

FY3/26 (Fiscal 2025) First Half Financial Results **(April 1 to September 30, 2025)**

November 17, 2025

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1. FY3/26 First Half Financial Results Outline

Conditions in the First Half (April 1, 2025 to September 30, 2025)

Domestic Civil Engineering	Domestic Building Construction	Overseas	Materials/ Labor
<p><u>Firm government construction investment</u></p> <p>(Target market)</p> <ul style="list-style-type: none"> ✓ Large-scale comprehensive evaluation projects ✓ Expressway and water/ sewage facility maintenance and renewal projects 	<p><u>Firm private construction investment</u></p> <p>(Target market)</p> <ul style="list-style-type: none"> ✓ Production facilities and distribution warehouses ✓ Renewal market 	<p><u>Continued investment in production facilities from Japanese companies</u></p> <p>(Target market)</p> <ul style="list-style-type: none"> ✓ Production facilities in North America and Southeast Asia ✓ ODA projects (Civil Engineering) 	<p><u>Need to continue monitoring trends</u></p> <ul style="list-style-type: none"> ✓ Material price and labor cost trends ✓ Pressing need to secure labor for utilities work and other projects

Highlights

Year-on-year increase in revenue and earnings due to the progress of large-scale projects and improvements in project profitability

Consolidated net sales ¥201.0 billion

[YoY change +7.6%]

Consolidated Operating Profit ¥12.0 billion

[YoY change +24.2%]

Profit attributable to owners of parent ¥7.7 billion

[YoY change +18.3%]

Non-consolidated Orders received ¥159.2 billion

[YoY change (16.1%)]

- Increase in net sales of completed construction contracts owing largely to the steady progress of large-scale projects
- Increase in gross profit
- In addition to an increase in operating profit, posted extraordinary income in line with the reduction in strategic shareholdings
- Civil Engineering [¥30.5 billion, YoY change (39.9%)]
Building Construction [¥128.6 billion, YoY change (7.5%)]

[Consolidated] Operating Results

	FY3/25 1H (Apr.1, 2024-Sept. 30, 2024)	FY3/26 1H (Apr. 1, 2025-Sept. 30, 2025)		
	Result	Result	YoY Change	
Net Sales	186,865	201,023	+14,158	+7.6%
Gross profit	21,489	27,097	+5,607	+26.1%
[Gross profit margin]	[11.5%]	[13.5%]	[+2.0pt]	[-]
Selling, general and administrative expenses	11,762	15,021	+3,258	+27.7%
Operating profit	9,726	12,076	+2,349	+24.2%
[Operating profit margin]	[5.2%]	[6.0%]	[+0.8pt]	[-]
Ordinary profit	9,472	11,321	+1,849	+19.5%
Profit attributable to owners of parent	6,551	7,752	+1,200	+18.3%

(Unit: Million yen)

[Consolidated] Financial Position

	As of Sept. 30, 2024	As of Mar. 31, 2025 (1)	As of Sept. 30, 2025 (2)	Change (2) - (1)	Point
Current assets	242,973	287,813	258,551	(29,261)	[Assets] ■ Increase in investment securities; decrease in notes receivable, accounts receivable from completed construction contracts and other
Non-current assets	86,957	84,160	95,355	+11,194	
Total assets	329,931	371,974	353,906	(18,067)	[Liabilities] ■ Decrease in accounts payable for construction contracts and other, advances received on construction contracts in progress, and deposits received
Current liabilities	156,538	186,473	154,814	(31,659)	
Non-current liabilities	14,600	13,316	14,777	+1,461	[Net assets] ■ Increase in retained earnings and valuation difference on available-for-sale securities
Total liabilities	171,139	199,790	169,592	(30,198)	
Total net assets	158,791	172,183	184,313	+12,130	
Total liabilities and net assets	329,931	371,974	353,906	(18,067)	
Interest-bearing debt (Million yen)	30,096	27,898	29,622	+1,723	
Debt/Equity ratio * (times)	0.19	0.16	0.16	(0.00)	
Equity ratio (%)	47.8	46.0	51.8	+5.8pt	

* Debt/ Equity ratio: Interest - bearing debt/ Equity(Net assets - Non controlling interests)

(Unit: Million yen)

[Consolidated] Statements of Cash Flows

	FY3/25 1H (Apr. 1, 2024 - Sept. 30, 2024)	FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)	Point
Cash and cash equivalents at beginning of period	48,848	55,772	-
Cash flows from operating activities	(953)	10,784	Cash inflow after posting profit before income taxes, as well as a decrease in trade receivables and other factors
Cash flows from investing activities	(1,841)	(1,812)	Cash outflow on the back of payments for investments in capital of subsidiaries and associates and other factors
Cash flows from financing activities	1,349	(5,127)	Cash outflow on the back of dividends paid and other factors
Effect of exchange rate change on cash and cash equivalents	(450)	(71)	-
Net increase (decrease) in cash and cash equivalents	(1,896)	3,772	-
Cash and cash equivalents at end of period	46,952	59,545	-

(Unit: Million yen)

2. Details of Non-Consolidated Financial Results

[Non-consolidated] Civil Engineering Business

	FY3/25 1H (Apr. 1, 2024 - Sept. 30, 2024)	FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)		
	Result	Result	YoY Change	
Orders Received	50,787	30,540	(20,246)	(39.9%)
Domestic	48,703	30,637	(18,066)	(37.1%)
Overseas	2,083	(96)	(2,180)	(104.6%)
Net sales of completed construction contracts	60,874	67,399	+6,524	+10.7%
Gross profit on completed construction contracts	8,302	10,516	+2,214	+26.7%
[Construction gross profit margin]	[13.6%]	[15.6%]	[+2.0pt]	[-]
Year-end Backlog	262,702	234,637	(28,065)	(10.7%)

■ Main construction projects among orders received

(Unit: Million yen)

Japan's Ministry of Land, Infrastructure, Transport and Tourism Kinki Regional Development Bureau	Construction work of the PC superstructure of Yuki-hata Overpass (P12-P17) in Yasu Ritto By-pass
JFE Steel Corporation	Process transformation to innovative electric arc furnaces in the Kurashiki Area, Foundation work for the new installation of water circulation systems in electric arc furnaces Zone No.4
East Nippon Expressway Company Limited	Construction work of the Sendaimiyagi Dramp bridge in Tohoku Expressway

[Non-consolidated] Building Construction Business

	FY3/25 1H (Apr. 1, 2024 - Sept. 30, 2024)	FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)		
	Result	Result	YoY Change	
Orders Received	139,098	128,692	(10,405)	(7.5%)
Domestic	129,018	119,928	(9,090)	(7.0%)
Overseas	10,079	8,764	(1,315)	(13.1%)
Net sales of completed construction contracts	113,129	118,425	+5,295	+4.7%
Gross profit on completed construction contracts	11,674	14,753	+3,078	+26.4%
[Construction gross profit margin]	[10.3%]	[12.5%]	[+2.1pt]	[-]
Year-end Backlog	275,827	296,634	+20,806	+7.5%

■ Main construction projects among orders received

(Unit: Million yen)

Fukuoka Logistic S Special Purpose Company	GLP Fukuoka IC I
YKK VIETNAM COMPANY LIMITED	Construction of YKK Vietnam Nhon Trach Factory Phase-3 Expansion Project

[Non-consolidated] Total Civil Engineering and Building Construction

	FY3/25 1H (Apr. 1, 2024 - Sept. 30, 2024)	FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)		
	Result	Result	YoY Change	
Orders Received	189,885	159,233	(30,652)	(16.1%)
Domestic	177,772	150,565	(27,156)	(15.3%)
Overseas	12,163	8,667	(3,496)	(28.7%)
Net sales of completed construction contracts	174,004	185,824	+11,820	+6.8%
Gross profit on completed construction contracts	19,977	25,270	+5,292	+26.5%
[Construction gross profit margin]	[11.5%]	[13.6%]	[+2.1pt]	[-]
Year-end Backlog	538,530	531,271	(7,259)	(1.3%)

(Unit: Million yen)

■ Outline of construction work

Name of construction work	Installation of a seawall (seawater pump room area section) and other construction works at Tokai No. 2 Power Plant
Contractee	The Japan Atomic Power Company
Constructor	Joint venture between HAZAMA ANDO CORPORATION, PENTA-OCEAN CONSTRUCTION CO., LTD., and WAKACHIKU CONSTRUCTION CO., LTD.
Construction site	Tokai-mura, Naka-gun, Ibaraki Prefecture

■ Status to date

- As announced in “(Update on disclosed matter) Additional Costs Arising for Construction Work Underway” dated May 14, 2024, as of the end of the fiscal year ended March 31, 2024, HAZAMA ANDO expects additional costs of approximately 6.2 billion yen arising from repair and other expenses in relation to the incident (the “incident”) occurring during foundation work for the steel guard wall (south side foundation and north side foundation) for construction works being undertaken by a joint venture with the Company as the representative.

■ Current status

- HAZAMA ANDO continues to discuss the repair plan for the incident with the contractee and other concerned parties to the construction work.

■ Countermeasures for Ensuring Quality

- For large and difficult construction projects, HAZAMA ANDO has long taken all appropriate measures to put in place a support system from its head office. In response to this incident, HAZAMA ANDO has established the Thoroughly Committed to Quality Project under the direct control of the president and vice president, and strengthened its on-site support system.
- In addressing this incident, HAZAMA ANDO will assign more experienced experts from its construction and technical departments as support personnel for each construction project. In conjunction with efforts to ensure thorough risk management, HAZAMA ANDO will endeavor to prevent risks by strengthening systematic monitoring and support systems, while also placing the highest priority on quality.

■ Outlook

- After determining repair plan and other matters, HAZAMA ANDO will disclose further information in a timely and appropriate manner should it become clear that there will be a significant impact on the Company’s financial results forecasts.

3. Forecast of Earnings FY3/26 Full Fiscal Year

Forecast of Earnings FY3/26 Full Fiscal Year

Market Environment		[Consolidated] Forecast for Full Fiscal Year					
		FY3/25	FY3/26		(Reference)FY3/26 1H		
		(Apr. 1, 2024 - Mar. 31, 2025)	Initial Forecast	YoY Change	Result	1H Progress Rate	
		Result	(May 2025)		(Apr. 1, 2025 - Sept. 30, 2025)		
Domestic Civil Engineering	Firm government construction investment	Net Sales	425,160	441,000	+3.7%	201,023	45.6%
		Gross profit	60,962	56,800	(6.8%)	27,097	47.7%
Domestic Building Construction	Firm private construction investment	[Gross profit margin]	[14.3%]	[12.9%]	[(1.5pt)]	[13.5%]	[-]
		Selling, general and administrative expenses	25,718	29,700	+15.5%	15,021	50.6%
Overseas	Need to monitor the impact of U.S. trade policies on investments in production facilities	Operating profit	35,243	27,100	(23.1%)	12,076	44.6%
		[Operating profit margin]	[8.3%]	[6.1%]	[(2.1pt)]	[6.0%]	[-]
Materials/Labor	Need to monitor trends in material prices and labor costs as well as tightening of the labor market	Ordinary profit	34,053	26,500	(22.2%)	11,321	42.7%
		Profit attributable to owners of parent	26,444	18,000	(31.9%)	7,752	43.1%

(Unit: Million yen)

[Non-consolidated] Forecast for Civil Engineering Business

	FY3/25 (Apr. 1, 2024 - Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 - Mar. 31, 2026)		(Reference)FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)	
	Result	Initial Forecast (May 2025)	YoY Change	Result	1H Progress Rate
Orders Received	129,941	125,000	(3.8%)	30,540	24.4%
Domestic	121,320	119,000	(1.9%)	30,637	25.7%
Overseas	8,620	6,000	(30.4%)	(96)	(1.6%)
Net sales of completed construction contracts	131,261	130,000	(1.0%)	67,399	51.8%
Gross profit on completed construction contracts	19,724	22,300	+13.1%	10,516	47.2%
[Construction gross profit margin]	[15.0%]	[17.2%]	[+2.1pt]	[15.6%]	[-]
Year-end Backlog	271,480	266,480	(1.8%)	234,637	-

* Year-end backlog as of March 31, 2026 is calculated for convenience using the following formula:
 Year-end backlog as of March 31, 2025+ Forecast orders for the fiscal year ending March 31, 2026
 – Forecast net sales of completed construction contracts for the fiscal year ending March 31, 2026

(Unit: Million yen)

[Non-consolidated] Forecast for Building Construction Business

	FY3/25 (Apr. 1, 2024 - Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 - Mar. 31, 2026)		(Reference)FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)	
	Result	Initial Forecast (May 2025)	YoY Change	Result	1H Progress Rate
Orders Received	297,672	300,000	+0.8%	128,692	42.9%
Domestic	277,810	285,000	+2.6%	119,928	42.1%
Overseas	19,862	15,000	(24.5%)	8,764	58.4%
Net sales of completed construction contracts	261,419	260,000	(0.5%)	118,425	45.5%
Gross profit on completed construction contracts	37,272	30,700	(17.6%)	14,753	48.1%
[Construction gross profit margin]	[14.3%]	[11.8%]	[(2.4pt)]	[12.5%]	[-]
Year-end Backlog	286,582	326,582	+14.0%	296,634	-

* Year-end backlog as of March 31, 2026 is calculated for convenience using the following formula:
 Year-end backlog as of March 31, 2025+ Forecast orders for the fiscal year ending March 31, 2026
 – Forecast net sales of completed construction contracts for the fiscal year ending March 31, 2026

(Unit: Million yen)

[Non-consolidated] Forecast for Total Civil Engineering and Building Construction

	FY3/25 (Apr. 1, 2024 - Mar. 31, 2025)	FY3/26 (Apr. 1, 2025 - Mar. 31, 2026)		(Reference)FY3/26 1H (Apr. 1, 2025 - Sept. 30, 2025)	
	Result	Initial Forecast (May 2025)	YoY Change	Result	1H Progress Rate
Orders Received	427,614	425,000	(0.6%)	159,233	37.5%
Domestic	399,131	404,000	+1.2%	150,565	37.3%
Overseas	28,483	21,000	(26.3%)	8,667	41.3%
Net sales of completed construction contracts	392,680	390,000	(0.7%)	185,824	47.6%
Gross profit on completed construction contracts	56,996	53,000	(7.0%)	25,270	47.7%
[Construction gross profit margin]	[14.5%]	[13.6%]	[(0.9pt)]	[13.6%]	[-]
Year-end Backlog	558,062	593,062	+6.3%	531,271	-

* Year-end backlog as of March 31, 2026 is calculated for convenience using the following formula:
Year-end backlog as of March 31, 2025+ Forecast orders for the fiscal year ending March 31, 2026
– Forecast net sales of completed construction contracts for the fiscal year ending March 31, 2026

(Unit: Million yen)

Medium-Term Management Plan 2025 Key KPI:

Total Return Ratio of 70% or More in the Final Fiscal Year of the Medium-Term Management Plan (FY3/26)

■ Dividends

Basic Policy

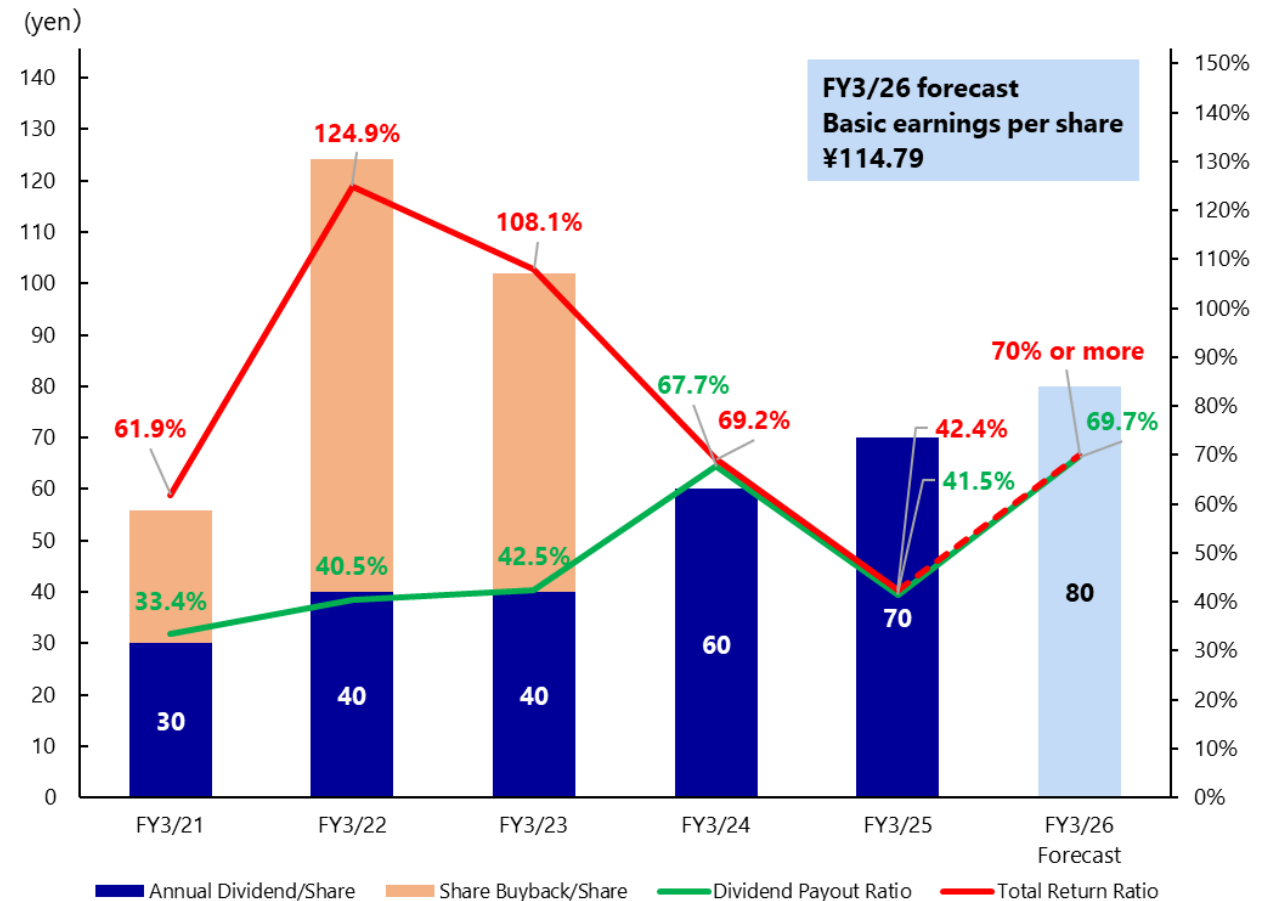
To pay consistently stable dividends taking into consideration the Company's consolidated financial results, future earnings, and other factors.

	Interim dividend	Period-end dividend	Total	Dividend Payout ratio (consolidated)
FY3/25	¥30	¥40	¥70	41.5%
FY3/26	¥40	¥40 (Forecast)	¥80	69.7%

■ Purchase of Own Shares

Consider and undertake the purchase of own shares as an important means through which the Company can return profits to shareholders while comprehensively keeping in mind a variety of factors, including investments for growth, the Group's business performance and financial conditions as well as the need to improve capital efficiency and further return profits to shareholders.

Trends and Forecasts for Annual Dividends, Dividend Payout Ratio, and Total Return Ratio



4. Progress of Medium-Term Management Plan 2025

(FY3/24 (Fiscal 2023) to FY3/26 (Fiscal 2025))

Progress of Medium-Term Management Plan 2025 (Enhancing Business Growth)

Progress		
Construction Business	Civil Engineering Business	<ul style="list-style-type: none"> • HAZAMA ANDO has secured a competitive advantage by leveraging its high technological capabilities in such areas of strength as urban civil engineering and mountain tunnel civil engineering; the Company's construction gross profit margin continued to trend at a high level • Further development of the integrated mountain tunneling management system, i-NATM® (onsite demonstration of the remotely controlled and automated application of sprayed concrete) • Reservoir stabilization method related to the government's national resilience initiative adopted at Tongyoji Pond in Hyogo Prefecture • Established a specialized team to enhance the integrity of sewer infrastructure
	Building Construction Business	<ul style="list-style-type: none"> • In addition to distribution, production, and other facilities, steady trends in government sector orders and sales; the Company's construction gross profit margin continued to trend at a high level • Concluded an "Agreement on the Promotion of Wood Use in Buildings for Wood Construction and the Use of Timber" with Japan's Ministry of Agriculture, Forestry and Fisheries; efforts to promote the development of wood construction technologies and techniques in the use of timber • Steps taken to expand the scope of low carbon precast concrete parallel foundation truss® method application; method adopted at two construction sites
	Energy Business and other	<ul style="list-style-type: none"> • Newly established the Energy Business Division in April 2025; promoting and strengthening efforts in energy facilities-related construction and other initiatives • Participated in the Expo 2025 Osaka as an exhibitor of CP concrete; decision to engage in the manufacture and sale of precast products using CP concrete under consideration
Non-Construction Business	Renewable Energy Business	<ul style="list-style-type: none"> • Operations commenced in June 2025 following the completion of investment in the Sakaide Biomass Power Plant • Entry into the Grid Storage Battery Business in Nakatsugawa City, Gifu Prefecture (working toward the start of operations in FY3/29)
	Real Estate and Building Services Business	<ul style="list-style-type: none"> • Plans to introduce BIM model maintenance management that contributes to the advancement of building services under consideration
Group Business	<ul style="list-style-type: none"> • Construction of a medium-scale complex building development project (SOLUX Kanayama) completed in the previous fiscal year; currently in operation • Rolled out measures that leverage the strength of owing a PCa plant (developed a manufacturing method for low-carbon segments that can accommodate two cycles per day; taking ongoing steps to verify the manufacture of precast products using CP concrete with a view toward commercialization) 	
DX	<ul style="list-style-type: none"> • Commenced in-house operation of generative AI focusing on the construction field; updating the Company's technical information and other materials as needed • Developed and rolled out Company-wide an original application (Chikuzou) to acquire the knowledge necessary for field work • Updated the IT and Digital Transformation Personnel Development Plan while clarifying the digital skills necessary to further promote DX • Recognizing that cyberattacks represent key risks, implementing steps to strengthen physical countermeasures and conducting drills simulating emergency scenarios on an ongoing basis 	

Progress of Medium-Term Management Plan 2025 (TOPICS(1))

Received the 2024 JSCE Outstanding Civil Engineering Achievement Award and the Japan Federation of Construction Contractors 2025 Civil Engineering Award

© Japan Society of Engineers “2024 Outstanding Civil Engineering Achievement Award”

Award	Technology, Projects Recognized
Technology Award Group 1	Construction technology for tunnels where earth cover is substantial and in close proximity to the Median Tectonic Line (San-En-Nanshin Aokuzure pass tunnel (tentative name) main construction)
Technology Award Group 2	Interim storage facility project for the concentrate storage of removed soil and other waste in conjunction with decontamination activities in Fukushima Prefecture
Tanaka Award (Excellence in Bridge Design and Construction)/ Newly Established	Gyaing Kawkareik Bridge
Continuing International Contribution Award	Hideaki Aoyanagi Overseas Civil Engineering Worksite, Civil Engineering Department, International Division



▲ San-En-Nanshin Aokuzure pass tunnel (tentative name) main construction

© Japan Federation of Construction Contractors 2025 Civil Engineering Award

Award	Technology, Projects Recognized	Facility Manager	Designer	Constructor
6th Civil Engineering Award	San-En-Nanshin Expressway Aokuzure pass tunnel (tentative name) construction project	Japan’s Ministry of Land, Infrastructure, Transport and Tourism, Chubu Region Development Bureau	Katahira & Engineers Inc.	HAZAMA ANDO CORPORATION, PENTA-OCEAN CONSTRUCTION CO., LTD.
	Tateno Dam construction work	Japan’s Ministry of Land, Infrastructure, Transport and Tourism, Kyushu Region Development Bureau	NEWJEC Inc., Yachiyo Engineering Co., Ltd., CTI Engineering Co., Ltd.	Nishimatsu Construction Co., Ltd., HAZAMA ANDO CORPORATION, Asunaro Aoki Construction Co., Ltd. joint venture



▲ Gyaing Kawkareik Bridge

Obtained an Environmental Product Declaration (EPD) Report through ISO-compliant Building Life Cycle Assessments – TOHOKU NITTO KOHKI CO., LTD. Ozaso Factory (Fukushima Prefecture / Completed in June 2025) –

◎ Life Cycle Assessment (LCA)

A method for quantitatively assessing environmental impacts throughout the entire product/service lifecycle (resource extraction → raw material production → product manufacturing → transportation/use → disposal/recycling) or at specific stages thereof.

◎ Environmental Product Declaration (EPD)

Product environmental information verified by a third party, including LCA calculations compliant with ISO 14040 and ISO 14044 as well as the third-party verification of information necessary for data communication.

◎ HAZAMA ANDO'S LCA Method

Established a mechanism to evaluate diverse environmental impact substances using LCA methodologies with a high level of expertise compliant with ISO standards, enabling the acquisition of EcoLeaf and CFP (Carbon Footprint of Products) certifications for buildings.

◎ Quantitative assessment of environmental impacts using highly transparent and reliable methodologies

Compliant with such international frameworks as ISO, methodologies contribute to the quantitative assessment of building owners' supply chain emissions while enabling engagement with various stakeholders both in Japan and abroad.



▲ TOHOKU NITTO KOHKI CO., LTD.'s EPD-certified Ozaso Factory



◀ SuMPO EPD
Japan's only International ISO 14025-compliant EPD program operated and managed by the Sustainable Management Promotion Organization (SuMPO).

The Sakaide Biomass Power Plant Commenced Commercial Operations in June 2025

HAZAMA ANDO established Sakaide Biomass Power LLC through a joint investment with Shikoku Electric Power, Tokyo Gas, erex, Shinko Denso, and Sakaide Yusengumi. This limited liability company built the Sakaide Biomass Power Plant, which launched commercial operations on June 2, 2025.

- ◎ A 75MW biomass power plant, one of the largest in Japan
Annual power generation capacity of around 530 million kWh (equivalent to the annual electricity consumption of roughly 170,000 households); expected to yield an annual reduction of around 220,000 tons of CO₂
- ◎ Contribute to the stable supply of electricity, the prevention of global warming, and the realization of a carbon-neutral society

Power Plant Name	Sakaide Biomass Power Plant
Power Plant Location	Hayashida-cho, Sakaide City, Kagawa Prefecture
Business Entity	Sakaide Biomass Power LCC
Investing Companies	Shikoku Electric Power: 36%, HAZAMA ANDO: 20%, Prominet Power (wholly owned subsidiary of Tokyo Gas): 15%, erex: 14%, Shinko Denso: 10%, Sakaide Yusengumi: 5%
Generation Output	74,950 kW (annual power generation: approx. 530 million kWh)
CO2 Reduction	Approx. 220,000 tons per year
Fuel Used	Wood Pellets (approx. 320,000 tons per year)



▲ Sakaide Biomass Power Plant

Progress of Medium-Term Management Plan 2025 (Increasing the Value of Human Capital/Promoting ESG Management)

		Quantitative Indicators (FY3/26 Final Fiscal Year of the Medium-Term Management Plan)	FY3/25 Result	Progress of Priority Measures
E	Contribute to the realization of a decarbonized society	GHG emissions (compared with FY3/18) Scope 1+2 Reduce by at least 34%* Scope 3 Reduce by at least 21%*	35.7% 31.5%	<ul style="list-style-type: none"> Released details of the roadmap for achieving carbon neutrality by 2050 in August 2025
	S	Increase the value of human capital	Human resources investment (compared with FY3/23) ¥5.5 billion increase Employee engagement score at least 80%*	¥5.4billion 77%
Number of certified employees Increase by at least 10% Number of female managers 60 persons			Up approx.4% 47 persons	<ul style="list-style-type: none"> Conducted examination preparation training to help employees acquire first-class architect and other qualifications Number of female managers as of October 2025: 62 (Up 15 from the end of March 2025)
Address the issue of human rights		Rate of education and training attendance 100%	100%	<ul style="list-style-type: none"> Conducted human rights education and training (Rate of attendance: 100%)
	Promote regional development	3 cases or more (three-year cumulative total)	2 cases ongoing	<ul style="list-style-type: none"> Continued to take steps to support health promotion events based on a partnership agreement with Kuki City and startups

*Medium-Term Management Plan 2025 KPI

Progress of Medium-Term Management Plan 2025 (Increasing the Value of Human Capital/Promoting ESG Management)

	Quantitative Indicators (FY3/26 Final Fiscal Year of the Medium-Term Management Plan)	FY3/25 Result	Progress of Priority Measures
G	Transition to a company with an audit and supervisory committee, etc. Ratio of external Board directors A majority Ratio of female Board directors 30% or more	67% 33%	<ul style="list-style-type: none"> Ratio of external directors and ratio of female Board directors came in at 67% and 33%, respectively, following the FY3/25 Annual General Meeting of Shareholders (Unchanged from the end of March 2025)
	Establish the Sustainability Committee, etc. Promote ESG management at four annual meetings	Held four times	<ul style="list-style-type: none"> 1H meetings of the Sustainability Committee held in May and August; plans to hold 2H meetings in November 2025 and March 2026 Number of companies covered by the human rights due diligence questionnaire increase in FY3/26 compared with FY3/25; administered human rights due diligence questionnaires to partner companies in Japan that employ foreign technical interns
	Reduce policy shareholdings	Reduced the ratio of the market value balance sheet amount of stock holdings (the net asset amount for unlisted companies) to less than 10% of the consolidated net asset amount *See P28 for details	

Working to be known as the general contractor that cares the most about its employees

— Fostering an employment environment where older employees can thrive and realizing diverse working styles —

◎ Introduced a new post-retirement re-employment system (April 2025): Enable experienced senior employees to continue to play an active role

Steps taken to revise systems in an effort to ensure continuity between personnel systems before retirement and the post-retirement re-employment system to enable employees who reach the mandatory age to continue to take pride in and derive fulfillment from their work.

Item	Measures
Revise salary levels for senior employees	<ul style="list-style-type: none"> • Set the salary before retirement and after re-employment at the same level (nationwide system and for employees appointed to managerial positions) • Taking into consideration diverse working styles, made in-region working styles the norm (allowances are equivalent to the nationwide system)
Discontinue the mandatory retirement age for managers and establish new positions	<ul style="list-style-type: none"> • Discontinued the mandatory retirement age for managers so that employees can be appointed as managers regardless of age • Created two new positions: Meisters (people with highly advanced specialized knowledge and experience) and Senior Advisors (people responsible for developing successors)

◎ Revised the personnel system (July 2025): Steps taken to improve employee engagement

Undertook steps to revise the personnel system to further improve working conditions, including increasing wages, continuing and expanding support for employees in developing skills, and enhancing efforts to help employees maintain an optimal work-life balance

Item	Measures
Promote the active participation of younger employees	<ul style="list-style-type: none"> • Did away with all seniority-based factors (age and year of experience) required before a promotion
Address increasingly diverse attitudes toward job transfers	<ul style="list-style-type: none"> • Introduced a system allowing conversion from nationwide to in-region general positions • Increased separation and transfer allowances (lump sum payments) and newly introduced an overseas allowance as incentives for people who are willing to transfer
Upgrade and expand various systems to support a work-life balance	<ul style="list-style-type: none"> • Relaxed the age requirement for children eligible for the "Babysitter Service Support Program" • Newly established the "Treatment and Work Balance Support System" • Increased the allowance for holders of nationally accredited qualification in a bid to strengthen support for self-learning and the further career development of employees <p style="text-align: right;">...etc.</p>

Progress of Medium-Term Management Plan 2025 (Growth Investments)

	Progress	Previous Mid-Term Management Plan Results	Cumulative Investment over Medium-Term Management Plan(FY3/24 - FY3/26)	
			Mid-Term Management Plan 2025	Progress through FY3/26 1H
Energy business	<ul style="list-style-type: none"> Engaging in solar power generation power purchase agreement (PPA) project activities on an ongoing basis (10 projects: 6MW) Sakaide Biomass Power Plant commenced commercial operations in June 2025 Established a special purpose company (SPC) in a bid to launch the Nakatsugawa power storage business; work begins on the construction of grid storage batteries with a view to the start of operations in 2028 	4.5	10.0	2.42
Real estate business/ Infrastructure management business	<ul style="list-style-type: none"> The Tohoku Branch Building (Sendai ANDO HAZAMA Building) completed in January 2024 and put into operation as a first step in the Company's efforts to promote the Facility Management (FM) business Construction of a medium-scale complex building development project (SOLUX Kanayama) completed in the previous fiscal year; currently in operation 	2.9	10.0	5.56
Partner strategic investment	<ul style="list-style-type: none"> Took an equity interest in a temporary employment agency and incorporated into the scope of consolidation as an affiliated company; significant contribution to efforts aimed at strengthening the Company's worksite construction structure and systems Took an equity interest in BIM-related companies and incorporated into the scope of consolidation as affiliated companies; promoting efforts to reinforce cooperation with the Company across various activities, including development of the Company's young staff, personnel exchanges, and joint technology development Ongoing review of projects 	0.1	10.0	0.12
Innovation investment, Technology development investment, Other	<ul style="list-style-type: none"> Promoting research and development using the Technical Research Institute's geotechnical centrifuge and large shaking table 	11.6	10.0	7.26
	Total	19.1	40.0	15.36

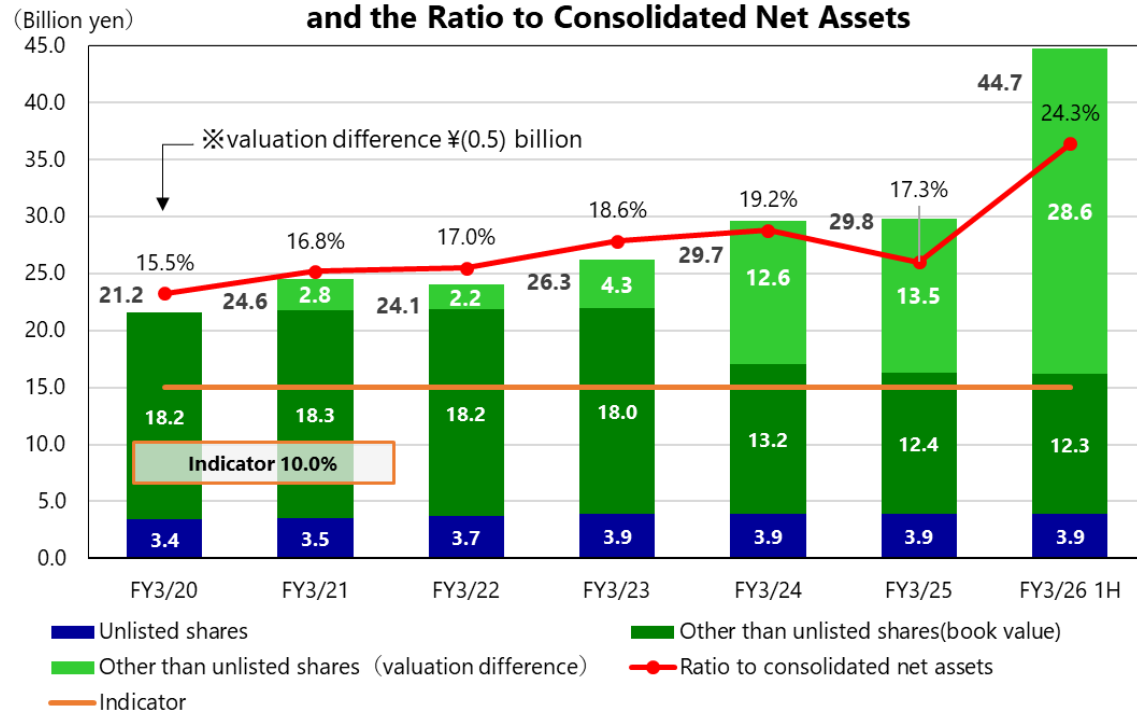
(Unit: Billion yen)

Progress in Reducing Strategic Shareholdings

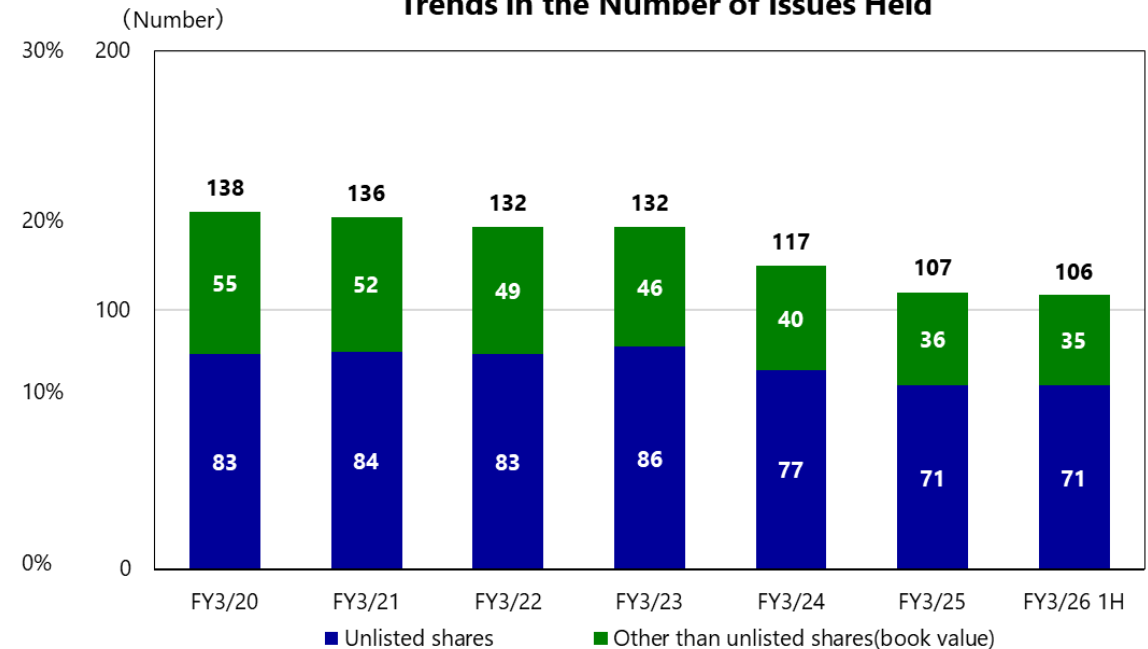
Policy	Work to reduce the ratio of the market value balance sheet amount of stock holdings (the net asset amount for unlisted companies) to less than 10% of the consolidated net asset amount as of the end of March 2026 (the final fiscal year of the Medium-Term Management Plan)
Objective	Strengthen efforts to promote capital efficient management and enhance corporate value through the effective use of cash generated from the sale of strategic shareholdings
Progress	Despite promoting the sale of multiple stocks, the valuation increased significantly; the ratio to consolidated net assets rose from 17.3% to 24.3%. Ongoing efforts to provide detailed explanations and to negotiate with counterparties; working toward reductions as of the end of the fiscal period.

* Policy to reduce strategic shareholdings: Details announced in November 2023. Data in the graphs that runs across the bottom of the page outline the status of reduction, including shares deemed to be held (shares contributed to retirement benefit trust).

Market Value of Shareholdings and the Ratio to Consolidated Net Assets



Trends in the Number of Issues Held



Presentation materials are a collection of slides prepared for IR purposes and not intended to solicit investment in the securities issued by the Company.

This document also contains information on future prospects based on current plans, estimates, forecasts, and projections by Hazama Ando Corporation with respect to the Company's business and industry trends.

These forward-looking statements are therefore subject to various risks and uncertainties.



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