Kansai International Airport Access Bridge and Tokyo Bay Aqua-Line Bridge. The Group also played a central role in the construction of the Akashi-Kaikyo Bridge, one of the world's largest suspension bridges (the largest in the world at the time), and the Tataru Bridge, the longest cable-stayed bridge in Japan (the longest in the world at the time). To accommodate the creation of these bridges, we opened the Chiba Works (Ichihara City, Chiba) in 1982.

1988



Seto-Hashi Bridges

1994

Kansai International Airport
Access Bridge (Sky Gate
Bridge R)

2010s

Opening of the Tokyo Gate Bridge,
a highly difficult construction project,
and the birth of MEC and MMB

The construction of the Tokyo Gate Bridge in 2012 was a project that once again demonstrated the advanced technical capabilities that we have cultivated over the years. Since the main bridge section is next to the Haneda Airport, there are height restrictions, and because the bridge passes over an international shipping route, there are also bridge clearance restrictions. The Group was responsible for the manufacture and on-site construction of the central span, which passes over the international shipping route and was the section for which construction presented the biggest challenge, and of the side span section. The international shipping route was completely closed off to erect the central span of the main bridge, which had never been done before in Japan. We merged MIYAJI IRON WORKS CO., LTD. and MIYAJI CONSTRUCTION & ENGINEERING CO., LTD. in 2011, changed the company name to MIYAJI ENGINEERING CO., LTD. (MEC), and took a new step forward. Furthermore, in 2015, we acquired 51% of the shares of Mitsubishi Heavy Industries Bridge & Steel Structures Engineering Co., Ltd., which was a wholly owned subsidiary of Mitsubishi Heavy Industries, Ltd. at the time, and brought the company into the group under the new name MM BRIDGE CO., LTD. (MMB).



2012

Tokyo Gate Bridge

1908

1950

1960

1970

1980

1990

2000

2010

2020

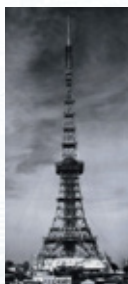
2025

1930s to 1950s

Spinning off of MIYAJI CONSTRUCTION &
ENGINEERING CO., LTD. as independent
company and construction of Tokyo Tower as
an iconic symbol of post-war recovery

In order to enhance its capital and organizational structure under the wartime regime, the Company was reorganized in 1938 to form MIYAJI IRON WORKS CO., LTD. In 1949, in order to streamline management, reduce expenses, and improve productivity, plant production and on-site engineering were separated and MIYAJI CONSTRUCTION & ENGINEERING CO., LTD. was established. Subsequently, MIYAJI CONSTRUCTION & ENGINEERING CO., LTD., which had an extensive track record of constructing steel towers throughout Japan, was selected as the contractor to construct the steel frame of Tokyo Tower. By applying accumulated experience and advanced craftsmanship, the job was completed in just a year and a half.

1958



Tokyo Tower under construction

1970s

History of hardships,
including the first oil shock, and decisions

The Group, which stood at the forefront of long-span bridge technologies with the Kanmon Bridge, was planning to build a new plant in Fukuyama City, Hiroshima, in preparation for the construction of the Honshu-Shikoku Bridge. However, due to the effects of the first oil shock, the construction of the Honshu-Shikoku Bridge was delayed indefinitely, and the Group had to give up its plans to build a new plant. As a result, in 1975 the Company found itself in the difficult management position of having to lay off 500 employees, or one-third of its workforce. In 1979, stock prices skyrocketed due to battles between speculators. Although the speculators demanded major changes to the Company's executive board, they were unable to replace our management, which requires people with advanced technical and sales capabilities, and we were able to maintain our management autonomy.

1973

Kanmon Bridge under erection
work

Kanmon Bridge

2000s

Decreases in orders due to drastic reductions in
public works spending due to the government's
policies at the time and the end of collusion

In the 2000s, the government at the time suddenly changed its policy on public works, and the budget was significantly reduced. As a result, the number of member companies of the Japan Bridge Association dropped dramatically from 76 to 31. Moreover, in 2004, the Japan Fair Trade Commission conducted on-site inspections of the steel bridge industry, and in the following year, criminal charges were issued against us by the Public Prosecutors Office for suspected violations of the Antimonopoly Act. To streamline operations in the face of this harsh environment, after much discussion, MIYAJI IRON WORKS CO., LTD. and MIYAJI CONSTRUCTION & ENGINEERING CO., LTD. established the holding company, MIYAJI ENGINEERING GROUP, INC. (MEG), on September 29, 2003.

2003

MIYAJI ENGINEERING GROUP, INC.
established

2020s

Celebrating the 115th anniversary of the MEG's founding
and the 20th anniversary of its establishment, and to
become a company that thrives and grows along with
its stakeholders through our pioneering efforts

In 2023, the Group celebrated the 115th anniversary since its founding and the 20th anniversary since its establishment. In FY2024, we recorded record highs of ¥74.7 billion in net sales and ¥9.1 billion in operating profit, and our order backlog reached ¥112.4 billion. To achieve sustainable long-term growth, we will strengthen coordination within the Group and strive to bolster our management resources, both in terms of quality and quantity. We will also work together as a united whole to achieve the targets set forth in the Medium-Term Business Plan (FY2022 to FY2026), whose revisions we announced in the financial results briefing for the six months ended September 30, 2024. Our Group will continue to protect the safety and security of the Japanese people and contribute to society by building bridges and other social infrastructure.

2023

The commemorative ceremony to celebrate the
115th anniversary of founding and the 20th
anniversary of establishment

VALUE CREATION PROCESS

MIYAJI ENGINEERING GROUP is a comprehensive engineering company, seamlessly combining advanced technical capabilities that have been passed on through the years, highly experienced personnel, and partners with exceptional technical strengths. We will strengthen management leveraging these comprehensive strengths to implement sustainable management processes, thereby increasing our corporate value.

Input

Human capital

Employees with extensive experience in construction

• Employees	813
• The First-Class Civil Engineering Works Execution Managing Engineers	388
• Professional engineers	67
• Percentage of engineers	54.1%

Intellectual capital

Expertise to manage highly difficult projects

• Valid patents	136
• R&D expenses	¥428 million
• Order backlog (As of the end of March 2025)	¥112.49 billion

Social and related capital

Relationships of trust established with governments and major general contractors through the years

Brand power in bridges cultivated over many years

• Business partners	Approx. 1,000
• Japan Society of Civil Engineers "Tanaka Award"	61 times
• Years since the founding	116 years

Manufacturing capital

Systems capable of nationwide delivery

• Chiba Works maximum production capacity	30,000 tons/year
• Locations of activities in Japan	26 sites
• Total weight of owned erection equipment	35,503 tons

Financial capital

Stable financial foundation capable of developing infrastructure

• Total assets	¥90,597 million
• Equity	¥40,480 million
• Equity ratio	44.7%

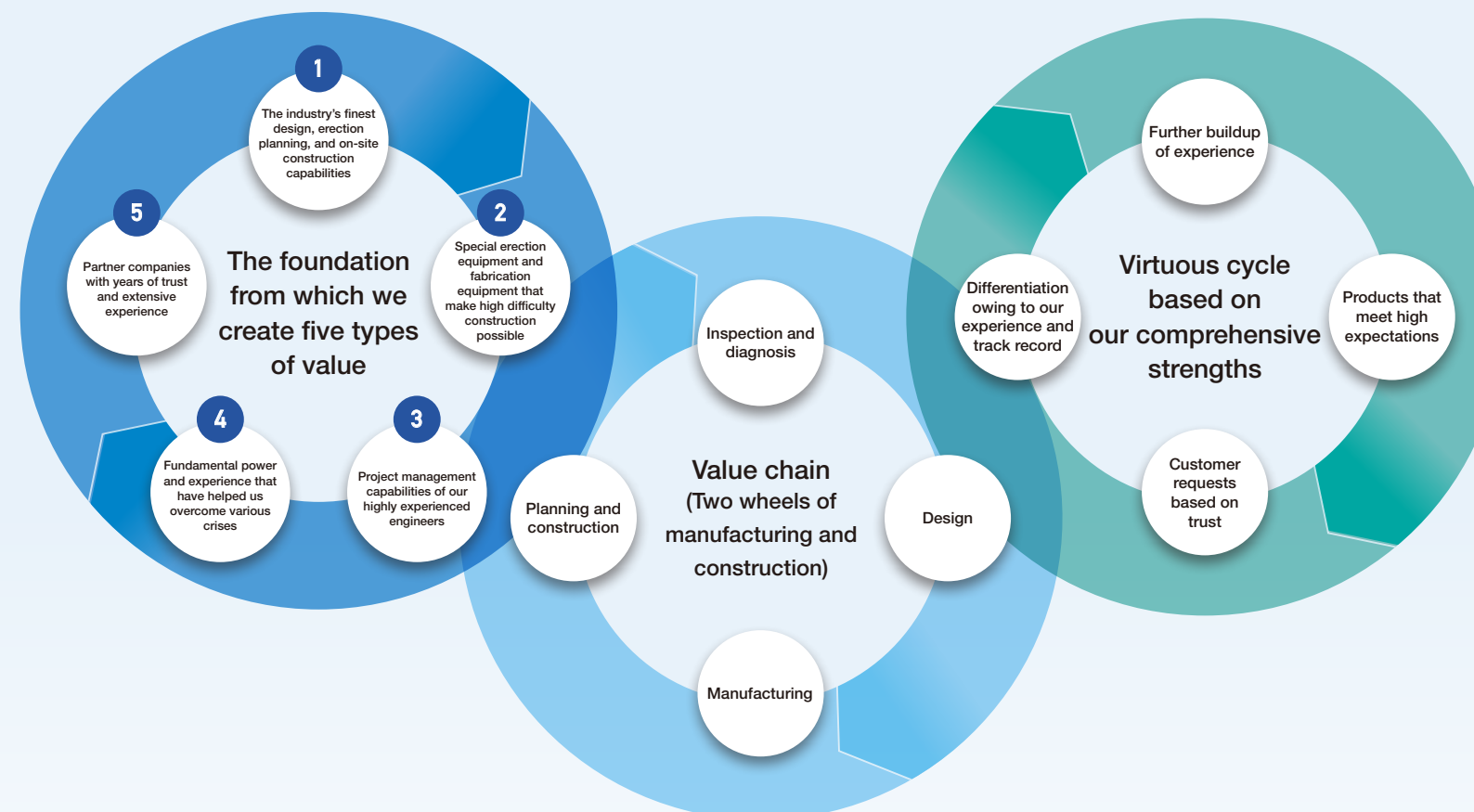
Natural capital

• Weight of steel material used (thick plate rolls)	14,116 tons
• Electrical power consumed	5,052,305 kWh
• Water usage (plants, equipment centers)	25,180 m³
• Solar power generation (Matsumoto Power Plant)	1,202,986 kWh*

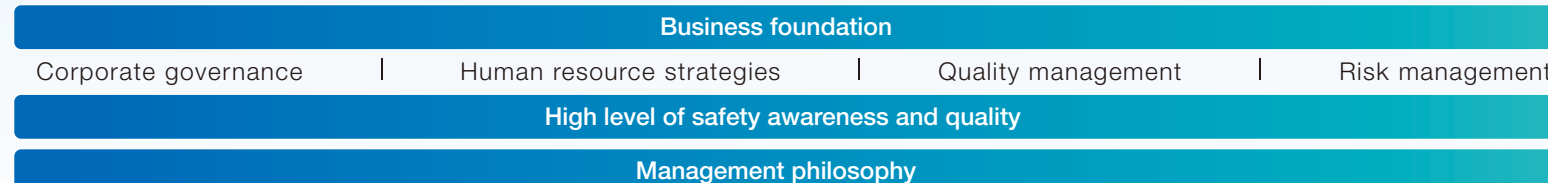
*Due to the theft of electrical cables, operation was suspended from the end of May to early December 2024

Business model

The comprehensive strengths of MIYAJI ENGINEERING GROUP, based on the track record and technical capabilities it has built over the years



A circulation model that creates value realized by the comprehensive strengths of the MIYAJI ENGINEERING GROUP

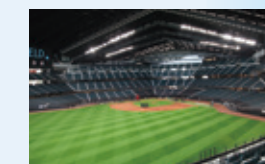


Output

Bridges



Buildings with large interior spaces and special buildings



Coastal structures



Solar power generation



Outcomes

"Contribute to the enrichment of our nation and the creation of a brighter society" and "Provide safe and secure infrastructure"

• Sales by product

• New construction-related projects	¥36.19 billion
• Large-scale renovation and maintenance-related projects	¥19.75 billion
• Railroad-related projects	¥14.46 billion
• FRP and other-related projects	¥0.96 billion
• Buildings with large interior spaces and special buildings	¥2.02 billion
• Coastal structures	¥1.30 billion

Achieve sustainable growth of human capital

- Promote work-life balance through work style reforms
- Expand measures to give back to employees

Strengthen supply chain management

- Strengthen cooperation with partner companies through Kyueikai
- Strengthen safety and security initiatives with partner companies

Provide returns to shareholders and invest in growth

- Continuously maintain and increase dividends, aiming for a total return ratio of 60%
- Investments in growth of ¥18.0 to ¥20.0 billion during the current Medium-Term Business Plan

Business results for FY2024

Net sales	¥74,725 million
Operating profit	¥9,168 million
Ordinary profit	¥9,496 million
Profit attributable to owners of parent	¥4,863 million
Annual dividend per share	¥97.5*
Return on equity (ROE)	12.1%
Return on assets (ROA)	11.5%

*The Company conducted a two-for-one stock split of its common shares on October 1, 2024. Annual dividends per share reflect this stock split.

FOUNDATION FOR VALUE CREATION

The comprehensive strengths MIYAJI ENGINEERING GROUP has developed and maintained through the years

1 The industry's finest design, erection planning, and on-site construction capabilities

Our Group has some of the industry's top design, erection planning, and on-site construction capabilities.

We have surmounted various difficulties, taking on the challenges and successfully completed the most difficult construction projects, such as the Edobashi Junction, said to be the most difficult part of the Metropolitan Expressway construction project; the Kanmon Bridge and Ohnaruto Bridge, Japan's first strait crossing bridges; the Akashi-Kaikyo Bridge; numerous Honshu-Shikoku Bridges; the Yokohama Bay Bridge; and the Rainbow Bridge. We owe these accomplishments to the unwavering technical capabilities we have developed through the years. Only a few top companies account for over 70% of orders for large-scale and high-difficulty construction projects. Our Group companies, MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD. are among them. We believe that our unwavering, advanced design engineering strengths, our erection planning capabilities, and our on-site construction capabilities, which allow us to make our projects into successes, are what enable us to exert leadership as a representative member in a joint venture (JV: a joint venture in the construction industry).



Kesenuma Bay Crossing Bridge (also known as "Kanae Ohashi")

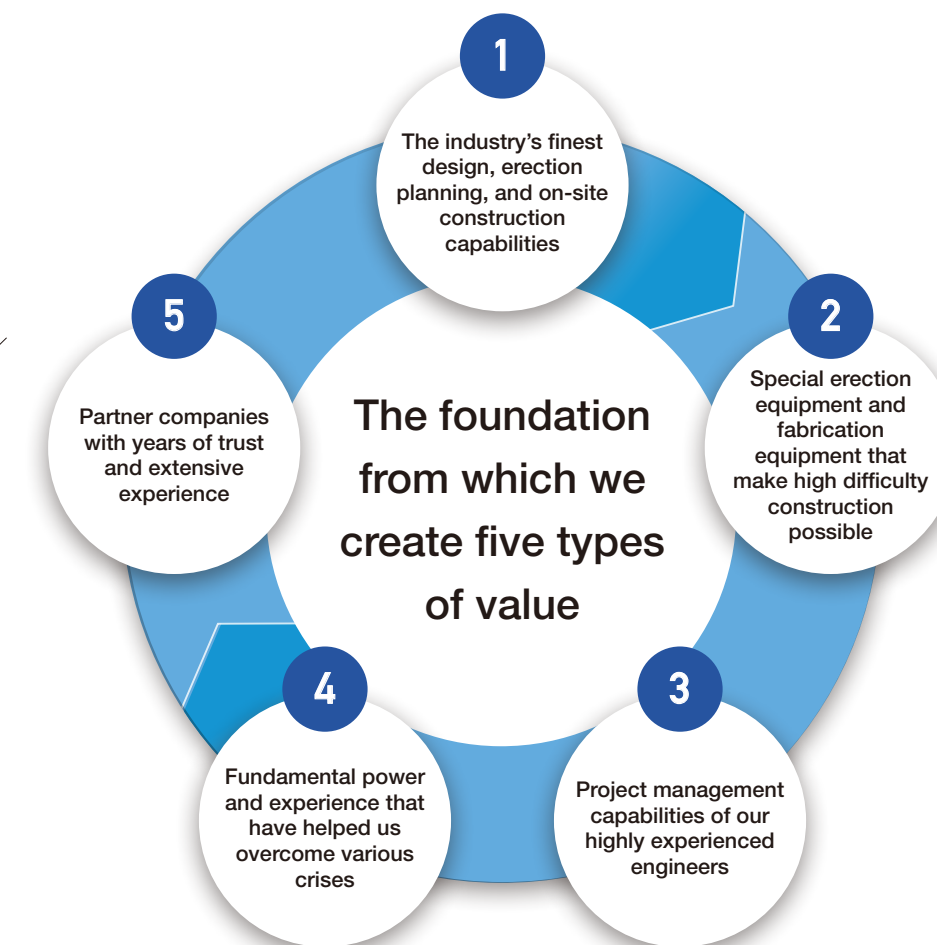


Minamiaso Railway's First Shirakawa Bridge

Japan Society of Civil Engineers Tanaka Award*
Received awards

61 times

*The Japan Society of Civil Engineers Tanaka Award is an academic society award presented to companies with exceptional results in the field of bridge and structural engineering.



2 Special erection equipment and fabrication equipment that make high difficulty construction possible

Our Group has the special erection equipment and fabrication equipment it needs to successfully complete large-scale and high difficulty projects.

When long-term traffic closure is not feasible, such as when erecting bridges over roads or railroads, special erection methods must be used. This makes it vital to have not only advanced erection planning capabilities, but also a great deal of special erection equipment. In its many difficult special erection construction projects, we have developed and used many special equipment such as high speed launching equipment for rapidly erecting bridges over railroads and large unit jacks for erecting multiple large blocks at once. This provides us with exceptional technical capabilities.

The Chiba Works of MIYAJI ENGINEERING CO., LTD. is a bridge manufacturing works that is roughly four times the size of the Tokyo Dome. It has large block processing equipment and quay for shipping for working on long-span bridges. This works boasts one of the highest production capacities in the industry.



Chugoku Expressway Ishibashi Overpass Bridge (outbound line)

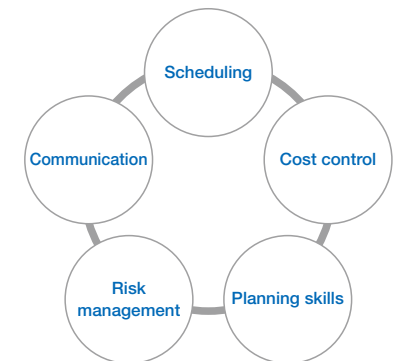


Chiba Works of MIYAJI ENGINEERING CO., LTD.

3 Project management capabilities of our highly experienced engineers

Our Group has the highly talented experts in various fields it needs in order to perform large-scale projects on time.

Carrying out large-scale projects requires experts who can exercise their abilities in major fields, such as design, fabrication, erection planning, and on-site construction. Furthermore, JV representative members such as our Group require project managers who can listen to technical experts' opinions and coordinate projects. Through our extensive large-scale project management experience, we have nurtured numerous experts and project managers. One of our greatest strengths is the large number of highly skilled and diverse personnel that work for us. We will continue to expand and enrich our human capital to ensure that projects progress smoothly and carry out high quality construction work.



4 Fundamental power and experience that have helped us overcome various crises

Our Group has the fundamental power and experience to overcome even the largest of crises.

Risks sometimes manifest themselves during the course of large-scale construction projects. During the history of over 115 years since our founding, we have dealt with several crises which posed a serious threat to our business, such as the indefinite postponement of a bridge construction project that aimed to connect the islands of Honshu and Shikoku as a result of the first oil shock in the 1970s. Accidents can also befall projects with a high level of technical difficulty. We have been able to surmount these crises thanks to the support of our partner companies and many other stakeholders, along with our solid financial structure. Through these experiences, we have striven to further deepen our relationships of trust with our stakeholders and to reinforce our management foundation.



Edobashi Junction (under erection work)



Edobashi Junction (completed)

5 Partner companies with years of trust and extensive experience

The relationships of trust we have established with our partner companies is one of our precious assets.

For high difficulty bridge erection projects, not only do we have special erection equipment and erection planning capabilities, but also enjoy the support of our partner companies, who have extensive experience and advanced technical capabilities. We have carried out many difficult construction projects, beginning with Tokyo Tower and the Edobashi Junction and proceeding to Honshu-Shikoku Bridge, such as the Akashi-Kaikyo Bridge, and the Kesenuma Bay Crossing Bridge (Kanae Ohashi). We owe our success in these projects to the existence of our excellent and dependable partner companies, who have supported us in various areas through the years. We will continue to forge deeper relationships of trust with these partner companies, thriving and growing together.



Ebie area steel girder and steel pier construction

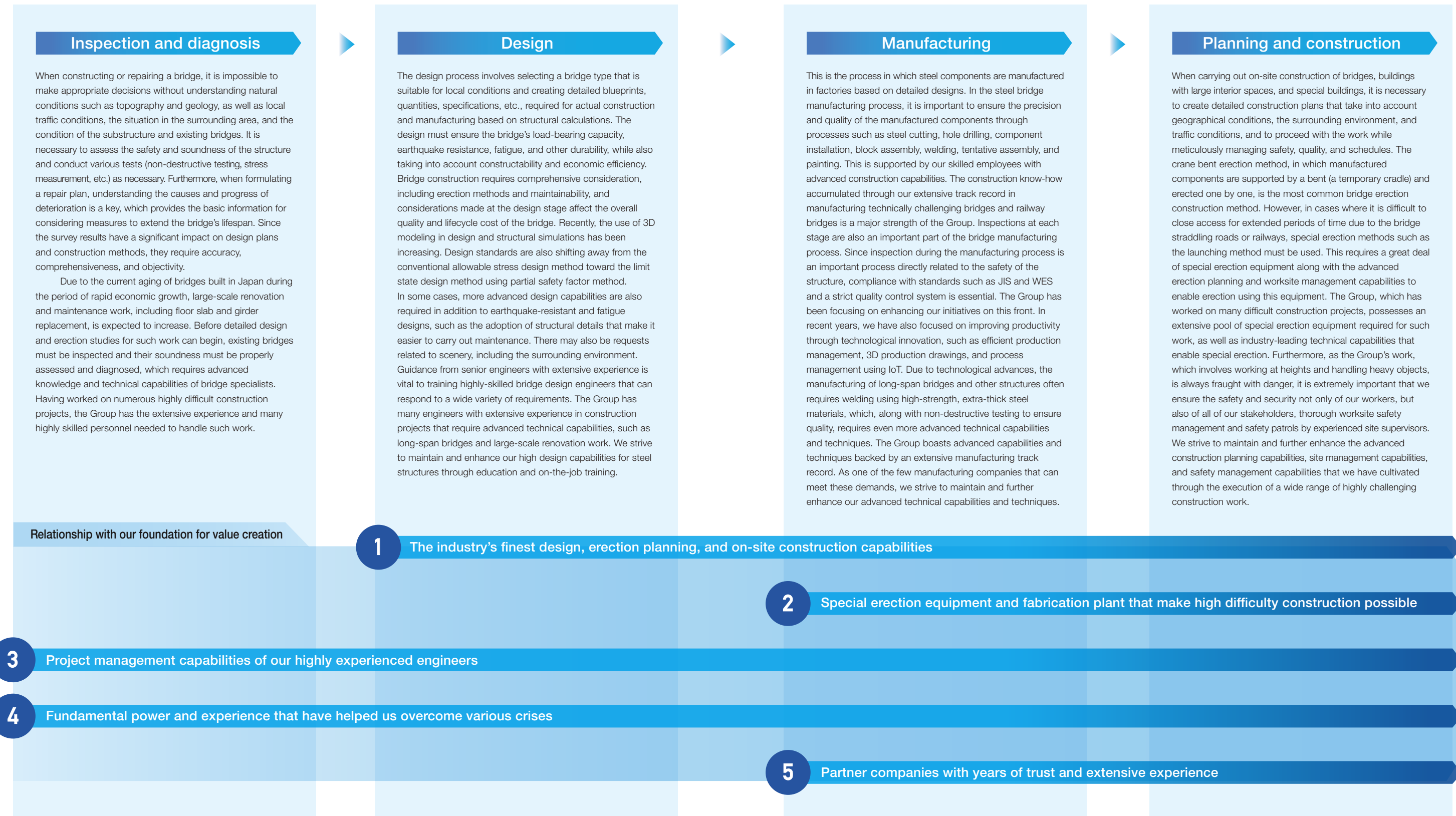


Elevation-related construction project at Hiroshima Electric Railway's Hiroshima Station

Value Chain

MIYAJI ENGINEERING GROUP is a comprehensive engineering company specializing in bridges and steel structures with a track record of successfully completing numerous challenging construction projects supported by our strengths in advanced technological capabilities, experienced personnel, and collaboration with partner companies that possess advanced technologies.

By leveraging the comprehensive strengths we have cultivated to date to implement sustainable management that emphasizes on reducing environmental impact and coexistence with local communities, we aim to further enhance our corporate value through improved customer satisfaction and our contributions to a sustainable society.



Value Creation by Business Segment

MIYAJI ENGINEERING GROUP's goal is to be a comprehensive engineering group with advanced technical capabilities in every aspect of design, manufacturing, and on-site construction of bridges and other steel structures. We will deepen the strengths we have built up in each value chain and strive to create a rich society and communities.

	Overview/Representative structures	Order form		Order size	Construction period	Scope of the value chain we provide				Value we provide/Accumulated strengths	Opportunities	Risks
		Prime contractor	Subcontractor			Inspection and diagnosis	Detailed design	Manufacturing	Planning and construction			
Bridges	New construction Akashi-Kaikyo Bridge Ariake Chikugo River Bridge Kannon Bridge Kesennuma Bay Crossing Bridge (Kanae Ohashi) Tatara Bridge Tokyo Gate Bridge First Shirakawa Bridge on the Minamiaso Railway Yokohama Bay Bridge	◎	—	¥0.5 to 10.0 billion	2 to 5 years	●	●	●	●	Backed by our numerous track record in long-span bridge construction, we possess human resources (including partner companies) and expertise that enable the detailed design, manufacturing, construction planning, and on-site construction of all types of bridges, ranging from general bridges to bridges that are difficult to construct, and equipment that enables us to carry out various special erection methods.	Big construction projects, including the cable-stayed bridge in the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway, and new construction projects aimed at eliminating missing links between expressway network are underway. As these projects require advanced technical capabilities and construction capabilities, we expect the environment in which the Group can demonstrate its strengths to continue over the medium term.	As characteristics of public works, processes such as securing budget and planning projects are carried out by our clients, such as the central government, local governments, expressway companies, and other relevant parties. Accordingly, as past history has shown, there is a risk of the order plan itself suddenly being canceled or postponed due to changes in government policy and other factors.
	Large-scale renovation and maintenance Kire-Uruiwari Bridge large-scale renovation Sasebo Viaduct widening construction project Suita Junction-Chugoku Expressway Ikeda Interchange Bridge renovation project Higashi Shinagawa/Samezu reclaimed land area renovation project	◎	—	¥5.0 to 20.0 billion	4 to 10 years	●	●	●	●	In addition to having advanced technical capabilities backed by our abundant experience in inspection & diagnosis and maintenance & repair design work for existing bridges, we possess the ability to formulate plans for extremely difficult construction that minimize the impact on existing traffic, as well as the highly skilled personnel (including partner companies), expertise, and equipment that enable us to reliably carry out such projects.	We expect a certain amount of large-scale expressway renovation projects to be ordered every year, using funds secured from tolls set to remain in place until 2115 under the revised Act on Special Measures concerning Road Construction and Improvement. Especially, as the number of bridges more than 50 years old will continue to increase, we anticipate a greater rise in the number of bridges that will become subject to large-scale renovation. Furthermore, as these construction projects require advanced technical capabilities and construction capabilities, we expect an increase in order opportunities that leverage the Group's technological advantage.	Not only is large-scale renovation project more technically difficult than regular new construction work, it also requires massive construction capabilities due to the need to handle intensive construction work at night or in a short period of time. In addition, as advanced management skills and technical capabilities are needed to increase sales from such projects, the expansion of human capital is essential.
	Railroads Construction of the Yodogawa Higashi Viaduct on the Keihan Electric Railway New construction of crossing section of Kanijo 4 Expressway within Shinagawa Station building Tadami Line disaster restoration and other work (Tadamigawa Bridge No.6)	○	◎	¥0.1 to 2.0 billion	1 to 3 years	●	●	●	●	In railway-related construction projects, which require extremely high levels of safety due to their large social impact, the abundant track record we have built up over the years and our safe and secure design and construction capabilities (including those of experienced partner companies) have earned us the trust and recognition of various stakeholders.	Because the trust our customers have in us for safe and secure construction work, which we have built up over a long period of time, is something that cannot be easily imitated, the entry barrier for new companies is high. Large-scale elevation work and terminal station development projects are also planned for the Tokyo metropolitan and other areas. As such, we expect to continue receiving a certain volume of orders.	While we anticipate order volumes to remain stable, the railway network has a limited coverage area compared to the road network that covers the entire country, making it difficult to expect a significant increase in order volume. Additionally, it is difficult to predict the workload over the medium to long term, as plans are often revised depending on the financial performance of the railway company involved.
	FRP, other FRP floor slabs for pedestrian crossing bridges FRP floor slabs for highway bridges FRP inspection access ways FRP protective plate, FRP wall balustrades *FRP stands for "fiber reinforced plastics," a reinforced plastic made by combining resin with glass fiber and carbon fiber to improve its strength.	—	◎ (Sales)	Less than ¥0.3 billion	1 to 3 years	—	●	●	—	With the aim of diversifying our business, we are focusing on FRP, which is lightweight and does not corrode (a weakness of steel), and developing and expanding sales of bridge-related products such as composite slabs and inspection access ways. We are able to plan new applications and make technical proposals through sales activities to customers.	We expect these products to meet a variety of societal needs. For example, they can be used for FRP inspection access ways in areas with severe salt damage by utilizing its excellent corrosion resistance and light weight. FRP protective plates with excellent insulation properties can be used for inspection, maintenance and repair work on bridges over railways, and FRP floor slabs can be used for pedestrian crossing bridges that road administrators are struggling to repair due to aging.	Because material costs are higher for FRP than they are for steel, when considering introduction, the initial cost will make it appear less economical unless comparing the life cycle costs of the two. It is therefore necessary for customers to understand the merits by making a comprehensive comparison that takes into account maintenance, management, and construction, such as reduced maintenance and management processes, ease of construction utilizing its light weight, and shortened construction processes.
Buildings with large interior spaces and special buildings		—	◎	¥0.3 to 2.0 billion	1 to 3 years	—	—	—	●	We possess construction planning capabilities backed by an abundant construction track record that enables us to construct buildings with large interior spaces such as domes and special buildings such as Tokyo Tower, as well as construction capabilities, including the special equipment and partner companies that possess experienced craftsmen required to realize these plans.	In large-scale redevelopment projects in the Tokyo metropolitan area, there are many plans for buildings with large interior spaces and special buildings that are extremely difficult to construct and require the construction expertise and special equipment that the Group possesses. As such, we expect to continue receiving a certain volume of orders.	The volume of orders for buildings with large interior spaces and special buildings that are difficult to construct is smaller than those for regular buildings, making it difficult to predict the workload over the medium to long term.
Coastal structures		○	◎	¥0.5 to 10.0 billion	1 to 3 years	●	●	●	—	We have demonstrated our presence based on robust technologies that other companies cannot easily imitate, such as detailed design and manufacturing technologies for steel and concrete building compounds based on bridge technology, and motion analysis technology for floating structures based on shipbuilding technology.	In the design and manufacture of large-scale steel structures (including steel and concrete building compounds) for large-scale projects, we expect to demonstrate a strong competitive edge by utilizing the facilities and sites of affiliated companies.	Orders for large-scale projects and large-scale steel structures are not placed regularly and the number of projects is limited, making it difficult to ensure a stable source of income.

Materiality and KPIs

In FY2022, MIYAJI ENGINEERING GROUP identified its materialities, the issues it addresses in its business activities for achieving sustainable growth. In addition, the Sustainability Promotion Committee has taken the lead in setting targets and KPIs, and has been addressing our various initiatives.

					MIYAJI ENGINEERING's MATERIALITY	
ESG	Item	Measures	Specific content	Overview of KPIs	FY2024 results	
E Environment	1 Responding to climate change risks and natural disaster risks	Promoting the disclosure of climate-related financial information ▶ P.50	We promote the disclosure of climate-related financial information in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).	• Continue the disclosure of climate-related financial information (TCFD). • Each year, disclose the climate-related financial information in the Securities Report and the Integrated Report, as well as at the Financial Results Briefings appropriately.	We disclosed the climate-related financial information in the Securities Report and the Integrated Report for FY2024.	
		Promoting initiatives for achieving carbon neutrality by 2050 ▶ P.50	Based on calculation and analysis of Scope 1, 2, and 3, we formulate and promote specific measures for using renewable energy, etc., for achieving carbon neutrality by 2050.	• Start the specific studies for achieving carbon neutrality by 2050. • Disclose the specific activities in the Securities Report and the Integrated Report, as well as at the Financial Results Briefings appropriately.	We disclosed our planned initiatives for achieving carbon neutrality by 2050.	
		Promoting resource and energy conservation ▶ P.54	We promote resource and energy conservation in our offices, plants, equipment centers, and worksites with the aim of reducing the environmental impact of all processes involved in our business environment.	• Continuously promote resource and energy conservation. • Disclose the specific activities in the Securities Report and the Integrated Report, as well as at the Financial Results Briefings appropriately.	We are continuing to promote resource and energy conservation. We disclosed the specific activities in the Securities Report, etc.	
		Environmental conservation ▶ P.54	We install solar power generation equipment to reduce our environmental impact, engage in coral protection activities using corrosion prevention technologies employed by our coastal structures, and engage in other efforts to protect the environment using our Group's equipment and technologies.	• Continuously conduct initiatives such as installing solar power generation equipment and electric forklifts to reduce our environmental impact and engaging in coral protection activities. • Disclose the specific initiatives and activities in the Securities Report and the Integrated Report, as well as at the Financial Results Briefings appropriately.	We are continuing to operate our solar power plant, gradually shift to electric forklifts, and carry out coral protection activities. We disclosed the specific activities in the Securities Report, etc.	
		Business continuity plan (BCP) creation ▶ P.55	As a company involved in the restoration of social infrastructure, we formulate and prepare concrete plans for maintaining our functions as a company in the event of a large-scale disaster.	• For major offices of our business companies, MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD., acquire certificate based on the BCP from Ministry of Land, Infrastructure, Transport and Tourism and maintain the system.	[Certification status] <MIYAJI ENGINEERING CO., LTD.> Head Office (Chuo-ku, Tokyo: Under the jurisdiction of the Kanto Regional Development Bureau), Chiba Works (Ichihara-shi, Chiba: Under the jurisdiction of the Kanto Regional Development Bureau), Kansai Branch (Osaka-shi, Osaka: Under the jurisdiction of the Kinki Regional Development Bureau) <MM BRIDGE CO., LTD.> Head Office (Hiroshima-shi, Hiroshima: Under the jurisdiction of the Chugoku Regional Development Bureau)	
S Social	2 Contribute to society by supplying safe and secure infrastructure	Support for the rapid restoration of social infrastructure damaged by natural disasters or accidents ▶ P.60	We contribute to society by assisting with the rapid restoration of social infrastructure such as bridges damaged by natural disasters or accidents.	• Conclude disaster agreements with Ministry of Land, Infrastructure, Transport and Tourism, local governments, expressway management companies and railway companies, and quickly respond to requests in the event of a disaster. • In the event of a disaster, actively respond to request from road administrators via the Japan Bridge Association. • In the event of a major disaster, consider dispatching a survey team even before receiving a request.	We are continuing these activities. (No urgent disaster recovery requests in FY2024)	
		Thorough construction safety ▶ P.58	The Group's business involves the handling of large, heavy objects, both in our plants and at worksites. Completely eliminating accidents is not possible. We therefore place safety and the protection of human life first, prioritizing safety above all. Based on this philosophy, we set target management values related to major disaster prevention measures and major disaster occurrence numbers, and conduct construction work in a safe manner at all times.	• Workplace fatality: 0/year, lost-worktime injuries requiring more than 4 days of leave: 0/year	FY2024 results: Workplace fatality: (plants) 0, (construction sites) 0 Lost-worktime injuries requiring more than 4 days of leave: (plants) 2, (construction sites) 0 Rate of lost-worktime injuries: (plants) 2.80, (construction sites) 0.00	
		Quality maintenance and improvement ▶ P.56	The products handled by the Group are elements of important social infrastructure, and will be used by numerous people for many years. To ensure the safety and security of users, we strive to maintain and improve the quality of the products we supply at all times.	• Serious accidents related to quality: 0/year • Average construction grades of 83 or above (each fiscal year)*	*Formulated in FY2024	Serious accidents related to quality: 0/year Average construction grades: 79.73
		Promoting technology development ▶ P.36	We develop new technologies with low environmental impacts, such as CE high-strength bolts (Consideration of the Environmental issues of High-Strength Bolts) and new technologies that reflect social needs, such as floating breakwater.	• Number of new launches of new technological developments: 10/year	Number of new launches of new technological developments: 10/year	
	3 Investing in human capital to achieve sustainable growth	Promoting diversity ▶ P.69	We ensure the diversity of our human resources through active measures such as developing our female employees into powerful human resources as part of our efforts to promote women's advancement, performing mid-career hiring, hiring foreign employees, and other measures.	• Promote initiatives to acquire and maintain two-star Eruboshi certifications at our business companies. • Fulfillment rate of planned number of mid-career hires: 100%	We are promoting the initiatives to acquire and maintain two-star Eruboshi certifications at our business companies. Fulfillment rate of planned number of mid-career hires: 91% (hired 22 persons/target 24 persons)	
		Improving operation efficiency and passing on technologies and skills by promoting DX, etc. ▶ P.38	We promote the development of DX technologies that help improve productivity and operation efficiency. We also promote i-Construction ^{*1} to reduce labor needs and improve productivity. We leverage digital technologies and data to transform operation processes and work styles, and we work to pass on technologies and skills for posterity.	• Digitization of technical data on past construction projects: 100% completion as soon as possible by the end of FY2025. • Actively promote introduction of workflow systems, etc. using DX technology to improve work efficiency and reduce increase in workload due to new laws.	We are working to digitize our as-built drawings, starting in FY2024. Digitalization rate: 95.1% (as of the end of FY2024)	
		Promoting diverse work styles and supporting career advancement ▶ P.70	We have created childcare leave systems, nursing care leave systems, systems for temporarily resigning in order to provide at-home nursing care, systems for returning to resume one's career, and other systems to fit diverse work styles. Furthermore, we promote the acquisition of certifications, formulate education plans based on on-the-job training and personnel rotations, and enrich our training systems.	• Promote initiatives to acquire Kurumin certification at our business companies. • Promote establishment of various systems considering work-life balance.	We are promoting the initiatives to acquire Kurumin certification at our business companies.	
		Thorough implementation of health and safety education, awareness-raising and thorough implementation of accident reoccurrence prevention measures ▶ P.59	We place safety and the protection of human life first, prioritizing safety above all. To thoroughly establish this philosophy, we conduct group education, formulate and implement education plans for individual plants and worksites, and perform confirmation and guidance through our Safety Management Division. To prevent reoccurrence of accidents with the same causes, we implement reoccurrence prevention measures at the business company level, deploying these same measures in all the companies in our Group. We strive to prevent reoccurrence by raising awareness and ensuring thorough implementation of these measures.	• Implementation rate of monthly safety training at plants and worksites: 100% • Implementation rate of annual safety training for executives of partner companies: 100%	Implementation rate of monthly safety training at plants and worksites: 100% Implementation rate of annual safety training for executives of partner companies: 100%	
		Thorough prohibition of overwork and promotion of health management, including mental health ▶ P.59	We promote information-sharing and education regarding the importance of work-hour management and health management. We thoroughly manage overtime in accordance with Article 36 of the Labor Standards Act in Japan, and we promote healthcare for employees with high overtime hours through consultations with occupational health physicians, etc.	• Violation of Article 36 of the Labor Standards Act in Japan: 0/year • Implementation rate of 4 weeks-8 days off: 100% (annual total) • Implementation rate of guidance about consultation with occupational health physicians to employees with high overtime hours (45 hours or more/month): 100% • Implementation rate of consultation with occupational health physicians to employees with high overtime hours (80 hours or more/month): 100%*	*Implemented from FY2024	Violation of Article 36 of the Labor Standards Act in Japan: 0 Implementation rate of 4 weeks-8 days off: 91.6% Implementation rate of guidance about consultation with occupational health physicians to employees with high overtime hours (45 hours or more/month): 72.2% Implementation rate of consultation with occupational health physicians to employees with high overtime hours (80 hours or more/month): 77.8%
		Enriching benefits such as improving workplace environments and improving employee satisfaction through work style reforms ▶ P.71	We consider our employees as vital human capital that is essential for our corporate growth. Based on the belief that improving employee satisfaction contributes to corporate growth, we enrich benefits such as workplace environment improvements and promote work style reforms.	• Promote establishment of various systems considering work-life balance. • Implement various initiatives for raising employee engagement.	We are diligently promoting the initiatives.	
G Governance	4 Enhancing compliance and governance	Enhancing our corporate governance structure ▶ P.80	Based on the policy set forth in our corporate governance report, we promote the enhancement of our corporate governance system.	• Implementation rate of trainings for Directors: 100%	Implementation rate of trainings for Directors: 100%	
		Thorough compliance education ▶ P.90	We regularly conduct training regarding violations of the Antimonopoly Act, violations of the Act against Delay in Payment of Subcontract Proceeds, Etc. to Subcontractors, sexual harassment, power harassment, and the like, and we strive to maintain and improve our employees' compliance awareness.	• Serious violation or accidents related to compliance: 0/year • Implementation rate of twice a year compliance education for all employees: 100%*	*Twice a year from FY2024	Serious violation or accidents related to compliance: 0 Implementation rate of twice a year compliance education for all employees: 100%
		Fostering a corporate culture we can be proud of in society ▶ P.89	We carry out education regarding making decisions and acting in accordance with the Basic Regulations for Compliance and Risk Management, the Charter of Corporate Behavior, and the Code of Conduct, creating a corporate culture that we can be proud of in society.	• Awareness rate of all employees of the Charter of Corporate Behavior and the Code of Conduct: 100% • Implement various initiatives for raising employee engagement.	Awareness rate of all employees of the Charter of Corporate Behavior and the Code of Conduct: 100% We are diligently promoting to implement various initiatives.	
		Maintaining transaction transparency ▶ P.90	We strive to ensure thorough legal and regulatory compliance and compliance awareness. We maintain the transparency of our transactions through the appropriate operation of our internal control systems and Whistleblowing Regulations.	• Serious accidents related to transaction transparency: 0/year • Implementation rate of annual education for all employees regarding transaction transparency (to be held in the second half of the year): 100%* • Implementation rate of annual internal audit: 100% + significant deficiencies in the internal audit: 0/year	*Implemented from FY2024	Serious violations related to transaction transparency: 0/year Implementation rate of annual education for all employees regarding transaction transparency: 100% Implementation rate of annual internal audit: 100% Significant deficiencies in the internal audit: 0/year
		Thorough information security	We have created internal systems for preventing information leakage and we conduct education and training.	• Serious accidents related to information security: 0/year • Implementation rate of annual education for all employees regarding information security (to be held in the first half of the year): 100%*	*Implemented from FY2024	Serious accidents related to information security: 0/year Implementation rate of annual education for all employees regarding information security: 100%

^{*1} i-Construction is a productivity reform project carried out by the Ministry of Land, Infrastructure, Transport and Tourism. It seeks to improve the productivity of entire construction and production systems by using ICT in all business processes, from measurement to design, construction, inspection, maintenance, and management.

Review and Progress of the Medium-Term Business Plan (FY2022 to FY2026)

Understanding of the business environment

The current Medium-Term Business Plan was formulated in FY2021, and in the three years since then, the market environment has changed significantly beyond our imagination.

The amount of public investment (budget base) has remained firm, partly due to effects of the supplementary budget. However, order volumes by weight for new steel bridge construction projects are on a downward trend due to cost increases and other factors. In addition, in expressway-related construction, it remains difficult to level out plant capacity utilization rates amid the increasing scale of projects and uncertainty over construction timing.

As for large-scale renovation and maintenance-related projects with a project size of approximately ¥7 trillion, moves to reduce the scale of new construction contracts are accelerating due partly to the need for major additional budgets in existing construction contracts. We expect this trend to continue for the time being. Although the Group has secured preferential negotiating rights for several projects through technical proposals and price negotiations, as these technically challenging projects require extremely advanced design and construction capabilities, construction starts and order placements can often be delayed by years due to difficulties with their detailed designs and third-party consultations, making it difficult to forecast the overall sales schedule, etc.

Review of the targets

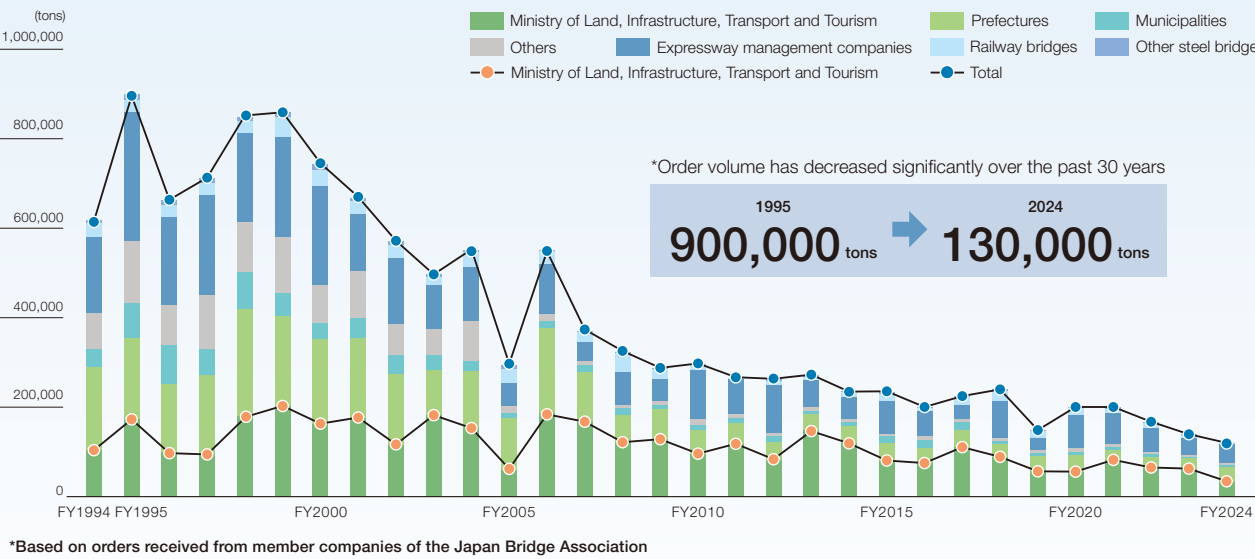
In light of these circumstances, at the financial results briefing for the six months ended September 30, 2024 (held in November 2024), we revised our targets for FY2025 and FY2026, the latter half of the current Medium-Term Business Plan (FY2022 to FY2026).

However, as the Group continues to build up our order backlog through steady efforts to receive orders, we expect to maintain a stable level of sales during the next Medium-Term Business Plan (FY2027 to FY2031). The market as a whole is currently in a transitional period, moving away from being centered on new construction-related projects, which typically generate sales in the short term (two to three years), toward big projects and large-scale renovation and maintenance-related projects that require a long-term approach (five to six years or more). This means that we

need to be flexible in our business operations, while also taking into account the risk of hitting a plateau in performance during this period.

Going forward, under the current Medium-Term Business Plan, the Group will further strengthen our management control system, maintain and reinforce our profit structure, select and focus our management resources in growth areas, secure and train human resources, promote the career advancement of women, and carry out work style reforms. We also aim to continuously maintain and increase dividends as a form of shareholder returns. In order to ensure this, we plan to put together the next Medium-Term Business Plan (starting in FY2027), while taking into account trends in the market environment and other factors. We plan to announce it in FY2026.

Steel bridge order volume (t) trends*



Review of the targets for FY2025 and FY2026

	FY2024	FY2025		FY2026	
	Initial targets	Initial targets	Revised targets	Initial targets	Revised targets
Net sales	70,000	—	60,000	75,000	68,000
Operating profit	7,000	—	3,100	7,500	6,000
Ordinary profit	7,000	—	3,200	7,500	6,100
Profit attributable to owners of parent	3,800	—	1,900	4,000	4,000
Annual dividend per share (yen)	42.5	—	97.5	45	97.5

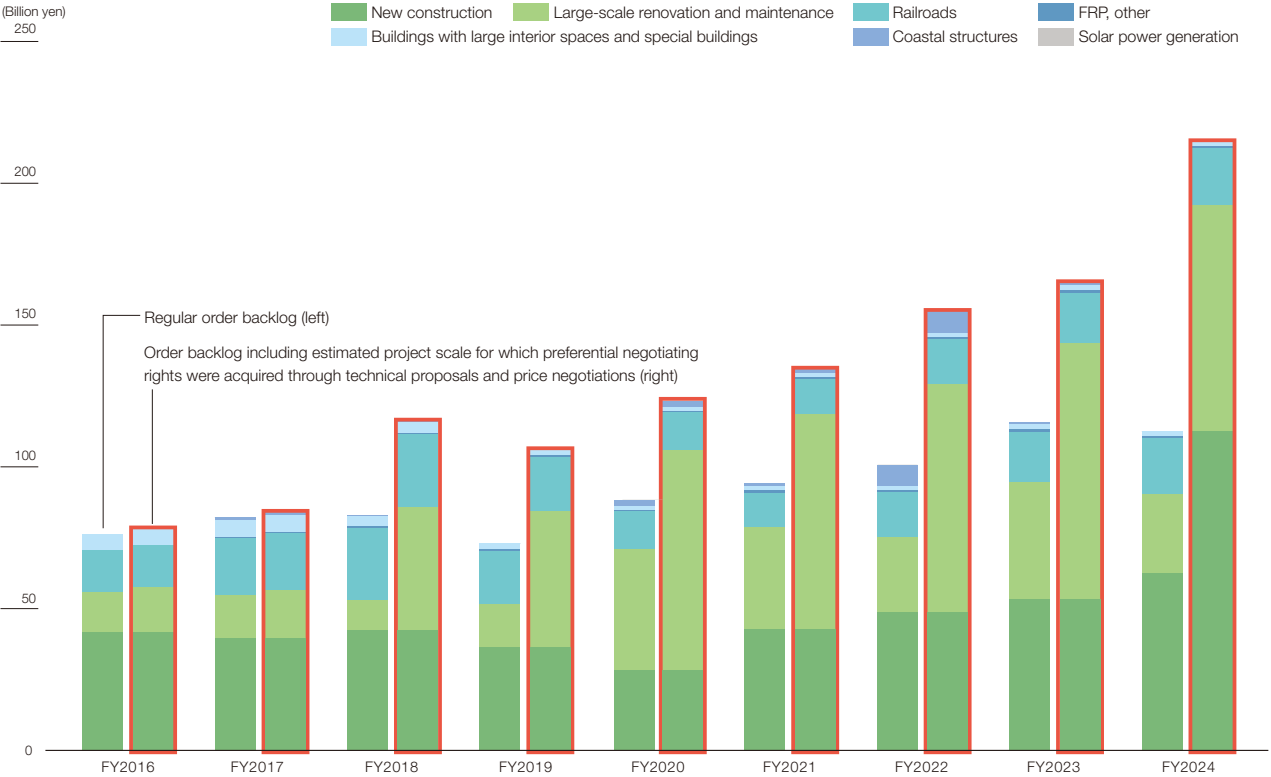
Review and Progress of the Medium-Term Business Plan (FY2022 to FY2026)

Progress toward quantitative targets

	FY2022	FY2023	FY2024		FY2025	FY2026
	Results	Results	Forecasts	Results	Forecasts	Medium-Term Business Plan targets
Net sales	60,279	69,365	73,000	74,725	58,000	68,000
Operating profit	5,127	7,904	8,500	9,168	4,000	6,000
Ordinary profit	5,373	7,908	8,600	9,496	4,100	6,100
Profit attributable to owners of parent	3,077	4,354	4,000	4,863	2,500	4,000
Annual dividend per share (yen)*1	35	96	97.5	97.5	97.5	97.5
Equity ratio	56.3%	53.6%	—	44.7%	50.3%	55%
Return on equity (ROE)	8.9%	11.6%	—	12.1%	6.2%	10%
Return on assets (ROA)	8.6%	11.5%	—	11.5%	4.8%	10%

*1 The Company conducted two-for-one stock splits of its common shares on October 1, 2023 and October 1, 2024. Annual dividends per share reflect these stock splits.

Order backlog trends



Progress of key strategies (FY2024)

Key strategies		Progress evaluation	Progress status	
1	Participate in new, large-scale bridge projects	○	We have secured preferential negotiating rights for the major project of constructing a new bridge in the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway (continuous cable-stayed bridge), and are currently diligently working on detailed designs.	Projects where we can fully leverage MEG's strengths, including both the quality and volume of its management resources
2	Expand scale of activities in large-scale expressway renovation projects	○	Following on from last fiscal year, we have secured preferential negotiating rights for the current fiscal year for the floor slab replacement works of Senkawa Viaduct and the construction work to repair bridges of the ShinHodogaya D ramp bridge, through technical proposals and price negotiations, and are currently working on detailed designs.	
3	Work on high-difficulty private sector construction projects	○	We are currently carefully considering technical proposals for some specific projects in the area of high-difficulty construction in private sector projects (railroads, buildings with large interior spaces and special buildings, and coastal structures), where our advanced technical capabilities have been evaluated highly.	
4	Enhance technology development	○	We are engaging in joint development with ICT companies, DX companies, and manufacturers, implementing operation improvements.	
5	Engage in capital investment aimed at growing business and improving efficiency	○	We are installing solar power generation equipment at Kurihashi Equipment Center, have started the development of the Hyogo Equipment Center relocation site, and are moving forward with plans to build a new office building at the Chiba Works, which is scheduled for completion in FY2026.	
6	Strengthen alliances	○	We have secured preferential negotiating rights for multiple large-scale renovation and maintenance-related projects through an industry-spanning JV with a general contractor. We are continuing to bid for multiple projects through the industry-spanning JV.	
7	Expand sales of products developed in-house	○	We are steadily expanding sales of the products we have developed, such as FRP inspection access way, as set forth in our business plans.	
8	Implement ESG measures	○	We announced KPIs in Integrated Report 2024. We have expanded disclosure of non-financial information, including Scope 1, 2, and 3 greenhouse gas (GHG) emissions.	

Large-scale projects acquired through an industry-spanning JV with general contractors, etc. currently in progress



Technology Development

In order to continue growing sustainably and further contribute to society through the provision of safe and secure infrastructure, in FY2024 MIYAJI ENGINEERING GROUP worked on the development of lane securing technology for floor slab replacement work and labor-saving technology utilizing AI, XR, etc. Going forward, MIYAJI ENGINEERING GROUP works on developing new technologies every year, including new technologies with low environmental impacts and new technologies that reflect social needs.

New technologies developed in FY2024

1 FRP pavement covering plates

▶ P.37

3 Achieving higher AR precision using ArUco markers

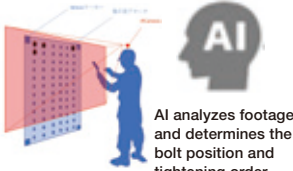
▶ P.38

5 Automated recognition system for high-strength bolt tightening position

This system was developed with the aim of saving labor in ledger creation for bolt tightening management.

AI automatically detects bolt placement and tightening order from images captured by cameras worn by workers and notifies upstream systems. Through the combination of camera images and AI image recognition technology, the tightening positions of bolts are identified and linked to the tightening data for torque wrenches. Construction history (tightening positions, torque values, tightening angles, etc.) is then automatically stored and centrally managed.

This system significantly improves the efficiency of creating construction records and enables the automatic generation of highly reliable evidence, which greatly improves quality control and the reliability of work.



7 3D transport planning system

The purpose of this system is to streamline the creation of work progress diagram for block transportation planning, which was previously done manually, and to improve the accuracy of dimension checks and save labor.

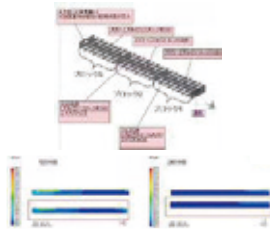
It is equipped with an automatic block dimension creation function that automatically obtains dimensions from a 3D model and outputs them in an Excel format list. It also has an automatic block dimension function that takes into account longitudinal and cross-sectional planes, which calculates dimensions, factoring in longitudinal gradients and cross-sectional rotations, assuming actual transport conditions. It also has a center of gravity display function that can be used to determine the center of gravity with simple mouse operation, and a 3D solid model output function that can be easily linked to general-purpose CAD tools.

These features enable safer and more efficient block transport planning.



9 Development of an AI-based method for optimizing dehumidification inside girders

There have been cases where dehumidification inside girders has been applied as an alternative rust prevention method to painting inside them. However, this involves operating a dehumidifier according to preset operating conditions, and there has not necessarily been sufficient consideration given to optimizing the operating costs and rust prevention effects. In this project, we developed an AI-controlled dehumidification system inside girders with the aim of optimizing costs and effects. Through analytical verification, we confirmed that it is possible to quickly optimize the humidity distribution inside girders. The analysis was carried out using a mathematical model that was confirmed to be consistent with the results of a computational fluid analysis (see right figure).



2 HD loop joints (for vertical joints)

▶ P.37

4 Development of image processing technology that can be applied to marine images

▶ P.38

6 Labor-saving System for Steel Bridge Dimensional Control

"A-sys" is a system that uses 3D bridge data to automatically output various ledgers required for component assembly and temporary assembly. This latest functional improvement is expected to improve the efficiency of inputting measurement values into work progress control ledgers, which previously had to be done manually.

It enables the automatic output of measurement values corresponding to stipulated values from coordinate values measured by a total station, etc., to create work progress control ledgers. The system can also reflect offset information in the measurement instruction data to be output, as well as respond to instructions to measure the center position of box girders.

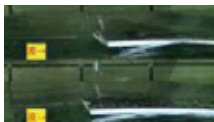
This system seamlessly manages the entire process from design to on-site erection, achieving an efficiency improvement of approximately 40% compared to conventional work progress control. This initiative has been highly praised, receiving the "Award of Excellence" in R6 Technical Paper from the Japan Federation of Construction Management Engineers Associations (JCM).



8 Development of a design load evaluation method for floating membranes

We have developed a method for evaluating the design load of floating membrane platforms intended for floating solar power generation. We found that a strict evaluation of the rigidity of the floating platform could reduce the load acting on the mooring lines.

When we measured the wave load acting on the membrane platform using Mitsubishi Heavy Industries, Ltd.'s seakeeping tank, we found that the wave power evaluation formula proposed in previous fiscal years had areas where the load was excessive, so we improved this evaluation formula. We also formulated measures to prevent the membrane from floating up, and confirmed its effectiveness in a two-dimensional water tank at the Nagasaki Institute of Applied Science.



Wave power confirmation test



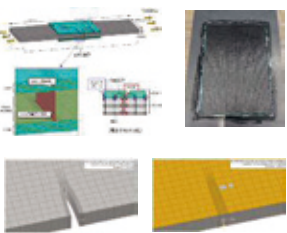
Comparison with wave power evaluation formula



Check the structure to prevent it from floating up during wind and wave action

10 Development of emergency repair method for fatigue cracks

When fatigue cracks are found in steel structures, the typical response is to relieve stress concentrations by installing stop holes or other emergency measures, followed by permanent reinforcement. However, there are cases where emergency measures such as stop holes are difficult to implement, or where it takes time to implement permanent reinforcement. We have developed a structure that can be reinforced quickly after a fatigue crack is detected, enabling performance to be restored through emergency repairs until permanent reinforcement is carried out, and that can be easily removed once permanent measures have been implemented.



Technology Development Topics

1

FRP pavement covering plates

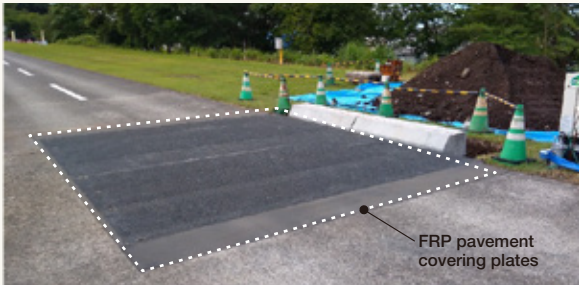
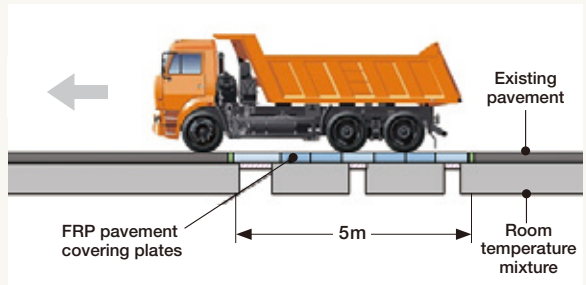
In large-scale renovation projects on expressways and other roads, many construction projects are carried out to replace deteriorated floor slabs with precast PC floor slabs. When carrying out this floor slab replacement work, traffic on the main expressway must be restricted all day during construction, which can lead to congestion and resulting accidents that have become a social problem. For routes with heavy traffic or routes where detours cannot be secured, there is a need for the establishment of floor slab replacement technology that allows traffic restrictions to be implemented only at night and roads to be open during the day.

Therefore, in order to eliminate the need for fill concrete and paving work and to enable roads to remain open during the day, we developed pavement covering plates using glass fiber reinforced polymer, which is lightweight and easy to work with.

By developing and commercializing lightweight, easy-to-handle FRP pavement covering plates (Neat pavement construction), we aim

to avoid the need for temporary paving after erecting new precast PC floor slabs (precast PC floor slabs) during nighttime lane restrictions and the need to apply concrete to the axial joints between precast PC floor slabs during nighttime on the same day (reducing work time), thereby streamlining construction and enabling early reopening to daytime traffic.

- Development of lane securing technology for renovation work in urban areas
 - (1) Development of mobile PC floor slab removal and installation equipment
 - (2) Development of floor slab cutting technology
 - (3) Development of FRP pavement covering plates ← This project
- We found that the combination of these three elemental technologies makes it possible to remove and install up to two floor slabs (approximately 4 m) during a single nighttime lane restriction.



Installation status during running test

Technology Development Topics

2

HD loop joints (for vertical joints)

HD loop joints employ an improved mechanical loop joint method that easily and reliably connects rebars together.

By attaching special cast iron joint hardware (a HD loop connector) to the loop rebars already installed at the ends of the precast PC floor slab, the rebars can be connected together to integrate the precast PC floor slab.

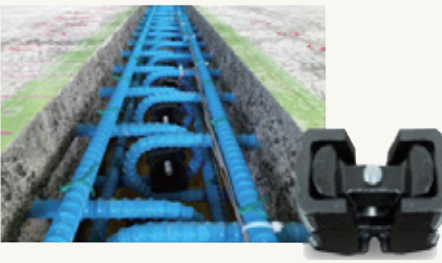
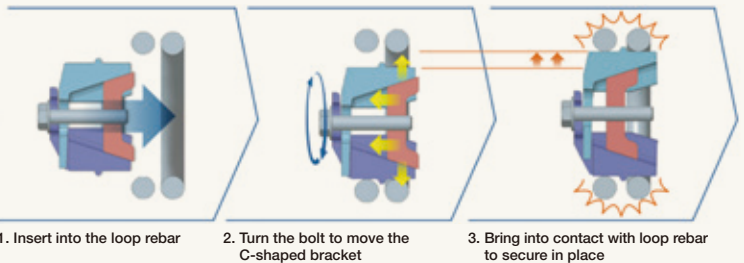
In addition to the horizontal joint compatibility applied to joints in the bridge axis direction of precast PC floor slabs, we have newly developed vertical joint compatibility that is applied to joints perpendicular to the bridge axis.

Features

1. Floor slab joints for reinforced concrete structures
 - The separated floor slabs are integrated by connecting the rebars together
 - The interlocking section uses concrete with the same design strength of 50 N/mm² as the precast PC floor slab

2. Labor saving in construction
 - To connect loop rebars, two rebars can be connected at once, with one above the other
 - No skilled technicians are required to install the HD loop connector
3. Reduction of gap width
 - Since only the installation space for the HD loop connector is required, the gap width can be shortened by about 50%, reducing the amount of concrete poured
4. Also allows for vertical joint structures that do not require prestressing
 - Compared to post-tensioned PC joints, connection work can be completed in less time and at lower cost
 - HD loop connectors can be installed in approximately 30 seconds each
 - Confirmed fatigue durability equivalent to 100 years in wheel load running tests taking into account the shear forces generated in vertical joints

Installation procedure



DX Strategies

The construction industry is facing challenges such as the rising age of workers and personnel shortages. This is creating a need for DX strategies that contribute to productivity improvements, the prevention of long working hours, and the succession of construction techniques.

MIYAJI ENGINEERING GROUP is working to develop DX-related technologies in order to contribute to business efficiency, improve labor savings and productivity by promoting i-Construction, reform work processes and work styles by utilizing digital technologies, and pass on various technologies and skills.

Technology Development Topics

3

Achieving higher AR precision using ArUco markers

While various forms of augmented reality (AR) technology have been put into practical use, superimposing 3D models of virtual space onto real space on devices such as tablets, the Group, in collaboration with MHI POWER ENGINEERING Co., Ltd., has developed and launched a system that achieves even higher precision in superimposing.

This system uses ArUco markers that are resistant to misrecognition and environmental changes, and is equipped with a mode that reduces errors to around 1 mm through techniques such as reverse calculation of the device's position and orientation, and a mode that reduces misalignment during movement using the least squares method. While existing systems were only able to tolerate a certain degree of misalignment in superimposing, this technology makes it possible to use the system in situations where precise superimposition is required, further expanding the range of applications.

We will continue our efforts to develop labor-saving technology for marker installation work, thereby achieving wider use and streamlining operations.



Technology Development Topics

4

Development of image processing technology that can be applied to marine images

Underwater drones (remotely operated vehicles, or ROVs) are expected to be used in a wide range of fields, including marine surveys and infrastructure inspections. Going forward, we anticipate an increasing need for technology to analyze underwater images taken by ROVs in the diagnosis of underwater structures and in marine ecosystem surveys.

The Group has been conducting research on coral growth for 20 years. Previously, to measure the growth of corals, divers would take pictures of individual corals on the growth shelves with a tape measure, and then calculate their size manually using these images, which required a great deal of efforts in terms of both diving and measuring.

Therefore, we have developed a new system that uses deep learning AI to automatically extract corals from underwater images taken by ROV and measure their size, and conducted technical verification of this system. Verification was carried out using the following method.

- (1) Conventional method of manually designating coral areas and calculating their size.
- (2) Automatic extraction method using AI trained on the training data created in (1).

As a result, the AI method tended to overestimate the actual measured values by about 15%, but we expect accuracy to improve as we gather more training data and improve the algorithm.



Coral growth shelves

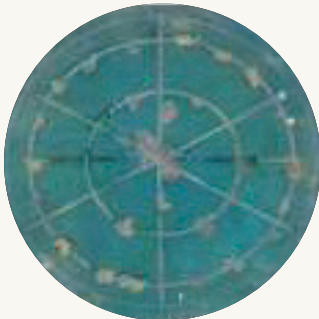


Image of coral seen from directly above



Overlay of growth shelf and coral images (manual)

Received the Excellence Award in the 2024 JIIMA Best Practice Awards, “DX Transformation of Procurement Operations Driven by Compliance with the Electronic Books Preservation Act”

MM BRIDGE CO., LTD. (MMB) received the Excellence Award in the 2024 JIIMA Best Practice Awards from the Public Interest Incorporated Association Japan Image and Information Management Association (JIIMA) for its initiative titled “DX Transformation of Procurement Operations Driven by Compliance with the Electronic Books Preservation Act.” MMB received high marks for its successful organization of complex document management by creating a matrix of relationships between applicable operations and the ledgers it uses, as well as its innovative approach to digitalize operations without changing existing workflows through operational improvements achieved by linking a SaaS service with MMB's own core on-premise system.

Amendments to the Electronic Books Preservation Act in January 2022 have made it mandatory for companies to preserve all electronic transaction data as electromagnetic records. This means that electronic transaction data, which previously could be printed and stored on paper, must now be stored as electromagnetic records, posing a major challenge for companies. In addition to complying with the amendment of this Act, MMB also faced challenges such as improving operational efficiency, going paperless, and supporting remote work, and needed to solve these issues simultaneously. In particular, it needed to store electronic data received from business partners in a variety of formats, and to do so without making major changes to existing core systems and workflows.

To resolve these issues, MMB examined systems that comply with the Electronic Books Preservation Act, focusing on the following five points.

- 1. Enabling digitalization without changing existing workflows
- 2. Providing flexible data entry methods
- 3. Ensuring that data entry is easy and meets legal requirements
- 4. Scalability
- 5. Ensuring that implementation is completed within the grace period for legal compliance

In order to select a system that meets these requirements, after receiving proposals from several companies, MMB ultimately adopted RICOH JAPAN Corporation's “RICOH content utilization & work efficiency enhancement service (DocuWare).” This system can be integrated with existing accounting systems and email, and could be adopted in a short period of time without any major changes to its work processes. Furthermore, the flexible response provided during the proof-of-concept (PoC) period made for a smooth implementation.

In this project, RICOH JAPAN's DocuWare experts and system engineers provided one-stop support, ranging from requirements definition to system implementation and operational support. This enabled compliance with the Act amendments, streamline procurement operations, and go paperless. The digitalization of work processes also allowed for flexible business operations that can be adapted to a remote work environment.

Through this initiative, MMB promoted the digital transformation (DX) of procurement operations, while also realizing the potential of the DX of its operations that goes beyond simply complying with the Electronic Books Preservation Act. Going forward, MMB will continue to further improve work efficiency and utilize digital technology, thereby strengthening initiatives aimed at realizing a sustainable society.



Introduction of an electronic contract system at MIYAJI ENGINEERING CO., LTD.

MIYAJI ENGINEERING CO., LTD. has introduced an electronic contract system with the aim of improving work efficiency and strengthening compliance, and plans to begin full-scale operation from the second quarter of FY2025.

This system is a cloud-based service that places little burden on the company's operations, which also has an external center in place to handle inquiries from contract partners and to provide operational support. This reduces the workload on the relevant departments, while also enabling paperless contract work, more efficient progress management, and proper management of contract documents. Initially, the system will be primarily be used in the departments involved in erection work, and the plan is to

gradually expand its scope of application to other departments while confirming stabilization of the system's operation.

Going forward, MIYAJI ENGINEERING CO., LTD. will also aim to further improve operational efficiency and enhance information sharing by considering seamless integration with all subsequent operations, from receiving invoices to processing payments through data integration with core systems.

By doing so, MIYAJI ENGINEERING CO., LTD. aims to have in place a system that enables the integrated management of all work processes spanning from contract conclusion to payment, and will work to strengthen company-wide digital infrastructure.

Financial Capital Strategy

Basic policy of financial capital strategy

MIYAJI ENGINEERING GROUP considers establishing highly sustainable corporate structure from a medium- to long-term perspective, enhancing corporate value, and returning profits to shareholders to be important management measures. At the same time, our basic policy is to implement a well-balanced capital policy, including investing for sustainable growth, which is a concept we share with our shareholders and stakeholders.

Review of FY2024

In FY2024, although the Japanese economy gradually recovered thanks to signs of improvement in the employment and income environment, as well as in corporate earnings and employment conditions, uncertainty remained due to trade policies in the U.S. and other factors.

In this environment, although public investment (budget base) remained firm for the current fiscal year, a trend to downsize the scale of new construction contracts accelerated due to the need for major additional budgets in existing construction contracts. As such, in the Group's mainstay bridge business segment, orders for largescale renovation and maintenance-related projects for highway and railway bridges totaled ¥171.0 billion, a significant decline from the ¥233.8 billion in the previous fiscal year (both based on our aggregate calculation). Amid this harsh operating environment, orders received amounted to

¥71,441 million (down 15.4% year on year), which was second only to the record-high amount in the previous fiscal year, due to orders received for large, technically challenging new construction-related projects, large-scale renovation and maintenance-related projects, and railroad-related projects.

Net sales also amounted to a record high of ¥74,725 million (up 7.7% year on year), as a result of largely steady progress in existing projects.

As a result of efforts to improve productivity efficiency and construction profitability, and operational efficiency improvements through work style reforms, operating profit was ¥9,168 million (up 16.0% year on year), ordinary profit was ¥9,496 million (up 20.1% year on year), and profit attributable to owners of parent was ¥4,863 million (up 11.7% year on year), all of which achieved record highs.

Financial result forecasts for FY2025

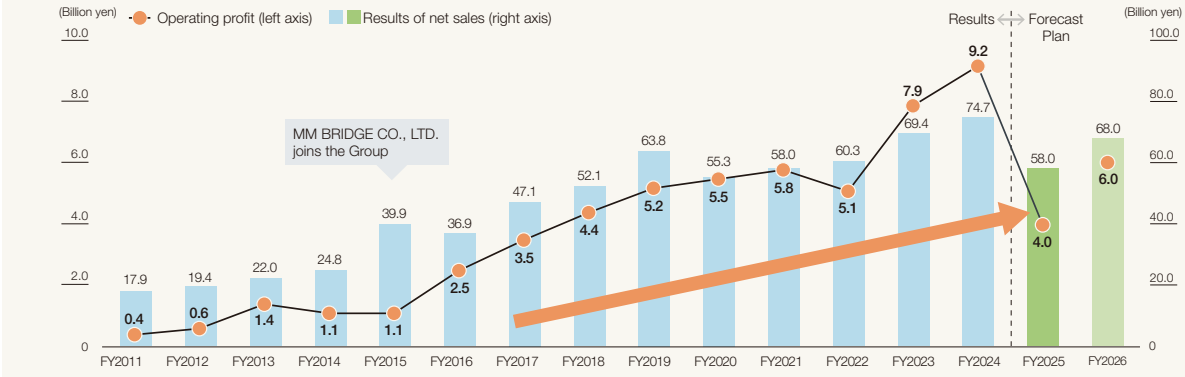
With regard to the outlook for the Japanese economy in FY2025, the Japanese government is expected to quickly and steadily implement its "Comprehensive Economic Measures to Foster the Safety and Security of Citizens and Sustained Growth - Increasing Current and Future Wages and Incomes for All Generations" policy and the supporting FY2024 supplementary budget and the FY2025 budget. Moreover, to overcome deflation, the government is expected to achieve "a growth-oriented economy driven by wage increases and investment," understanding that "a sound economy is the foundation of fiscal health." However, in addition to impacts from trade policies in the U.S., ongoing price rises are causing a decline in consumer sentiment and negatively impacting consumer spending, and there is a risk that these factors could put downward pressure on the Japanese economy. Further attention must also be paid to impacts from volatility in financial and capital markets.

Despite these circumstances, in the Group's mainstay bridge business segment, the expected orders for FY2025 are ¥220.0 billion (based on our estimate) for new construction-related projects and ¥190.0 billion (based on our estimate) for large-scale renovation and maintenance-related projects, about the same volume of orders as in the previous fiscal year. While competition for orders for ordinary new bridges still continues to be severe, orders for large-scale expressway renovation projects (project size of approximately ¥7 trillion), the number of which fell significantly in the previous year due to budget conditions, are expected to gradually recover thanks to the increasing number of locations requiring renovation and maintenance work. Moreover, thanks to steady progress on highly difficult and large-scale projects such as the continuous cable-stayed bridge on the western extension of the Wangan (Osaka Bay) Route, we believe the business

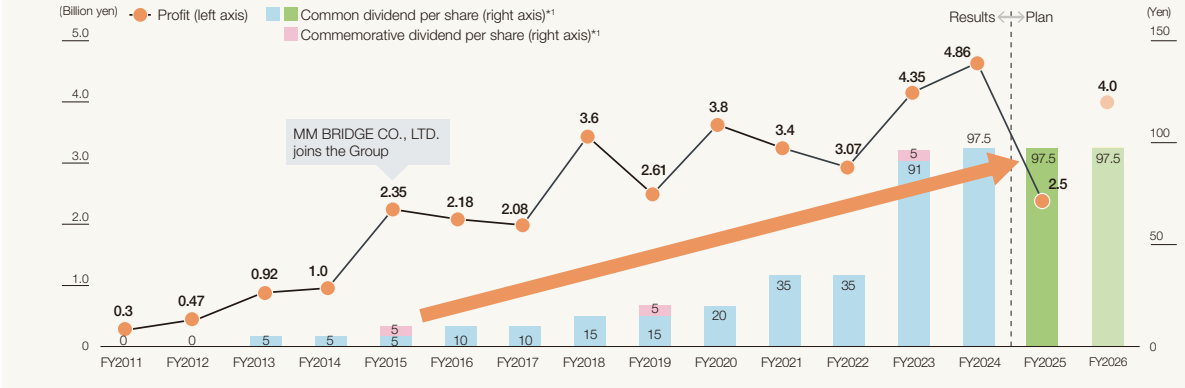
environment is one in which the Group can make major advances in the medium term. In railroad-related projects, many projects are planned in the Tokyo area, including terminal station redevelopment projects, continuous grade separation projects, and large-scale bridge over railway projects. These projects will enable the Group to continue demonstrating its safe, secure, and advanced technical capabilities.

In this business environment, we have sought to further strengthen our management control system as a group to build a stronger revenue base. At the same time, our core operating companies MIYAJI ENGINEERING CO., LTD. and MM BRIDGE, CO., LTD. have worked as one so that we can "thrive and grow together" with our stakeholders as a company that is one step ahead of its competitors. Through the promotion of the Medium-Term Business Plan (FY2022 to FY2026), in the fiscal year under review, which is the interim year of the plan, corporate performance was at a record high. Moving forward under our new management structure, we will continue to optimize our management by appropriately allocating management resources to new construction-related, large-scale renovation and maintenance-related, and private-sector projects (including railroad-related, buildings with large interior spaces and special buildings, and coastal structures projects), aligning with shifts and trends in the domestic steel bridge market. In addition, by improving productivity through technology development and digital transformation (DX), securing and training human resources, promoting the career advancement of women, and carrying out work style reforms, we will strive to exceed the goals of our Medium-Term Business Plan, which were revised in the financial results briefing for the six months ended September 30, 2024.

Net Sales and Operating Profit: Results and Plan



We will engage in strategic growth and continuously maintain and increase our dividends



*1 The Company conducted two-for-one stock splits of its common shares on October 1, 2023 and October 1, 2024. Dividends per share reflect these stock splits.

Financial characteristics of our business

Characteristics of the Group's cash flows

In the Group's mainstay bridge business segment, the Group collects construction fees based on sales of completed work each fiscal year. This is especially true of projects ordered by government agencies and expressway management companies. Therefore, the Group's cash flows tend to be dominated by cash inflows in the first half of the fiscal year and cash outflows in the second half of the fiscal year. As a result, the Group tends to run a net debt during the fourth quarter (January to March).

In addition, especially in the case of large-scale expressway renovation projects, the process involves plant fabrication and on-site erection after design work for the ordered project is completed. During the one or two year period until the design work is completed, no sales of completed work are recorded, which makes it difficult to recover fixed costs. We expect this situation to become more pronounced if large-scale renovation projects increase and the business expands. In addition, considering the risk of a temporary halt of cash inflows, the Group needs to cover subcontractor payments at plants and construction sites, as well as fixed costs, including plant maintenance costs. Therefore, it is necessary to maintain cash reserves of around two to four months (¥10.0 to 20.0 billion) of monthly sales at all times.

Securing our equity to withstand risks

With regard to the risk of damage to our equity, our Group works on a large number of large-scale, high-difficulty construction projects, such as highway bridge, railway bridge, and special steel structure construction projects. Therefore, there is a risk of accidents, such as bridge girders falling on public roads or railways during construction. Although we employ thorough safety measures, if an accident does occur, this could not only result in further construction costs, such as the cost of remanufacturing and reconstruction, but also the obligation to compensate any damaged third parties. Furthermore, a suspended nomination following an accident could have a major impact on future work volume. Although the Group prepares for such situations through the use of third-party liability insurance, etc., there are limits to the amount of loss compensation that is possible.

With regard to natural disaster risk, if a large-scale natural disaster occurs in the area near one of our construction sites in Japan, it could cause the long-term suspension of production activities and could incur major recovery work costs. The new office building construction that is currently being planned is part of our business continuity plan (BCP) for ensuring the safety and security of employees and for responding in the event of the destruction of the Tokyo Head Office.

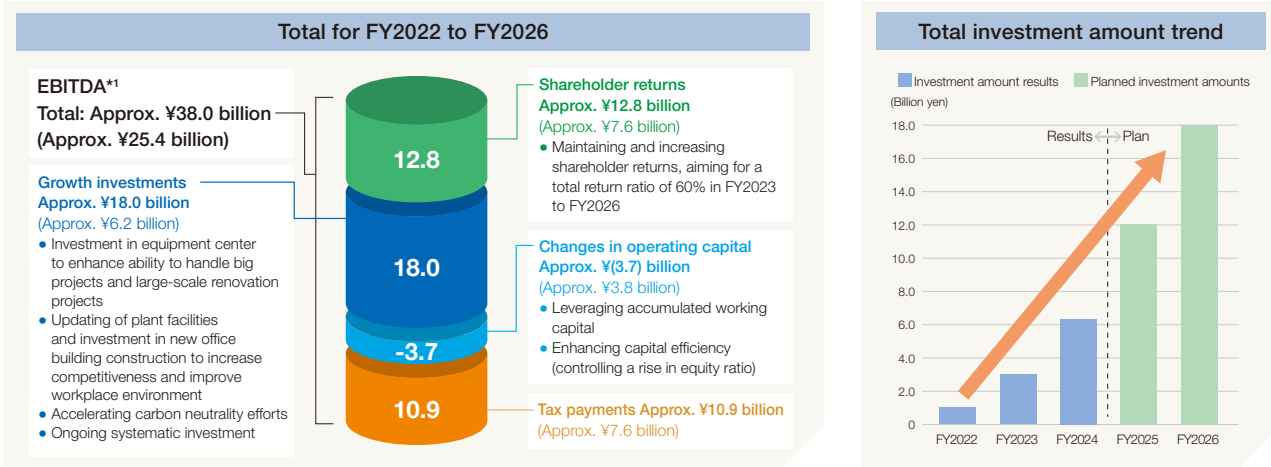
The Group will strive to increase its equity to be able to continue its business even in the event of a major disaster that causes production activities to be halted, while covering fixed and temporary costs incurred until business activities can resume.

Financial Capital Strategy

Capital strategy

The Group considers establishing highly sustainable corporate structure from a medium- to long-term perspective, enhancing corporate value, and returning profits to shareholders to be important management measures. At the same time, our basic policy is to implement a well-balanced capital policy, including investing for sustainable growth, which is a concept we share with our shareholders and stakeholders.

Specifically, we forecast EBITDA of approximately ¥38.0 billion to be earned during the new Medium-Term Business Plan period, and we plan to invest in growth for approximately ¥18.0 to 20.0 billion.



(Note) Numbers in () are cumulative result totals from FY2022 to FY2024
*1 Earnings Before Interest Taxes Depreciation and Amortization

Breakdown of investment strategy

		Investment forecast for next five years	Cumulative total	Details on investments
Production capacity efficiency improvement and optimization	Yard improvement and space utilization efficiency improvement	¥0.15 billion	¥0.02 billion	Completed rebuilding of painting plant Completed installation of 50-ton large gantry crane in temporary assembly yard Planning successive renovations of other facilities
	Rebuilding of painting plant	¥1.30 billion	¥1.16 billion	
	Updating and repair of plant equipment, seismic reinforcement of buildings	¥2.50 billion	¥1.31 billion	
	New office building construction	¥6.00 billion	—	Working on basic design in preparation for completion in January 2027
	Equipment Center renovations	¥1.05 billion	¥0.93 billion	Completed building of storage warehouse and a new office building of Kurihashi Equipment Center
	Equipment Center equipment replacement	¥1.70 billion	¥1.65 billion	Carrying out rolling updates of facilities such as yard gantry cranes
	Addition of revisions to Kurihashi Equipment Center storage yard	¥1.05 billion	—	Selecting candidate storage yard locations to serve as alternative site
	Addition of relocation and expansion of Hyogo Equipment Center	¥1.25 billion	¥0.40 billion	Acquired land and started land development with an eye to completion in March 2027
Carbon neutrality-related investment	Addition of specific initiatives for achieving carbon neutrality by 2050	¥0.90 billion	¥0.12 billion	Completed installment of solar power generation equipment in equipment centers
Business portfolio expansion and optimization	New business development	¥1.10 billion	¥0.62 billion	Currently developing new technologies at a rate of 10 technologies per year Working hard to increase operation efficiency by utilizing DX
Reinforce comprehensive engineering functions	Technology development			
	M&As	Envisioned as being between ¥1.0 to 3.0 billion	—	Making preparations to ensure that we can actively take on projects that contribute to sustained growth
Total growth investment		Envisioned as being between ¥18.0 to 20.0 billion		

Shareholder return policy

The Company positions the return of profits to shareholders as an important management measure, and strives to maintain and increase shareholder returns. We will achieve the profit target under the Medium-Term Business Plan (FY2022 to FY2026), for which we announced revisions at the financial results briefing for the six months ended September 30, 2024, with the aim of maintaining and further increasing the dividend per share. In addition, we will appropriately control the level of equity capital, paying careful attention to maintaining capital efficiency toward achieving a target of 10% ROE under the Plan, while flexibly

implementing shareholder returns when performance is strong. At the same time, we have a basic policy of implementing a well-balanced capital policy, including investments for sustainable growth, which is a concept shared by all shareholders and stakeholders, and a certain level of capital reinforcement. Under this policy, with regard to dividends for the fiscal year ending March 31, 2026, we plan to pay a dividend of ¥97.50 (lower limit) with a targeted total return ratio of 60% as announced in the financial results briefing for the six months ended September 30, 2024 (interim dividend: ¥42.50, year-end dividend: ¥55.00).

Business management that is conscious of cost of capital and stock price

MIYAJI ENGINEERING GROUP's ROE (return on equity) for FY2023 exceeded the Medium-Term Business Plan target of 10% due to our revised dividend policy that targets an equity ratio of 55% and strong performance. As a result of our efforts to gain recognition from the market regarding our initiatives on the “Action to Implement Management that is Conscious of Cost of Capital and Stock Price” announced on August 9, 2023, the PBR (price book-value ratio) exceeded our target of 1.0.

	FY2020 (Actual)	FY2021 (Actual)	FY2022 (Actual)	FY2023 (Actual)	FY2024 (Actual)	FY2025 (Forecast)
Net sales (Million yen)	55,268	58,002	60,279	69,365	74,725	58,000
Operating profit (Million yen)	5,501	5,810	5,127	7,904	9,168	4,000
Profit attributable to owners of parent (Million yen)	3,808	3,406	3,077	4,354	4,863	2,500
Equity ratio	49.6%	54.0%	56.3%	53.6%	44.7%	50.3%
ROE	13.5%	10.7%	8.9%	11.6%	12.1%	6.2%
Net assets per share (Yen)*	1,108.03	1,226.84	1,305.09	1,458.95	1,526.47	—
Year-end share price (Yen)*	592.25	865.00	935.00	2,192.50	1,784.00	—
PBR (Times)	0.53	0.71	0.72	1.50	1.17	—

*Net assets per share and year-end share price have been calculated assuming that two-for-one share splits conducted on October 1, 2023 and October 1, 2024 had been conducted at the beginning of FY2020.

In FY2025, continuing from FY2024, the Group will aim for medium- to long-term sustainable growth and further enhancement of its corporate value, with a target of 10% ROE by implementing the following measures.

1	Achievement of the Medium-Term Business Plan (FY2022 to FY2026)	- We will steadily implement plans involving the well-balanced investment of management resources in large construction projects for new bridges, large-scale expressway renovation projects, highly difficult construction projects in the private sector, and other undertakings. - We have formulated and are implementing investment plans consisting of ¥18.0 to 20.0 billion in total over the five years of the Medium-Term Business Plan to improve efficiency and optimization of plant production and on-site construction capacity, develop new business, and reinforce our general engineering functions.
2	Implementation of active IR activities	- We will hold financial results briefings, one-on-one meetings, tours, etc. - We created an English website and post timely disclosure materials in English, including General Meeting of Shareholders convocation notices and financial results. - We will update our integrated report, which we started publishing in FY2022, on an annual basis.
3	Buy-back of shares	- The liquidity of the Company's shares was enhanced through the implementation of active IR activities and by the effects from a share split implemented on October 1, 2023. - The Company acquired 350,000 shares of its treasury shares with ¥1,494 million (percentage of total number of issued shares (excluding treasury shares): 2.6%) on August 8, 2024, to further improve capital efficiency and enable the execution of a flexible capital policy in response to changes in the business environment.
4	Implementation of a share split	We conducted a two-for-one share split of the Company's common shares on October 1, 2024.
5	Continuation of the dividend policy (implementation of capital efficiency-conscious, flexible shareholder returns)	- We will appropriately control the level of equity capital, paying careful attention to maintaining capital efficiency so as to achieve the Medium-Term Business Plan target of 10% ROE. We will promote a well-balanced capital policy, including investments for sustainable growth and a certain level of capital reinforcement. - We believe that equity capital equivalent to roughly seven months of monthly sales (60% of annual net sales) is required to ensure the sustainable growth, given the accident risks and natural disaster risks we face due to our business characteristics, and we have set our equity ratio target at approximately 55%. - For the shareholder returns for period up to FY2026, the final year under the Medium-Term Business Plan, we will implement flexible shareholder returns that are commensurate with performance, with a target dividend payout ratio of 60%, with the aim of achieving the 10% ROE targeted under the Medium-Term Business Plan, thereby keeping the level of equity capital under adequate control.
6	Reduction of cross-shareholdings	We will reduce cross-shareholdings for which we deem the significance of holding these shares to be insufficient based on dialogue with the companies in which we hold shares. We will also reduce the ratio of the cross-shareholdings book value to consolidated net assets to 10% or less during the period of the Medium-Term Business Plan.

MIYAJI ENGINEERING CO., LTD.



Kyoji Okumura
President and Representative Director

As a comprehensive engineering company focused on steel bridges (roads and railroads), we contribute to the safety and security of the Japanese people by developing social infrastructure

MIYAJI ENGINEERING CO., LTD. is a comprehensive engineering company that handles everything from design to fabrication and erection of steel bridges. By developing social infrastructure, we contribute to the safety and security of the Japanese people. We were the first company in the industry to adopt a holding structure, and we maintain our high market share of large-scale and high-difficulty construction projects. In addition to highway and railway bridges, we have also expanded into other business segments such as large buildings, renewable energy, FRP materials, and monitoring technologies. Our business scope includes both new construction and maintenance, with an eye toward dealing with aging infrastructure and improving national resilience. We are aiming to achieve sustained growth through initiatives in the areas of technology transfer, human resource development, digital transformation (DX), and decarbonization.

Business description

The mainstay businesses of MIYAJI ENGINEERING CO., LTD. include the design, manufacture, erection, maintenance, and renovation of bridges, steel-framed buildings, and other steel structures; erection of pre-stressed concrete; and assembly of structures with large interior spaces and steel towers, such as dome steel frame. By further reinforcing the mainstay businesses, increasing our competitiveness as a comprehensive engineering company, achieving deeper synergy between Group companies, and strengthening our business capabilities, we seek to further increase our corporate value.

Strengths

- A comprehensive engineering company with advanced technical capabilities in everything from design to fabrication and erection of highway and railway bridges and others.
- We have the engineers and special equipment necessary for taking on highly difficult projects.
- We have earned the solid trust and praise of our customers for our advanced erection technologies and safe construction.

Opportunities

- We strongly promote measures for improving national resilience, including large-scale renovation and disaster countermeasures, by addressing social issues, such as damage to road structures caused by aging.
- We are promoting big new bridge projects including large bridges such as continuous cable-stayed bridges used in the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway and the No. 2 Kanmon Bridge (suspension bridge).

Risks

- Risks of accidents during erection work performed as part of large-scale, high-difficulty construction projects
- Legal, economic, and social risks in the event of an accident
- Management risks due to a sharp decline in order volume, as we are dependent on public projects
- Risk of tsunami damage to plants in the Tokyo Bay coastal area if a big earthquake occurs

MIYAJI ENGINEERING CO., LTD.

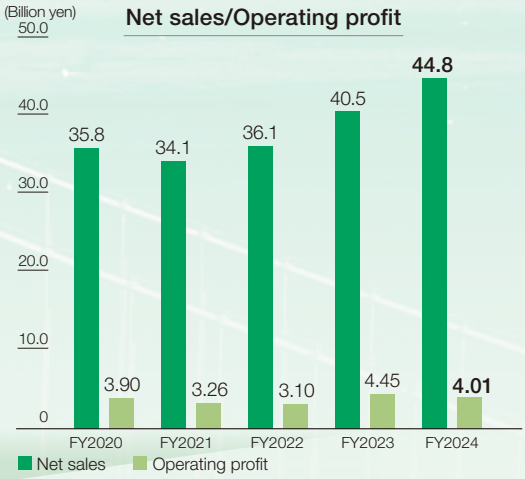


Company website

Results for the fiscal year ended March 31, 2025

Orders received for new construction included the Shin-Suzuki Reconstruction Project (construction) (order placed by Nagoya Expressway Public Corporation) and Yodogawa Left Bank Line Extension Kadoma Junction East (superstructure of steel bridge) (order placed by West Nippon Expressway Company Limited). Maintenance work included the floor slab replacement works of Nakano Bridge (order placed by Central Nippon Expressway Company Limited). The total reached ¥45.47 billion, a 1.2% decline from last fiscal year's record high.

Net sales reached ¥44.89 billion, up 10.6% from last fiscal year, driven by steady progress on projects such as the Daini Keihan Expressway Kadoma East Viaduct (superstructure of steel bridge) (order placed by West Nippon Expressway Company Limited) and railway-related works including the new construction of crossing section of Kanjo 4 Expressway within Shinagawa Station building, etc. (order placed by Kajima Corporation) and the elevation-related project at Hiroshima Station for Hiroshima Electric Railway (order placed by Obayashi Corporation and other JVs). Efforts to improve production efficiency and increase construction profitability resulted in an operating profit of ¥4.01 billion, a 9.9% decline from last fiscal year.



Future initiatives of our Medium-Term Business Plan

Maintaining a good balance of orders, from new construction projects to maintenance business

Business environment

From 2025 to 2033, the bridge construction, maintenance and management market is expected to grow by an average of 5.4% each year. However, while numerous new bridges were constructed during Japan's period of rapid economic growth, new bridge construction demand has declined to roughly 1/3 over the past decade, so the industry is in the midst of restructuring itself.

In the field of new construction-related projects, the business environment has been severe in the short term as orders placed by Ministry of Land, Infrastructure, Transport and Tourism fell more than expected. However, orders for big projects are expected such as world-class cable-stayed bridges used in the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway and Shimonoseki-Kitakyushu Road-related project, which will require advanced technical capabilities and construction abilities, both in terms of quality and quantity, and the business environment is one in which we will be able to achieve significant success over the medium- to long-term.

In addition, in the field of railroad-related projects, we earned high trusts from our stakeholders through our track record built over the years and our advanced design and construction capabilities that ensure safety and security. We are currently striving to secure orders with a good balance of large-scale renovation and maintenance-related projects and new construction-related projects.

Initiatives

To adapt to the future changes in our business environment, we will focus on further improving our business efficiency, instituting work style reforms, and securing and developing human resources. To improve business efficiency, we will strengthen our DX development and deployment efforts. With respect to work style reforms, we are considering ways to enrich our flextime system, remote work, parenting leave, and childcare leave. To secure and develop human resources, we are providing OJT, having outside instructors conduct workshops, and reinforcing our internship system.

Topics

Promoting technology development and activities for passing on technologies

To be a company that grows sustainably, we are actively developing various technologies and conducting internal training, etc., to pass on technologies for posterity.

- (1) We are developing and making use of "new launching equipment" for excellent labor and manpower saving with launching speed and jack operation, to rationalize our launching method.
- (2) We are developing "FRP covering plates" which can be installed by hand as a substitute for temporary pavement during slab replacement construction.
- (3) We are developing and acquiring patent for our emergency footbridges (wire bridge method using FRP covering plates) for the purpose of securing the lives of local residents when existing bridges are washed out by river flooding, etc.
- (4) We have developed our "Labor-saving System for Steel Bridge Dimensional Control" and utilized the system in actual construction (received R6 Technical Paper "Award of Excellence" from Japan Federation of Construction Management Engineers Associations).
- (5) We have acquired a patent for our CE high-strength bolts (Consideration of the Environmental issues of High-Strength Bolts) (developed by joint research with Osaka Metropolitan University) and our bolt automatic tightening management system.

MM BRIDGE CO., LTD.



Masahiro Ikeura

President and Director

Transforming and progressing into a new era by creating new value

MM BRIDGE CO., LTD. has grown thanks to its advanced technical capabilities and extensive experience in the steel bridge and coastal structure business fields. We will continue to leverage our strengths, adopting a growth strategy focused on expanding our efforts on long-span bridges and large-scale, high-difficulty construction projects. We will also introduce the latest technologies that utilize DX to perform safer and more secure construction, and expand our business into fields such as disaster prevention and clean energy development.

As we strive to maximize synergy throughout our Group and use our management resources in a well-balanced manner, we will achieve the targets of our Medium-Term Business Plan, amid the drastically changing business environment, contributing to the sustained growth of our Group while maximizing our profits.

Our operations are aligned with the demands of society, as can be seen in our environmental efforts, our contributions to the SDGs, and our introduction of innovative technologies, and we contribute to the solving of social issues. We will continue to connect people and build bridges that connect society with its dreams for the future.

Business description

MM BRIDGE CO., LTD. is one of the industry's top comprehensive engineering companies that can handle everything from design and manufacture to installation, sale, and repair of steel structures such as bridges. By leveraging its advanced technologies, extensive experience, and long track record, it has been involved in many of Japan's iconic bridge construction projects, such as the construction of the Honshu-Shikoku Bridge. MM BRIDGE CO., LTD. supplies high quality social infrastructure, primarily through its new bridge construction business and maintenance business. It seeks to contribute to safer, more comfortable lives of people in Japan and to create new value that will be passed on to next generations, while making contributions throughout society.

Strengths

- Technical personnel with extensive experience in design, construction planning, and construction management
- Track record and systems for successfully carrying out long-span bridge and large-scale, high-difficulty construction projects
- Ability to take on large-scale projects by leveraging advanced technical capabilities
- Advanced seismic and vibration control technologies, wind resistance technologies that leverage experimental studies and fluid analysis

Opportunities

- Realization of large-scale projects such as the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway
- Expansion of the maintenance market, including high-difficulty construction projects
- Greater awareness regarding national resilience in the face of increasingly severe natural disasters
- Handling of social requests related to ESG, SDGs, etc.

Risks

- Personnel shortages in the construction industry caused by the shrinking of the working age population as a result of the declining birth rate and the aging of society
- Responding to work style reforms
- Soaring costs such as prices of materials, equipment and labor
- Increasingly intense competition in the maintenance and renovation business segments

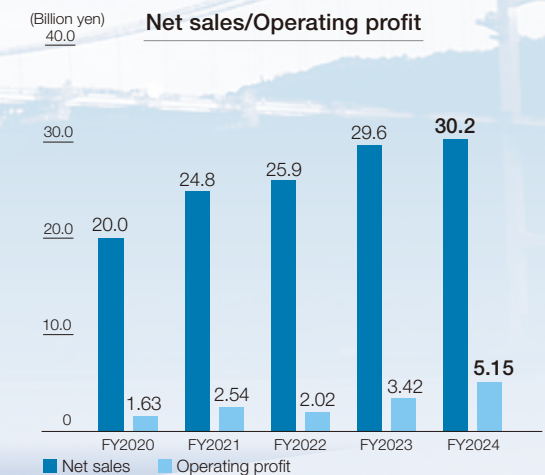
MM BRIDGE CO., LTD.



Company website

Results for the fiscal year ended March 31, 2025

During the fiscal year ended March 31, 2025, we made steady progress on our large-scale construction projects, such as the Hanshin Expressway Kire-Uriwari Bridge large-scale renovation project, the Kanto Regional Development Bureau Kawasaki Harbor Road project, the West Nippon Expressway Sasebo Viaduct (widening) project, the Kadoma East Viaduct (superstructure of steel bridge) construction project, and the Soma River Bridge (superstructure of steel bridge) construction project. We also received orders for design changes for various projects. As a result, we recorded ¥30.27 billion in net sales, surpassing the previous fiscal year's record high. Although the prices of materials and labor soared, and there were disruptions to the processes used in some of our construction, profit rose due to the progress we made in our large-scale projects, and the entire company worked together as one to reduce costs and improve sales prices. These efforts proved fruitful, and as a result, we recorded ¥5.15 billion in operating profit, achieving record highs for both sales and operating profit.



Future initiatives of our Medium-Term Business Plan

Participation in new bridge projects and large-scale expressway renovation projects

Business environment

In the new bridge construction market, during the fiscal year ended March 31, 2025, MM BRIDGE CO., LTD. concluded a contract to perform design work for the Shinko Nadahama Channel Section (a five-span continuous cable-stayed bridge with a total steel weight of 100,000 tons) in the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway, one of the world's largest cable-stayed bridges. After the detailed design work, which will take roughly two years, is completed, we plan to conclude a construction contract as well, but there are no strong prospects for increases in order volume for other new bridges.

In the maintenance market, which has been expanded by expressway-related projects in the past few years, materials, equipment and labor costs are also soaring, and resource allocation is being prioritized for design changes to existing construction contracts, so new large-scale renovation and large-scale maintenance order volume has fallen by roughly 40% year-on-year. At the same time, in addition to competitors from the same industry, other types of companies, such as general contractors, have also been actively entering the market, increasing competition for orders. Even for projects for which contracts have already been concluded, there have been demands to downscale construction or cancel parts of construction projects in order to reduce the sizes of the projects. Due to the above factors, our business environment is expected to become more severe in the near future, and we must accelerate our business structure reforms.

Initiatives

The large-scale, high-difficulty construction project field is one in which we can fully leverage our strengths—our advanced technical capabilities and our extensive experience as well as track record—so we are polishing our technical proposals and actively participating in projects. We will promote DX to further improve productivity and reduce on-site operation workloads, and we will make up for labor shortages while implementing work style reforms. We are also developing technologies with an eye toward using them in large-scale, high-difficulty construction projects.

Topics

Hiroshima Equipment Center receives ZEB certification for existing buildings

In April 2025, our Hiroshima Equipment Center received the highest rating under the Building-Housing Energy-efficiency Labeling System (BELS), six stars, and also received Net Zero Energy Building (ZEB) certification.

The goal of the ZEB certification system is to reduce net annual primary energy consumption by buildings to zero or below, and achieving certification requires active, dedicated effort. We aim to achieve carbon neutrality by 2050, and we are working to increase energy efficiency and promote the use of renewable energy.



Promoting Sustainability

The Company carries out measures to address the materialities it has identified as Group-wide business activity issues. To reinforce these measures, in FY2023, it established a Sustainability Promotion Committee, which is chaired by the Representative Director and vice-chaired by a Director. This committee engages in active discussions regarding how to address these materialities and implements corresponding measures.

The Sustainability Promotion Committee contains six sectional committees, each of which works to achieve specific targets and KPIs. In FY2025, a new Health and Productivity Management Sectional Committee was created with the aim of focusing on the health of all employees within the Group and achieving sustainable growth by creating comfortable workplace environments.

In conjunction with the creation of this new Sectional Committee, the Sectional Committee for Deliberations Regarding Safety, Health, and Quality was renamed the Sectional Committee for Deliberations Regarding Safety and Quality.



Tadashi Uehara

Ex-Chairperson
Sustainability Promotion
Committee

Reviewing the activities of the Sustainability Promotion Committee

I served as chairperson of the MIYAJI ENGINEERING GROUP Sustainability Promotion Committee until March 31, 2025. While in office, I worked to create a foundation for sustainable Group-wide growth through our Committee's activities. I'd like to take this opportunity to reflect on these activities.

I was appointed chairperson of the Committee from FY2023. While in office, the Committee defined its direction with respect to promoting sustainability within the Company. It tackled diverse issues such as implementing climate change measures and working to achieve carbon neutrality, promoting technology development and DX, improving safety and quality, strengthening our supply chain management, promoting diversity, developing talent, and more. These activities are important pillars that support the Group's sustainable growth and the foundations of its efforts to satisfy its social responsibilities. I feel that especially steady progress has been made in transforming mentalities and behavior across the entire Group, through our efforts aligned with social changes, such as responding to climate change and promoting work style reforms.

We have placed special importance on working alongside partner companies, and we have shared our sustainability initiatives. As part of this, in 2024, the partner company-led Kyueikai was established. Kyueikai is an organization dedicated to raising safety and quality levels among partner companies and tackling social issues. It is an important partner that supports the Group's sustainability initiatives. We hope, through our activities with the Kyueikai, to further deepen our efforts to achieve sustainable growth throughout the entire supply chain.

That said, we are only midway through our sustainability initiative efforts. I hope that the entire Group will continue to live up to its social responsibilities and will keep on taking on the challenges of creating a sustainable future.

I would like to end by yet again expressing my gratitude to all those who have provided their support, and to ask for your ongoing support to the MIYAJI ENGINEERING GROUP.



Advancing Sustainability Initiatives



Sectional Committee for Climate Change Measures and Carbon Neutrality E

To disclose climate-related financial information in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), a Plant Manufacturing Subcommittee and a Worksite Construction Subcommittee were created within the Sectional Committee. GHG emissions (Scopes 1, 2, and 3) from plant manufacturing operations and worksite construction were calculated, and specific methods for reducing GHG emissions were deliberated with the goal of achieving carbon neutrality in 2050. The Group is promoting resource and energy

conservation in its offices, plants, equipment centers, and worksites with the aim of reducing the environmental impact of all processes involved in its business environment. The Group is also striving to protect the global environment through the use of its equipment and technologies, such as by installing solar power generation equipment or engaging in coral protection activities using corrosion prevention technologies employed by its coastal structures.

Sectional Committee for Deliberations Regarding the Promotion of Technology Development and DX E

This Sectional Committee coordinates the development of new technologies such as technologies with low environmental impacts developed by various Group companies and technologies that meet social needs. It also carries out various initiatives, such as promoting

i-Construction to make labor-savings and productivity improvements and using DX technologies to pass the skills and techniques nurtured through the Group's history on to the next generation.

Sectional Committee for Deliberations Regarding Safety, Health, and Quality S

The Group's business involves handling extremely large and heavy objects, both in plants and at worksites. Accidents therefore have the potential to have major societal impacts. This Sectional Committee includes the Subcommittee for Deliberations Regarding Safety of the Chiba Works, which formulates and shares measures for preventing major disasters in the Chiba Works and at the worksites of the Group's companies. It also sets target management values, such as targets for the

number of major disasters. Furthermore, the Sectional Committee shares information regarding work-hour management and health management, and it strives to raise awareness and thoroughly implement health and safety education. The products handled by the Group are elements of society's infrastructure that will be used for many years. To ensure the safety and peace of mind of users, we strive to always maintain and improve the quality of the products we supply.

Sectional Committee for Deliberations Regarding Supply Chain Management S ▶Please refer page 61 for details.

The Group is able to manufacture and erect high-difficulty bridges not through its efforts alone, but thanks also to its many business partners and partner companies. The Sectional Committee for Deliberations Regarding Supply Chain Management deliberates and promotes policies

for strengthening the MIYAJI ENGINEERING GROUP's supply chain, including its business partners and partner companies, and it works to improve risk management in areas such as human rights and the supply chain.

Sectional Committee for Deliberations Regarding Social Issues S

The Sectional Committee for Deliberations Regarding Social Issues contains the following subcommittees to deal with the social issues of promoting diversity and securing and developing human resources, and also to implement work style reforms using DX technologies.

1. Subcommittee for Deliberations Regarding Promoting Diversity
- This Subcommittee deliberates and promotes measures related to women's advancement, the hiring of mid-career hires, and the hiring of non-Japanese employees.

2. Subcommittee for Deliberations Regarding Securing and Developing Human Resources
- This Subcommittee deliberates and promotes measures related to securing the human resources that will lead the future and helping advance their careers, such as by enriching our training systems.
3. Subcommittee for Deliberations Regarding Promoting Work Style Reforms Using DX Technologies
- This Subcommittee deliberates and promotes measures related to using DX technologies to improve productivity and operation efficiency.

Sectional Committee for Corporate Governance and Compliance G

Based on the policy set forth in our corporate governance report, this Sectional Committee promotes the enhancement of the Group's corporate governance system. It regularly conducts training for all Group employees regarding violations of the Antimonopoly Act, violations of the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, sexual harassment, power harassment, and the like, and it strives to

maintain and improve compliance awareness of our Group employees. It also carries out education regarding making decisions and acting in accordance with the Basic Regulations for Compliance and Risk Management, the Charter of Corporate Behavior, and the Code of Conduct, creating a corporate culture that we can be proud of in society.

Promoting the Disclosure of Climate-Related Financial Information

MIYAJI ENGINEERING GROUP's climate change countermeasure policy

- i) The Group recognizes climate change as one of its important management issues. In FY2023, we began disclosing the greenhouse gas (GHG) (CO₂ equivalent) emissions associated with the Group's business activities. We are continuing to deepen the quality and quantity of our disclosures, and in addition to the Scope 1 and 2 disclosures we began in FY2023 (FY2021 results), from FY2024 we have also begun disclosing Scope 3 emissions that are other than direct and indirect emissions (FY2022 results).
- ii) Following the establishment of disclosure standard for the non-financial information by the Sustainability Standards Board of Japan (SSBJ), we have revised our disclosure policy, which previously was disclosed one year later, to disclose information for three years including the fiscal year under review, in order to align the calculation period for the GHG emissions with the period for the financial information.
- iii) Our systematic efforts have included revising our Basic Regulations for Compliance and Risk Management in FY2022 and, in FY2023, defining materialities including environmental measures, establishing a Sustainability Promotion Committee chaired by the Representative Director, and deeply involving management at the Board of Directors level in our climate change countermeasures. In FY2023, we began performing scenario analysis to measure the environmental impact of the Group and analyzing risks and opportunities. Furthermore, the contents of discussions by the Sustainability Promotion Committee will be shared through periodic reports to the Board of Directors.
- iv) We will further deepen and strengthen our carbon neutrality policies at the Board of Directors level through vigorous discussions within the Sustainability Promotion Committee. Through this, we will enhance our governance and work as one to advance our initiatives for tackling the problems of climate change.

Disclosure item

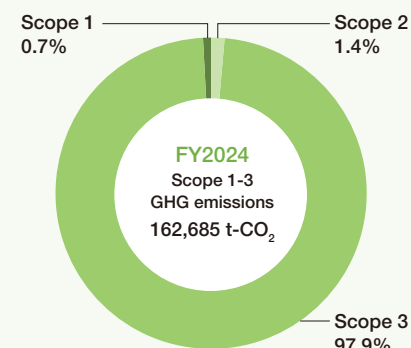
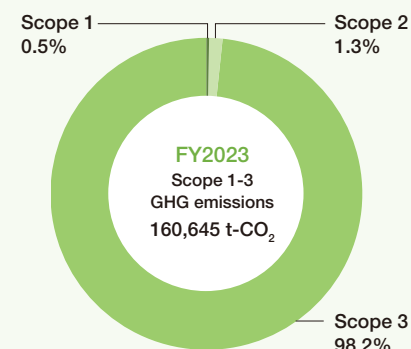
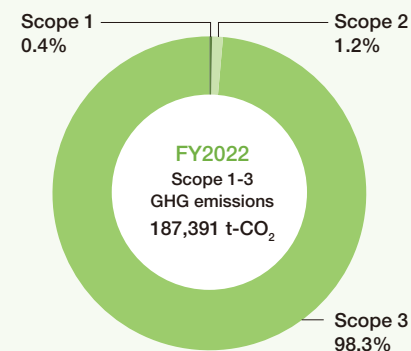
The Group has disclosed its GHG (CO₂ equivalent) emissions associated with Group business activities (FY2022 to FY2024 results)

(Unit: t-CO₂eq)

	FY2022	FY2023	FY2024
Scope 1	770.22	842.87	1,161.04
Scope 2	2,329.81	2,065.13	2,199.68
Scope 3	184,290.50	157,737.09	159,324.73
Total	187,390.53	160,645.09	162,685.45

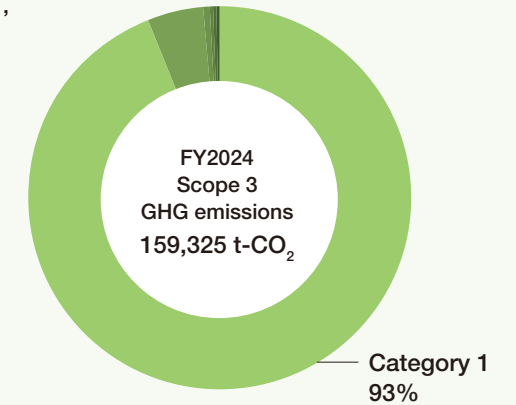
Below are the results of the Group's GHG emissions calculations for Scope 1, 2, and 3 for FY2024. Total emissions amounted to 162,685 t-CO₂, with Scope 3 emissions accounting for 97.9% of this total.

	Emissions (t-CO ₂ eq)
Scope 1	1,161.04
Scope 2	2,199.68
Scope 3	159,324.73
Upstream	159,324.73
Downstream	0.00
Total emissions	162,685.45



Below are the results of the GHG emissions calculations for Scope 3 for FY2024. The largest source of emissions is purchased goods and services in Category 1, accounting for 93% of our Scope 3 emissions.

Category	Total emissions (t-CO ₂ eq)	Percentage within Scope 3 (%)
Category 1	148,761.61	93.4
Category 2	7,647.15	4.8
Category 3	697.75	0.4
Category 4	732.63	0.5
Category 5	52.02	0
Category 6	1,035.72	0.7
Category 7	397.85	0.2
Total	159,324.73	100.0



Scope 3 GHG emissions over three-year period

(Unit: t-CO₂eq)

Category	FY2022	FY2023	FY2024
Category 1	180,108.51	149,096.93	148,761.61
Category 2	1,690.61	5,775.36	7,647.15
Category 3	497.21	514.81	697.75
Category 4	663.36	838.64	732.63
Category 5	57.27	68.12	52.02
Category 6	798.76	1,026.20	1,035.72
Category 7	474.78	417.03	397.85
Total	184,290.50	157,737.09	159,324.73

Emissions reduction targets

From FY2024, we are beginning systematic deliberations regarding the achievement of carbon neutrality by 2050 for direct emissions (Scope 1) and indirect emissions (Scope 2).

Examination of risks and opportunities based on climate change scenario analysis

- i) From FY2024, we will begin analyzing climate change scenarios that have an impact on the Group, and examining risks and opportunities resulting from environmental impact. We have selected the 1.5°C scenario (actively working to limit temperature increases) and the 4.0°C scenario (current course) defined by the Intergovernmental Panel on Climate Change (IPCC) for our scenario analysis.
- ii) We do not see, as an entire Group, climate change as presenting only risks, but also opportunities with the potential to contribute to our future business, so we will continue to actively improve our analyses.

Reinforcing the Group's overall governance structure

- i) In FY2022, we revised our Basic Regulations for Compliance and Risk Management, and in FY2023, the Board of Directors defined materialities, including climate change measures.
- ii) Under the Sustainability Promotion Committee, which is chaired by the Company's Representative Director and vice-chaired by a Director, we have established a Sectional Committee for Climate
- Change Measures and Carbon Neutrality. The Sectional Committee actively discusses climate change measures and promotes measures for achieving carbon neutrality by 2050.
- iii) We will enhance our governance to promote more active reporting to the Board of Directors regarding climate change issues, and to foster greater involvement by management.

Promoting the Disclosure of Climate-Related Financial Information

Examination of risks and opportunities based on scenario analysis

i) Risks in the 1.5°C scenario (active response to mitigation measures)

We identify four main risks for the Group under the 1.5°C scenario.

- Policies, laws and regulations: Increased costs due to stricter environmental regulations; decreased construction orders for public projects under the current government administration; increased costs due to soaring raw material costs; decarbonization-related litigation risks as a result of delays in the introduction of low carbon fuels and low carbon technologies
- Technology and products: Supply shortages and increased costs for eco-friendly products; delays in adaptation to eco-friendly specifications; increased investment recovery-related risks
- Market: Increased burden for advanced specifications and environmental compliance; shortage of engineers and workers; intensified competition with industry peers
- Reputation and corporate value: Lower stock prices due to delays in environmental actions; decreased bidding opportunities; impact on recruiting activity

Risks and opportunities		Supply chain	Impact (short-term)	Impact (medium-term)	Impact (long-term)	Explanation
Transition risks	Current regulations	Procurement	Medium	Medium	High	• Carbon pricing systems • Stricter emissions reporting requirements • Requirements and regulations related to existing products and services
		Sales	Medium	Medium	High	
	New regulations	Procurement	Medium	High	High	
		Sales	Medium	High	High	
	Laws and regulations	Procurement	Low	High	High	• Exposure to litigation
		Sales	Low	High	High	
	Technology risks	Procurement	Low	High	High	• Replacement of existing products and services with lower emission options • Failed investment in new technologies • Transition to lower emission technologies
		Sales	Low	High	High	
	Market risks	Procurement	Medium	High	Medium	• Changes in customer behavior • Uncertainty of market signals
		Sales	Medium	High	Medium	
	Reputational risks	Procurement	Medium	High	Medium	• Changes in consumer preferences • Negative reputation of sector • Growing concerns among stakeholders, negative stakeholder feedback

ii) Opportunities in the 1.5°C scenario (active response to mitigation measures)

At the same time, by actively responding to mitigation measures, the Group also foresees the following opportunities.

- Market: Contributing to increased market share by upgrading specifications and by enhancing and increasing the speed of environmental measures
- Resilience: Actively adopting eco-friendly parts allows us to offer low-emission products and services
- Products and service: Actively adopting eco-friendly parts allows us to offer low-emission products and services
- Reputation and corporate value: Highly rated as an environmentally responsible company (acquired CDP B- score)

Risks and opportunities		Supply chain	Impact (short-term)	Impact (medium-term)	Impact (long-term)	Explanation
Opportunities	Market	Procurement	High	High	High	• Entry into new markets • Introduction of incentives • Application to new assets and locations that must be insured
		Sales	Medium	High	High	
	Resilience	Procurement	Low	High	High	• Participation in renewable energy programs and implementation of energy-saving measures • Resource substitution and diversification
		Sales	Low	High	High	
	Resource efficiency	Procurement	Medium	Medium	High	• Use of efficient transportation methods • Improvement of production and distribution process efficiency • Use of recycling • Transition to high efficiency buildings • Reduction of water usage and consumption
		Sales	Medium	Medium	High	
	Energy source	Procurement	Low	High	Medium	• Use of low-emission energy sources • Use of support policy incentives • Use of new technologies • Entry into the carbon market
		Sales	Medium	High	High	
	Product and service	Procurement	Low	High	High	• Development and expansion of low-emission products and services • Development of solutions related to climate change, resilience, and insurance risk • Development of new products and services through R&D and technological innovation
		Sales	Low	High	High	

iii) Risks and opportunities under the 4.0°C scenario (current trends continue)

In the 4.0°C scenario, we identify two main types of physical risks: sudden acute risks and ongoing chronic risks.

Acute risks

- Typhoons, heavy rain, and floods ⇒ Bridge damage due to landslides, etc.; accidents occurred during bridge erection and maintenance work; damages caused to our equipment
- Sudden weather changes ⇒ Decreased work safety; deterioration and loss of durability of equipment
- Increased procurement costs for metal and non-metal processed goods due to acute risks

Chronic risks

- Rise in temperature and humidity ⇒ Worsened outdoor working conditions; employee health damages; risk of structural deterioration due to paint degradation and steel corrosion; lowered operational efficiency, especially in summer
- Rising sea level ⇒ Increased risks in offshore work; adverse effects on factories in coastal areas; relocation to flood channel storage areas
- Increased rainfall during the rainy season ⇒ Increased costs for strengthening drainage facilities; apparent risk of construction and work stoppages
- Unstable power supply due to frequent climate change

Risks and opportunities		Supply chain	Impact (short-term)	Impact (medium-term)	Impact (long-term)	Explanation
Physical risks	Acute risks	Procurement	Low	Low	Medium	• Typhoons, heavy rain • Floods • Heatwaves • Wildfires
		Sales	Low	Low	Medium	
	Chronic risks	Procurement	Low	Low	Medium	• Temperature shifts (in air, freshwater, and seawater) • Changes in rainfall patterns and types (rain, thunder, and snow/hail) • Coastal erosion
		Sales	Low	Low	Medium	
		Procurement	Low	Low	Medium	
		Sales	Low	Low	Medium	

For the physical risks expected in the 4.0°C scenario, the Group plans to respond with the following actions (opportunities).

Acute risks

- Typhoons, heavy rain, and floods ⇒ Need for new bridge constructions; development of wind and water resistant equipment
- Sudden weather changes ⇒ Development of high-durability materials
- Increased civil reconstruction needs due to disasters

Chronic risks

- Rise in temperature and humidity ⇒ Development and introduction of high-durability materials and coatings; development of comfortable working conditions (air-conditioned clothing, etc.)
- Rising sea level ⇒ Development and introduction of floating structures; strengthening and renovating the Chiba Works
- Increased rainfall during the rainy season ⇒ Strengthening and enhancing drainage facilities
- Unstable power supply due to frequent climate change ⇒ Installation of solar power generation equipment and storage batteries in equipment centers; development of backup power supply

External evaluations

In the Climate Change Report 2024 issued by the Carbon Disclosure Project (CDP), an international non-profit organization that performs environmental assessments, the Company received a B- score in the climate change category and a C score in the water security category.



Promoting Resource and Energy Conservation

Specific activities at plants

For plants that have already engaged in many resource-saving and energy-saving activities, it is hard to find ways to drastically reduce environmental impact. Therefore, it is important to gradually build measures in line with equipment updates, etc. We are improving our power usage efficiency through measures such as introducing a digital welding machine that can reduce power consumption by more than 10% compared to conventional models, introducing electric towing

tractors, and replacing lighting with LEDs. Through these measures, along with measures for improving the operating efficiency of various facilities, we have reduced power consumption by over 15%. We will continue to deliberate and launch new initiatives, such as using low-GHG emission hydrogen gas in gas cutting, and to reduce our environmental impact.

Specific activities at equipment centers

We are introducing the solar power generation equipment, electric forklifts and etc. in order to reduce the environmental impact of our equipment centers. The Hiroshima Equipment Center, our newest, has been operating as an all-electric facility since 2020. The Kurihashi Equipment Center, where renovations began in FY2022, has introduced solar power generation equipment and plans to begin generating power starting in FY2025. We are also deliberating the

introduction of solar power generation equipment in the Hyogo Equipment Center, which we are relocating and expanding, as well. Furthermore, we are gradually promoting the introduction of electric forklifts, and the plating treatment of equipment with the aim of reducing the use of organic solvents. We are also working to improve the surrounding environment and the workplace environment.



Electric towing tractors

Kurihashi Equipment Center

Electric forklifts

Global Environmental Conservation

Initiatives to reduce our environmental impact

Solar power generation

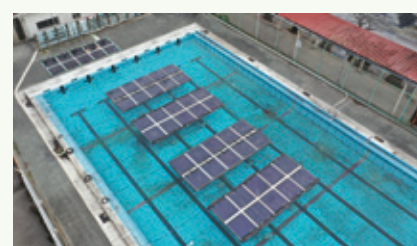
As part of its efforts to combat climate change, the Group is using the site of the former Matsumoto Works to operate a solar power plant. The 7,980 solar panels installed there generate 2,611,000 kWh/year, equivalent to the power consumption of about 550 general households. This has a CO₂ reduction effect of 469,858 kg per year. We completed the installation of solar power generation equipment on the roof of the Kurihashi Equipment Center in FY2024, and plan to begin generating power starting in FY2025. Going forward, we will continue to consider the installation of solar power generation equipment in the plants and equipment centers, etc., as we strive to further reduce CO₂.



Matsumoto Power Plant

Joint demonstration test of floating-type perovskite solar cells

The Group's operating subsidiary, MM BRIDGE CO., LTD., is working with SEKISUI CHEMICAL CO., LTD. and KOEI-D CO., LTD. on a joint demonstration test. They are using the swimming pool at the former Seishi Junior High School, which is now closed, to install film-type perovskite solar cells on the surface of water. They are now in the second year of a trial, started on April 3, 2024, that aims to demonstrate the floating structure and workability that utilize the lightweight design of perovskite solar cells. The Group will continue to aim for its contribution to a decarbonized society.



Floating-type perovskite solar cells

Coral conservation activities

We found that coral grows on floating piers that have been subjected to electrolytic protection using the current anode method. The coral has been observed to prefer locations with relatively strong electric fields in the range of 0 to 100 mA/m². We therefore installed four coral growth shelves with different electric field conditions off the coast of Ishigaki Port. We attached 60 asexual reproductive coral pieces on each shelf, and observed the growth promotion effect for about twenty years. The results indicate that weak electric fields significantly

promote coral growth, and weak electrical currents improve temperature tolerance of the coral. Currently, our coral growth shelves include not only the four shelves installed in an experimental field (commonly known as Uni Reef) but also 12 shelves in Ishigaki Island's Nagura Bay, eight shelves in Takashima Island, Nagasaki City, Nagasaki Prefecture, and three shelves in Kushimoto Town, Higashimuro District, Wakayama Prefecture. Using these findings, the Group will continue its efforts to conserve coral.



Experimental field (commonly known as Uni Reef), Ishigaki Island

Takashima Island, Nagasaki City

Nagura Bay, Ishigaki Island

Business Continuity Plan (BCP) Creation

Our Group's goal is to contribute to safety and security of people in Japan through the construction, maintenance, and renovation of societal infrastructure. In emergencies like natural disasters, we work to minimize damage, continue and restore operations, and restore societal infrastructure quickly. All our major offices have their own business continuity plans, reported them to the responsible Regional Development Bureau of Ministry of Land, Infrastructure, Transport and Tourism, and received business continuity certifications for these plans. Below are the main business sites of the Group that have received certifications.

<MIYAJI ENGINEERING CO., LTD.>

- Head Office (Chuo-ku, Tokyo: Under the jurisdiction of the Kanto Regional Development Bureau)
- Chiba Works (Ichihara-shi, Chiba: Under the jurisdiction of the Kanto Regional Development Bureau)
- Kansai Branch (Osaka-shi, Osaka: Under the jurisdiction of the Kinki Regional Development Bureau)

<MM BRIDGE CO., LTD.>

- Head Office (Hiroshima-shi, Hiroshima: Under the jurisdiction of the Chugoku Regional Development Bureau)

In December 2024, MM BRIDGE CO., LTD. conducted its first-ever hands-on BCP drill in its head office. Until now, safety confirmation drills, evacuation drills, and tabletop BCP exercises had been conducted separately, but this hands-on drill covered everything from disaster occurrence to evacuation, safety confirmation, task force creation, and task force operation in a single drill. The drill also included a firefighting drill and confirmation of the creation of an alternate BCP task force site. The event was an invaluable one, as it provided those in the company with a deeper understanding of the BCP by enabling them to experience the full process of responding to an actual disaster. The Group will continue its BCP efforts to ensure its ability to rapidly restore societal infrastructure following a disaster.



Evacuation drill

Working in groups

Quality Maintenance and Improvement

Basic Policy

MIYAJI ENGINEERING GROUP's products serve as important social infrastructure that is used by many people over a long time. Ensuring quality is an absolute condition for their safe and reliable use.

To provide safe and secure infrastructure that many people can use, we always strive to maintain and improve the high quality of our products.

Quality maintenance and improvement

The services we provide can be broadly divided into two categories: fabrication, which is performed in a plant, and engineering, which is performed on a construction site. Fabrication enables products to be precisely manufactured and processed in an optimized space. With engineering, construction and erection are carried out based on coordinates and objective measurements to meet different conditions of each site. In this way, the precision of quality management that can be achieved differs between fabrication and engineering. Different quality management standards are therefore applied to each, such as

the common specifications for civil engineering works, as set by the customer. We consider quality maintenance and improvement to be essential to ensuring that we meet these quality management standards and stand out from our competitors. Specifically, we set KPIs for quality maintenance and improvement at average construction grades of 83 or above (each fiscal year), and work hard each day to achieve this. However, the average score was 79.73 in FY2024, below the target. We take this result seriously and will continue to focus on maintaining and improving quality to achieve our goals.

Quality management efforts

Quality management for steel bridges involves a variety of management items, including materials, cutting and drilling, assembly and tack welding, welding, strain and dimensions, rust prevention and painting, transportation and on-site construction. All of these management items are essential. Inadequate management of even one of them can have a significant impact on the safety, durability, and construction reliability of the structure. We strive to ensure quality by satisfying the quality management standards set by the customer in

the common specifications for civil engineering works, and, depending on the work, by implementing quality management that sets in-house control values that are even stricter than the standard values.



Indicators and results

The Group puts in place the following quality management activity policies and priority measures each year for fabrication and engineering. We work to reduce non-conformities and thoroughly implement measures to prevent recurrence as we continuously strive to provide safe and secure services.

Plants

1 Activity policy

We will promote digital transformation, improve productivity and operational efficiency, and ensure compliance. We will work to eliminate non-conformity goods and maintain a safe and secure work environment.

2 Priority measures

1. Managing issuing of design documents that satisfy requirements for quality and process
2. Sharing risk information on deficiencies and claims and horizontally developing countermeasures
3. Deepening communication to ensure thorough risk management (avoidance/reduction)
4. Ensuring thorough human resource development and compliance education

3 Quality management slogan

"Quality is an accumulation. Work with sincerity every day!"

On-site

1 Activity policy

We will promote digital transformation, improve productivity and operational efficiency, as well as achieve reliable quality by strengthening the operation of our quality management system and promoting the use of ICT.

2 Priority measures

1. Ensuring thorough measures to prevent recurrence of serious deficiencies and claims
2. Ensuring thorough process management
3. Strengthening customer rating point improvement activities

3 Quality management slogan

"Quality is an accumulation. Work with sincerity every day!"

Initiatives to Ensure Quality at Chiba Works

1 Precision management of large parts using a high-precision laser tracker

MIYAJI ENGINEERING CO., LTD.'s Chiba Works has manufactured large parts for some of Japan's most representative long-span bridges, including the main towers of the Akashi-Kaikyo Bridge and the Kesennuma Bay Crossing Bridge (also known as "Kanae Ohashi").

As the manufacturing of large parts, such as the main tower of cable-stayed bridges, requires a high level of precision management, the work progress control values during temporary assembly and on-site assembly are set to about half that of the specification, taking into account errors that may occur during erection work. For example,

the control value for the length of a block part is extremely strict, at ± 2 mm compared to a specification of ± 4 mm for a 10 m part.

Five years ago, we introduced a high-precision laser tracker with a measurement accuracy of $\pm 15\mu\text{m} + 6\mu\text{m/m}$, which has been used in the aviation and automotive industries in recent years. Based on the results of highly accurate work progress measurements for parts, we use a facing machine (high-precision cutting machine), which we also used in the construction of the main tower of the Akashi-Kaikyo Bridge, to ensure that the control values meet the specifications.

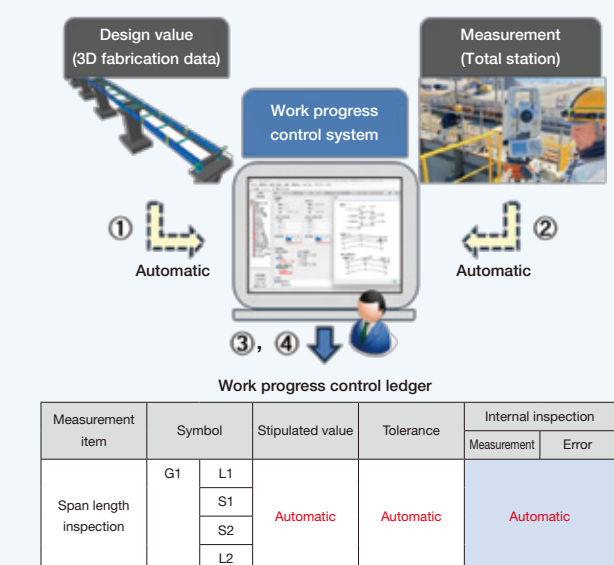


2 Steel Bridge Work Progress Control System

In recent years, there has been strong demand for labor saving and headcount reduction at construction sites following the trend for work style reforms and the promotion of DX in construction. In steel bridge construction, it is also important to achieve efficient work progress control while maintaining existing quality standards.

With the aim of reducing the labor required for the work progress control of steel bridges, MIYAJI ENGINEERING CO., LTD. has developed "Labor-saving System for Steel Bridge Dimensional Control" that contributes to construction DX. This system expands the temporary assembly information system used in fabrication to the erection site, and adds a function to automatically enter 3D measurement data into control ledgers, thereby achieving seamless work progress control from design to fabrication and on-site erection. Through application and verification in actual construction work, it was confirmed that this system helps to reduce work time and enable efficient operation with only a small number of people.

This initiative received the "Technical Paper Award of Excellence" at the 29th Civil Engineering Construction Management Technical Paper and Technical Report hosted by the Japan Federation of Construction Management Engineers Associations.



Thorough Construction Safety

Basic Policy

In our line of work, which involves handling large parts both at plants and worksites, accidents are far from unknown. MIYAJI ENGINEERING GROUP, based on the principle of respect for human life and safety, believes that safety is a priority above all else. We work to prevent every kind of disaster from occurring, and always strive to ensure that construction is carried out safely.

Thorough construction safety

The Group has set KPIs of zero workplace fatality and zero lost-worktime injuries requiring more than 4 days of leave each year. In FY2024, we achieved zero workplace fatality, but we did have two accidents at construction sites that resulted in lost-worktime injuries requiring more than 4 days of leave. We believe that even one such accident could lead to a serious incident that

could affect the survival of our business, and as such have taken the following steps based on FY2023 results to boost safety awareness among all employees at our plants and construction sites. We will continue to place safety and the protection of human life first, based on our policy of prioritizing safety above all.

MEC Chiba Works and MMB Ichihara Works

In FY2023, the number of accidents that occurred at MEC Chiba Works and MMB Ichihara Works (lost-worktime injuries + non-lost-worktime injuries + property damage) was 14, significantly higher than the number for FY2022 (eight). Analysis of the causes of these accidents revealed that most were accidents that could have been prevented if the basic rules were followed. Therefore, reviewing the content of safety education and raising awareness of each worker were urgent issues.

With ramping up patrols and raising safety awareness among workers becoming an urgent priority in improving the safety performance of FY2023, we implemented the following initiatives in FY2024.

- (1) In addition to safety patrols by plant managers (general manager level and above), we also conducted safety patrols by technical supervisors and worksite supervisors familiar with on-site work.
- (2) Had safety group members with expert knowledge in safety join hazard prediction activities held at each workplace.



- (3) Installed/introduced 16 surveillance cameras in our plants
In particular, the surveillance cameras can instruct workers to improve their work when their behavior within the plant has been deemed unsafe, and can also analyze the cause and circumstances of an accident when one occurs, leading to improved safety awareness among workers and the prevention of accidents and their recurrence. However, it has become clear that there are issues that need improvement, such as the current number of cameras not being able to cover entire plants and the difficulty of constant monitoring. Therefore, we will continue to improve and enhance our accident prevention measures, with the aim of achieving plants with zero accidents.

MEC construction sites

In FY2023, four disasters and accidents occurred in succession in January. As such, to boost safety awareness among not only our own employees, but also employees of our partner companies, we issued a State of Emergency Declaration for Frequent Occupational Accidents, and held a company-wide emergency safety meeting. We also had our executives conduct emergency safety patrols across all worksite locations.

As a result of these efforts, we were able to reduce the number of disasters and accidents in FY2024 compared to the previous fiscal year. However, we deeply regret that we allowed a



public disaster to occur. To continue our operations, it is of utmost importance that we thoroughly prevent disasters and accidents involving third parties. Going forward, we will continue to implement Group-wide measures to boost safety awareness and ensure thorough construction safety.

MMB construction sites

We have positioned the further strengthening of our safety management system and raising safety awareness of our employees and employees from partner companies as key priorities, and are carrying out a range of initiatives to achieve this.

Specifically, we sought to improve communication and safety awareness among on-site employees and partner company workers by making the safety training at construction sites more directly relevant for teams on the ground. This involved holding group discussions and participation in safety exercises such as CPR training and VR experiences.



We also established a system where safety group members join on-site work procedure meetings, and are working to detect and improve hazard risks at an early stage. Through these activities, we are promoting the creation of an environment in which all employees have a "safety first" mindset and can work with peace of mind.

Lost-worktime accident frequency rate Results over the past 3 years by fiscal year

	MIYAJI ENGINEERING GROUP					
	Plants			Construction sites		
	Frequency rate	Number of Lost-worktime accidents	Total work hours (1 million hours)	Frequency rate	Number of lost-worktime accidents	Total work hours (1 million hours)
FY2022	6.35	5	0.787	1.59	2	1.255
FY2023	2.64	2	0.758	1.97	3	1.522
FY2024	2.80	2	0.715	0.00	0	2.184

3 Investing in human capital to achieve sustainable growth

Awareness-Raising and Thorough Implementation of Health and Safety Education

The Group places safety and the protection of human life first, prioritizing safety above all. To thoroughly establish this philosophy, we conduct group education, formulate and implement education plans for individual plants and worksites, and perform confirmation and guidance through our Safety Management Division. To ensure thorough implementation of health and safety education, we set a KPI of "Implementation rate of monthly safety training at plants and worksites: 100%," and have continuously achieved this 100% target in FY2024. To ensure thorough implementation of health

and safety education for partner companies, we set an additional KPI of "Implementation rate of annual safety training for executives of partner companies: 100%," and conducting this safety training during Disaster Prevention Association meetings with the executives of partner companies. In FY2024, we have continuously achieved this 100% target. To achieve zero accidents and zero disasters, we will raise awareness and thoroughly implement health and safety education for our employees and partner companies.



General Meeting of MEG Disaster Prevention Association (Plant)

MEC Health and Safety Convention

MMB Health, Safety, and Quality Council

Thorough Prohibition of Overwork and Promotion of Health Management

The Group promotes information-sharing and education for employees, regarding the importance of work-hour management and health management. We thoroughly manage overtime in accordance with Article 36 of the Labor Standards Act in Japan, and we promote healthcare for employees with high overtime hours through consultations with occupational health physicians, etc. We set these initiatives as our key management issues, and are working on them by setting the following KPIs. In FY2024, the

implementation rate of the 4 weeks-8 days off was 91.6%, a slight improvement compared to FY2023 (89.5%). In terms of dealing with employees with high overtime hours, we failed to achieve our target as weather and scheduling conflicts with related parties made it hard to freely adjust work times at construction sites. Employee health is an absolute requirement for thorough construction safety. All Group stakeholders will continue to work together to achieve each KPI.

Items	KPIs	FY2024 results
Compliance with the Article 36 of the Labor Standards Act in Japan	Violation of Article 36 of the Labor Standards Act in Japan: 0/year	0
Implementation of 4 weeks-8 days off	Implementation rate of 4 weeks-8 days off: 100% [annual total]	91.6%
Recommendations of consultation with occupational health physicians to employees with high overtime hours	Implementation rate of guidance about consultation with occupational health physicians to employees with high overtime hours (45 hours or more/month): 100%	72.2%
Implementation of consultation with occupational health physicians to employees with high overtime hours	Implementation rate of consultation with occupational health physicians to employees with high overtime hours (80 hours or more/month): 100%	77.8%

Support for the Rapid Restoration of Social Infrastructure Damaged by Natural Disasters or Accidents

Basic Policy

MIYAJI ENGINEERING GROUP believes that addressing social issues is part of our social responsibility as a company (CSR). We promote CSR activities by establishing the Charter of Corporate Behavior and Code of Conduct, which are the Group's common values, ethics, and specific standards of behavior.

Disaster recovery support

Our management philosophy is "Contributing to the enrichment of our nation and the creation of a brighter society through the construction, maintenance, and renovation of societal infrastructure such as bridges, buildings, and coastal structures." By implementing this philosophy, we strive to achieve and maintain sustainable growth as a Group and to live up to our corporate social responsibility to all of our stakeholders, such as our

shareholders, investors, other business partners, employees, and communities. In particular, regarding emergency restoration work to repair social infrastructure damaged in a disaster, we have contributed to safety and security of people in Japan through our behind-the-scenes support such as rapid response to disasters leveraging the technical capabilities we have accumulated through the years together with our rich stock of special equipment.

Topics

Disaster recovery support following the torrential rains in July 2020 (Kuma River basin)

In recent years, there have been many floods caused by abnormal torrential rains that have exceeded river channel planning, resulting in the destruction of living spaces and damage to river structures. The torrential rains that struck southern Kumamoto Prefecture in July 2020 resulted in severe damage to the Kuma River basin caused by river flooding and landslides. This disaster caused extensive damage, with ten highway bridges and three railway bridges crossing the main



Progress with erection of the Kamase Bridge



Progress with erection of the Kuma River Fourth Bridge (TT3/TT4)

Kuma River washing away, leading to significant social losses due to the disruption of regional transportation. This has caused serious disruptions to the movement of local residents, logistics, emergency transportation, and lifelines, requiring rapid recovery and reconstruction.

The Group is currently carrying out disaster recovery work in the Kuma River basin, with MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD. working together in a joint venture to restore two highway bridges: Kamase Bridge on National Route 219 (upper section currently being erected) and Fukami Bridge on Prefectural Road 259 (plant fabrication in progress). MIYAJI ENGINEERING CO., LTD., which has strengths in railway bridges, is also working on the manufacturing and erection of the Kuma River Fourth Bridge (a four-span steel truss bridge) for the Kumagawa Railroad. We will devote all our efforts to these restoration works, with a view to restoring regional transportation, including roads and railways, and revitalizing the region, and to meeting the expectations of local residents.

Local site and plant tours

The Group has conducted various tours of construction sites and plants for many visitors, including members of the local community, in order to foster a greater understanding of the importance of public works and why they are essential for the sustained growth of society.

In FY2024, we held a site tour for the Kamase Bridge restoration work under the guidance of the Yatsushiro Reconstruction Project Office of MLIT Kyushu Regional Development Bureau. On the day, we explained the outline and construction of the work, and allowed participants to see the arch section being closed to help deepen their understanding of the work.

We will continue to create opportunities such as these for interacting and sharing information in order to strengthen our ties with the community as part of our social contribution activities.



Site tour

Respect for Human Rights

Formulation of Human Rights Policy

We have formulated a human rights policy that clearly states the Group's stance on respect for human rights. This Policy applies to all officers and employees of the Group and also seeks the support and compliance of all stakeholders involved in our supply chain, including partner companies.

The Group has been working on the formulation of a more effective human rights policy. Specifically, we have identified potential negative impacts on human rights that the Group's business activities may cause or contribute to. Based on internal surveys, we have analyzed and assessed the "likelihood" and "severity" of various human rights risks within the Group and conducted risk mapping.

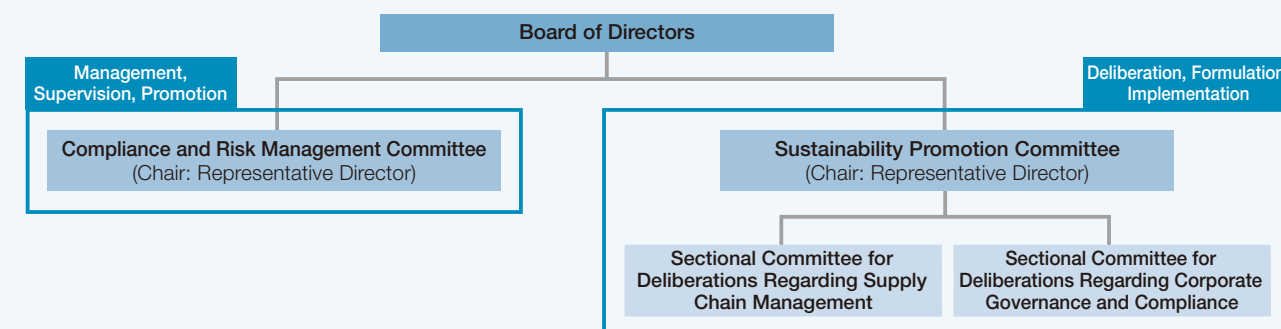
As part of our effort to promote compliance and sustainable management, we have already established a Sustainability Promotion Committee, which is chaired by the Representative Director. By appointing a Compliance Promotion Officer, we are

also working to promote compliance, including the protection of human rights, and strengthen our sustainability management. The organizational structure for the deliberation, formulation, promotion, implementation, management and supervision of this Policy is shown in the chart below.

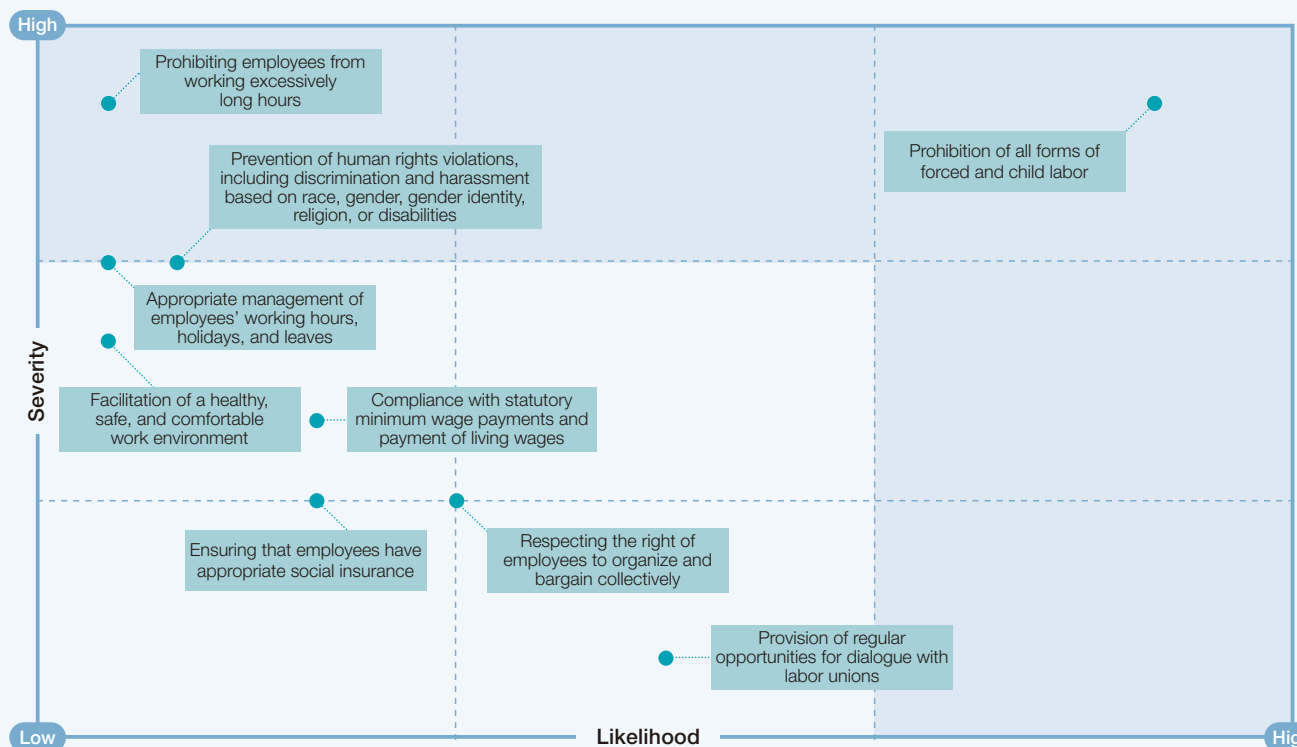
We shall routinely carry out a cycle of human rights due diligence, including the prevention and mitigation of negative impacts, monitoring, and external disclosure, with respect to the human rights risks identified during the formulation of this Policy. We shall also respond appropriately to changes in risk factors, international standards, etc.

MIYAJI ENGINEERING GROUP Human Rights Policy

▶ https://miyaji-eng.com/en/sustainability/human_rights_policy.html



MIYAJI ENGINEERING Human rights risk map



Supply Chain Management

Supply Chain Management

Manufacturing and erecting high-difficulty bridges requires several key elements: plant facilities and manufacturing capabilities to manufacture large blocks; specialized equipment and bridge erection planning capabilities; site management skills; and partner companies with extensive experience and technical expertise.

We have numerous track record in high-difficulty construction projects such as Tokyo Tower, Edobashi Junction, and several Honshu-Shikoku bridges, including the Akashi-Kaikyo Bridge. More recently, we worked on the Kesennuma Bay Crossing Bridge. None of this would have been possible without our partner companies.

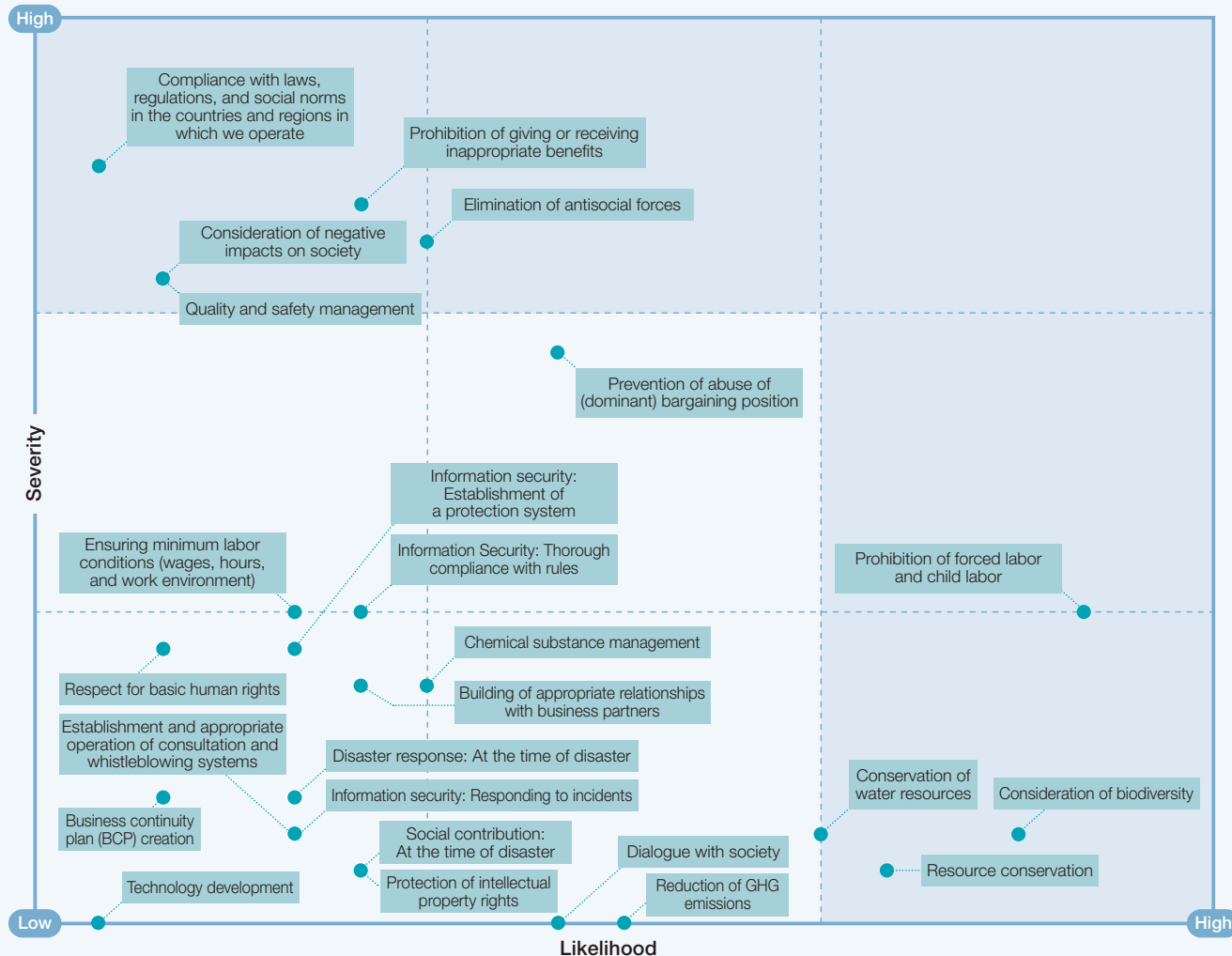
The Group will continue to value its ties with partner companies, and work to achieve sustainable growth as a company that thrives and grows along with its partner companies.

We conducted supply chain risk mapping as the first step in our supply chain management efforts. We carried out supply chain-related surveys and interviews with each department of our operating subsidiaries, MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD., to identify risks. We then evaluated each risk item based on the two axes of “likelihood” and “severity” to create the MIYAJI ENGINEERING GROUP Supply Chain Risk Map.

Through this risk mapping, we have identified nine high-risk items within the Group that are either highly severe or highly likely to occur.

We will consider and implement measures to mitigate the supply chain risks that we have identified.

MIYAJI ENGINEERING GROUP supply chain risk map



Founding meeting of Kyueikai

On September 30, 2024, we held the founding meeting of Kyueikai, a gathering that brought together all member companies. Kyueikai was established with the aim of sharing safety and quality efforts as well as the sustainability initiatives of the Group. Its committee, including a chairman, vice chairmen, 11 companies serving as secretaries and a secretariat, extensively discusses and decides on specific activities.

We plan to use the Kyueikai General Meeting to educate leaders of partner companies on thorough construction safety and transaction transparency, based on our materiality. In the construction industry, it is comparatively hard to hire both fresh graduates and experienced professionals. This challenge affects not only the Group but also our partner companies.

We will tackle the various challenges faced by our partner companies and promote sustainable management as a company that thrives and grows together. In doing so, we will strive to increase our corporate value and contribute to the realization of a sustainable society.



It expresses the strong bond between MIYAJI ENGINEERING GROUP, Kyueikai, and all stakeholders as they thrive and grow together, guided by the concept of “sambo yoshi” (“Good in three ways”—good for the seller, good for the buyer, and good for society). The logo includes elements of traditional family crests and emblems, symbolizing trust and tradition. The use of the character “Kyu” (also read as “Miya”) from MIYAJI ENGINEERING GROUP in the design shows unity and collaboration across the entire Group.



Kyueikai founding meeting

Roundtable Discussion

Outside Director

MEC Chiba Works
Employees and
a Partner Company
Employee



MIYAJI ENGINEERING GROUP
Value Creation

Value Creation Strategy

Foundation for Supporting
Value Creation

Data Section

Putting MIYAJI ENGINEERING GROUP's safety and quality philosophies into practice in every worksite and living up to the trust and expectations of stakeholders

Increasing MIYAJI ENGINEERING GROUP's corporate value by supplying high-quality products and performing safe and secure work

Higuchi: Today, we have brought together our employees who all have their own individual roles in the Chiba Works, each of which contributes to the growth of MIYAJI ENGINEERING GROUP. I want today's roundtable discussion to go beyond simply sharing internal information to serve as a place where we can all share our true feelings and suggestions, our motivations, and the challenges we have encountered with many people both inside and outside the company. For students who are looking for jobs, in particular, I think that the voices of employees actually working in the field will serve as precious sources of information about our Group and the bridge industry. For the Group and partner company employees, I hope that this opportunity to hear what people in different positions think will also broaden their perspectives. Through this discussion, let's paint a picture of the current state of MIYAJI ENGINEERING GROUP and its future by sharing our frank opinions and freely offering suggestions. Could you all start by briefly introducing yourself and talking about what kind of work you do?

Masubuchi: I am the leader of the Health and Safety Group. I joined the company in 1994, and after working as a technician, I moved to my current position two years ago. I do not have a lot of field experience, but I am very knowledgeable about our plant equipment and work, including where the dangers lie. I think that serves as a major strength as I carry out my health and safety efforts. I see the goal of the Health and Safety Group as not only protecting the safety of employees and maintaining a comfortable working environment, but also earning the trust of society at large by operating the plant safely that is free of accidents.

Ito: I am Ito from the Manufacturing Group's Welding and Finishing Team. This year marks my 10th year with the company. A lot of the materials we receive at the Chiba Works are delivered in the form of panels, and we are responsible for welding the already assembled panels to turn them into products. As we often handle large, heavy steel plates, we make sure to maintain product quality while also paying attention to working safely to prevent any injuries.

Saito: I am Saito, and I am the head of the Assembly Team in the Manufacturing Group. I receive the panels from upstream and

The Chiba Works of MIYAJI ENGINEERING CO., LTD. is a key plant of MIYAJI ENGINEERING GROUP, covering an area of roughly four times the size of the Tokyo Dome. It was opened in 1983 and has large block processing equipment and quay for shipping for working on long-span bridges. This works as a bridge manufacturing site boasts one of the highest production capacities in the industry. In this roundtable discussion, five employees from MIYAJI ENGINEERING CO., LTD. and a partner company who are working at the Chiba Works met with MIYAJI ENGINEERING GROUP's Outside Director and Audit and Supervisory Committee Member Masato Higuchi and discussed the safety management and quality improvement initiatives that are being carried out at the plant. We introduce to our stakeholders the Group's management approach, which places safety and quality at the heart of business operations, and the passion and daily efforts of our employees who work to put our management philosophy into practice at their production site.

assemble them, after which they are sent to the welding department, where Ms. Ito works. Last year, I was presented an award for 20 years of service. I have two children, and I am not sure where he learned about my job, but whenever we drive across a bridge, my three-year-old son asks, "Daddy, did you build this?" It reminds me that the work I am doing is important and serves society.

Katsura: I am Katsura from Bridge Design and Development Group 1. I joined MIYAJI ENGINEERING in 2011. Previously, my job was design verification to check whether the contents of drawings received at the Chiba Works conformed to the standards. After that, I did construction planning work at the Head Office. Then I came back to the Chiba Works, where I now primarily do detail design work. About a year after I returned to the Chiba Works, I had a child and took a year of childcare leave, but thanks to the help of my husband (who also works in the Chiba Works), I shortened the leave to six months and returned to work. Currently, I am mainly responsible for design work in large-scale renovation projects for NEXCO. I take various requirements, such as client requests, quality and safety, and on-site status, and reflect them in our designs. This is fascinating work, and I find it highly rewarding.

Maeda: I am Maeda from SHIN-NIPPON NONDESTRUCTIVE INSPECTION CO., LTD. We support the production activities of the Chiba Works as a partner company that is permanently stationed at the plant. As the name implies, nondestructive inspection is an inspection method that checks inside objects using X-rays and ultrasound. It is used in many fields, from building construction and civil engineering to the aviation industry. I closely inspect the products that Ms. Ito painstakingly welds. Sometimes I feel a bit guilty for being so strict, but my work links directly to the quality of the Chiba Works' products, so I cannot cut corners. I work with the different departments in the plant to further improve product quality.

Once trust is lost, it is hard to earn back—that is the reason why we value safety and quality above all

Higuchi: It is very reassuring to hear how all of you are working hard in your workplace to improve our product quality while always staying safety-conscious. As for my own background, I joined the National Police Agency as a first-track bureaucrat in 1982, and I built up extensive field experience in criminal investigation and information



Masato Higuchi
Outside Director
Audit and Supervisory
Committee Member



Shinichi Masubuchi
Health and Safety Group
Safety & Quality Assurance
Department



Yasuyuki Saito
Later-Stage Operations,
Assembly Team
Manufacturing Group
Manufacturing Department



Megumi Katsura
Bridge Design and
Development Group 1
Bridge Design and
Development Department



Naomi Ito
Later-Stage Operations,
Welding and Finishing Team
Manufacturing Group
Manufacturing Department



Tatsuya Maeda
SHIN-NIPPON
NONDESTRUCTIVE
INSPECTION CO., LTD.

strategy until I was appointed as Director of the Tokyo Metropolitan Government Office for Youth Affairs and Public Safety in 2011. What I keenly felt through my career there was that the dignity and sense of mission of each person in the field contribute to the smooth operation of the entire organization. That is not only true for the police, but also for private sector companies. MIYAJI ENGINEERING GROUP helps support society's infrastructure, and since being appointed a Corporate Auditor in 2020 and then an Outside Director and Audit and Supervisory Committee Member the following year, I have gone on-site visits multiple times. I have seen how hard MIYAJI ENGINEERING and partner company employees work, and I feel that their diligent day-to-day efforts are contributing to the company's growth and the advancement of society. Moving on, could you explain what each of you are doing to improve safety and quality in your own work?

Katsura: I think that safety and quality are inextricably tied to the ease of on-site work. After joining the company, I was involved in work in which we did construction with ready-made diagrams based on detailed designs supplied by the client. I always strove to listen closely to the people working in the field. I received feedback, such as “It is hard to assemble this steel reinforcement” or “It is hard to walk because of the ribs (stiffeners),” and I reflected these feedback by making improvements in future construction work. I really feel that ensuring site safety contributes to final product quality. In recent years, it has become common to remotely talk with clients and communicate things to the field. This saves time, but I am concerned that communication that is not based on the actual field or real-world objects could invite declines in safety or quality.

Saito: As a team leader, I try to create workplaces where employees can work with peace of mind. As part of our hazard prediction activities in morning meetings, I clearly point out potential danger points to employees and try to get them to nip unsafe behavior in the bud, before starting their work. Promoting the 5S (sort, set in order, shine, standardize, and sustain) is also vital for ensuring safety and quality. Some employees are older, experienced workers, while others are new employees who have recently joined the company. However, a client expects every one of our employees to be a professional who is well-versed in all of our products and work. We can never forget that the work done by MIYAJI ENGINEERING GROUP is the kind of work that gets put on maps, and we should take pride in such work. We must train constantly to provide our customers with the unique value that only we can supply. I believe that creates the foundation of our safety and quality.

Masubuchi: Our Group engages in a wide range of business with the belief that safety is the highest priority at the heart of its management. If you only prioritize productivity, then that will lead to injuries and accidents. Not only will this negatively affect business activities, but also the trust vested in the company by stakeholders and society as

a whole. As a health and safety leader, I always strive to serve as a bridge between those in the office and those in the field. Our Group has various safety-related standards and rules. Unless they were thoroughly understood and shared by the people in the field, they would count for nothing. I believe that it is our responsibility to strive to ensure safety by promoting safety education, raising safety awareness among employees, and communicating closely with other departments, and to contribute to the sustained growth of the whole Group.

Ito: The welding I am responsible for is one of the most important processes that has a major impact on the strength of our products. Incomplete welds could result in a bridge easily collapsing in the event of a large earthquake or other disasters. With the help of Mr. Maeda and the others at SHIN-NIPPON NONDESTRUCTIVE INSPECTION CO., LTD., we strive to improve work quality and prevent product defects. After the Safety & Quality Assurance Department completes its inspection of welded components, nondestructive inspection is performed to rigorously check them for any defects, including defects at a level that might be invisible to the naked eye. It might seem that there are too many quality check items, but this system of inspecting components twice or three times is how our products achieve their high level of quality.

Maeda: There are no systematic inspections of products following our nondestructive inspection. In other words, once we deem a product as having passed our inspection, it is sent out into the world. We are the last bastion that prevents the shipping of products that do not meet our quality standards, and I realize the heavy responsibility we bear every day. Unlike assembly or welding, you cannot determine the roles or results of nondestructive inspection only by looking at products. Therefore, our work relies on the trust and confidence placed in us by MIYAJI ENGINEERING GROUP and the Chiba Works. Our company has been working in the Chiba Works for roughly 30 years. I have the utmost respect for the people who worked before me, building up this trust and confidence, and I do my work with a strong desire to fulfill our mission and to keep this positive relationship for the generations that will follow.

Working closely with factory departments and partner companies to foster greater safety awareness and more thorough quality management

Higuchi: Listening to you all, it is clear that safety and quality is not being achieved by specific departments working alone, but instead by various departments and partner companies, including the departments responsible for individual processes such as design, assembly, and welding, the Safety & Quality Assurance Department, and SHIN-NIPPON NONDESTRUCTIVE INSPECTION CO., LTD., working together as one. While I was working at the National Police Agency, there were several devastated cases involving people who

lost their lives due to accidents or incidents, and I keenly felt how precious life was. Earning the trust of society takes a long time, but all that trust can be wiped out in the blink of an eye by an accident or scandal. As Mr. Masubuchi mentioned, for the Chiba Works, we believe it is important to work as an organization to formulate and implement measures for ensuring safety and, at the same time, for everyone working at the plant to share the philosophy, recognizing safety and quality as the foundation of our business activities. To close this discussion, could you talk about your own expectations and aspirations for your future and for the future of the Chiba Works?

Masubuchi: For safety and quality initiatives to be implemented effectively, it is vital to transform the mentality of each and every employee. We are focusing on revising existing rules and creating new mechanisms, such as creating appropriate incentives, to support employee efforts to ensure safety and improve quality. At the Chiba Works, we are currently using yellow cards for employees who engage in unsafe behavior with the goal of eliminating it completely. However, going forward, we will not only use warnings but also introduce a green card system through which we will recognize departments and divisions that have made major contributions to safety. I want us to continue enriching our safety and quality systems while at the same time promoting the advancement of the Chiba Works and the self-actualization of employees.

Saito: As everyone has pointed out, transforming the mentalities of employees is the most critical part of improving safety and quality. Mr. Higuchi discussed the importance of all employees, from managers to general staff, prioritizing safety and sharing and embodying their safety values in their day-to-day activities in order to prevent workplace accidents. I think this applies to all of our business activities. The most important tasks for us to increase our corporate value are protecting ourselves, our colleagues, our families, our colleague's families, and society's confidence in MIYAJI ENGINEERING GROUP.

Ito: Three years ago, I was injured while performing welding and was hospitalized for around two months. Welding produces sparks, which can ignite nearby objects and cause unforeseen accidents. I thought I was being really careful, but having experienced that accident, and how much trouble it caused for the other members of my team really made me realize the importance of safety. Since then, I have been thoroughly sharing the message, such as during new employee training, that you can never let your guard down and never think that it cannot happen to you. MIYAJI ENGINEERING GROUP prioritizes safety above all else, and I think that it is important that we embody the management philosophy in our daily work.

Maeda: A lot of attention is being placed on the creation of social value as an indicator of corporate value. Ongoing safety and quality efforts are our most critical tasks, and they affect the sustainability of our company. As Mr. Higuchi said, trust, once lost, is hard to re-earn.



I have thoroughly focused on compliance while working to ensure safety and quality. I will continue to coordinate closely with the different departments of the Chiba Works and accelerate our quality improvement efforts, thereby contributing to the growth of MIYAJI ENGINEERING GROUP.

Katsura: I work in design, which is one of the upstream departments, and partly because of that, I have to confess that I have not sufficiently recognized safety and quality, which are at the heart of the manufacturing industry, as areas in which I am also responsible for. Listening to everyone here today, I understand that safety and quality are not only issues for people in the field but also issues which involve the entire plant and the entire company. I think it is important for all employees to share the safety awareness and to work together to implement safety and quality initiatives while living up to their specific workplace responsibilities. I plan to reflect the insights and knowledge I gained in this roundtable discussion in my own work and create designs that prioritize safety and quality above all.

Higuchi: Safety and quality work, especially safety management work, tends to be unrewarded. It prevents injuries and accidents, so it is the work that eliminates negatives, and its results can be hard to visualize. I think that is what makes the passion and sense of mission of each and every employee so critical. Manufacturers and police departments have different goals and different structures, but one thing they do have in common is that the dedicated hard work of people in the field support the advancement of their respective organizations and help earn the trust of society. One can never forget that polishing the skills of individuals energizes the organization as a whole and fosters a healthier corporate culture. As an Outside Director and Audit and Supervisory Committee Member, I want to provide my support to our Group's efforts to ensure safety and improve quality, led by a shared vision. I hope that all of you will continue to value your colleagues and put MIYAJI ENGINEERING GROUP's safety and quality philosophies into practice in your own worksites.



Human Resources Policy

Like other industries, the construction industry is also struggling with the challenges posed by personnel shortages resulting from the declining birth rate, the graying of society, and the shrinking of the working age population. To maintain sustainable growth, it is important that we create workplace environments that produce innovation and that we hire and develop our human resources. MIYAJI ENGINEERING GROUP develops human resources that can create new value and systematically engages in initiatives aimed at securing the human resources we need to achieve this. We strive to pass on and improve our technologies, skills, knowledge, and critical corporate culture as we seek to achieve sustainable growth for our entire Group.

Systematic human resource hiring initiatives

For both the hiring of new graduates and mid-career personnel, every year we systematically carry out hiring activities based on various clearly defined attributes of the human resources we require. At the same time, we are working to improve retention rates for junior employees, which has become an issue in modern society, by improving employee satisfaction. By doing so, we are striving to secure the human resources essential to our sustainable growth as a whole Group.

Specifically, we are creating an environment where employees can work with peace of mind by enabling flexible working styles according to their life stages, such as by providing childcare leave and reduced working time systems to support employees raising children, and by expanding our nursing care leave system to support employees providing nursing care. In addition, enhancing the system that allows junior employees to receive placement and career development support according to their skills is enabling us to prevent attrition due to mismatches between the duties and capabilities of junior employees.

Furthermore, based on our recruitment plan, we focus on systematically and strategically securing human resources, and are

also working on developing human resources with an eye to future growth. This will increase the competitiveness of the Group as a whole, thereby establishing a foundation that supports sustainable growth.



Initiatives for developing the human resources that will lead the future

Strengthening our corporate management capabilities is one of the important tasks we must accomplish to achieve sustainable growth. We implement training programs tailored to each employee rank with the aim of improving their skills and knowledge according to their roles and responsibilities. This not only improves our ability to address critical issues, but also strengthens the management capabilities of the entire organization.

Group companies have established their own systems to appropriately evaluate the capabilities of individuals and provide employees with roles and positions that match their capabilities.

Doing so enables them to provide an environment in which each employee can fully utilize their individual capabilities. Group companies also work to develop personnel who can demonstrate their leadership with a birds-eye perspective of business, such as by carrying out multi-year outside management training for managers of a certain level.

Through these initiatives, we aim to strengthen the management capabilities of the entire Group and become an organization that can grow in a flexible and sustainable manner, even in a rapidly changing business environment.

Giving back to our employees

As our human resources are the source of the Group's added value, we believe that enhancing investments in and returning profits to our human resources are crucial for the Group's sustainable growth.

In FY2024, we continued to show our gratitude for the efforts and contributions of each and every employee, who serves as the

foundation for supporting the Group's growth. Having determined that creating an environment where employees can work with peace of mind and fully demonstrate their capabilities is directly linked to our sustainable growth as a company, we also worked to give back to our employees who support our strong performance.

1 Payment of a year-end bonus

Based on strong results in FY2024, we paid bonuses to all our employees, who supported this performance. In addition to the summer and winter bonuses, we also provided a year-end bonus to support their households.

2 Increasing base pay

Following on from the previous fiscal year, we also raised wages by more than 3% in April 2025, taking into account inflation and other factors.

Promoting Diversity

The Group recognizes that it is important to create an environment where personnel with a variety of backgrounds can play an active role for a company to achieve sustainable development. To this end, we have worked to set targets aimed at ensuring diversity as set forth in Japan's Corporate Governance Code. In order to respond flexibly to changes in the business environment, we have adopted an approach in which all employees are evaluated based on common standards (commitment to businesses and, in the case of management personnel, management capabilities). We also use our Charter of Corporate Behavior and Code of Conduct as guideposts to promote the creation of environments in which all employees can reach their full potential.

In particular, we believe that the active participation of women and foreigners is a key issue in the construction industry. We are actively hiring women not only for administrative positions but also engineer and operator positions with the aim of developing them into our workforce. We are also hiring foreign employees as needed, as we believe that bringing the sensibility of different cultures into the company will help energize the company and transform the mentalities of people within it.

Through these efforts, MIYAJI ENGINEERING GROUP aims to be a company where diverse talent can demonstrate their capabilities and achieve sustainable growth.



1 Efforts to acquire and maintain two-star Eruboshi certification

The Eruboshi certification recognizes companies that excel in promoting women's advancement in line with the Act on the Promotion of Women's Active Engagement in Professional Life. Companies receive this certification by meeting standards in five areas: hiring; continuous employment; working hours and styles; ratio of management positions held by women; and diverse career paths.

We are actively carrying out initiatives to support women's advancement in the construction industry, where there are few women. As part of these efforts, we are striving to acquire and maintain two-star Eruboshi certification, focusing on creating comfortable workplace environments for women and supporting their career development. This will enable us to operate our organization in a manner that embraces diverse viewpoints as we strive for sustainable growth.

We also implement a consistent approach, from recruitment to training and career support, to enable female employees to thrive not only in administrative positions but also in engineer and operator positions. This will help us facilitate environments in which female employees can continue working over the long term and contribute to improving the image of the construction industry as a whole. MIYAJI ENGINEERING CO., LTD. acquired two-star Eruboshi certification in FY2022. This certification demonstrates the Group's success in the hiring and continuous employment of women, as well as in work-style reforms. We will continue to create environments where women can thrive, and further strengthen our initiatives to provide workplaces where diverse talent can demonstrate their capabilities.

2 Efforts to acquire Kurumin certification

The Kurumin certification is a system based on the Act on Advancement of Measures to Support Raising Next-Generation Children, where companies can be recognized as "childcare support companies" by the Minister of Health, Labour and Welfare. To qualify, companies must meet certain requirements, such as creating an action plan to help employees balance work and child-raising, and achieving the goals set out in the plan. Certified companies are able to use the Kurumin mark, which signifies their proactive initiatives to support childcare.

We believe that creating an environment in which employees can balance work and childcare with peace of mind is essential to the sustainable growth of a company. To this end, we are working to enhance our childcare support measures, such as encouraging employees to take childcare leave, introducing a reduced working time system, and conducting awareness-raising activities to encourage male employees to participate in childcare.

Furthermore, through these initiatives, we aim to improve employee satisfaction and productivity across the company by creating environments in which each and every employee can choose a flexible work style that suits their life stage to support their work-life balance.

We will endeavor to provide workplace environments that enable our employees to continue working for us with peace of mind, and contribute to society through childcare support.

Promoting Diverse Work Styles and Supporting Career Advancement

The Group respects the diverse values and lifestyles of each and every employee, and strives to achieve sustainable growth by providing comfortable workplace environments and supporting career advancement. Amid a declining birthrate and aging population, coupled with ongoing work style reforms, we believe that providing environments in which employees can fully demonstrate their individual capabilities while maintaining a healthy work-life balance is a key to enhancing our competitiveness.

First, in promoting diverse work styles, we have established systems to ensure that all employees thrive, regardless of gender, age, or nationality. We have enhanced our systems to support flexible work styles according to different life stages of our employees, including childcare leave, nursing care leave, and reduced working time system, creating an environment where they can balance their work and private lives. In addition, as part of our efforts to promote women's advancement, we actively hire women in a wide range of fields, including engineer positions, and support their career development.

To support career advancement, we are enhancing our education and training programs to encourage employees' skill development and growth. In addition to training for new employees and skill development training for mid-career employees, we also provide outside management training for managers. Through these measures, we are working to develop personnel with leadership skills and a broad perspective. We also support employee learning to enhance their expertise through qualification acquisition support programs and scholarship programs. Furthermore, in order to diversify career paths, we have established a system for moving from general or operator positions to career track positions, creating an environment where motivated employees can take on new challenges.

By providing environments in which our employees can work with peace of mind, we are able to fully draw out their individual capabilities, thereby improving productivity and achieving sustainable growth across the company.

Topics

Efforts to balance work and family through work style reform

- Balancing career and private life -

1



Shin Yamamoto

Planning Group,
Construction Planning
Department,
Kansai Branch
MIYAJI ENGINEERING
CO., LTD.

My first child, a daughter, was born on Christmas Eve, and after my maternity leave and New Year's holiday, I was able to take about a month and a half of childcare leave. When discussing taking childcare leave with my wife before our child was born, I replied, "I think it will be difficult because I am going to be posted to a joint venture office as a representative of the company." My response drew criticism from my wife's friends and family, who exclaimed, "What?! Why?" This made me realize how out of touch I was with the rest of the world.

I currently work at a joint venture design office for the construction work of the cable-stayed bridge on the Shinko Nadahama Channel Section (West). When I mentioned the birth of our child at the office, my colleagues encouraged me to take childcare leave, which made it easy for me to take it. While on leave, I did the laundry, cleaned, shopped for groceries in the morning, and made lunch. Then in the afternoon, I would play with my daughter, give her a bath, and cook dinner. I spent each day feeling a different type of fatigue and fulfillment than I usually do at work. Because our baby was born via C-section, my wife was unable to move around properly for a while after the birth. Both of our parents are still working, which made it difficult for them to help out, so I am really glad I was able to take childcare leave.

I have come to realize that raising children requires the cooperation of family, companies, and society. I hope to contribute to the company and to society by continuing to utilize the childcare support system to give it my all both at my job and in raising my family. Finally, I would like to express my sincere gratitude to all those involved who supported me in taking childcare leave.

Efforts to balance work and family through work style reform

- Balancing career and private life -

2



Hirofumi Wada

Quality Assurance Team 1,
Quality Assurance Group,
Safety & Quality
Assurance Division
MM BRIDGE CO., LTD.

I recently took one and a half months of childcare leave following the birth of my child. I had not considered taking it because my wife was going back to her hometown to give birth, and my in-laws would be there to support her. However, her hometown is quite far away, which made it difficult to see my wife and child regularly. Not being able to watch my child grow up was tougher than I had expected, so I made the decision to take childcare leave. This allowed my wife and child to return home earlier than planned.

While on leave, I was able to spend 24 hours a day with my child, experiencing the fun and challenges of parenthood while feeling joy in my baby's daily growth. I feel as though I was able to gradually become more aware of my responsibilities as a parent.

As my child grows, I will make sure not to forget my feelings as a first-time parent to use the insights and lessons I gained from this experience to further grow as a father.

I would like to once again express my gratitude to everyone at work for adjusting their work schedules and providing support during my childcare leave. Thanks to them, I was able to spend precious time with my family without any worry.

I will cherish this experience and continue to work hard while making sure to maintain a good work-life balance.

Enriching Benefits Such as Improving Workplace Environments and Improving Employee Satisfaction Through Work Style Reforms

Improving workplace environments, including workplace systems, is important for increasing employee engagement. The Group has established various systems to ensure that all employees, regardless of gender, can lead fulfilling lives while maintaining a good work-life balance.

We are also committed to create pleasant workplace environments, striving to create environments where employees can work with peace of mind. This allows us to have systems in place that enable each and every employee to reach their full potential and contribute to the company's sustainable growth. Below are some of activities we are carrying out.

1 | Reducing overtime through work style reform

Placing importance on managing both the mental and physical wellness of our employees, our Group companies have designated Wednesdays as "no overtime days." They are also working to reduce overtime hours by using digital transformation (DX) to improve operational efficiency and reviewing work processes.

Through these initiatives, we are promoting the creation of environments where employees can maintain both their physical and mental health while enjoying a good work-life balance. As part of our health and productivity management initiatives, we are also implementing specific measures to support employee health, such as conducting regular health checkups and stress checks, and establishing a health consultation desk.

3 | Preparation of nursing care-related systems

Our Group companies have established systems that enable flexible work styles to support employees in balancing work and nursing care when they find themselves in a situation where they need to care for a close relative. These include nursing care leave systems that allow employees to take leave for a period, systems that allows employees who have to provide nursing care to resign and be rehired at a later date, and nursing care working systems which enable reduced working time of four hours per day. By creating workplace environments that make it easy for employees to use these systems, we aim to create an environment in which employees can continue working for us with peace of mind.

2 | Preparation of childcare leave systems

To create an environment where employees, regardless of gender, can focus on raising their children with peace of mind, our Group companies are enhancing their childcare leave and childcare working systems. Specifically, they have set up childcare leave systems that can be taken when the child is under three years of age, and have also introduced childcare working systems that enable a reduced working time of four hours per day, for employees whose children are under junior high school age.

In addition, to create workplace environments that make it easy for employees to use these systems, we are also working to encourage our employees to take childcare leave by conducting training and awareness-raising activities to deepen understanding among supervisors and colleagues. Furthermore, we are also strengthening our support systems for employees who are returning to work from childcare leave and are working to facilitate their smooth return to work. Through these efforts, we aim to support the development of the next generation and create an environment where employees can lead fulfilling lives while balancing work and their private lives.

4 | Workplace environment improvements

Our Group companies are striving to maintain pleasant and efficient workplace environments by expanding and renovating workspaces to accommodate increases in the number of employees as appropriate. They also provide comfortable workplace environments by updating equipment and introducing ICT tools as necessary, taking into consideration work efficiency and employee health. To improve workplace environments by reflecting employee feedback, we also conduct regular interviews and take measures to identify and resolve issues. Through these initiatives, we aim to maintain workplace environments where employees can work with peace of mind and achieve a good work-life balance.

Topics

Efforts to balance work and family through work style reform

- Balancing career and private life -

3



Takara Azuma

IT System Group,
General Affairs
Department
MM BRIDGE CO., LTD.

I took childcare leave following the birth of my first child.

During my leave, I had the valuable experience of devoting the whole day to childcare for the first time, which made me deeply realize the difficulties of raising a child and the importance of spending time with my family. I was especially grateful to my wife, who works tirelessly to do the housework and take care of our child every day, from early in the morning until late at night. It helped me reaffirm that it was her dedication to our family that allowed me to focus on my work, and strengthened my resolve to continue to be considerate of my wife and actively take part in housework and childcare to reduce the burden placed on her.

Furthermore, my workplace has an environment that makes it easy to take childcare leave, so that even a junior employee such as myself was able to take it with peace of mind. I owe this valuable experience to my supervisors and colleagues, who understood my choice to take childcare leave and provided warm support. I am truly grateful. I hope to apply the insights and experiences I gained through my childcare leave in my work and family life moving forward, and contribute to society in an even better way.

Roundtable Discussion

Outside Director

Young and mid-career employees of MMB



We will contribute to MMB's sustainable growth by leading efforts to ensure MMB's diversity and increase its social and economic value, in a corporate culture that values employee individuality and autonomy

Each person must live up to their responsibilities in their individual workplaces to contribute to the sustained development of MMB

Hirase: Today, we have brought together employees from various worksites within MM BRIDGE CO., LTD. (hereinafter, "MMB") who are giving their all to strengthen our management structure and our business. As for myself, I have experienced childbirth and childcare while working as a professional golfer, and since June 2023 I have been an Outside Director in the MIYAJI ENGINEERING GROUP. I would like to hear all of your frank opinions today so that we can reflect them in the future management of our Group. Let's begin with some self-introductions. Could you tell us what work you are currently doing and what kinds of things you focus on in doing that work?

Toda: I am a member of the Engineering Department's Design Group. In addition to doing my design work, I

also attend graduate school, studying for my doctorate while also working. I am involved in researching construction methods for switching materials. I am very grateful for MMB's human resource development policy, which positions providing support for self-improvement as one of its core pillars, and for MMB's flexible human resource and work systems. My goal is to take on the challenges of being a researcher while at the same time contributing to MMB.

Senoo: I work in sales. I joined MMB in April 2023, and after joining the company I worked in the Hiroshima Head Office. Then in November 2024 I was reassigned to the East Japan Branch. I wanted to work in the construction industry since I was in university, so I am very happy to be able to work in MMB, which builds and develops social infrastructure as a dedicated bridge company.

Kano: I am a member of the General Affairs Department's Personnel Group, where I am primarily

responsible for the hiring of new graduates and mid-career personnel. I joined MMB as a mid-career hire myself in 2019, and this year marks my 6th year here. I strive to apply my external perspectives as a mid-career hire and focus on increasing the diversity of MMB's human resources and recruiting.

Sato: I began working at MMB as a temporary worker, and then after taking maternity and childcare leave, was hired as a full-time employee. I now work in the Materials Department, and I am involved in optimizing material procurement and building and introducing new systems that are well-matched to workplaces. MMB has extensive systems that support diverse workstyles, such as remote work, reduced working time system, and flextime. Thanks to them, I am able to enjoy working in an excellent working environment while raising my five-year-old child.

Taking on the challenges of creating new value in a corporate culture that values employee individuality and aptitude

Hirase: I am glad to hear how you are all working to contribute to the advancement of MMB in your own ways. Now, I would appreciate it if you could give your honest impressions of MMB's workplace environments and organization culture.

Toda: Often, MMB does design and construction work through JVs*, both with MIYAJI ENGINEERING and with other companies. Through these, what I have felt is a shared and deep recognition of the importance of working on safety and quality, not just in MMB but throughout the MIYAJI ENGINEERING GROUP. MMB's divisions coordinate closely with each other, and with individual JV companies, and that directly contributes to making work go more smoothly.

Sato: As I mentioned in my introduction, I was a temporary employee when I took maternity and childcare leave. I wanted to return to work quickly, but partly because of the fact that this all happened in the middle of the COVID-19 pandemic, I couldn't shake the fear that my temporary contract with MMB would simply expire. However, not only did the company find a place for me to work, but it also provided me with support through systems such as remote work. It impressed on me yet again how there was a living corporate culture of valuing and respecting people.

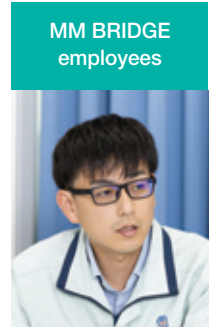
Senoo: I attended new employee training at the Ichihara Works together with new MIYAJI ENGINEERING employees. Participating in the training together and building close relationships with other members who joined the same year as I did has become a valuable asset to me as someone involved in sales. After the training, we were all assigned to different companies and divisions, but even now, when we meet, we will talk about our current situations and how our work is going. In my own workplace, I get a lot of advice and support from senior colleagues with respect to work content and workstyles. As Ms. Sato said, I really feel that in MMB, there is an organization culture of valuing the relationships between people.

Kano: I am a mid-career hire, so this may be something that stands out to me because I came from a completely different industry, but at MMB, valuing people and teamwork is an especially firmly rooted part of the corporate culture. In my own department, the General Affairs Department, there are people raising children and people providing nursing care for family members. We all support and assist each other to facilitate work for people in these situations. Our company's business, bridge construction, is one with tremendous social value. I think our employees are aware of our company's social significance as they do their

*JV (joint venture): Construction industry joint venture



Mayumi Hirase
Outside Director



Kensuke Toda
Design Team 3,
Design Group,
Engineering Department



Chihiro Sato
Materials Department



Mayu Senoo
East Japan Sales Group,
Sales Department



Shota Kano
Personnel Group, General
Affairs Department

day-to-day work. In my own hiring activities, I am striving to share what makes our company's work and culture so appealing.

A diverse organization in which everyone can thrive, regardless of their gender, age, career background, or field of expertise

Hirase: MMB is not a huge company, but I see it as one that is striving to create comfortable workplace environments for everyone, from management to general employees, and to foster an organization culture that respects individuality and aptitude. MIYAJI ENGINEERING GROUP's Directors and Operating



Officers also actively invest in human capital, so this corporate culture of valuing individuals isn't just MMB's culture, but the culture of the entire Group. To maintain the soundness of a company's management and business, it is important to increase the diversity and inclusiveness of its personnel and organization. What are your thoughts about that?

Toda: MMB has employees of a wide range of genders and ages, and everyone works each day toward a shared vision and common goals. For technical personnel, in particular, different people have their own different fields of expertise. There are people like myself who wear two hats, as both a bridge designer and a university researcher. Also, it has positioned women as an important asset and, as Ms. Sato mentioned earlier, there is a solid culture of providing them with support. All employees recognize that diversity is absolutely vital to creating a free and open corporate culture, and I believe that is the source of MMB's competitiveness.

Kano: The other day, I saw an advertisement for MMB next to the Shinkansen ticket gate at Hiroshima Station.

That gate gets a huge amount of traffic, so I am sure the MMB ad caught a lot of people's eyes and raised awareness of our company. MMB combines superb technical capabilities with a rich corporate culture, but it isn't very well known outside the industry. I think we need to more actively showcase our company, with its diverse organization and personnel base, in order to better resonate with customers, students wishing to join our company, and local communities.

Sato: As the working population shrinks, the labor shortage facing the construction industry is growing more severe. A lot of young people, especially young women, may be worried about whether they will be able to balance work and family in the future. To give them peace of mind, I think we need to thoroughly demonstrate our management approach focused on diversity and inclusiveness and, at the same time, communicate our efforts and their results far and wide throughout society. MMB is also actively striving to diversify workstyles. I work remotely about two days a week, and I haven't encountered any difficulties because meetings or paperwork can be handled online. In fact, I would say my work efficiency has improved. I think advances in DX and IT are helping support this diversity of workstyles.

Kano: As you all know, MMB was formerly Mitsubishi Heavy Industries Bridge & Steel Structures Engineering Co., Ltd., a wholly owned subsidiary of Mitsubishi Heavy Industries, Ltd., and it changed its name when it became part of the MIYAJI ENGINEERING GROUP. When it was formed, it brought together a wide range of people from companies with different corporate cultures, so its respect for diversity might just be a natural outcome of its evolution. The way people approach issues can differ depending on factors such as their gender, age, and whether they have a humanities or science background. Highly effective strategies and initiatives are the product of deliberating regarding multiple options from various perspectives and selecting optimal solutions. The most important thing is to foster an organization culture in which everyone, from management to junior personnel, feels free to say what is on their minds.

Passing on a free and open corporate culture and positive workplace environments to the next generation

Hirase: Listening to you all has reaffirmed for me how important it is, in maintaining smooth company operations, to ensure diversity and create an open culture where people can speak freely. In the MIYAJI ENGINEERING GROUP, as well, over half of the seven directors on the Board of Directors are Outside Directors, and this keeps the decision-making process thoroughly transparent and fair. Next, could you share your opinions on the issues and areas that MMB should accelerate its efforts to address?

Kano: With respect to hiring, I think it is important that MMB communicates how its work is important to society, and its corporate culture of respect for employee individuality, to job-seekers. It needs to showcase the fact that it provides environments where young people can thrive. As Mr. Toda's and Ms. Sato's situations demonstrate, the company places a great deal of focus on employee work-life balance, and I would like to highlight that as well.

Sato: I think that an important issue going forward will be further sharing values, goals, and information. The materials business is strongly affected by laws and regulations such as the Construction Business Act. It is vital to share information about changes to laws and the promotion of compliance by the MIYAJI ENGINEERING GROUP with everyone in our Department and to do our utmost to carry out operations accordingly. Currently, we are using the Teams chat tool to share information and build consensus between the Materials Department and each worksite.

Senoo: Personally speaking, I think it is important for us young employees to actively share our ideas and discuss the ideals of MMB, and also to provide the new employees that will be joining the company in the future with spaces for self-actualization by actively making use of the flexible work systems the company has set up for us. Our role is to pass on the open corporate culture and positive workplace environments from the generations that came before us to the generations that will follow us. We need to combine our efforts with those of our senior colleagues to embody our corporate vision in our daily work so that MMB's culture will live on.

Strengthening collaboration between the Group and company divisions to continue earning the trust of society

Hirase: It seems to me that what everyone has been saying today points the way to how MMB and the MIYAJI ENGINEERING GROUP can maximize their corporate value. To bring this roundtable talk to a close, could you talk about your expectations and aspirations, both for MMB and for yourselves?

Toda: I have heard that over the past few years, students looking for jobs have become more aware of and feel more favorable towards MMB. Our business is steady, and I see it as the responsibility of the people currently in the company, like us, to further improve the company's social reputation and raise expectations for it as a leader in the bridge industry over the next 10 or 20 years. I will combine my own efforts with those of you all here today to contribute the future advancement of MMB.

Sato: My supervisor has told me that from next year forward, when new employees are assigned to the

Materials Department, I am going to be responsible for training them. I plan to take their individual character and aspirations into consideration and provide my support as they go through the process of developing into a member that is responsible for the success of our organization. I will also do my best to protect our current comfortable workplace environment for future generations of employees.

Senoo: MMB is one of the core companies in the MIYAJI ENGINEERING GROUP. In our day-to-day operations, it is important that we maintain the perspective of doing our utmost for the Group as a whole. I think we need to engage in even greater mutual exchange with MIYAJI ENGINEERING, another core Group company. I, myself, plan to actively share information with sales personnel in MIYAJI ENGINEERING and use the insights this produces in my own daily work.

Kano: I want to change the negative image many people have of the construction industry—that it is an industry of long work hours, behind the times when it comes to DX, and has a culture that is dominated by men. For us to remain a company that is trusted by its stakeholders, it is vital that we increase our social value by building an even richer corporate culture and by appropriately advertising and publicizing ourselves. As a hiring manager, I will devote myself to securing and developing our next generation of human resources and to strengthening MMB's human capital.

Hirase: I am very glad to have learned about the pride you feel and the energy you bring to your own work, and how seriously you are thinking about the future of MMB. As a MIYAJI ENGINEERING GROUP Outside Director, I will do my best to provide my support in your own efforts and the efforts of MMB.



Roundtable Discussion

Outside Director

Young and mid-career
employees of MMB

Our Officers (As of June 27, 2025)

Board of Directors

Directors



Masahiro Ikeura
President and Representative Director

Apr. 1982 Joined Mitsubishi Heavy Industries, Ltd.
Apr. 2008 General Manager, Sales Department I, Sales Management Department, Bridge Business Division of Mitsubishi Heavy Industries Bridge & Steel Structures Engineering Co., Ltd. (currently MM BRIDGE CO., LTD.)
Jun. 2008 General Manager, Sales Management Department, Bridge Business Division
Oct. 2009 General Manager, Corporate Planning Division
May 2012 Chief Researcher, New Business Development Office
Apr. 2014 Chief Researcher, Presidential Administration Office
Apr. 2015 Operating Officer and Chief Researcher, Presidential Administration Office of MM BRIDGE CO., LTD.
Jun. 2017 Managing Operating Officer and General Manager, Presidential Administration Office
Jun. 2019 Director and Managing Operating Officer and General Manager, Presidential Administration Office
Apr. 2020 Director and Managing Operating Officer

Jun. 2020 President and Representative Director (current position)
Director of the Company
Apr. 2025 President and Representative Director of the Company (current position)



Kyoji Okumura
Director

Apr. 1986 Joined MIYAJI IRON WORKS CO., LTD. (currently MIYAJI ENGINEERING CO., LTD.)
Mar. 2009 Manager, Engineering Proposal Office, Sales Division
Dec. 2010 General Manager, Engineering Proposal Office, Sales Division
Mar. 2011 General Manager, Engineering Proposal Office, Bridge Sales Division, Bridge Business Division of MIYAJI ENGINEERING CO., LTD.
Apr. 2015 Operating Officer and Deputy General Manager, Sales Division
Oct. 2016 Operating Officer and Deputy General Manager, Sales Division; General Manager, Engineering Management Department
Jul. 2017 Operating Officer, Deputy General Manager, Sales Division, and General Manager, Engineering Management Department; General Manager, Bridge Sales Department
Apr. 2018 Operating Officer and Deputy General Manager (In charge of Bridge Sales), Sales Division; General Manager, Engineering Management Department
Oct. 2019 Operating Officer and Deputy General Manager (In charge of Bridge Sales), Sales Division

Apr. 2020 Operating Officer and Deputy General Manager (In charge of Bridge Sales), Sales Division; Vice President of Kansai Branch; Preparation General Officer, Kansai Design Department
Apr. 2021 Operating Officer and General Manager, Engineering Division
Apr. 2023 Operating Office, responsible for Engineering Department and Production Management Department of MM BRIDGE CO., LTD.
Jun. 2023 Representative Director, responsible for Engineering Department and Production Management Department
Apr. 2025 President and Representative Director of MIYAJI ENGINEERING CO., LTD. (current position)
Director of MM BRIDGE CO., LTD.
Jun. 2025 Retired as Director of MM BRIDGE CO., LTD. Director of the Company (current position)



Takashi Hirashima
Director

Apr. 1985 Joined MIYAJI CONSTRUCTION & ENGINEERING CO., LTD. (currently MIYAJI ENGINEERING CO., LTD.)
Jan. 2009 General Manager, Planning Department, Construction Division
Feb. 2011 Director of MIYAJI CONSTRUCTION CO., LTD.
Mar. 2011 Operating Officer and Deputy General Manager, Construction Work Division, Construction Business Division; General Manager, Planning Department of MIYAJI ENGINEERING CO., LTD.
Apr. 2013 Operating Officer and General Manager, Construction and Planning Division, Construction Business Division; General Manager, Planning Department
Apr. 2015 Director and General Manager, Construction and Planning Division; Deputy General Manager, Sales Division
Jun. 2017 Director of the Company
Apr. 2019 Director and General Manager, Construction Division of MIYAJI ENGINEERING CO., LTD.
Apr. 2021 Director and Managing Operating Officer; General Manager, Construction Division
Apr. 2022 Director and Senior Managing Operating Officer; General Manager, Construction Division, responsible for Construction Planning

Jun. 2022 Retired as Director of the Company
Director of MM BRIDGE CO., LTD.
Apr. 2023 Director and Senior Managing Operating Officer; General Manager, Sales Division (In charge of railroad-related and private-sector); responsible for Construction Division and Planning Division of MIYAJI ENGINEERING CO., LTD.
Jun. 2023 Retired as Director of MM BRIDGE CO., LTD.
Jan. 2024 Director and Senior Managing Operating Officer; General Manager, Steel Structures Sales Division; responsible for Construction Division and Planning Division of MIYAJI ENGINEERING CO., LTD.
Jun. 2024 Director and Senior Managing Operating Officer; General Manager, Steel Structures Sales Division; responsible for Construction Division, Planning Division and Private Production Construction
Apr. 2025 Senior Operating Officer of the Company
Director and Managing Operating Officer; General Manager, Compliance Promotion Division; responsible for Construction Division and Planning Division of MIYAJI ENGINEERING CO., LTD. (current position)
Jun. 2025 Director of the Company (current position)

Skills Matrix

Name	Position	Corporate Management	Sustainability	Governance	Universal	Finance / Accounting	Legal Affairs	Compliance / Risk Management	Human Resources / Labor	Sales / Marketing	Engineering / Safety
Masahiro Ikeura	President and Representative Director	●		●		●			●		
Kyoji Okumura	Director		●						●	●	
Takashi Hirashima	Director		●					●			●
Mayumi Hirase	Outside Director		●		●						
Hidemi Ota	Outside Director Audit and Supervisory Committee Member	●		●				●			
Masato Higuchi	Outside Director Audit and Supervisory Committee Member			●			●	●			
Junko Uemura	Outside Director Audit and Supervisory Committee Member			●		●	●				

*The ● marks in this matrix represent the skills particularly expected of each Director and do not represent all the skills possessed by each Director.

Outside Directors



Mayumi Hirase
Outside Director

Apr. 1988 Trainee of Ohmi Hills Golf Training Course
Jun. 1988 Passed professional test of Japan Ladies Professional Golfers' Association
Participated in Japan Golf Tour
Jan. 1996 Participated in US Golf Tour
Mar. 2000 Participated in Japan Golf Tour
Aug. 2010 Coached junior golf trainees at Himekko Golf School
Oct. 2013 Started activities as TV commentator
Jul. 2016 Instructor as "Dream Teacher," "JFA Kokoro Project" social contribution of Japan Football Association (current position)
Jun. 2023 Outside Director of the Company (current position)



Hidemi Ota
Outside Director
Audit and Supervisory Committee Member

Apr. 1970 Joined Nippon Steel Corporation (Shin Nippon Seitetsu Kabushikikaisha) (currently NIPPON STEEL CORPORATION)
Jul. 1993 Manager, Marine and Offshore Steel Structures and Engineering Department, Marine and Offshore Steel Structure Business Division
Jul. 1999 Manager, Marine and Offshore Steel Structure Business Division
Jun. 2001 Director and Manager, Marine and Offshore Steel Structure Business Division
Apr. 2005 Managing Director and Deputy Manager, Engineering Unit
Jul. 2006 Executive Vice President and Representative Director of Nippon Steel Engineering Co., Ltd. (Shin Nippon Seitetsu Engineering Kabushikikaisha) (currently NIPPON STEEL ENGINEERING CO., LTD.)
Jul. 2010 Standing Auditor
Apr. 2015 Director, HINODE, Ltd. (current position)
Jun. 2018 Outside Director of the Company
Jun. 2021 Outside Director and Audit and Supervisory Committee Member of the Company (current position)



Masato Higuchi
Outside Director
Audit and Supervisory Committee Member

Apr. 1982 Joined National Police Agency
Jan. 2007 Chief, Second Investigation Division
Oct. 2009 Chief, Information and Communications Planning Division
Sept. 2011 Director, Tokyo Metropolitan Government Office for Youth Affairs and Public Safety
Jun. 2013 Chief of Police, Fukuoka Prefectural Police
Jan. 2015 Chief of Police, Osaka Prefectural Police
Oct. 2016 Registered with Dai-ichi Tokyo Bar Association Attorney, Higuchi Compliance Law Firm (current position)
Jun. 2019 Outside Director, HIGASHI TWENTY ONE CO., LTD. (currently HIGASHI HOLDINGS CO., LTD.) (current position)
Jun. 2020 Outside Corporate Auditor of the Company
Jun. 2021 Outside Director and Audit and Supervisory Committee Member of the Company (current position)
Aug. 2021 Independent Director of Taiyo Cabletec Corporation (current position)
Nov. 2022 Outside Director, Nippon BS Broadcasting Corporation (current position)



Junko Uemura
Outside Director
Audit and Supervisory Committee Member

Oct. 2007 Passed bar examination
Dec. 2008 Registered with Tokyo Bar Association
Joined CITY-YUWA PARTNERS
Oct. 2011 Joined Kansai Law & Patent Office (Osaka Bar Association)
Jan. 2018 Partner (current position)
Aug. 2019 Member of the Otsu City Gas Specific Operation Business Verification Committee (current position)
Mar. 2022 Outside Audit & Supervisory Board Member, TOYO TANSO CO., LTD. (current position)
Apr. 2022 Member of the Osaka City Industrial Water Facilities Management Experts Conference (current position)
Apr. 2025 Member of the Osaka City Affiliated Organization Evaluation Committee (current position)
Jun. 2025 Outside Director and Audit and Supervisory Committee Member of the Company (current position)

Skills of Directors required by the Company

Corporate Management	Capabilities to guide and supervise the Company as a company that thrives and grows along with its stakeholders, with experience in overcoming management crises and ideas that can create the future amid such hardships.	Legal Affairs	Capabilities to identify laws and regulations that may have an enormous impact on corporate management and to guide and supervise appropriate measures from a legal perspective, with broad insight into legal affairs in the Company's management, which requires the prompt development of systems and processes to adapt to changes in the market environment.
Sustainability	Capabilities to guide and supervise the Company's social contribution activities in cooperation with external expert organizations, with knowledge related to environmental and social initiatives necessary for continuing sustainable growth and development over the medium- to long-term as well as deep insight into "coexistence and co-prosperity with society."	Compliance / Risk Management	Capabilities to raise employees' awareness of compliance, identify various risks that may have an enormous impact on corporate management, and guide and supervise appropriate measures, with broad insight into compliance promotion and risk management in the Company's current management, in which the market environment is drastically changing.
Governance	Capabilities to guide and supervise the Company as a company that adheres to basic policies regarding the establishment of internal control systems, promotes corporate governance based on the Corporate Governance Code, and makes social contributions while striving for sustainable growth and enhancement in corporate value, with a high degree of awareness about the important factors in governing a company such as corporate governance, internal controls, compliance, and risk management.	Human Resources / Labor	Capabilities to appropriately guide and supervise the Company's activities in cooperation with external expert organizations, with a drive for systemic reforms to draw out the abilities of employees and motivate them to contribute to the development of the Company, as well as knowledge related to human resources development and labor, along with a high degree of awareness about compliance with labor regulations.
Universal	The Company is a group of professionals that engages in social contribution activities through the development of social infrastructure. As a company responsible for protecting the safety and security of people's lives, we believe it is important to keep a universal perspective in mind at all times. Capabilities to grasp the Company's corporate activities from a universal perspective and to appropriately guide and supervise these activities by leveraging experience in a different environment through substantial social contribution activities.	Sales / Marketing	Capabilities to understand the nature of the order-based industry with public works at the core of management, to accurately grasp current challenges and their impact on changes in the market, and to guide and supervise the Company's business policies and sales policies for developed products.
Finance / Accounting	Capabilities to supervise financial positions and operating results in cooperation with external audit firms, to prevent accounting irregularities, such as window dressing, and to ensure compliance in corporate accounting, with a career background as a leader supervising finance/accounting and tax affairs.	Engineering / Safety	Capabilities to guide and supervise the technological development policies or safety management systems in the Company's business, with knowledge related to technologies and safety control important in the design, manufacturing, and on-site construction of steel structures.

Message from the Chairperson of the Nomination and Compensation Committee



Appointing an optimal leader to meet a changing business environment

Hidemi Ota

Outside Director
Audit and Supervisory Committee Member

Launch of a new management structure

This year marks the 10th anniversary of MIYAJI ENGINEERING GROUP's acquisition of 51% of the shares of Mitsubishi Heavy Industries Bridge & Steel Structures Engineering Co., Ltd. (currently MM BRIDGE CO., LTD.) in 2015 and its integration as a subsidiary. Since integration, Mr. Shigetoshi Aota has served as President and Representative Director. Over the past decade, the Group has grown substantially, achieving one of the largest sales volumes in the steel bridge industry, and its valuation in the securities market has also risen significantly. While favorable market conditions, such as a steady flow of large, profitable orders, contributed to this success, much of the Group's remarkable growth can be attributed to Mr. Aota's strong leadership in guiding the Group as its top executive.

As a result, Mr. Aota's tenure as President extended to 12 years, dating back to before the integration. In light of the Company's consistent performance improvements throughout that period, this long tenure was, in retrospect, reasonable. Nevertheless, excessively long tenures are not generally desirable. To invigorate the organization, there is no doubt that a change of leadership is necessary to properly maintain a healthy cycle of management succession.

Sharing this perspective, Mr. Aota expressed his wish to step

down and facilitate a generational transition. Accordingly, the Nomination and Compensation Committee (Chairperson: Outside Director Ota; committee members: Representative Director Aota, Outside Director Tsujikawa, and Outside Director Higuchi) resolved to implement a leadership change in this milestone year.

When selecting a successor President, the Committee compiled a list of candidates from among the officers of the operating subsidiaries, MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD., and held several meetings from November last year through January this year to conduct a careful comparative review. As a result, the Committee unanimously concluded that Mr. Masahiro Ikeura, President of MM BRIDGE CO., LTD., was by far the most suitable candidate. Mr. Ikeura has an outstanding track record of management achievement and demonstrates exceptional foresight, flexible thinking, decisiveness, leadership ability, and personal integrity.

Looking ahead, the bridge market is expected to face even tougher competition, not only because of the decline in new bridge orders, but also due to the full-scale entry of major general contractors into the large-scale renovation project market. To succeed in this environment, it is essential to have a leader who can drive a forward-looking sales strategy.

Mr. Ikeura has a proven track record as a Director of MIYAJI ENGINEERING GROUP, taking responsibility for the Group's sales

strategy and making significant contributions to its growth. Moreover, as President of MM BRIDGE CO., LTD., he has demonstrated his managerial capability by consistently generating strong profits year after year. He will continue to concurrently serve as President of MM BRIDGE CO., LTD.

Growth strategy for the future under the new management structure

In conjunction with the change of President at MIYAJI ENGINEERING GROUP, Mr. Kyoji Okumura, Representative Director and Operating Officer of MM BRIDGE CO., LTD. (on secondment from MIYAJI ENGINEERING CO., LTD.), has been appointed President of MIYAJI ENGINEERING CO., LTD., our operating subsidiary. Mr. Okumura is an engineer who has played a key role in design and technology development at MIYAJI ENGINEERING CO., LTD., while also having experience in sales. Although his management capability is yet to be proven, we determined that his combination of flexible and logical thinking, strong conviction, and high level of trust among employees makes him fully qualified to serve as a leader.

Another major factor in this decision was that Mr. Okumura, having been seconded to MM BRIDGE CO., LTD. for the past two years, is well acquainted with the company's technological strengths and engineers. This experience positions him well to exercise leadership in further enhancing synergies between MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD.

Given that Mr. Ikeura and Mr. Okumura have each played key roles in driving the Group's growth, Mr. Ikeura in sales and Mr. Okumura in engineering, we are confident that, as the Group's new dual leadership team, they represent the best possible combination at this time, and believe this transition will earn broad understanding and support both inside and outside the company.

Although the Group has maintained strong performance in recent years, as noted earlier, the business environment is expected to become increasingly challenging. Incidents such as construction accidents, industrial accidents, and internal misconduct indicate that there is still room for improvement in the Group's internal control framework.

We have asked Presidents Ikeura and Okumura to dedicate their energy to formulating and executing the next Medium-Term Business Plan, which targets stable annual sales of ¥70.0 to ¥75.0 billion. At the same time, we expect them to lead initiatives for advanced technology development, substantially enhance competitiveness

through accelerated digital transformation, strengthen strategic sales capabilities including alliances with other companies, and foster an open, dynamic corporate culture where employees can work energetically and achieve personal growth and fulfillment.

The Group possesses Japan's leading technological capabilities, combining on-site construction expertise of MIYAJI ENGINEERING CO., LTD. with advanced steel structure technologies of MM BRIDGE CO., LTD. If management develops a sound blueprint for the future and employees unite and work together, we are confident that the Group can overcome the coming challenges and continue to grow as a leading steel structure company in Japan. We hope the new management team will fulfill its mission with unwavering commitment and lead MIYAJI ENGINEERING GROUP along the path of sustainable growth.

Summary of the Nomination and Compensation Committee's activities and future challenges

Finally, regarding the Nomination and Compensation Committee's activities, the Committee self-assessed that it fulfilled its role appropriately in the recent President transition. However, while the Committee deliberated on and approved appointments of officers at our operating subsidiaries, MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD., it was not able to be sufficiently involved in the selection and evaluation of candidates. This was primarily due to limited opportunities for interaction between the Outside Directors serving as the committee members and the officers and senior management at operating subsidiaries. Going forward, we will take a more proactive approach to increasing opportunities for exchange of opinions and engagement with officers and senior management at each subsidiary, thus enabling us to provide more effective advice on officer appointments and to monitor the progress in developing the next generation of management leaders.

Corporate Governance

Fundamental Approach

We recognize that the foundation of our corporate activities consists of management that resonates with and earns the trust of our stakeholders, including our shareholders, customers, business partners, employees, and local communities. We aim to achieve sustained growth and to increase our corporate value over the medium and long term. We have defined key measures for achieving the following: we will strive to reinforce our management base on a sustained basis, to ensure the soundness and transparency of our management, to continuously enhance our corporate governance, and to prepare and reinforce our internal control structure.

Our governance structure

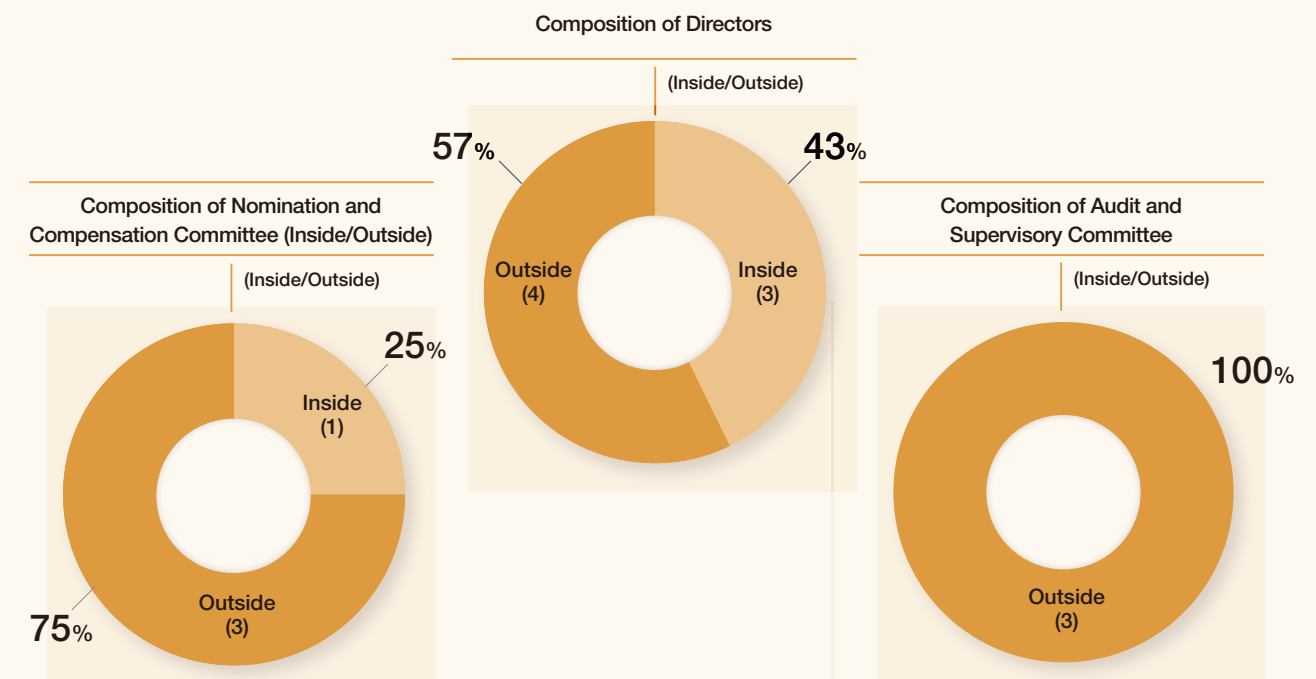
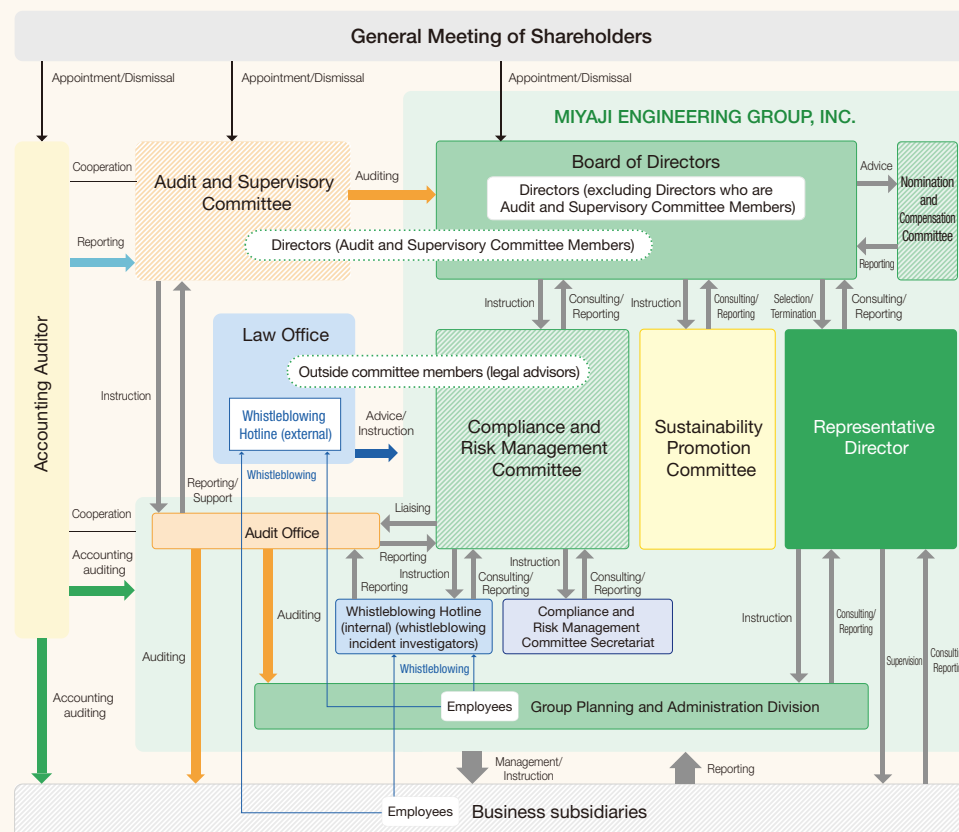
We have adopted the format of a Company with an Audit and Supervisory Committee from the perspective of further enriching our corporate governance system. We selected this format because assigning the voting rights of the Board of Directors to Directors who are Audit and Supervisory Committee Members will further enhance the auditing and supervision functions of the Board of Directors, will accelerate decision-making, and will enrich discussions from a medium- and long-term perspective. In conjunction with this, we have established a Nomination and Compensation Committee and a Compliance and Risk Management Committee. Our goal in creating the voluntary Nomination and Compensation Committee, over half of whose members are Independent Outside Directors, is to reinforce the independence, objectivity, and accountability of the Board of Directors'

functions with respect to the nomination and compensation of Directors. Our goals in creating the Compliance and Risk Management Committee, which is composed of outside committee members such as a lawyer, are to build and tune our system for managing compliance and risks within the Group, to operate the system appropriately, and to fully establish the operation of the system within the Group. The Board of Directors makes decisions after receiving inquiries and advice from the respective committees, thereby engaging in business management with a high level of legal compliance and transparency. At the same time, we believe that the committees provide management monitoring functions that contribute significantly to the establishment of corporate governance.

Reinforcing our governance structure

At our 19th General Meeting of Shareholders, held in June 2022, we reduced the number of Directors from ten (including four Independent Outside Directors) to seven (including four Independent Outside

Directors). This raised the percentage of Independent Outside Directors to over 50% of the Board of Directors with the aim of further enriching our governance structure.



Status of initiatives of the Board of Directors

The Board of Directors consists of seven members, including four Independent Outside Directors and three inside Directors (including two representatives of operating subsidiaries) who have expertise and a wealth of experience. The Board of Directors deliberates and decides on matters that the Board of Directors is authorized to decide

exclusively by laws, regulations, and the Articles of Incorporation, matters set forth in the Board of Directors Rules, and other important matters related to business execution. The Board of Directors also supervises the execution of duties by Directors (including the presidents of operating subsidiaries).

Main agenda for FY2024

1. Deliberation of various statutory documents for submission including annual securities reports
2. Deliberation of various timely disclosed materials
3. Deliberation of business and investment plans
4. Evaluation of the effectiveness of the Board of Directors
5. Deliberation of policy that responds to requests relating to capital policy that includes "Action to Implement Management that is Conscious of Cost of Capital and Stock Price (FY2024)"
6. Deliberation of the acquisition of treasury shares
7. Policy relating to a two-for-one share split
8. Examination of the holding status of listed shares (cross-shareholdings) and deliberation of the reduction policy
9. Reporting of activities by the Sustainability Promotion Committee including supply chain management initiatives and deliberation accompanying such report
10. Deliberation of Integrated Report 2024
11. Policy relating to the adoption of electronic voting system and electronic voting platform
12. Deliberation of expansion of details included in the skill matrix
13. Deliberation of financing and personnel matters of the Company and its subsidiaries
14. Deliberation of matters on management/instruction of subsidiaries

Status of initiatives of the Nomination and Compensation Committee

The Nomination and Compensation Committee consists of four members, of whom over half, including the chairperson, are Outside Directors. The Committee was established as an advisory body, independent from the Board of Directors, for the purpose of reinforcing the independence, objectivity, and accountability of the Board of Directors' functions with respect to matters deemed necessary by the Board of Directors concerning the appointment and dismissal of Directors, the selection and dismissal of Representative Directors and

Directors with titles, and matters deemed necessary by the Board of Directors concerning remuneration, etc. for Directors.

The Nomination and Compensation Committee consists of four members: Outside Director Hidemi Ota, Outside Director Masato Tsujikawa, Outside Director Masato Higuchi, and President and Representative Director Shigetoshi Aota (positions held as of March 31, 2025), with Outside Director Hidemi Ota serving as the Chairperson.

Corporate Governance

Audit and Supervisory Committee

The Audit and Supervisory Committee consists of three Independent Outside Directors. The Committee has the authority specified in laws, regulations, the Articles of Incorporation, etc. The Committee also audits and supervises the execution of duties of Directors by attending meetings of the Board of Directors and other important meetings, and

by regularly exchanging information and opinions with MEG's President and the presidents of individual operating subsidiaries. Furthermore, the Committee coordinates closely with the Audit Office and the Accounting Auditor to ensure the effectiveness of internal auditing.

Main agenda for FY2024

- Attendance of the Board of Directors meetings to audit proceedings and resolutions and inquire and advice to ensure the appropriateness of the Board of Directors' decision-making
- Holding of semi-annual meetings with the Company's Representative Directors and Representative Directors of subsidiaries, etc., and recommend and exchange views based on audit findings
- Attendance of the Compliance and Risk Management Committee held twice a year to express opinions as necessary
- Reporting of accounting audits (including mid-term reviews) from the Accounting Auditor and reporting of the implementation status of internal control audits from the Audit Office; checking of the appropriateness of accounting audits
- Information gathering by utilizing internal control systems; gathering information by instructing the secretariat of the Audit and Supervisory Committee to attend meetings, inspection of documents, etc.
- Site visits to plants and construction sites of subsidiaries; assess business conditions through explanations and reporting from relevant parties and confirm that they are operating appropriately and efficiently

Number of Board of Directors meetings held/attended in FY2024

Name	Position	Number of meetings held	Number of meetings attended
Shigetoshi Aota	President and Representative Director*	12 times	12 times
Tadashi Uehara	Representative Director*	12 times	12 times
Masahiro Ikeura	Director*	12 times	12 times
Mayumi Hirase	Outside Director	12 times	12 times
Hidemi Ota	Outside Director Audit and Supervisory Committee Member	12 times	12 times
Masato Tsujikawa	Outside Director Audit and Supervisory Committee Member*	12 times	12 times
Masato Higuchi	Outside Director Audit and Supervisory Committee Member	12 times	12 times

*Positions held as of March 31, 2025

*On April 1, 2025, Mr. Shigetoshi Aota changed from President and Representative Director to Director and Consultant, Mr. Tadashi Uehara changed from Representative Director to Director, and Mr. Masahiro Ikeura changed from Director to President and Representative Director.

*Director and Consultant Shigetoshi Aota, Director Tadashi Uehara, and Outside Director (Audit and Supervisory Committee Member) Masato Tsujikawa retired from their positions upon the expiration of their terms of office at the conclusion of the 22nd Annual General Meeting of Shareholders held on June 27, 2025. Accordingly, Director Kyoji Okumura, Director Takashi Hirashima, and Outside Director (Audit and Supervisory Committee Member) Junko Uemura were newly appointed.

Support system for Outside Directors

In addition to reporting on the status of the Company's business execution and legally required matters, Directors and employees report matters that have a significant impact on the entire company, the status of implementation of internal audits, and serious violations of laws, regulations, or the Articles of Incorporation, to Outside Directors without delay. In order to make appropriate decisions, Outside Directors (excluding Directors who are Audit and Supervisory Committee Members) request additional information from the related departments and the General Affairs and Human Resources

Department, which serves as the secretariat for the Board of Directors, as necessary, and the related departments provide information and materials based on the requests as appropriate. In order to conduct appropriate audits, Outside Directors who are Audit and Supervisory Committee Members request information and materials from the related departments as necessary, with the Audit Office taking the lead, and the related departments provide information and materials based on the requests as appropriate. In this manner, a system is in place to respond to requests from Outside Directors at all times.

Appointment and dismissal of Directors

The appointment of Director candidates and candidates for Directors who are Audit and Supervisory Committee Members is determined by the Board of Directors after consulting with and reporting from the Nomination and Compensation Committee, taking into consideration

both the diversity and appropriate size for effectively fulfilling the roles and responsibilities. These decisions are made by majority voting at a General Meeting of Shareholders attended by at least one third of shareholders with voting rights.

Policies and procedures

(1) Appointment of senior management

Given that the appointment of the senior management, among Directors, is an important corporate decision, the Board of Directors, with appropriate involvement and advice from Independent Outside

Directors, shares the importance of compliance and governance and selects personnel who have achievements, knowledge, and foresight and can demonstrate top management qualities and abilities, such as leadership and problem-solving skills.

(2) Nomination of Director candidates

The Board of Directors selects Directors who have excellent character and insight, as well as the knowledge, experience, and ability to accurately carry out the required responsibilities. The Board of Directors

also selects Outside Directors who have a wealth of experience, expertise, and broad insight into corporate management and who fulfill the Company's standards for independence based on the standards established by the Companies Act and the Tokyo Stock Exchange.

Analysis and evaluation of the effectiveness of the Board of Directors as a whole

The Company evaluated the effectiveness of the Board of Directors as a whole with the aim of further improving the operation, etc. of the Board of Directors.

A summary of the evaluation method and results is as follows.

i) Evaluation method and process

The secretariat prepared a questionnaire to evaluate the effectiveness of the Board of Directors. After deliberation and approval at the meetings of the Board of Directors, it was distributed to all Directors, who then conducted individual evaluations. Based on the individual evaluation results compiled by the secretariat, the Board of Directors conducted an overall evaluation and discussed the findings.

working to ensure that agendas are communicated at least one week in advance and materials are distributed at least three days prior to meetings.

(3) The Nomination and Compensation Committee, as well as other special committees, have also engaged in active exchange of opinions and are considered to be fulfilling their roles and functions appropriately. However, there was a shared understanding that there are issues that need to be improved, such as in agenda selection and committee operations, to further enrich these discussions.

(4) The support system for Outside Directors was confirmed to be appropriate, with no issues identified.

(5) Individual Directors were evaluated as meeting or exceeding expectations, based on their appropriate conduct in line with Japan's Corporate Governance Code. However, Outside Directors expressed a desire for more active participation and comments from internal Directors.

(6) Based on the above findings, we confirmed that the Board of Directors is functioning appropriately and that a sound governance system is firmly in place. Accordingly, we have evaluated that the effectiveness of the Board of Directors has been secured. We remain committed to continuously addressing issues and making improvements to further improve the effectiveness of the Board of Directors.

ii) Evaluation items

- (1) Role, function, size, and composition of the Board of Directors
- (2) Operation of the Board of Directors and status of discussions
- (3) Activities of the Nomination and Compensation Committee and other special committees
- (4) Support system for Outside Directors
- (5) Evaluation of individual Directors

iii) Summary of evaluation results

- (1) We believe that the current Board of Directors is adequately fulfilling its roles and responsibilities. However, there was a shared recognition of issues that should be improved, including the need for more in-depth discussions on medium- to long-term corporate strategies and the nature of risks to be taken and how to respond to them. The current composition and size of the Board of Directors (three internal and four Outside Directors) was considered appropriate at the moment. However, some members expressed the view that adding a Director with financial expertise should be considered, and this perspective was shared.
- (2) The frequency and duration of the monthly meetings, along with the quality and content of the agenda and discussions, were deemed appropriate given the active and meaningful exchange of views. However, many Directors pointed out that delays in agenda notifications and material distribution were hindering more robust discussions. To address this, from FY2025 onward, we have been

Corporate Governance

Implementation of Director training

To enhance the corporate governance structure, the Company conducts individual training for Directors as necessary, including training for newly appointed Directors through external seminars, and group training for all Directors and Operating Officers every year in July after holding the General Meeting of Shareholders.

This year, we brought together the managerial positions of our Group, including Directors and Operating Officers from our operating subsidiaries, for a group-wide training program on the theme of "Establishment and Operation of Internal Controls." We selected this theme because, as the environment surrounding corporations becomes increasingly complex and diverse, the importance of internal controls in ensuring legal compliance, risk management, and operational efficiency continues to grow. Companies are also expected

to enhance long-term risk management and ensure transparency, and the proper establishment and operation of internal controls have become essential elements that support the foundation of sound management.

During the training, participants deepened their understanding of the fundamental concepts and practical implementation of internal controls, and engaged in active discussions with the instructors. As a result, they reaffirmed the importance of internal controls and developed a shared awareness of the need to further strengthen the governance structure of the entire Group.

We will continue to provide training to ensure that our Group's managerial positions can make appropriate decisions in response to the changing business environment.



Remuneration, etc. for Directors and Audit and Supervisory Committee Members

The Company's policy for determining the amount of executive remuneration, etc. and the method of calculation thereof is determined taking into consideration comprehensively general examples of companies at the same level, the balance with the level of employees' salaries, the general state of management, and other factors. Specifically, the amount of remuneration, etc. for Directors (excluding Directors who are Audit and Supervisory Committee Members) is determined by the Board of Directors, based on reports from the Nomination and Compensation Committee, taking into consideration the Company's business performance, management details, economic conditions, etc. Remuneration, etc. for Directors who are Audit and Supervisory Committee Members are determined by the Audit and Supervisory Committee within the scope of the total amount of remuneration resolved at the General Meeting of Shareholders.

At the 18th Annual General Meeting of Shareholders held on June

25, 2021, it was resolved that the upper limit of total annual remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be ¥120 million per year (however, this amount does not include the employee portion of salary for Directors who concurrently serve as employees. The Outside Director portion of the annual amount shall not exceed ¥12 million. The number of Directors provided for in the Articles of Incorporation is no more than ten) and the upper limit of total annual remuneration for Directors who are Audit and Supervisory Committee Members shall be ¥48 million per year (the number of Directors who are Audit and Supervisory Committee Members provided for in the Articles of Incorporation is no more than four). Remuneration, etc. received by the Company's officers in the current fiscal year consisted of fixed compensation only.

Total remuneration, etc.

Officer type	Total remuneration, etc. (Million yen)	Total remuneration, etc., by type (Million yen)				Number of applicable officers
		Fixed compensation	Performance linked compensation	Retirement benefits	Non-monetary compensation, etc. included at left	
Directors (excluding Audit and Supervisory Committee Members and Outside Directors)	29	29	—	—	—	2
Audit and Supervisory Committee Members (excluding Outside Directors)	—	—	—	—	—	—
Outside officers	26	26	—	—	—	4

*The total amount of remuneration, etc. received by Directors as officers of subsidiaries during the current fiscal year was ¥158 million.

Contents of audit compensation

Category	FY2023		FY2024	
	Amount of compensation for audit and attestation services (Million yen)	Amount of compensation for non-audit services (Million yen)	Amount of compensation for audit and attestation services (Million yen)	Amount of compensation for non-audit services (Million yen)
Submitting company	22	—	24	—
Consolidated subsidiaries	25	—	28	—
Total	47	—	52	—

Internal control

Fundamental approach

The Group works on the development of an internal control system by establishing the basic policy, pursuant to a resolution of the Company's Board of Directors, concerning the development of an internal control system based on the Companies Act, that includes a legal compliance system and a risk management system at its core, and a system for storing and managing information, a system for ensuring the efficiency of the execution of duties, a system for ensuring the appropriateness of the operations of the Group, and a system for ensuring the effectiveness of audits by the Audit and Supervisory Committee. The Company's operating subsidiaries also works on the development of

internal control systems, pursuant to a resolution of the Company's Board of Directors, in accordance with similar basic policies for the development of an internal control system. Through the development of such systems, the Group strives for sound corporate development by further strengthening its efforts to provide safe and superior products, construction, and services as a corporate group that is trusted by our clients and other stakeholders.

Furthermore, as a holding company, the Company monitors the status of our operating subsidiaries and manages the Group, and is also accountable for their performance.

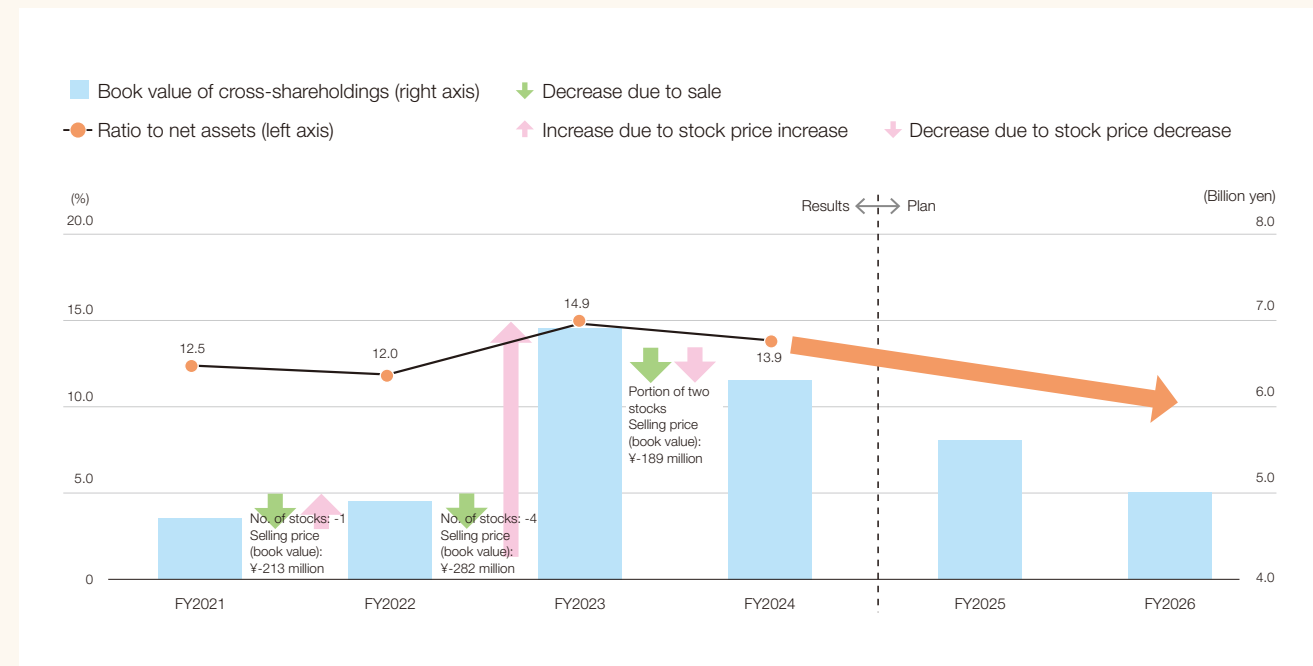
Corporate Governance

Cross-shareholdings

The Group holds listed shares as a cross-shareholding for the purpose of maintaining business relationships, including the establishment of long-term, stable relationships between the Company and the companies in which we hold shares. Our shareholdings are examined each fiscal year from various perspectives, such as the business performance, stock price, dividends, and growth potential of each company in which we hold shares, and the results are discussed and approved by the Board of Directors. As a result, we decided to reduce shareholdings for which we deem the significance of holding such shares to be insufficient or not commensurate with the cost of capital

based on dialogue with the companies in which we hold shares. In line with this policy, we sold a portion of two stocks in FY2024. We will continue to reduce these shareholdings and aim to lower the ratio of the cross-shareholdings book value to consolidated net assets to 10% or less during the period of the Medium-Term Business Plan (FY2022 to FY2026). The exercise of voting rights in connection with cross-shareholdings is decided whether to approve or disapprove each proposal from the perspective of whether the proposal will contribute to the sustainable growth of the Group and individual investees.

During the period covered by the Medium-Term Business Plan, the book value of cross shareholdings is expected to be reduced to 10% or less of net assets



*We sold cross-shareholdings with a book value of ¥180 million in the fiscal year ended March 31, 2025.

*The stock price has declined slightly. We will continue selling cross-shareholdings and reduce the ratio to net assets to 10% or less.

Status of dialogue with shareholders and investors

We take the opinions of our shareholders very seriously, and in order to reflect them in our operations, we disclose accurate information regarding our management in a timely manner and we engage in constructive dialogue with our shareholders. Through this, we strive to achieve sustained growth and increase our corporate value over the

medium and long term. Based on this policy, we are committed to actively engaging in dialogue with shareholders and investors. In FY2024, we held a total of 59 SR and IR meetings. In addition to holding biannual financial results briefings, we also arranged a total of six Chiba Works tours for investors.

Initiatives during FY2024 (April 1, 2024 to March 31, 2025)

Overview of shareholders and investors with which the Group engaged in dialogue

- Japanese institutional investors, etc.: 20 SR meetings, 20 IR meetings, 2 financial results briefings, 6 plant tours
- Overseas institutional investors, etc.: 5 SR meetings, 14 IR meetings

Main personnel engaging in dialogue with shareholders and investors

- Shigetoshi Aota, President and Representative Director
 - Akinobu Endo, Operating Officer and General Manager, Planning and Administration Division
 - Terutaka Hiraoka, General Manager, Sustainable Management Promotion Office
- (Note) All positions are as of March 31, 2025.

Matters understood through explanations to shareholders

- (1) Targets, etc. revised at the financial results briefing held in November 2024 based on plans and results of business strategies and growth investment, etc., in the Medium-Term Business Plan (FY2022 to FY2026), and the business environment
- (2) Approach to and status of implementation of capital policy based on the action to implement management that is conscious of cost of capital and stock price (FY2024)
- (3) Value creation process in line with our history and the platform to achieve this based on our Integrated Report 2023 (published on May 22, 2023) and Integrated Report 2024 (published on September 30, 2024)

Matters gained through shareholder dialogue and matters incorporated in the management (includes matters from dialogue in the previous fiscal year)

- (1) Expansion of content of Integrated Report 2024 (published in September 2024)
- (2) Initiatives for information disclosure in English (simultaneous Japanese and English disclosure, implemented from April 2024)
- (3) Appointment of female Directors (increased the number from one of seven to two of seven in June 2025)
- (4) Expansion of capital policy (disclosed dividend amounts during the period of the Medium-Term Business Plan in November 2024)
- (5) Implementation of a share split (implemented in October 2024)
- (6) Reduction of cross-shareholdings (reduced two stocks in the fiscal year ended March 31, 2025)
- (7) Enhancement of content of Director skill matrix (implemented from the fiscal year ended March 31, 2024)
- (8) Adoption of electronic voting system and electronic platform for exercising of voting rights at general meeting of shareholders (implemented from the Annual General Meeting of Shareholders for the fiscal year ended March 31, 2024)
- (9) Expansion of evaluation of effectiveness of the Board of Directors (expanded disclosure planned for the Securities Report for the fiscal year ended March 31, 2025)

Message from outgoing Outside Director

Deepening dialogue and supervision to earn society's trust



Masato Tsujikawa

Outside Director
Audit and Supervisory
Committee Member
(as of March 31, 2025)

Several years ago, MIYAJI ENGINEERING GROUP went through a period in which shareholders actively engaged in dialogue and made various proposals. What left the deepest impression on me was that, by sincerely listening to shareholders and responding to social expectations regarding capital and dividend policies, the Group laid the foundations for strengthening IR and SR activities and for building constructive dialogue with stakeholders. I also consider the establishment of a structure in which management and employees work together on the preparation of integrated reports and ESG initiatives as another significant development.

As an Outside Director, I have devoted my efforts to strengthening governance and ensuring strict compliance from an independent perspective. What I have emphasized most is "proactive supervision," supporting appropriate risk-taking while preventing management from overreaching. As a legal professional, I strove to focus on practicing a supervisory function that safeguards corporate value, centered on the thorough fulfillment of Directors' duty of care.

As the Group reaches a turning point in its management structure, I hope that MEG, MEC, and MMB will continue to collaborate closely, overcoming challenges and turning change into strength. I myself will continue to support MIYAJI ENGINEERING GROUP's ongoing growth and development as a member of society.

Message from incoming Outside Director

Leveraging diversity and expertise to build the next stage of growth together



Junko Uemura

Outside Director
Audit and Supervisory
Committee Member

I am honored to have been appointed as an Outside Director and Audit and Supervisory Committee Member of MIYAJI ENGINEERING GROUP. As an attorney, I have engaged in a wide range of work, including corporate law, business restructuring, and legal advisory for public projects, as well as serving as a corporate auditor and bankruptcy trustee for listed companies. Drawing on this broad experience, I intend to contribute to the Company's development as a legal professional by taking a multifaceted view of risk.

Although I am not a management specialist, I believe this enables me to offer objective opinions from an independent perspective while respecting the judgment of the executive side. Going forward, I will also focus on compliance and on the development and operation of internal control systems. I am convinced that, particularly in times of rapid change, these elements will become ever more important as the foundation of trustworthy corporate management.

In addition, by bringing my perspectives as a legal professional, a woman, and a member of the child-raising generation, I hope to help incorporate greater diversity into management decisions and to support both the Company's sustainable growth and its creation of social value.

Risk Management

Fundamental Approach

MIYAJI ENGINEERING GROUP and its operating subsidiaries accurately deal with natural disasters, accidents, other man-made disasters, and various management risks, and tackle risk management in accordance with the following basic policies in order to fulfill our Social Responsibilities by doing whatever we can to prevent and eliminate all factors that may hinder the achievement of our management philosophy and management objectives.

Basic Policy

- (1) Through risk management practices, we shall continually and stably develop our business and maintain and enhance our Corporate Values and Social Evaluations.
- (2) Giving top priority to ensuring the quality and safety of our products and services, we shall strive to eliminate or reduce factors that may damage our Corporate Values and Social Evaluations, as well as eliminate or reduce factors that may hinder the Social Evaluations and economic benefits of our customers, business partners, shareholders, investors, local communities, and other stakeholders, as well as our own Officers and Employees, etc.
- (3) We shall make it our social mission to provide a stable supply of products and services that are widely used throughout society.
- (4) All Officers and Employees, etc. shall comply with various laws, regulations, rules, etc., in the spirit of compliance and shall autonomously consider what is the right thing to do and act based on that judgment.

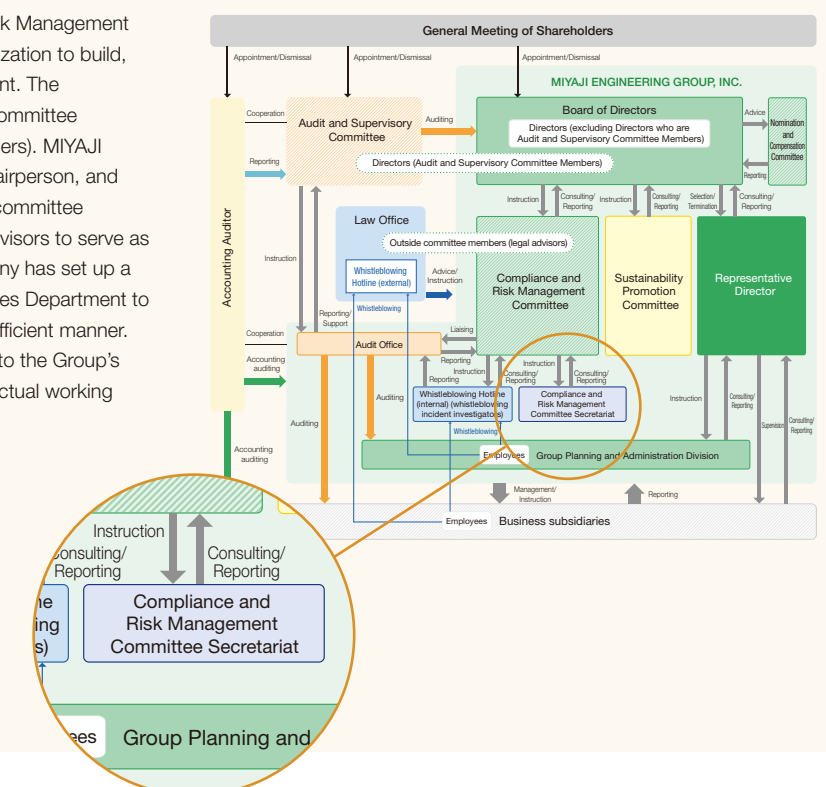
Risks covered by risk management

The types of risks targeted by risk management initiatives are as follows.

- (1) Accidents that have a significant social impact at construction sites
- (2) Quality non-conformance issues that have a significant social impact
- (3) Violations of various laws and regulations established by the government and notices, bulletins, guidelines, outlines, etc. established by administrative agencies
- (4) Violations of various regulations, etc. established by organizations to which each Group company of MIYAJI ENGINEERING GROUP belongs
- (5) Actions and events other than those listed above that significantly damage social trust and evaluations
- (6) Actions that seriously violate general social rules, socially accepted various norms, and ethical values
- (7) Large-scale natural disasters such as earthquakes and typhoons
- (8) Climate change risks
- (9) Events that have a significant adverse effect on MEG that do not fall under any of the above

Compliance and risk management promotion systems

The Company has established a Compliance and Risk Management Committee under the Board of Directors as an organization to build, promote and ensure compliance and risk management. The Committee consists of one chairperson and twelve committee members or less (including outside committee members). MIYAJI ENGINEERING GROUP's President serves as the chairperson, and MIYAJI ENGINEERING GROUP's Directors serve as committee members. The Company has also appointed legal advisors to serve as outside committee members. In addition, the Company has set up a secretariat in the General Affairs and Human Resources Department to carry out the Committee's activities in a flexible and efficient manner. The secretariat manages administrative work related to the Group's compliance and risk management in general, as an actual working organization of the Committee.



Compliance

Fundamental Approach

MIYAJI ENGINEERING GROUP and its operating subsidiaries engage in compliance with the following basic policy in accordance with the Charter of Corporate Behavior and Code of Conduct stipulated separately in order to protect the legal and social security and values of all people working within the Group and to establish corporate governance that pursues social responsibility.

Basic Policy

- (1) We shall not participate in activities that are problematic in light of compliance.
- (2) We shall honestly acknowledge violations, deviations, negligence, etc., and promptly take corrective measures and measures to prevent recurrence.
- (3) We shall clarify roles, responsibilities, and authority within the organization, as well as information communication routes.
- (4) We shall continue to provide adequate training and conduct rigorous evaluations of all Officers and Employees, etc.
- (5) Each Group company of MIYAJI ENGINEERING GROUP shall conduct an appropriate self-audit each year in accordance with management policy and our Charter of Corporate Behavior and Code of Conduct.
- (6) We recognize our social responsibility as a corporation and we shall make appropriate efforts as a corporation to resolve issues necessary for a sustainable society.
- (7) We shall conduct compliance promotion activities as a management priority.

Compliance education

The Group strives to maintain and improve our employees' compliance awareness by conducting biannual (1H/2H) compliance training regarding violations of the Antimonopoly Act, violations of the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors, sexual harassment and power harassment issues, and the like to all employees to prevent the occurrence of serious compliance violations (that is, serious compliance violations that affect the corporate brand).

Whistleblowing system

The Group establishes Whistleblowing Regulations to detect early and correct misconduct, etc. in violation of the Antimonopoly Act and other laws and regulations and practice fair management that complies with the laws and regulations in good faith. It also makes well known and thoroughly enforces employees in the Group to directly report to the head of the organization to which one belongs, the officer in charge of compliance and risk management, or through the established whistleblowing system if one becomes aware of the fact or danger of a

Furthermore, to foster a corporate culture that we can be proud of in society, we are thoroughly promoting awareness among all employees of our Charter of Corporate Behavior and Code of Conduct, which clearly stipulate the main laws, regulations, and norms to be observed in our business activities. Through these efforts, we have already achieved 100% recognition of the Charter of Corporate Behavior and the Code of Conduct. Going forward, we will continue striving to maintain this 100% level.

serious compliance risk or compliance violation in the workplace or business and finds it hard to reach an autonomous solution through its reporting line. We ensure that no disadvantage will be imposed for such an act of whistleblowing. To enhance the effectiveness of the whistleblowing system, we have set up a whistleblowing hotline in the Company's General Affairs and Human Resources Department and internal audit divisions of each operating subsidiary, as well as in "law firms" as an external hotline.

Information security assurance and protection of intellectual property

To prevent confidential information, customer information, personal information, etc., from being leaked to a third party, used for other purposes, and other misconducts, the Group will thoroughly manage information strictly while duly considering the security of information systems. It will also strive to maintain, secure, and strictly protect

intellectual property rights (including patent rights, copyrights, utility model rights, design rights, and trademark rights) and, at the same time, respect the intellectual property rights of others and obtain and use them through appropriate means without infringing on them.

Message from the Compliance Promotion Officer

Determination to promote compliance to become a trusted company



Takashi Hirashima

Director

My name is Takashi Hirashima, and I was elected as a Director of MIYAJI ENGINEERING GROUP, INC. at the 22nd Annual General Meeting of Shareholders held on June 27, 2025. I have also been appointed as the Group's Compliance Promotion Officer (officer in charge of compliance and risk management), responsible for further strengthening compliance with laws and regulations as well as corporate ethics. I take this significant responsibility very seriously and will devote my full efforts, drawing on my past experience, to promoting the Group's sustainable growth and enhancing its credibility.

Until now, I have worked in the field at MIYAJI ENGINEERING CO., LTD., engaging in construction planning and site management for bridges and steel structures, as well as in planning for highly difficult construction projects. At construction sites, I worked closely with many partner companies and skilled craftsmen to overcome numerous challenges, while always placing the highest priority on quality and safety. Through these experiences, I came to strongly realize that building trust requires not only technical skill and high-quality results, but also a firm commitment to ethical conduct and adherence to rules. These principles form the foundation of a company and are an unshakable cornerstone for earning society's trust.

Compliance is not merely a mechanism to prevent legal violations; it is the very foundation of trust that enables a company to grow sustainably and in harmony with society. For MIYAJI ENGINEERING GROUP, this means not only compliance with laws and regulations but also a commitment to broader values such as highly transparent management, respect for human rights, and maintaining a sound workplace environment. In particular, we must address not only clear violations such as bid-rigging and falsification of records, but also less visible workplace issues, including power harassment, sexual harassment, and behaviors stemming from unconscious bias or prejudice.

As Compliance Promotion Officer, one of my priorities is to instill compliance as a natural part of our corporate culture. Achieving this requires more than just developing systems and rules, it also means fostering a corporate culture where every employee thinks and acts with a sense of personal responsibility. Specifically, we will provide training and opportunities for dialogue for all employees to share the importance of compliance, while strengthening mechanisms to actively incorporate feedback from employees who are working in the field. We will also focus on IT controls and information management fields, and establish a risk management system that is suited to the digital age, in order to further enhance the Group's credibility.

From my own experience working at construction sites, I have learned that when faced with difficult situations, it is crucial to unite the strengths of the entire team to overcome challenges. Leveraging this experience, I plan to bring an "on-site based perspective" and an "emphasis on dialogue" to MIYAJI ENGINEERING GROUP's corporate culture and governance, thereby creating an environment where every employee can work with peace of mind and fully realize their potential.

We act with integrity and a strong sense of responsibility, in line with MIYAJI ENGINEERING GROUP's Charter of Corporate Behavior and Code of Conduct. By sharing these values among all employees and practicing them in daily work, we will deepen our unity as a Group and further solidify the trust that society places in us.

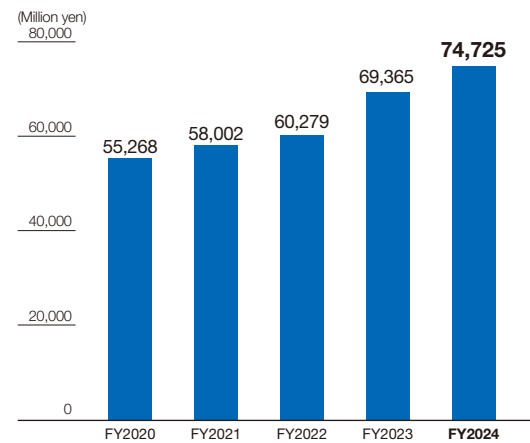
Finally, I would like to express to all our stakeholders, including shareholders, investors, partner companies, and employees, my firm commitment to ensuring that MIYAJI ENGINEERING GROUP continues to be a trusted company. We will continue to take on new challenges to build a sustainable future while fulfilling our responsibilities as a member of society. To this end, I humbly ask for your continued support and guidance.

Financial and Non-financial Highlights

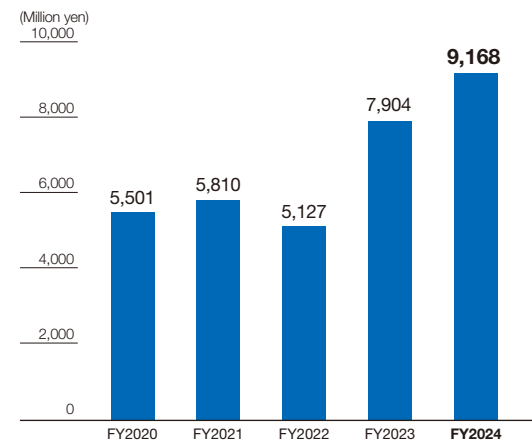
Value Creation by Business

Financial highlights

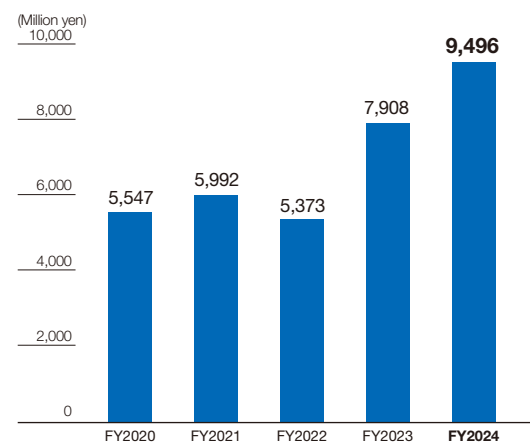
Net sales



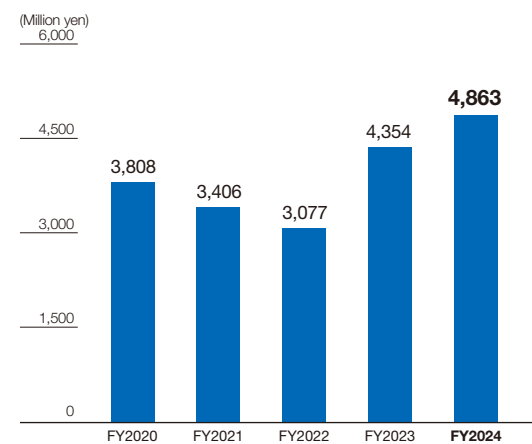
Operating profit



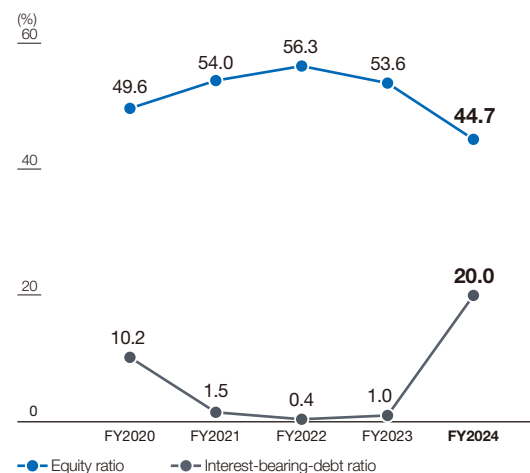
Ordinary profit



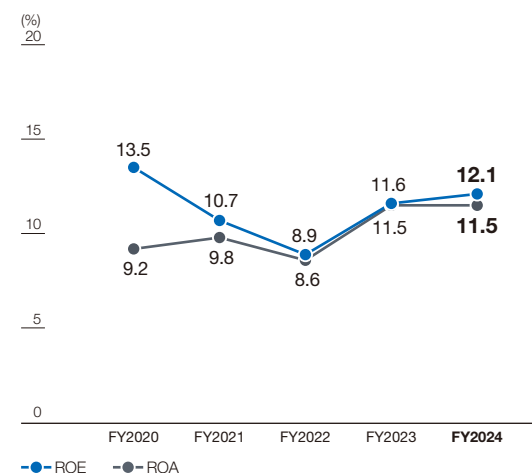
Profit attributable to owners of parent



Equity ratio/Interest-bearing-debt ratio

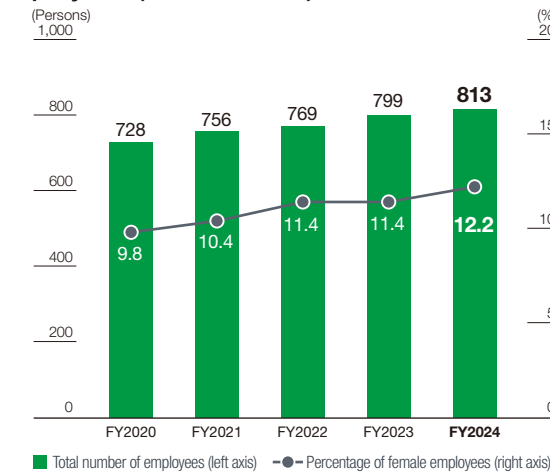


ROE/ROA

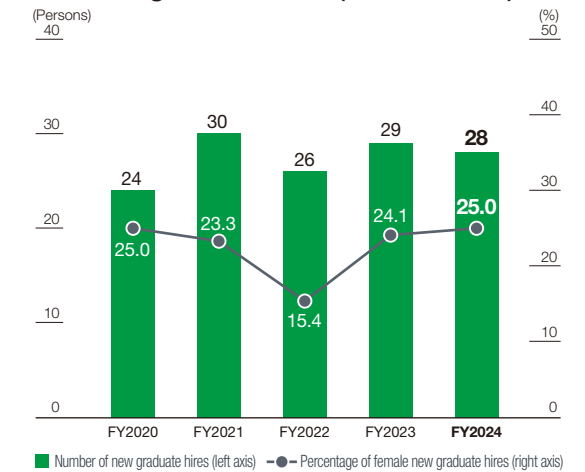


Non-financial highlights

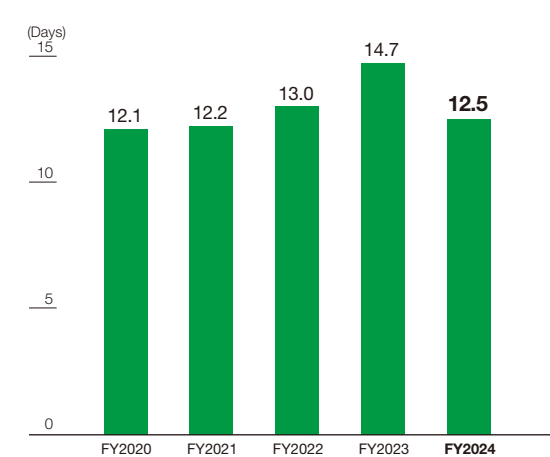
Number of employees/Percentage of female employees (consolidated)



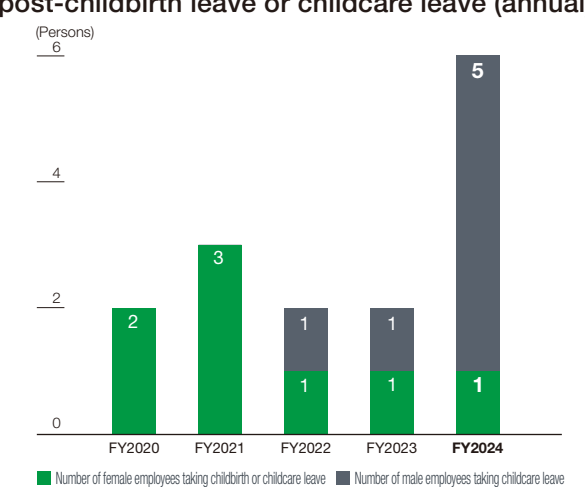
Number of new graduate hires/Percentage of female new graduate hires (consolidated)



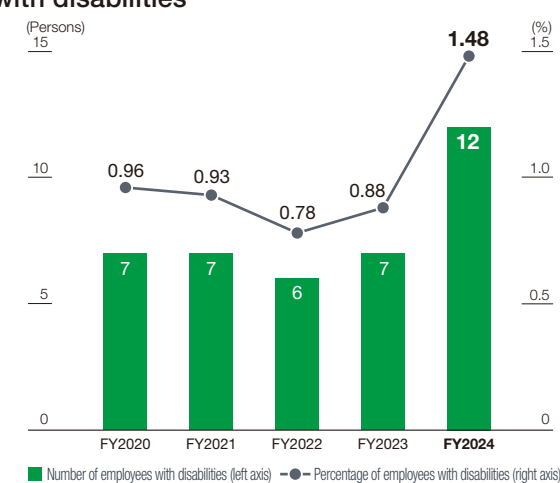
Average number of days of paid leave taken



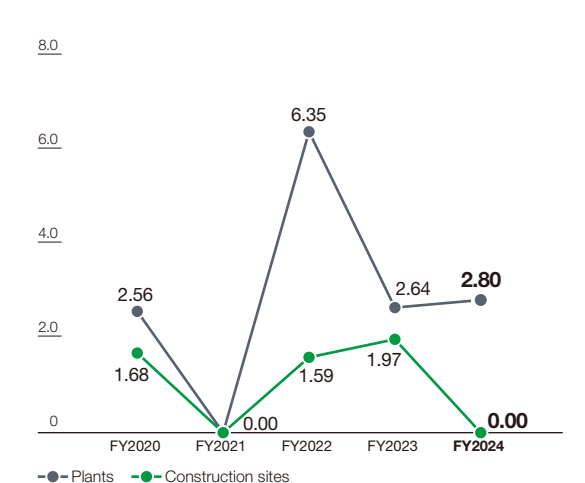
Number of employees taking pre- or post-childbirth leave or childcare leave (annual)



Number and percentage of employees with disabilities



Occupational accident frequency rate



11-Year Financial Summary

		FY2014	FY2015	FY2016	FY2017		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Operating results													
Net sales	(Million yen)	24,834	39,930	36,298	47,128		52,062	63,841	55,268	58,002	60,279	69,365	74,725
Operating profit	(Million yen)	1,100	1,088	2,530	3,518		4,350	5,241	5,501	5,810	5,127	7,904	9,168
Operating profit margin	(%)	4.4	2.7	7.0	7.5		8.4	8.2	10.0	10.0	8.5	11.4	12.3
Ordinary profit	(Million yen)	1,183	1,144	2,612	3,612		4,534	5,368	5,547	5,992	5,373	7,908	9,496
Profit attributable to owners of parent	(Million yen)	1,002	2,355	2,184	2,085		3,608	2,616	3,808	3,406	3,077	4,354	4,863
Financial condition													
Total assets	(Million yen)	35,157	45,964	47,146	55,022		55,648	59,706	60,754	61,831	63,067	74,146	90,597
Net assets	(Million yen)	15,028	18,476	21,317	24,200		28,086	30,349	35,022	39,107	41,584	46,630	48,330
(Of which, equity capital)	(Million yen)	15,028	16,418	18,887	21,289		24,385	26,177	30,163	33,396	35,524	39,711	40,480
Equity ratio	(%)	42.7	35.7	40.1	38.7		43.8	43.8	49.6	54.0	56.3	53.6	44.7
Return on equity (ROE)	(%)	7.1	15.0	12.4	10.4		15.8	10.4	13.5	10.7	8.9	11.6	12.1
Return on assets (ROA)	(%)	3.5	2.8	5.6	7.1		8.2	9.3	9.2	9.8	8.6	11.5	11.5
Interest-bearing debt	(Million yen)	7,496	7,875	5,608	3,813		4,551	4,130	3,079	517	156	390	8,076
EBITDA	(Million yen)	1,448	1,605	3,046	4,136		4,919	5,918	6,506	6,909	6,152	8,858	10,450
EBITDA margin	(%)	5.8	4.0	8.4	8.8		9.4	9.3	11.8	11.9	10.2	12.8	14.0
D/E ratio	(Times)	0.50	0.48	0.30	0.18		0.19	0.16	0.10	0.02	0.00	0.01	0.20
Cash flows													
Cash flows from operating activities	(Million yen)	16	(3,378)	5,436	7,492		(2,456)	4,669	1,094	11,915	495	8,841	(2,652)
Cash flows from investing activities	(Million yen)	(441)	3,918	(549)	(997)		(526)	(2,184)	(2,587)	(1,185)	(711)	(1,539)	(2,458)
Cash flows from financing activities	(Million yen)	(28)	247	(2,586)	(2,115)		338	(955)	(1,741)	(3,267)	(2,147)	(1,802)	2,498
Per-share indicators													
Earnings per share	(Yen)	14.73	34.61	32.09	306.46		530.16	384.50	559.63	500.51	452.22	319.95	181.78
Net assets per share	(Yen)	220.77	241.19	277.48	3,128.04		3,583.12	3,846.46	4,432.12	4,907.36	5,220.35	2,917.89	1,526.47
Dividend per share	(Yen)	2.00	4.00	4.00	40.00		60.00	80.00	80.00	140.00	140.00	96.00	97.50
Total return ratio	(%)	13.6	11.6	12.5	13.1		11.3	20.8	14.3	28.0	31.0	60.0	83.9
Dividend on equity (DOE)	(%)	1.0	1.7	1.5	1.4		1.8	2.2	1.9	3.0	2.8	6.9	6.5
Other													
Capital investment	(Million yen)	957	474	892	536		557	2,071	2,649	804	1,167	1,947	2,922
Depreciation	(Million yen)	347	517	516	618		568	677	1,004	1,098	1,025	953	1,282
Research and development expenses	(Million yen)	54	80	92	112		110	134	211	160	236	246	428

(Notes) 1. Since a share consolidation (ten shares to one share) was implemented on October 1, 2017, per-share indicators for the fiscal year ended March 31, 2018 have been recalculated as if the share consolidation had been implemented at the beginning of the fiscal year.

2. Since a two-for-one share split was implemented on October 1, 2023, per-share indicators for the fiscal year ended March 31, 2024 have been recalculated as if the share split had been implemented at the beginning of the fiscal year.

3. Since a two-for-one share split was implemented on October 1, 2024, per-share indicators for the fiscal year ended March 31, 2025 have been recalculated as if the share split had been implemented at the beginning of the fiscal year.

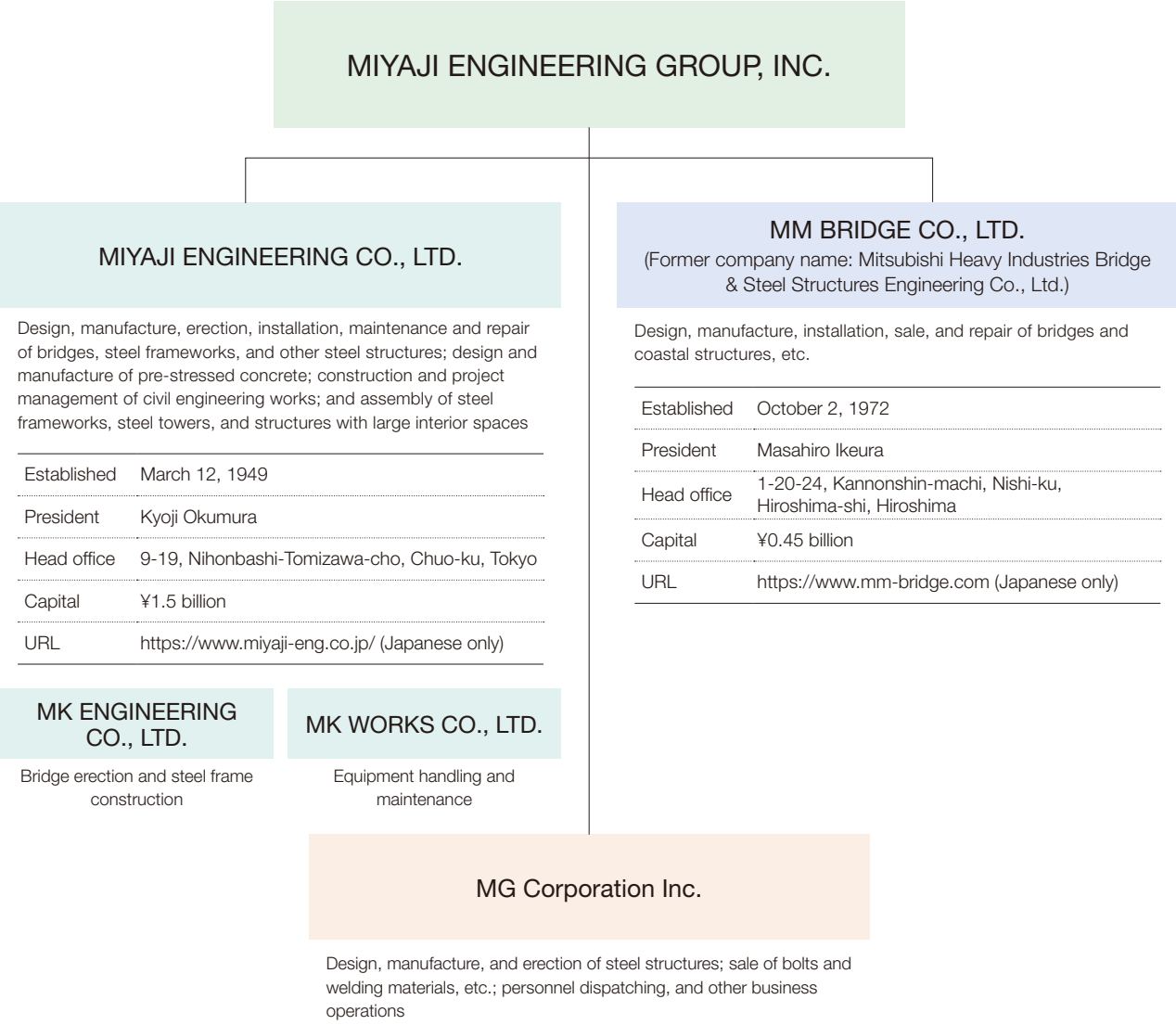
4. We have adopted the 2022 revisions to the “Guidance on Accounting Standard for Tax Effect Accounting” from the fiscal year ended March 31, 2025. Accordingly, total assets, net assets, equity, and other figures have been revised retroactively.

Corporate Information

Company Profile

Company name	MIYAJI ENGINEERING GROUP, INC.
Business	Management and control of the business activities of subsidiaries through ownership of shares of the subsidiaries, which primarily perform diagnosis & inspection, design, manufacture, erection, maintenance & repair contracting for bridges, steel frameworks, and other steel structures, and design and construction & project management contracting for civil engineering and pre-stressed concrete construction
Head office location	9-19, Nihonbashi-Tomizawa-cho, Chuo-ku, Tokyo
Capital	¥3.0 billion
Fiscal year	From April 1 to March 31 of the following year
Stock listing	Tokyo Stock Exchange, Prime Market
Website	https://www.miyaji-eng.com/en/
Official YouTube channel	https://www.youtube.com/@Miyaji-G

Group Companies



Share Information (As of March 31, 2025)

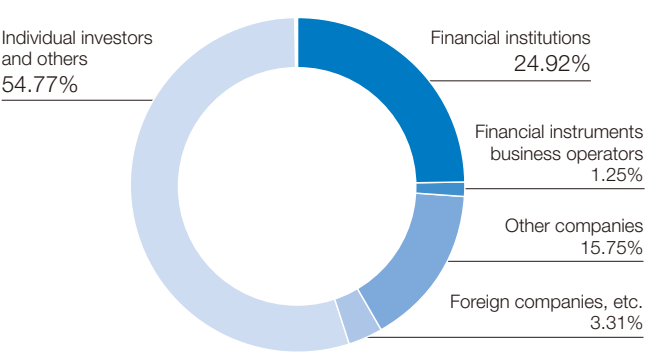
Share conditions

Total number of authorized shares	110,711,200 shares
Total number of issued shares*1	27,677,816 shares
Number of shareholders*2	23,882

*1 The Company has conducted a two-for-one share split of its common shares, effective October 1, 2024. Total number of issued shares at the end of the period, number of treasury shares at the end of the period, and average number of shares outstanding during the period have been calculated assuming that the share split had been conducted at the beginning of the previous fiscal year.

*2 Excluding persons with only fractional shares (7,340 people)

Types of share owners



Major shareholders

Name	Address	Number of shares owned (thousand shares)	Percentage of shares owned to the total number of issued shares (excluding treasury shares) (%)
The Master Trust Bank of Japan, Ltd. (trust account)	1-8-1, Akasaka, Minato-ku, Tokyo	3,022	11.40
MUFG Bank, Ltd.	2-7-1, Marunouchi, Chiyoda-ku, Tokyo	1,138	4.29
Meiji Yasuda Life Insurance Company	2-1-1, Marunouchi, Chiyoda-ku, Tokyo	1,066	4.02
NIPPON STEEL CORPORATION	2-6-1, Marunouchi, Chiyoda-ku, Tokyo	631	2.38
Custody Bank of Japan, Ltd. (trust account)	1-8-12, Harumi, Chuo-ku, Tokyo	597	2.25
MIYAJI Client Stock Ownership Association	9-19, Nihonbashi-Tomizawa-cho, Chuo-ku, Tokyo	585	2.21
JFE Steel Corporation	2-2-3, Uchisaiwaicho, Chiyoda-ku, Tokyo	360	1.36
Mitsubishi Heavy Industries, Ltd.	3-2-3, Marunouchi, Chiyoda-ku, Tokyo	321	1.21
Sumitomo Mitsui Banking Corporation	1-1-2, Marunouchi, Chiyoda-ku, Tokyo	236	0.89
Kawakin Core-Tech Co., Ltd.	2-2-7, Kawaguchi, Kawaguchi-shi, Saitama	234	0.88
Total		8,194	30.90

(Note) In addition to the above, there are 1,158 thousand treasury shares.

Stock trends

