



May 9, 2025

To whom it may concern:

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Name of representative:	Makoto Tani, President (Securities code: 1949; Tokyo Stock Exchange Prime Market)
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Notice Concerning “VISION2030 Mid-term PLAN 2028”

At the Company, we have formulated “VISION2030”, mid-term targets for fiscal 2030, and “Mid-term PLAN 2028”, a new four-year medium-term management plan starting in 2025 to realize our VISION.

1. Review of VISION 24: FY2020 – FY2024 (5 years)

During the VISION 24 period, despite unexpected events such as the COVID-19 pandemic and rapid inflation, as a result of investing a total of 20 billion yen in growth, implementing 4 key measures and 15 initiatives, all numerical targets were achieved, supported by a strong market environment. Orders received, net sales, and ordinary profit (including profit margin), all reached record highs.

2. “VISION2030 Mid-term PLAN 2028” Theme

Although the previous medium-term management plan made great strides, several issues remained. In particular, in terms of human resources, the construction industry as a whole is facing serious problems such as a rapid increase in the volume of construction work, an aging population due to a decrease in the number of young people, and a shortage of workers. Through “VISION2030 and Mid-term Plan 2028”, the Company will strive to achieve sustainable growth and enhance corporate value by expanding its human capital and strengthening its technological and construction capabilities, under the theme of “Advancing as a comprehensive engineering company by accelerating investment in people and technology”

3. Overview of “VISION2030 Mid-term PLAN 2028”

(1). Theme

Advancing as a comprehensive engineering company by accelerating investment in people and technology

(2). Basic policy

- Pursuing Team Sumitomo Densetsu without compromise and implementing sustainable, company-wide sales efforts

- Revitalizing the entire company by strengthening investment in human capital
- Evolving business models by strengthening technological capabilities

(3). Growth strategy

- Sales measures

Strengthen relationships with important customers, develop excellent customers as a basis for receiving orders, further promote owner-focused sales, build a partnership with general contractors, etc.

- Measures to strengthen on-site capabilities

Improve productivity through on-site DX, etc., strengthen construction capabilities through building partnerships with business partners, and improve ability to respond to large-scale projects

- Measures to strengthen the foundation

Improve construction efficiency and secure engineers and construction capabilities through investment in human capital and information technology

(4). Numerical targets (FY2028 consolidated)

Orders Received	280 billion yen
Net Sales	270 billion yen
Ordinary profit	23 billion yen
Ordinary profit ratio	8.5%
ROE	12% or more
Dividend payout ratio	50%
Cross-shareholdings to net assets ratio	10% or less

(5). Cash allocation: FY2025 – FY2028 (4 years)

Toward sustainable growth, we planned aggressive growth investments, including investment in human capital, and enhancement of shareholder returns.

Growth investment: 50 billion yen Shareholder return: 26 billion yen

 SUMITOMO DENSETSU CO.,LTD.

VISION 2030

Mid-term Management PLAN 2028

(FY2025-FY2028)

May 9, 2025



The Sumitomo Spirit

<i>"Banji-nissei"</i>	"Be sincere in all things:" "Do your sincere best in not only business but also every aspect of your life"
<i>Shinyo-kakujitsu</i>	Integrity and sound management: Sumitomo shall achieve strength and prosperity by placing prime importance on integrity and sound management in the conduct of its business.
<i>Fusu-furi</i>	Avoidance of shortsighted conduct: Sumitomo shall manage its activities with foresight and flexibility in order to cope effectively with the changing times. Under no circumstances, however, shall it pursue easy gains or act imprudently.

Corporate Philosophy of the Sumitomo Densetsu Group

- Recognizing its social mission and responsibility, the Sumitomo Densetsu Group:
- Aims to develop a favorable environment to support a prosperous and secure society.
 - Values its technical prowess and the customer's confidence in it and provides high quality engineering service that gives a high level of customer satisfaction.
 - Practices fair and transparent management based on compliance in keeping with a high standard of corporate ethics.
 - Seeks to create a vibrant and pleasant business environment while fostering employees rich in creativity.

SEM VALUE

- | | | |
|------------------|------------|---|
| Sincerity | >>>>>>>>>> | Employees should devote themselves to satisfying society's needs in a spirit of sincerity |
| Teamwork | >>>>>>>>>> | Employees should recognize diversity and strive to leverage teamwork |
| Creation | >>>>>>>>>> | Employees should create a sustainable future through sophisticated technologies |

Employee Code of Conduct

(Excerpt) Respect for human rights, respect for privacy, prevention of various forms of harassment, ensuring a safe and healthy workplace, ensuring quality, etc.



The ideal state
envisioned in

VISION 2030

- A rewarding company to work for; a company where you can take on new challenges; a company where you can take pride in what you do
- A company full of creative talent
- A company that puts its customers first; a company trusted and valued by its customers
- A company that solves social issues as a team of professionals supporting social infrastructure
- A company committed to sustainable development through co-creation with multiple stakeholders



What is necessary and important to realize VISION 2030

Customers

Providing quality engineering services
Utilizing new technology, increasing productivity through DX at construction sites

Employees

Developing human resources and taking engagement measures to foster growth and satisfaction
Creating an inclusive workplace by promoting DEI

Suppliers

Business operations and green procurement that value cooperation and coexistence by building partnerships with suppliers

Regional communities

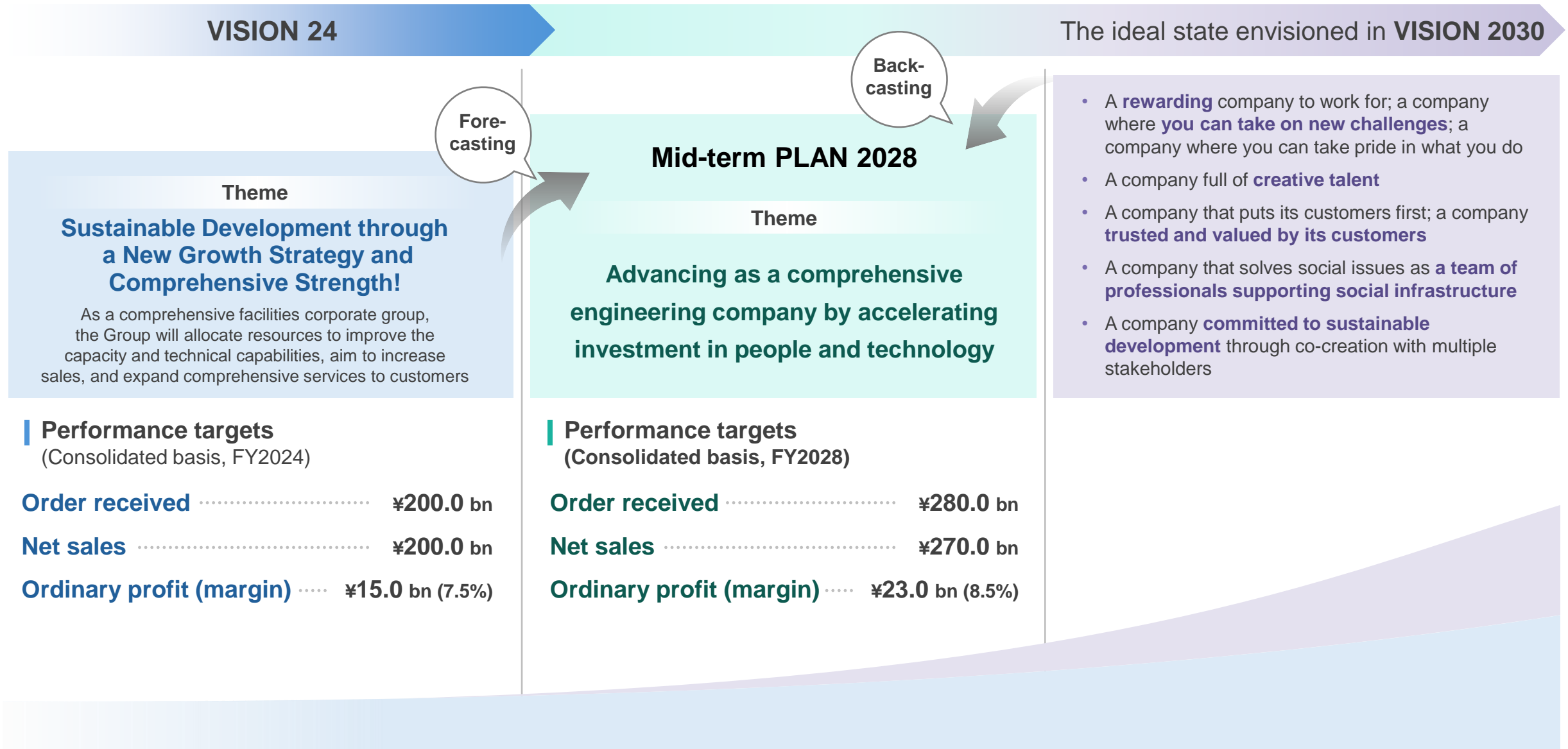
Contributing to local communities by building safe and secure infrastructure for green technology and the realization of a decarbonized society

Shareholders/Investors

increased corporate value and shareholder returns based on the premise of sustainable corporate management

“Goho Yoshi” (Five-Way Win) **Multistakeholder Capitalism**

The Positioning of the Mid-term PLAN 2028



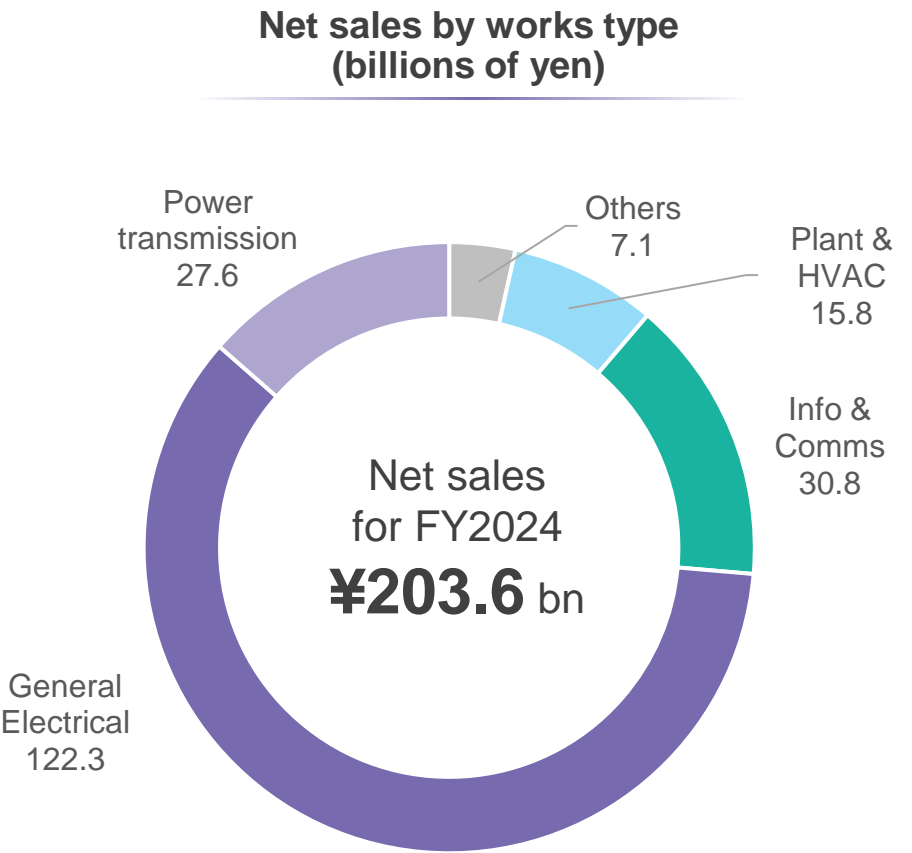
Review of VISION 24: Performance Summary

During the VISION 24 period, despite unexpected events such as the COVID-19 pandemic and rapid inflation, all numerical targets were achieved, supported by a strong market environment.

Orders received, net sales, and ordinary profit all reached record highs. By type of works, growth was led by general electrical works including overseas, followed by power transmission works and info & comms works.

	VISION 19		VISION 24	
	FY2019 results	FY2024 target	FY2024 results	Achievement level relative to target
Orders received	167.3	200.0	244.7	+22.4%
Net sales	172.9	200.0	203.6	+1.8%
Ordinary profit	14.2	15.0	18.9	+19.4%
Ordinary profit margin	8.2%	7.5%	9.3%	
ROE	13.8%	10%	11.7%	
Dividend payout ratio	25.5%	40%	40.2%	

14 consecutive years of dividend increases



Mid-term PLAN 2028: Overall Picture

Mid-term PLAN 2028 Theme

Advancing as a comprehensive engineering company by accelerating investment in people and technology

I Basic policy

- 1

Pursuing Team Sumitomo Densetsu without compromise and implementing sustainable, company-wide sales efforts
- 2

Revitalizing the entire company by strengthening investment in human capital
- 3

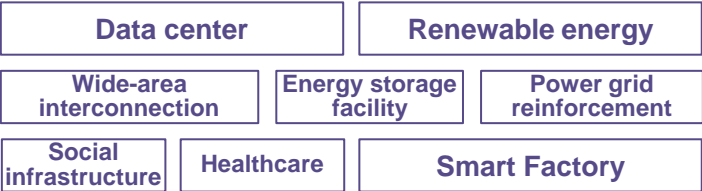
Evolving business models by strengthening technological capabilities



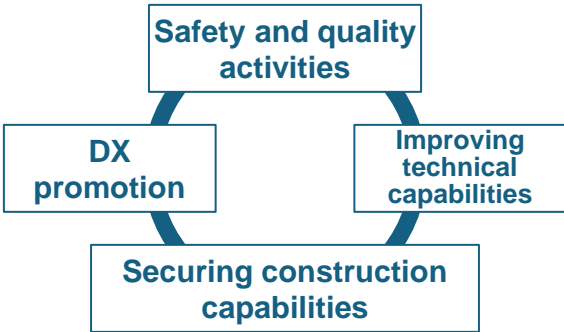
Growth Strategy

Sales measures

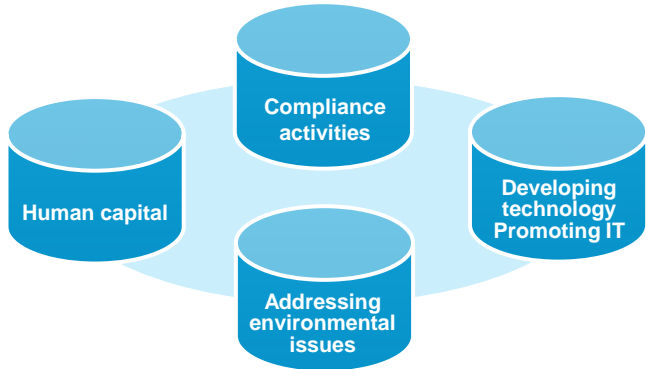
- Strengthen our ability to respond to growth areas in Japan and overseas
- Enhance sales capabilities through client-centric and proposal-driven approaches



Measures to strengthen on-site capabilities



Measures to strengthen the foundation



VISION 2030 Mid-term PLAN 2028

Mid-term PLAN 2028 Theme

Advancing as a comprehensive engineering company by accelerating investment in people and technology

Consolidated FY2024 Results

Orders received

¥244.7 bn

Net sales

¥203.6 bn

Ordinary profit

¥18.9 bn

Ordinary profit margin

9.3%

ROE

11.7%

Dividend payout ratio

40.2%

Cross-shareholdings
to net assets ratio

19.3%

Growth investment

FY2020-FY2024 (5 yrs.)

¥20.0 bn

Consolidated FY2028 Targets

¥280.0 bn (CAGR3.4%)

¥270.0 bn (CAGR7.3%)

¥23.0 bn (CAGR5.0%)

8.5%

12% or more

50%

10.0% or less

FY2025-FY2028 (4 yrs.)

¥50.0 bn

Cash Allocation

Customers

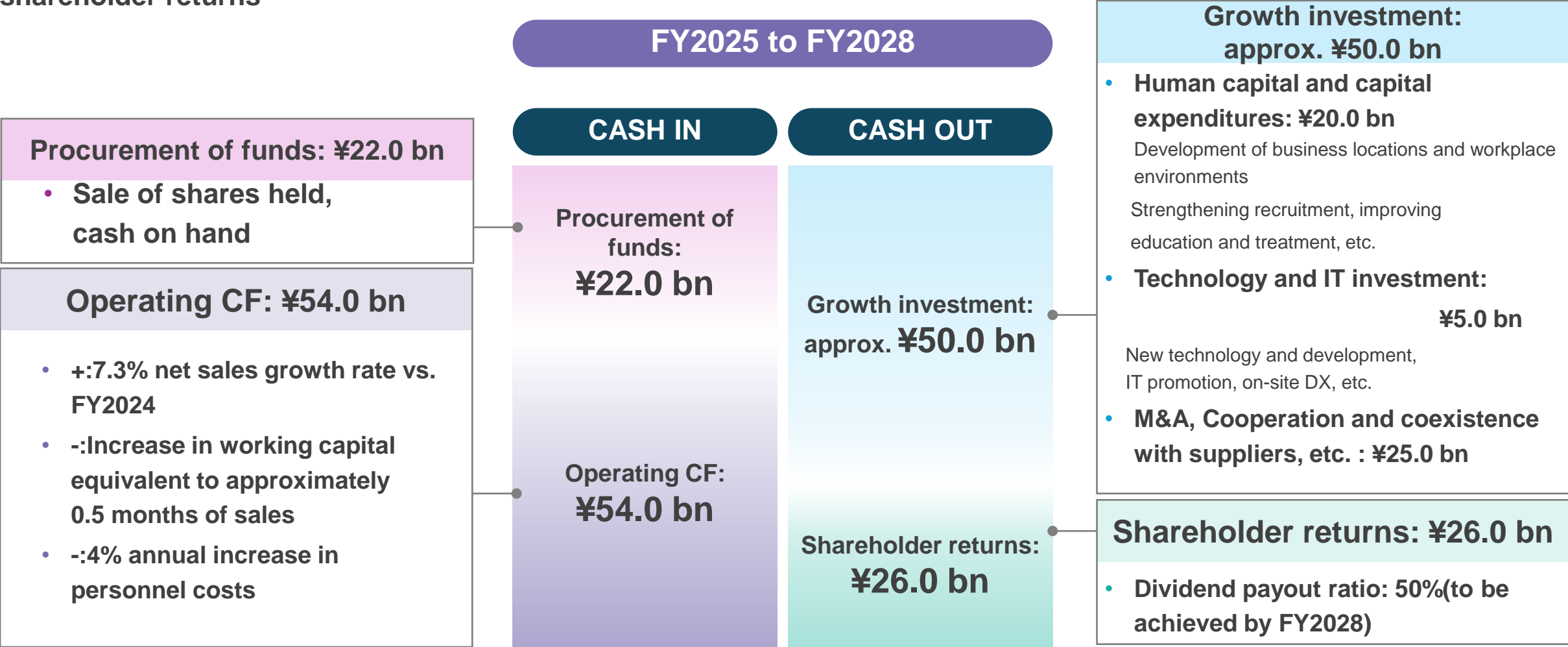
Employees

Suppliers

Regional communities

Shareholders/Investors

To achieve sustainable growth, we plan to proactively invest in growth areas, including human capital, and enhance shareholder returns



Dividend Policy

Dividends have increased for 14 consecutive fiscal years since FY2012/3

Customers

Employees

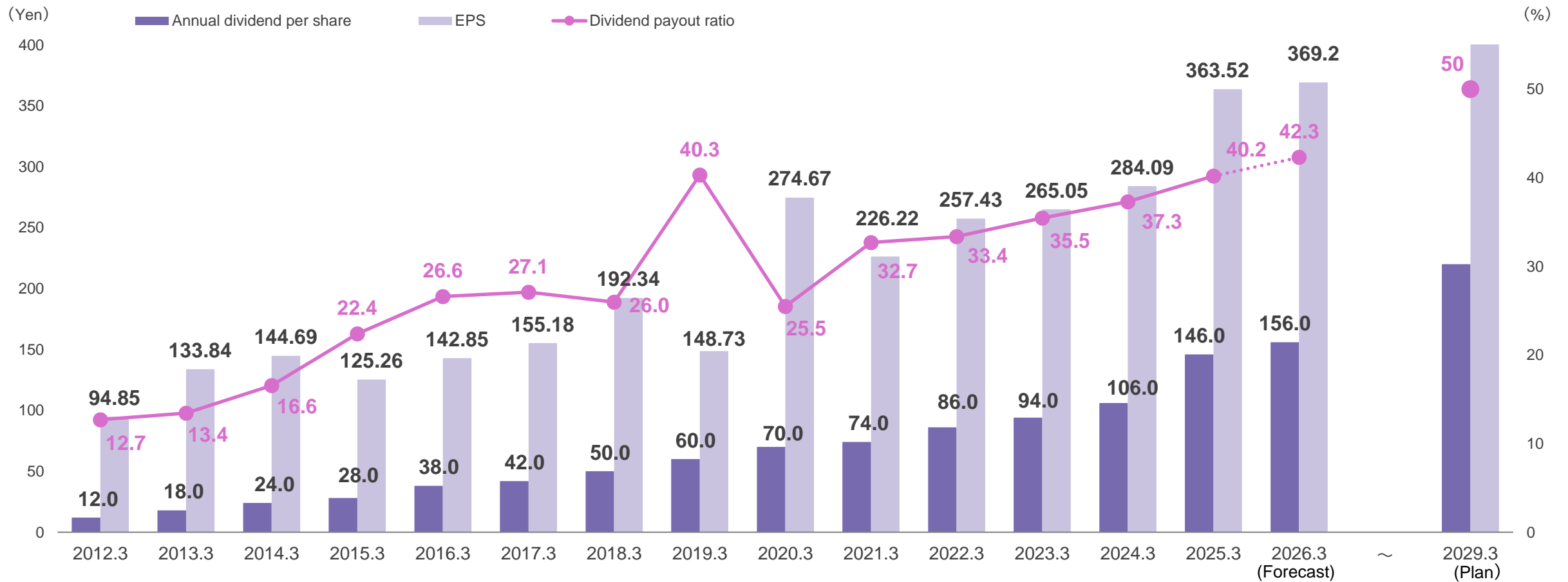
Suppliers

Regional communities

Shareholders/Investors

VISION 2030 Mid-term PLAN 2028 dividend policy: Target dividend payout ratio of 50% in FY2028

Changes in EPS, dividend per share, and dividend payout ratio



► Notes on Perspective Information

This presentation material is based on currently available information.
Actual results may differ from forecasts due to a variety of factors.

Inquiries
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