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To whom it may concern:

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Announcement Regarding the Formulation of the Medium-Term Management Plan (FY2026-2028)

Oriental Shiraishi Corporation (the “Company”) has formulated a new medium-term management plan for the three-year period from fiscal 2026 to fiscal 2028, as described below.

Our group, formed by the merger of Oriental Construction Co., Ltd., founded in 1952, and Shiraishi Corporation, founded in 1933, will celebrate its 19th anniversary in 2026. Under the management philosophy of "utilizing people and technology to always aim to be a group needed by society," we have contributed to infrastructure development as a leading company in prestressed concrete (PC) and pneumatic caisson technologies.

While our previous medium-term management plan secured a record-high order backlog, it resulted in challenges in terms of profitability due to the impact of accidents on repair and reinforcement work, delays in large-scale projects in our consolidated business, and the occurrence of the reconstruction and reinstallation of the bridge.

Based on these factors, our group positions this plan as a period of "completion of transformation and challenging new business horizons" as an approach to realizing the "Oriental Shiraishi Group's vision for 2030," aiming for sustainable growth.

1. Basic Policy

Completing transformation and challenging new business horizons

- Continuously create core business volume:
Based on our unique specialized technologies, we will consistently create and acquire high value-added projects to extend the lifespan of infrastructure.
- Transforming our earnings structure:
We will strongly promote precasting, as well as the digital transformation, automation, and remote operation of construction processes, to establish a corporate structure that achieves both high productivity and profitability.
- Expanding into new business areas:
We will accelerate efforts to capture the demand related to domestic defense projects, expand our overseas business, broaden our business areas through M&A, and respond to the demand of maintenance and repairs of local infrastructure through public-private partnerships.

2. Numerical targets (2028 targets)

Beyond simply expanding our scale, we aim to achieve consolidated sales of 80 billion yen and an ROE of 8.0% or higher as soon as possible by reliably executing high-value-added work and simultaneously pursuing profitability and social contribution.

(Yen amounts are rounded down to millions, unless otherwise noted.)

Indicator	FY2025 Actual	FY2028 Target
Consolidated net sales	68,800	80,000
Gross profit margin	18.0%	19.5%
Operating profit	5,300	6,800
Profit attributable to owners of parent	3,300	4,400
ROE (Return on equity)	6.5%	8.0% or higher

3. Shareholder Return Policy

While maintaining the conventional target of approximately 70% for the Total Payout Ratio, we have newly established the dividend on equity (DOE) as a dividend indicator, with a target of 4.0% for the DOE in fiscal year 2028.

- DOE : 4.0%
- Total Payout Ratio : approximately 70%

4. Management Strategy

- Financial and Capital Strategy
We will revise our shareholder return policy to achieve both improved capital efficiency and stable shareholder returns.
- Technology development (fostering a safety culture/promoting DX)
We will promote the advancement of our safety and quality control system and productivity improvement by integrating our technical capabilities with the latest technologies.
- Human Resources Strategy (Developing the next generation of talent to lead our technology and human capital)
We aim to create the strongest organization that leverages people and technology by pursuing the expansion of human capital, the development of key personnel, and improved engagement.
- Promoting environmental initiatives
We aim to achieve our SBTi targets and maximize environmental value to expand our order opportunities.
- Strengthening corporate governance / Ensuring the sustainability of supply chains
We aim to evolve into a robust group management system that transforms social trust into value.