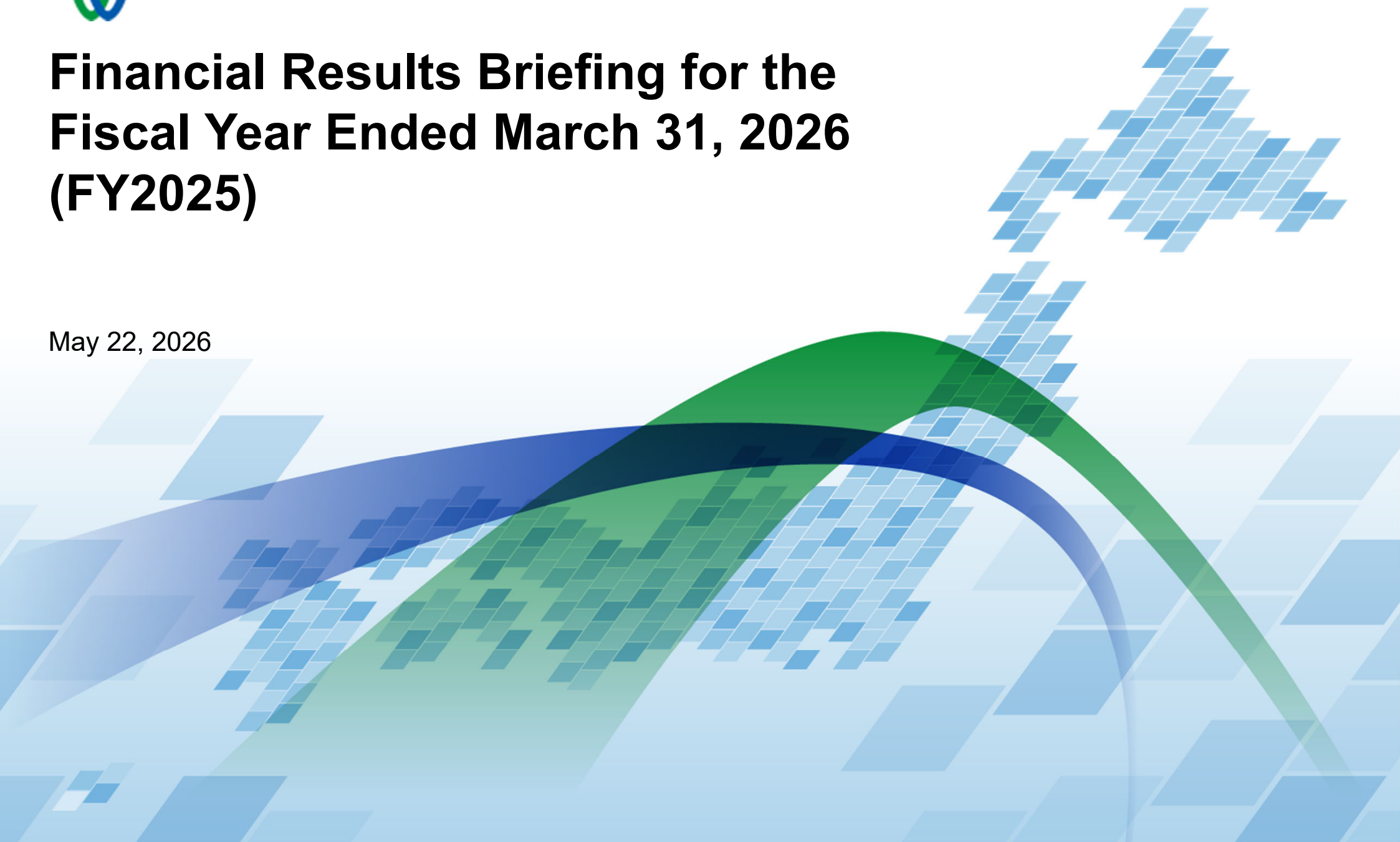




MIYAJI ENGINEERING GROUP, INC.

Financial Results Briefing for the Fiscal Year Ended March 31, 2026 (FY2025)

May 22, 2026



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I. Financial Results for FY2025

Key Topics for FY2025

- ◆ During the fiscal year under review, although the Japanese economy experienced a gradual recovery, close attention must be paid to impacts from the situation in the Middle East and softening consumer sentiment, despite signs of a pick-up in consumer spending.
- ◆ Although public investment (budget base) remained firm, order volume based on operational volume continued to decline due to impacts from soaring per-unit construction costs caused by rising wages and prices.
- ◆ In the mainstay bridge business segment, new construction-related orders (monetary base) totaled ¥199.0 billion, a decline from the ¥252.5 billion in the previous fiscal year (both based on our aggregate calculation). Moreover, order volume based on steel weight, which for the past few years has trended above 100,000 tons, fell below 100,000 tons to 96,000 tons in the fiscal year under review (based on the Japan Bridge Association's aggregate calculation).
- ◆ As for large-scale renovation and maintenance-related projects, the scaling back of new contracts continued due to impacts from business budgets and other factors, and despite orders totaling ¥210.0 billion and exceeding the ¥180.2 billion in the previous fiscal year (both based on our aggregate calculation), it was not enough to compensate for the decrease in orders in new construction-related projects.
- ◆ Amid this harsh business environment, orders received amounted to ¥50,577 million, a decrease over the ¥71,400 million recorded in the previous fiscal year (down 29.2% year on year).

Key Topics for FY2025

- ◆ Net sales amounted to ¥56,659 million (down 24.2% year on year), mainly due to the absence of projects in the current fiscal year that are similar to intensive construction work related to large-scale renovation and maintenance-related projects that boosted net sales in the previous fiscal year.
- ◆ Despite initiatives to improve production efficiency and construction profitability, and operational efficiency improvements through work style reforms, for the same reason as net sales, operating profit was ¥4,525 million (down 50.6% year on year), ordinary profit was ¥4,830 million (down 49.1% year on year), and profit attributable to owners of parent was ¥3,264 million (down 32.7% year on year), all marking decreases from the previous fiscal year.
- Certain consolidated subsidiaries have changed the attribution method of the estimated amount of retirement benefits and the accounting method of unrecognized actuarial differences from the beginning of the fiscal year ended March 31, 2026. These changes were applied retroactively, and relevant figures for the previous fiscal year were restated accordingly.

Financial Results Summary for FY2025



Net sales and profit both declined year on year due to factors including the absence of intensive construction work related to large-scale renovation and maintenance-related projects, and orders received decreased year on year due to the impact of the harsh business environment.

(Million yen)

	FY2023	FY2024		FY2025	
	Results	Results	YoY change	Results	YoY change
Net sales	69,365	74,725	7.7%	56,659	-24.2%
Operating profit	7,904	9,157	15.8%	4,525	-50.6%
Ordinary profit	7,908	9,485	19.9%	4,830	-49.1%
Profit attributable to owners of parent	4,354	4,851	11.4%	3,264	-32.7%
Orders received	84,486	71,441	-15.4%	50,577	-29.2%
Order backlog	115,780	112,496	-2.8%	106,413	-5.4%

Main Projects Sold (1)

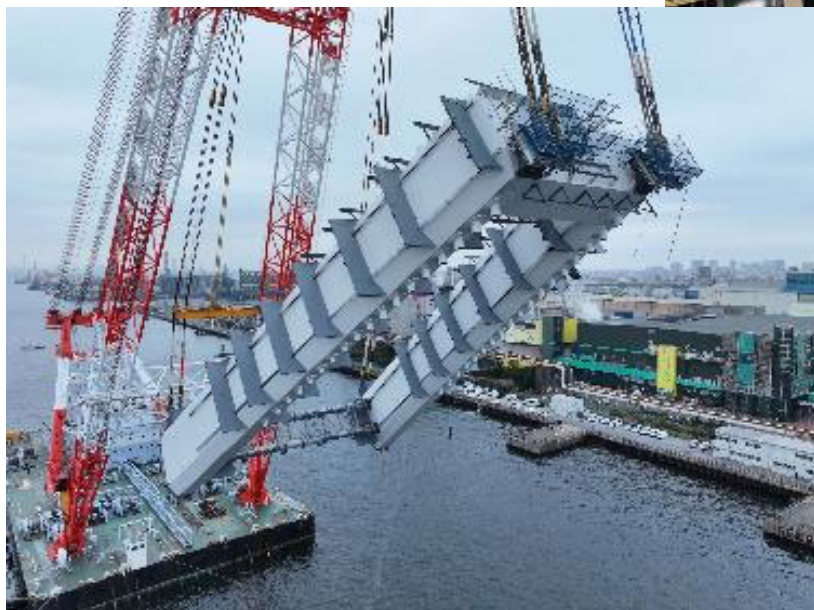
New construction-related projects

Construction (Phase II) of Kawasaki Harbor Road Higashi-Ogishima Mizue-cho Line main bridge superstructure
Kanto Reginal Development Bureau



Design and construction work of Daini-Keihan Expressway Kadoma East viaduct (superstructure of steel bridge)
West Nippon Expressway Company

Construction work of the Metropolitan area center communication Expressway Iinuma River Viaduct (steel superstructure)
West East Nippon Expressway Company Limited



Main Projects Sold (2)

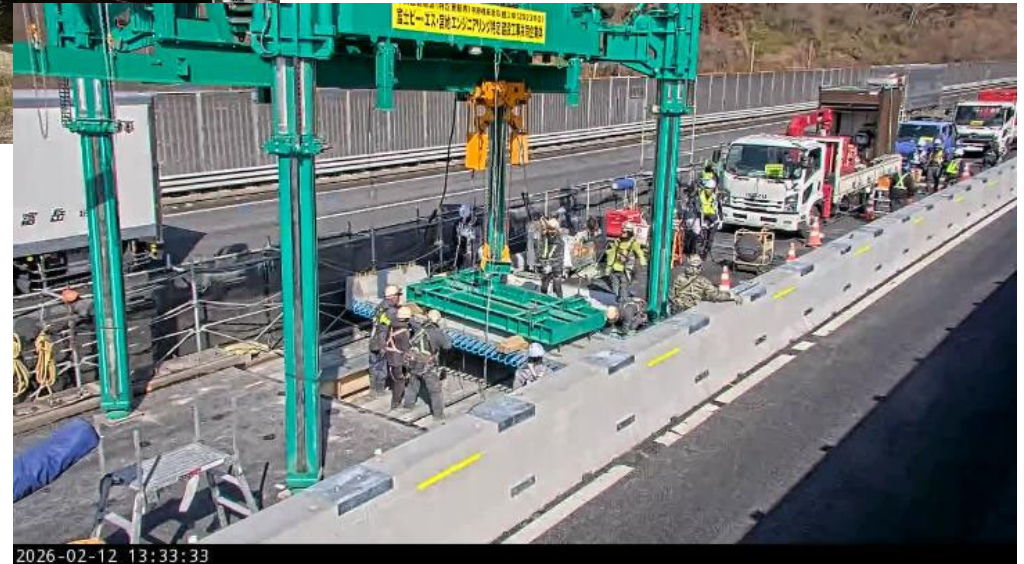
Large-scale renovation and maintenance-related projects

Construction work of
Somagawa Bridge
West Nippon Expressway
Company Limited



Tohoku Expressway Tone River Bridge
seismic reinforcement work
East Nippon Expressway Company Limited

Floor slab replacement works of Nakano Bridge
on Chuo Expressway
Central Nippon Expressway Company Limited



Main Projects Sold (3)

Railroad-related and special buildings projects



Gt58 manufacturing and erection work as part of FY2025 civil engineering work associated with the continuous grade separation work (Section 5) around Awaji Station on the Kyoto Line/Senri Line
Hankyu Corporation
(Main contractor) JV of Mori-Gumi Co.,Ltd., SHIMIZU CORPORATION, and Fujita Corporation



Construction of Kuma River Fourth Bridge
Kumagawa Railroad Co., Ltd.
(Main contractor) JV of Kyutetsu Corporation Co., Ltd. and Hayamizu Construction Co., Ltd.



Overview of Main Construction Project Orders



MIYAJI ENGINEERING GROUP, INC.

The Group's main construction project orders

Floor slab replacement works of
Takadagawa Bridge on
Chuo Expressway
Central Nippon Expressway Company
Limited



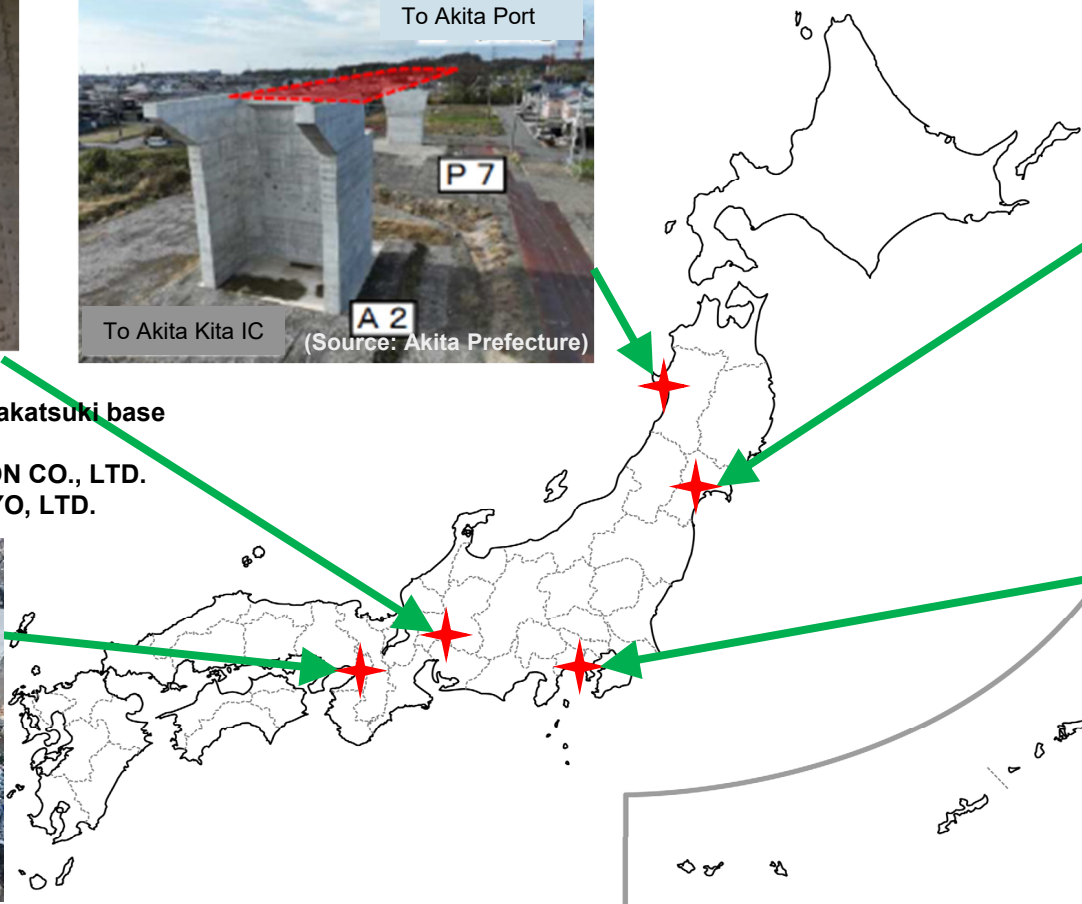
Akita Port access road improvement work
Akita Regional Development Bureau,
Akita Prefecture



Construction work of the Sendaimiyagi
Dramp bridge in Tohoku Expressway
East Nippon Expressway Company Limited



Shinkansen Shin-Meishin Expressway Takatsuki base
of operations new construction work
(Main contractor) MEIKO CONSTRUCTION CO., LTD.
(Primary Subcontractor) NIPPON SHARYO, LTD.



(Rendering)

Yokohama Port Shin-Honmoku area
seawall (wave protection)
construction work
Kanto Reginal Development Bureau

Results by Segment (1)



**MIYAJI ENGINEERING and MM BRIDGE both saw decreases in revenue and profit year on year.
Orders received decreased under harsh conditions.**

		(Million yen)				
		FY2023	FY2024		FY2025	
		Results	Results	YoY change	Results	YoY change
Net sales		69,365	74,725	7.7%	56,659	-24.2%
	MEC	39,729	44,435	11.8%	38,792	-12.7%
	MMB	29,639	30,278	2.2%	17,786	-41.3%
	Other	5	4	-15.0%	12	170.6%
Operating profit		7,904	9,157	15.9%	4,525	-50.6%
	MEC	4,452	4,001	-10.1%	3,976	-0.6%
	MMB	3,426	5,156	50.5%	630	-87.8%
	Other	3,774	4,556	20.7%	2,966	-34.9%
Orders received		84,486	71,441	-15.4%	50,577	-29.2%
	MEC	45,063	45,042	-0.0%	30,706	-31.8%
	MMB	39,417	26,393	-33.0%	19,859	-24.8%
	Other	5	4	-15.0%	12	170.6%
Order backlog		115,780	112,496	-2.8%	106,413	-5.4%
	MEC	62,596	63,203	1.0%	55,116	-12.8%
	MMB	53,148	49,263	-7.3%	51,337	4.2%
	Other	-	-	-	-	-

Results by Segment (2)

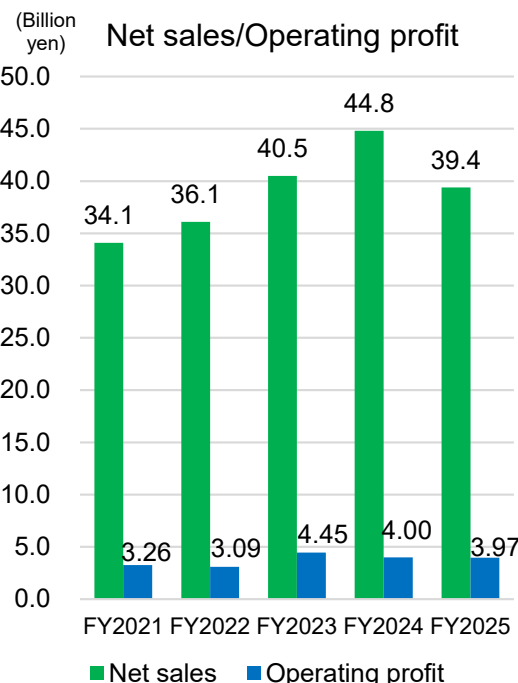


MIYAJI ENGINEERING

Orders received for new construction included the National route No. 57 Shiohitashigawa bridge superstructure (down line) construction in Kumamoto prefecture for the Kyushu Regional Development Bureau and the Construction Work of the superstructure (P7—A2) of the Kurodori Viaduct for the Shikoku Regional Development Bureau. Due to the impact of the harsh business environment, orders were ¥30.7 billion, falling below the previous fiscal year.

Net sales reached ¥39.4 billion thanks to progress on projects such as the construction work of the superstructure of the main bridge on Kawasaki Harbor Road Higashi Ogishima Mizue-cho Line for the Kanto Regional Development Bureau, the design and construction work of the Daini-Keihan Expressway Kadoma East viaduct (superstructure of steel bridge) for West Nippon Expressway Company, and the new construction of crossing section of Kanjo 4 Expressway within Shinagawa Station building, etc. for KAJIMA CORPORATION.

In terms of profit, operating profit was ¥3.97 billion due to initiatives to improve production efficiency and construction profitability, and operational efficiency improvements through work style reforms.



Future initiatives

Allocating management resources in a balanced manner, from new construction-related projects to maintenance business

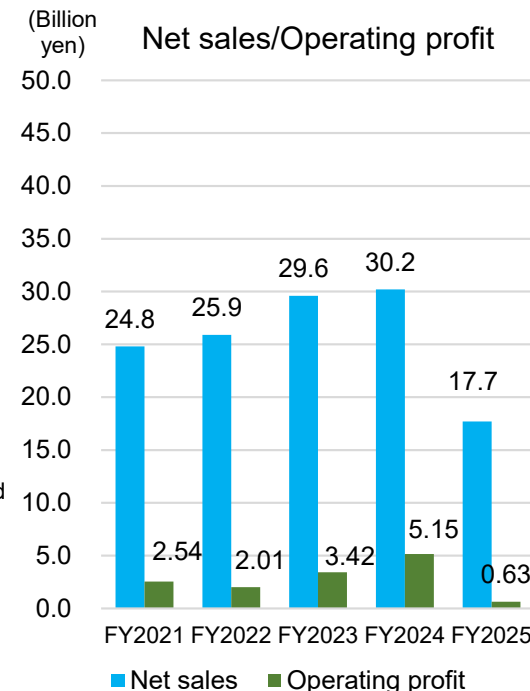
In line with the principle of “responsible and proactive public finances,” to restore the strength of the Japanese economy, it is expected that new construction-related projects will recover and that large-scale project plans in urban areas will be promoted. We will aim for optimized management that appropriately allocates available resources on new construction-related, large-scale renovation and maintenance-related, and private-sector projects (including railroads, structure with large interior spaces and coastal structures, etc.). At the same time, we will strive to improve productivity through technological development, and work to secure and train human resources, promote the career advancement of women, and carry out work style reforms.

MM BRIDGE

Orders received fell 25% year on year to ¥19.8 billion, despite an order for a large-scale ECI project for the construction work of Sendaimiyagi Dramp bridge in Tohoku Expressway for East Nippon Expressway.

Net sales fell 41% year on year to ¥17.7 billion due to reductions in the scope of work for some construction projects, despite steady progress on projects such as the Sasebo Viaduct widening construction and the construction work of Somagawa Viaduct (superstructure of steel bridge) for West Nippon Expressway.

In terms of profit, operating profit decreased year on year to ¥0.63 billion due to soaring materials and equipment, and labor costs and a decrease in net sales, despite the implementation of measures such as cost reductions and price improvements.



Future initiatives

Establishing a revenue base by strengthening our ability to secure orders and promoting DX

In addition to renovation and large-scale maintenance work driven by progress in strengthening national resilience, we will strengthen our ability to secure orders by leveraging our technical capabilities through the reliable undertaking of large-scale and highly difficult construction projects, including new construction. At the same time, by promoting digital transformation, we will aim to improve productivity and reduce costs in each process of design, construction, and management, while also securing and training human resources. Through business operations that prioritize profitability, we will aim to achieve sustainable growth and build a stable revenue base.

Result by Business Segment (1)

Orders received and net sales both decreased

(Million yen)

	Orders received					Net sales				
	FY2023	FY2024		FY2025		FY2023	FY2024		FY2025	
	Results	Results	Vs. PY	Results	Vs. PY	Results	Results	Vs. PY	Results	Vs. PY
Total	84,486	71,441	-15.4%	50,577	-29.2%	69,365	74,725	7.7%	56,659	-24.2%
New construction	34,309	45,376	32.2%	13,945	-69.3%	27,192	36,190	33.0%	27,405	-24.3%
Large-scale renovation and maintenance	33,051	6,707	-79.7%	12,843	91.5%	19,742	19,746	0.0%	11,308	-42.7%
Railroads	14,122	16,428	16.3%	14,507	-11.7%	13,241	14,461	9.2%	13,178	-8.9%
FRP, other	1,285	776	-39.5%	692	-10.9%	958	962	0.3%	807	-16.1%
Buildings with large interior spaces and special buildings	1,589	1,444	-9.1%	3,072	112.7%	1,339	2,016	50.5%	3,091	53.3%
Coastal structures	47	659	1,273.2%	5,410	721.0%	6,809	1,299	-80.9%	762	-41.3%
Solar power generation	80	48	-39.7%	106	120.1%	80	48	-39.7%	106	120.1%

- ◆ For new construction-related projects, orders received totaled ¥13,945 million, including orders for the National route No. 57 Shiohitashigawa bridge superstructure (down line) construction in Kumamoto prefecture
- ◆ For railroad-related projects, orders received totaled ¥14,507 million, including orders for the Fabrication of Girders for the rebuilding of the Omihachiman-Shinohara Nibo-gawa Bridge
- ◆ For new construction-related projects, net sales were ¥27,405 million, due partly to the construction work of the superstructure of the main bridge on Kawasaki Harbor Road Higashi-Ogishima Mizue-cho Line
- ◆ For large-scale renovation and maintenance-related projects, net sales were ¥11,308 million, due partly to the Sasebo Viaduct widening construction on the Sasebo Road

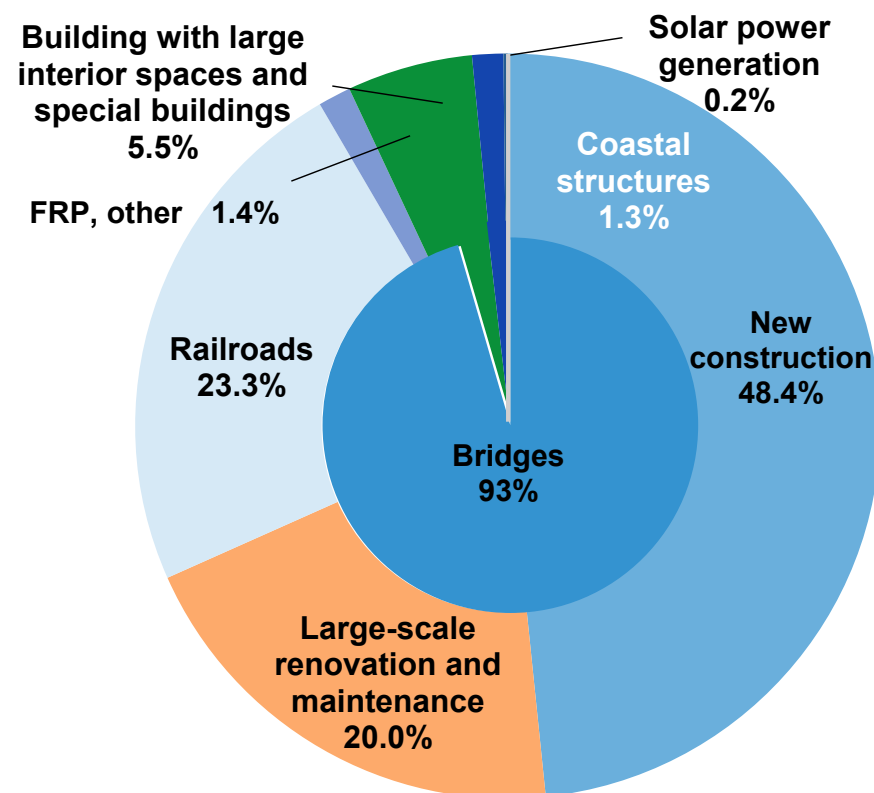
Results by Business Segment (2)

Industry-leading comprehensive bridge construction and engineering company

We provide integrated design, manufacturing, construction planning, and construction for steel bridges, including long-span bridges, structures with large internal spaces, such as towers and domes, and coastal structures.

Bridges	New construction	Design, manufacturing, construction planning, and engineering of new bridges, including large-scale projects
	Large-scale renovation and maintenance	Large-scale renovation projects that use the latest technologies to restore the structures of expressways to a level of performance and functionality equivalent to or exceeding those of the expressways when they were newly constructed. Design, manufacturing, construction planning, and engineering for existing bridge repairs, widening, post-disaster restoration, removal, replacement, etc.
	Railroads	Design, manufacturing, construction planning, and engineering for railway bridges spanning rivers and roads, and bridges over railways, which require advanced technical capabilities
	FRP, other	Sale and operation contracting related to products developed in-house and patented technologies such as inspection Access Way and panels made with FRP
Buildings with large interior spaces and special buildings		Construction planning and engineering for high-rise towers such as Tokyo Skytree and domes such as Es Con Field Hokkaido
Coastal structures		Design and manufacturing of immersed steel tube tunnels, caissons, jackets, floating breakwaters, and other structures that require specialized design technology capabilities
Solar power generation		Solar power generation using the grounds of a former factory

FY2025 sales composition by business segment

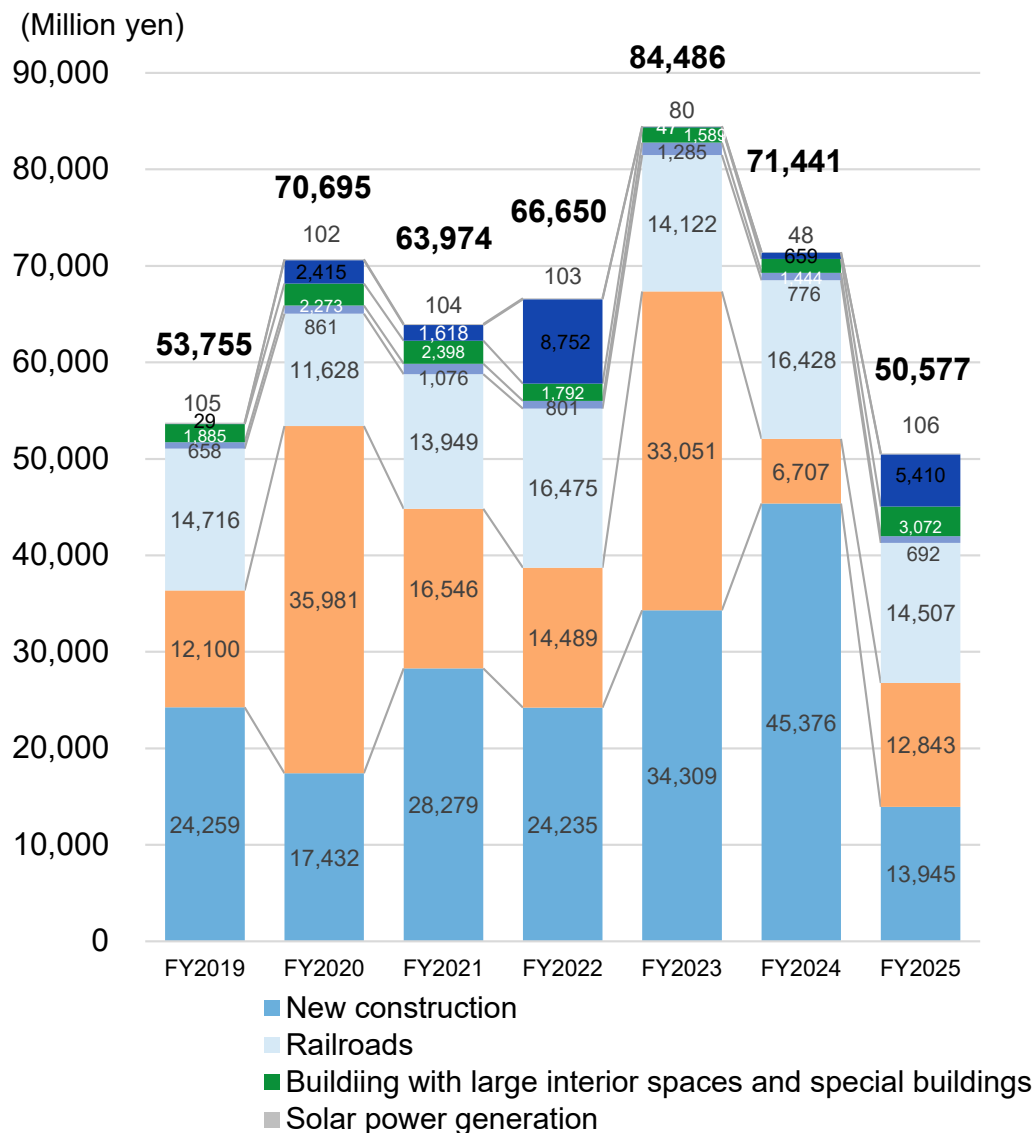


Results by Business Segment (3)

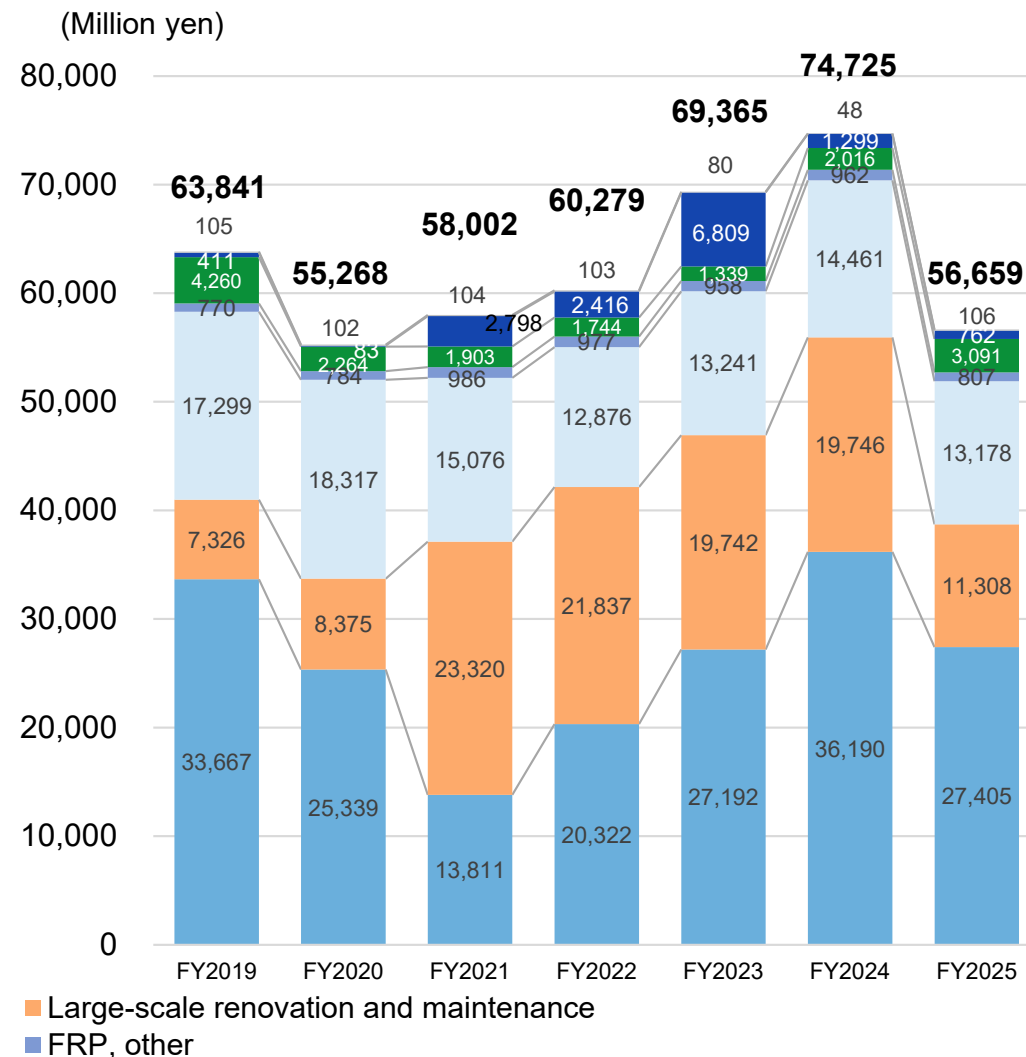


MIYAJI ENGINEERING GROUP, INC.

Orders received trends



Net sales trends



Balance Sheet and Cash Flows



The equity-to-asset ratio increased to 52.2% from 45.0% on March 31, 2025

Main balance sheet items

		(Million yen)		
		March 31, 2024	March 31, 2025	March 31, 2026
Total assets		74,146	90,597	82,021
	Current assets	51,316	66,744	53,795
	Non-current assets	22,829	23,853	28,225
	Property, plant and equipment	13,911	15,484	17,887
	Intangible assets	415	439	436
	Investments and other assets	8,502	7,928	9,900
Total liabilities		27,223	42,024	32,032
	Current liabilities	22,851	37,429	27,311
	Non-current liabilities	4,371	4,594	4,721
Total net assets		46,923	48,573	49,988
	Shareholders' equity	32,788	33,561	34,279
	Accumulated other comprehensive income	7,215	7,162	8,562
	Non-controlling interests	6,918	7,849	7,147

Cash flows from operating activities increased due to a decrease in trade receivables, an increase in advances received on construction contracts in progress, and other factors.

Cash flows from financing activities decreased due to the repayment of short-term borrowings.

Main cash flow statement items

		(Million yen)		
		FY2023	FY2024	FY2025
Cash flows from operating activities		8,841	(2,652)	10,944
Cash flows from investing activities		(1,539)	(2,458)	(4,095)
Cash flows from financing activities		(1,802)	2,498	(10,980)
Net increase (decrease) in cash and cash equivalents		5,499	(2,612)	(4,131)
Cash and cash equivalents at end of period		19,115	16,502	12,370

II. Forecast for FY2026 and Medium-Term Business Plan Progress

Medium-Term Business Plan: Outlook for Business Environment (1/2)

- ◆ In line with the principle of “responsible and proactive public finances,” to restore the strength of the Japanese economy, the “Comprehensive Economic Measures to Build a ‘Strong Japanese Economy’—The Latent Power and Vigor of Japan and the Japanese People: Transforming Anxiety into Confidence—” (Cabinet Decision on November 21, 2025), and the FY2025 supplementary budget and FY2026 budget underpinning these economic measures are expected to be implemented swiftly and steadily.
- ◆ On the other hand, in the Group’s mainstay bridge business segment, the challenging business environment is expected to continue through the first half of the next Medium-Term Business Plan period (FY2027 to FY2031). As such, the expected orders for the fiscal year ending March 31, 2027 are ¥180.0 billion for new construction-related projects and ¥195.0 billion for large-scale renovation and maintenance-related projects (both based on our estimate), with both anticipated to fall short of results in the previous fiscal year.
- ◆ Competition for orders for new construction-related projects remains severe.

Medium-Term Business Plan: Outlook for Business Environment (2/2)

- ◆ Given the growing number of areas requiring renovation and maintenance work, orders for large-scale expressway renovation projects (¥7 trillion) are expected to recover gradually.
- ◆ Highly difficult, large-scale projects such as the western extension of the Wangan (Osaka Bay) Route and the Meishin Wangan Route Access Bridge are steadily moving forward. We have also received urban planning approval for the Shimonoseki–Kitakyushu Road, including No. 2 Kanmon Bridge, and work is progressing on the formulation of a basic policy.
- ◆ The market environment is expected to improve, including new construction-related projects, as Comprehensive Economic Measures to Build a “Strong Japanese Economy” are carried out.
- ◆ In railroad-related and buildings with large interior spaces and special building projects, numerous projects continue to be planned, including redevelopment projects, which are highly difficult to construct, continuous grade separation projects, and medium- and large-scale redevelopment projects in urban areas.
- ◆ We believe that this is a business environment in which the Group can make major advances in the medium term.

Forecast for FY2026

Results are expected to fall below the previous fiscal year's results, but exceed the November 2025 forecast. The dividend forecast assumes a 100% payout ratio under the policy of implementing a balanced capital policy.

(Million yen)

	FY2024		FY2025		
	Results	Vs. PY	November 2025 forecast	Forecast	Vs. PY
Net sales	56,659	-24.2%	57,000	55,000	-2.9%
Operating profit	4,525	-50.6%	1,500	2,300	-49.2%
Ordinary profit	4,830	-49.1%	1,600	2,400	-50.3%
Profit attributable to owners of parent	3,264	-32.7%	1,300	2,000	-38.7%
Annual dividend per share (yen) *1	97.5	-	Under consideration	75.0	-
Return on equity (ROE)	7.8%	-	3.2%	4.7%	-
Orders received	50,577	-29.2%	-	56,000	10.7%
Order backlog	106,413	-5.4%	-	107,413	0.9%

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

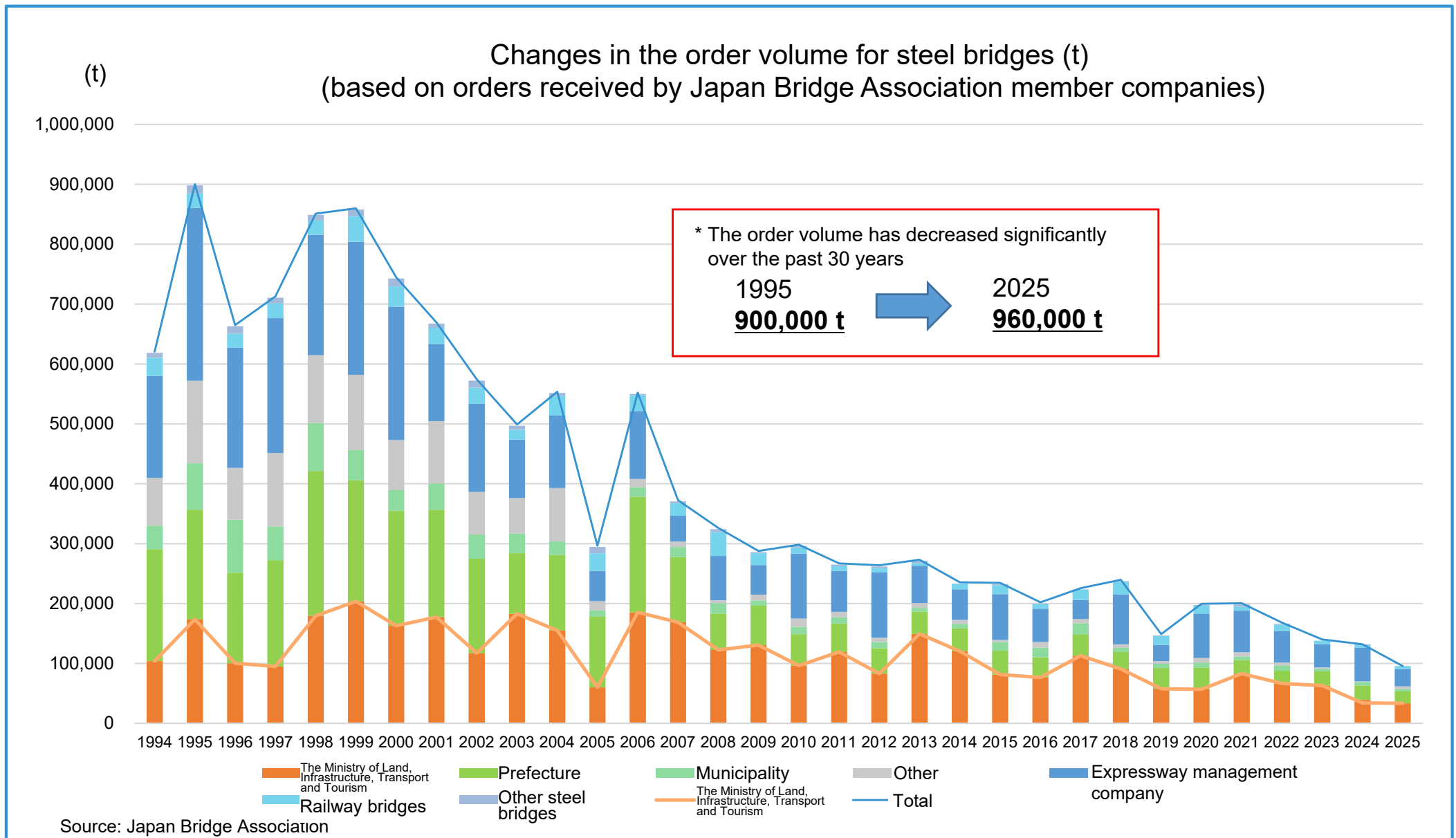
Review of Quantitative Targets (1/5)

- ◆ At the time of formulating the current Medium-Term Business Plan (FY2022 to FY2026) in May 2022, although order volumes by weight for new construction-related projects were on a declining trend, they were not expected to fall significantly below 200,000 tons.
- ◆ Large-scale renovation and maintenance-related projects, including large-scale expressway renovation projects with project size of ¥7 trillion, were also expected to remain firm, thanks to the growing number of areas requiring maintenance work and renovation.
- ◆ In the first half of the Medium-Term Business Plan period, orders were steadily accumulated in highly difficult new construction-related and large-scale renovation and maintenance-related projects, with the order backlog exceeding ¥100.0 billion.
- ◆ Net sales and profit also remained firm, and in the fiscal year ended March 31, 2025, profit targets for the final year of the Medium-Term Business Plan were exceeded.

Review of Quantitative Targets (2/5)

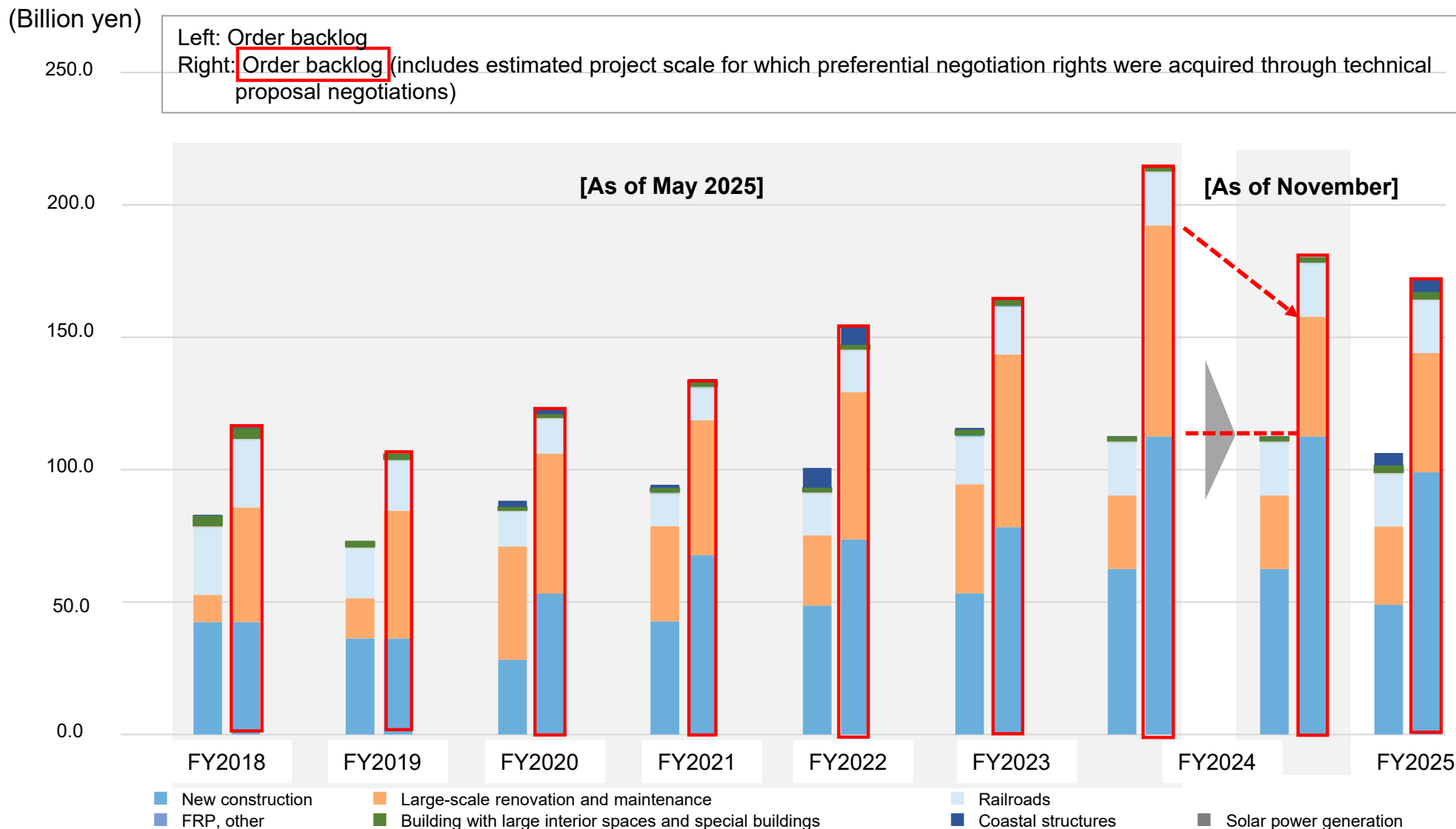
- ◆ On the other hand, due to delays in detailed design and third-party consultations in technically difficult large-scale renovation and maintenance-related projects, which resulted in delays in construction timing, sales, and profit for the second half of the Medium-Term Business Plan period were expected to decline. Accordingly, sales and profit targets were revised downward at the financial results briefing in November 2024.
- ◆ Orders for new construction-related projects in terms of volume declined further due to factors such as rising prices.
- ◆ In large-scale renovation and maintenance-related projects, the need for major additional budgets for existing construction contracts accelerated the move to scale back or postpone construction work—not only for new construction contracts, but also for projects already in the detailed design phase under technical proposals and negotiation methods.
- ◆ As the drastically changed challenging business environment is expected to continue through the first half of the next Medium-Term Business Plan period, sales and profit targets for the final year of the current Medium-Term Business Plan were revised downward again at the financial results briefing held in November 2025.

Review of Quantitative Targets (3/5)



Review of Quantitative Targets (4/5)

Order Backlog Trends



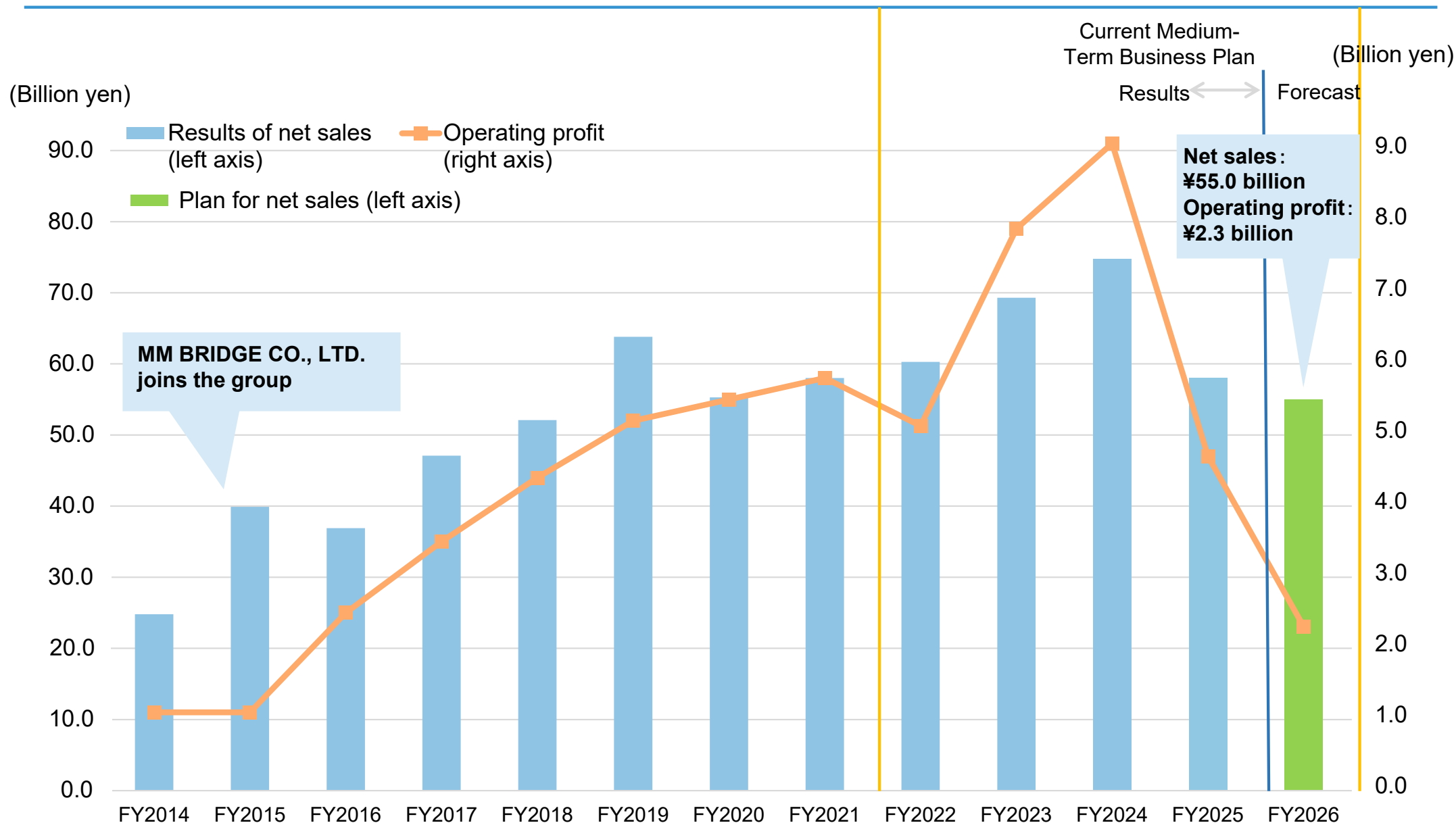
Review of Quantitative Targets (5/5)

(Million yen)

	FY2022	FY2023	FY2024	FY2025	FY2026	
	Results	Results	Results	Results	Target As of November 2025 review	Forecast
Net sales	60,279	69,365	74,725	56,659	57,000	55,000
Operating profit	5,127	7,904	9,157	4,525	1,500	2,300
Ordinary profit	5,373	7,908	9,485	4,830	1,600	2,400
Profit attributable to owners of parent	3,077	4,354	4,851	3,264	1,300	2,000
Annual dividend per share (yen) *1	35	96	97.5	97.5	Under consideration	75
Equity-to-asset ratio	56.3%	54.0%	45.0%	52.2%	55%	59.3%
Return on equity (ROE)	8.9%	11.5%	12.1%	7.8%	3.2%	4.7%
Return on assets (ROA)	8.6%	11.5%	11.5%	5.6%	2.1%	3.1%

*1 The Company conducted a two-for-one stock split of its common shares on October 1, 2023, and October 1, 2024. Annual dividend per share reflects this stock split.

Net Sales and Operating Profit: Results and Forecast



Review of Shareholder Returns (1/2)

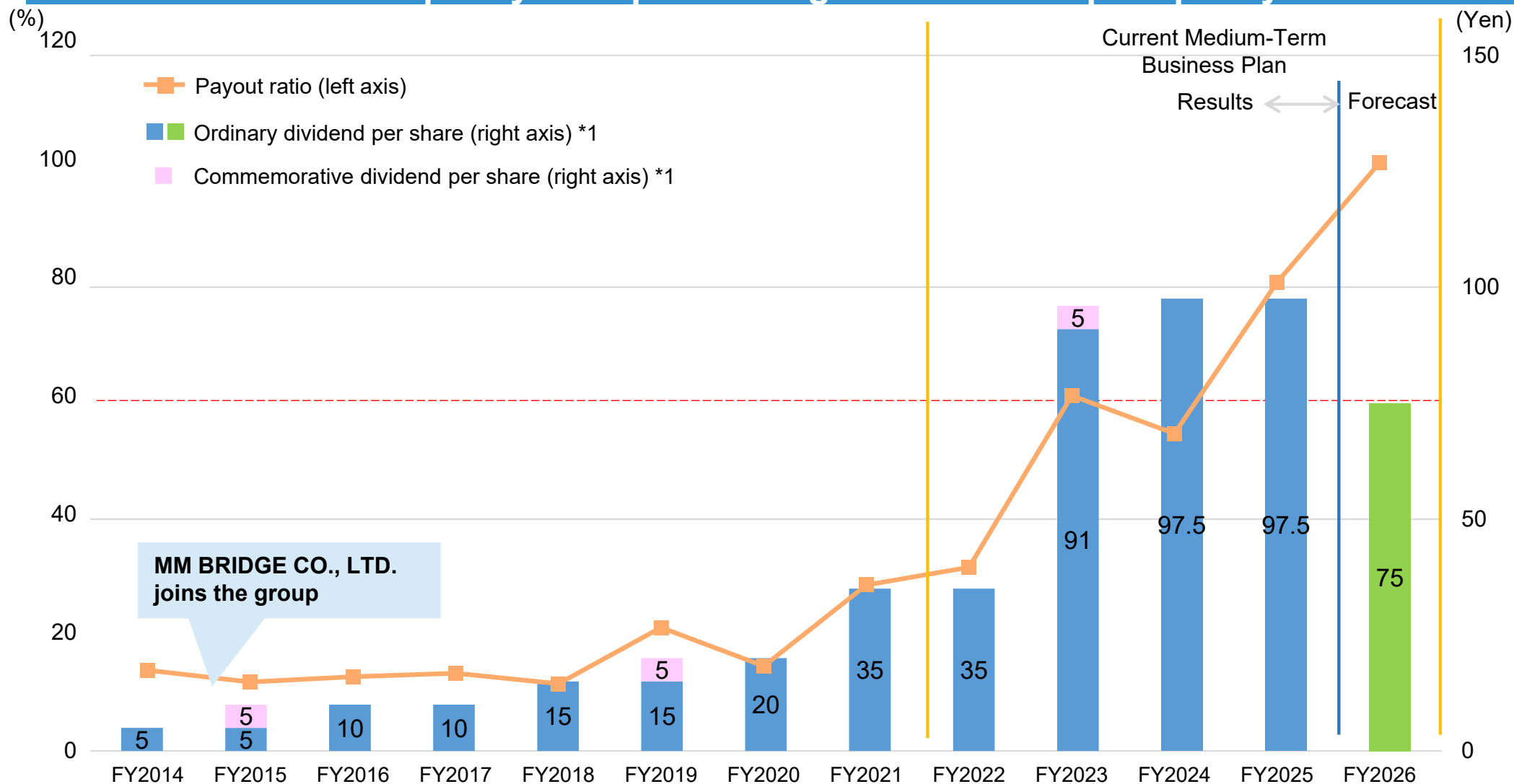
- ◆ From a medium- to long-term perspective, the Company considers the establishment of a highly sustainable corporate structure, the enhancement of corporate value, and the return of profits to shareholders as important management policies, while at the same time we have a basic policy of implementing a balanced capital policy, including investments for sustainable growth, a concept shared by all shareholders and stakeholders.
- ◆ Based on this policy, a payout ratio of 30% was set from the fiscal year ended March 31, 2022, when the Medium-Term Business Plan was formulated.
- ◆ In response to the request from the Tokyo Stock Exchange in March 2023, the Company announced in August 2023 its “Action to Implement Management that is Conscious of Cost of Capital and Stock Price,” and revised its dividend policy to implement flexible shareholder returns in line with performance, with a payout ratio of approximately 60%, while appropriately controlling the level of equity capital.

Review of Shareholder Returns (2/2)

- ◆ In anticipation of the business environment that is expected to recover in the second half of the next Medium-Term Business Plan period, we will use this time to further refine our advanced technical and construction capabilities and build up our strengths. While steadily implementing employee returns and investment strategies required to help the Company make major advances in the medium- to long-term, we believe the current priority is to maintain a sound financial structure.
- ◆ To reward shareholders who continue to support the Company, even amid a decline in sales and profit, we will maintain our target of an equity-to-asset ratio of roughly 55% and allocate any remaining profits after implementing the necessary growth measures to shareholder returns.

Dividends: Results and Forecast

The dividend forecast is set at a level equivalent to a payout ratio of 100%, in line with the policy of implementing a balanced capital policy.



*1 The Company conducted a two-for-one stock split of its common shares on October 1, 2023, and October 1, 2024. Dividend per share reflects this stock split.

Status of Key Strategies



Key strategy	Progress evaluation	Progress status	
1) Participate in new, large-scale bridge projects	△	Although detailed designs for the major project of constructing a new bridge in the western extension of the Wangan (Osaka Bay) Route of the Hanshin Expressway is underway, progress is behind initial expectations due to reasons including the budget.	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	△	In many projects where we have obtained preferential negotiation rights under technical proposals and negotiation methods and are proceeding with detailed design, there are ongoing moves to scale back or postpone construction work, and we are continuing negotiations for improvement.	
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 have completed the renewal work of the Kurihashi Equipment Center, completed land development for the Hyogo Equipment Center relocation site, completed the detailed design of the new office building at the Chiba Works and construction started in January 2026.	
6) Strengthen alliances	○	We have secured preferential negotiation rights for large-scale renovation and maintenance-related projects through an industry spanning JV with a general contractor. We are continuing to respond to bids for multiple projects by an 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 published Integrated Report 2025 with enhanced disclosure of non-financial information on September 30, 2025. We received a B score in CDP's Climate Change Report 2025.	

Progress Status of Measures

Large-scale renovation and maintenance-related projects completed in FY2025 or currently in progress, acquired through an industry-spanning JV with general contractors, etc.



Reconstruction Project (Construction) of City Expressway Route 1 and Others of Shinsuzaki Section

JV of OBAYASHI, DAIHO, YAHAGI, KAWADA, MMB, MIYAJI, The Takigami Steel Construction, and KOMAIHALTEC



Floor slab replacement works of Nakano Bridge on Chuo Expressway (FY2023)
Central Nippon Expressway Company Limited
JV of Fuji P.S. and MIYAJI ENGINEERING

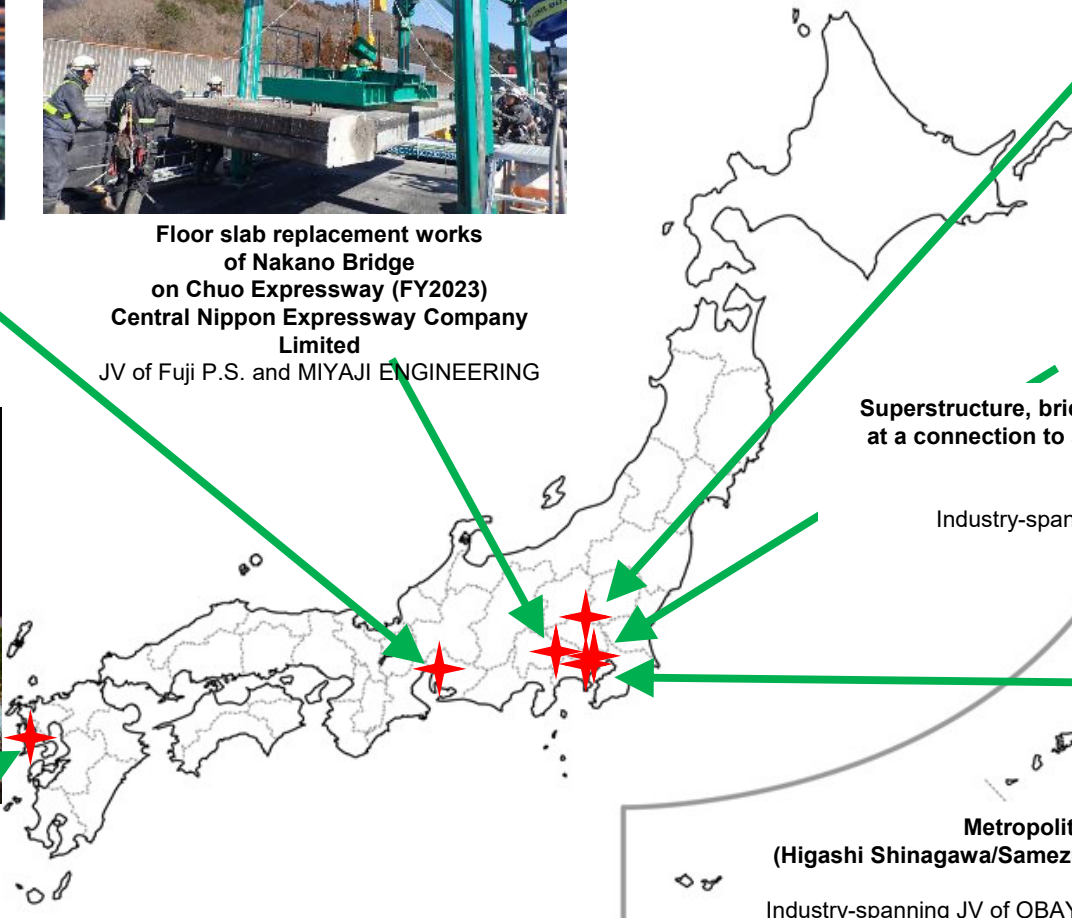
Tohoku Expressway Tone River Bridge seismic reinforcement work
East Nippon Expressway Company Limited
JV of MMB and TEKKEN CORPORATION



Superstructure, bridge pier, and foundation construction at a connection to a tunnel on the Inner Circular Route 6 (Nihonbashi area) Mukojima Line
Metropolitan Expressway Co., Ltd.
Industry-spanning JV of JFE, MMB, Kajima, and TOA



Sasebo Viaduct widening construction on the Sasebo Road
West Nippon Expressway Company Limited
JV of MMB, The Takigami Steel Construction, and Fuji P.S.

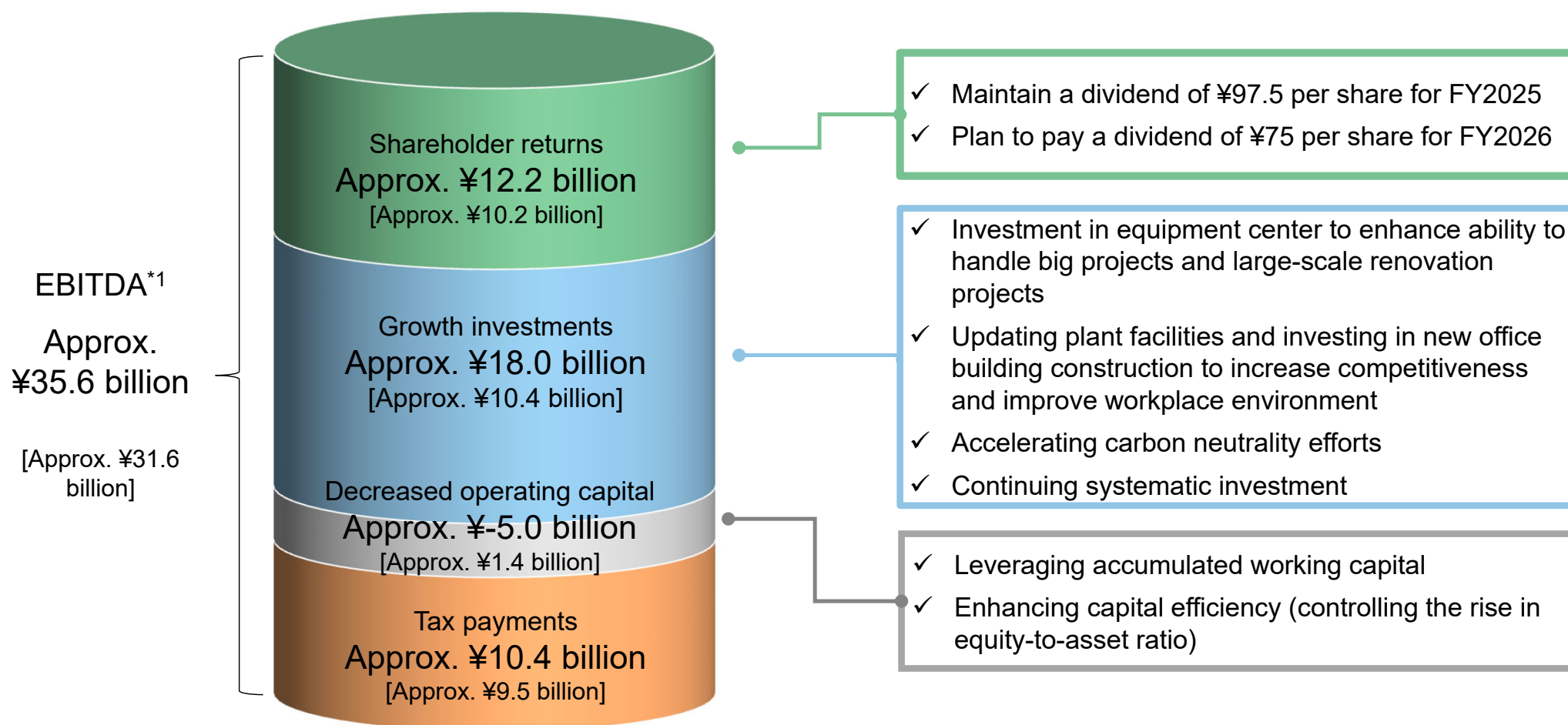


Metropolitan Expressway Route 1 (Haneda Line) (Higashi Shinagawa/Samezu reclaimed land area) renewal project
Metropolitan Expressway Co., Ltd.
Industry-spanning JV of OBAYASHI, SHIMIZU, Sumitomo Mitsui, TOA, Asunaro Aoki, KAWADA, Tokyo Tekkotsu, MMB, and MIYAJI

Capital Strategy

Our basic policy is to pursue a balanced capital policy, while also paying attention to capital efficiency, and pursuing investment for sustainable growth and a certain expansion of capital.

Total for FY2022 to FY2026



*1 Earnings Before Interest Taxes Depreciation and Amortization (Note) Numbers in [] are cumulative result totals from FY2022 to FY2025

Investment Strategy

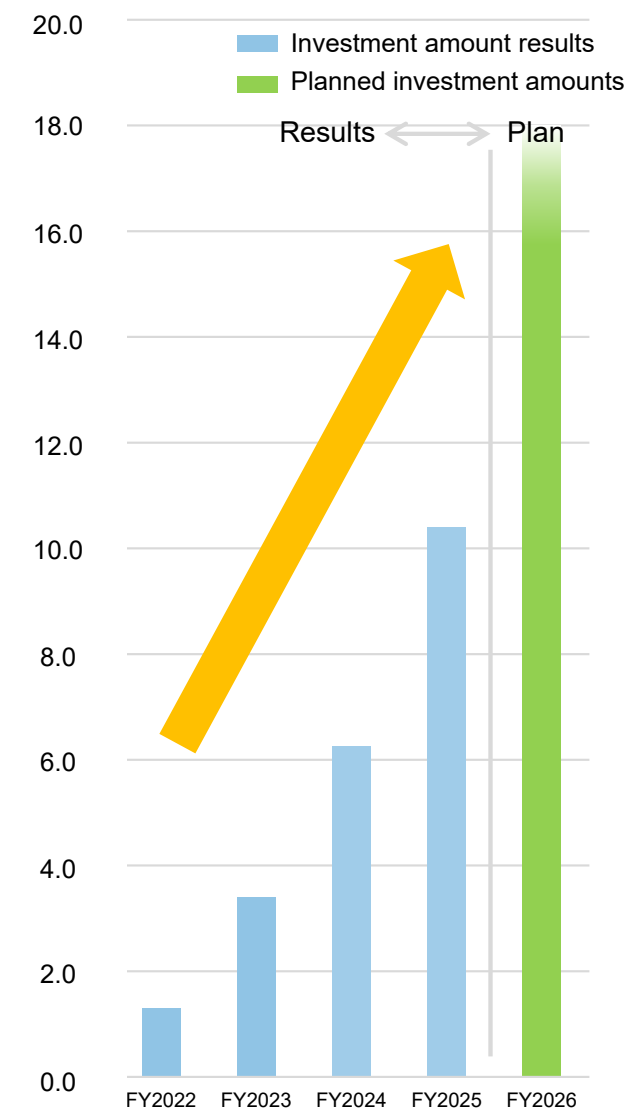


MIYAJI ENGINEERING GROUP, INC.

		Investment forecast for next five years	Cumulative total	Details on investments
Production capacity efficiency improvement and optimization	Yard improvement and space optimization	¥0.15 billion	¥0.02 billion	Completed rebuilding of painting plant
	Rebuilding of painting plant	¥1.30 billion	¥1.18 billion	Completed installation of 50 t large gantry crane in temporary assembly yard
	Update and repair of plant equipment, seismic reinforcement of buildings	¥2.50 billion	¥1.75 billion	Working to successive renovations of other facilities
	New office building construction	¥6.00 billion	¥2.34 billion	Construction started in January 2026 following completion of building confirmation approval
	Equipment Center renovations	¥1.05 billion	¥0.94 billion	Completed rebuilding of storage warehouse and new office building of Kurihashi Equipment Center
	Equipment Center equipment replacement	¥1.70 billion	¥2.54 billion	Carrying out rolling updates of facilities such as yard gantry cranes
	Additional revisions to Kurihashi Equipment Center storage yard	¥1.05 billion	—	High possibility of carryover because no alternative site has been found
	Additional relocation and expansion of Hyogo Equipment Center	¥1.25 billion	¥0.68 billion	Site development completed and construction started in February 2026
Carbon neutrality-related investment	Additional specific initiatives for achieving carbon neutrality by 2050	¥0.90 billion	¥0.13 billion	Considering installation of solar power generation equipment at the Hyogo Equipment Center
Business portfolio expansion and optimization	New business development	¥1.10 billion	¥0.86 billion	Continuing to develop new technologies at a rate of 10 technologies per year
Reinforce comprehensive engineering functions	Technology development			Actively working to increase operational efficiency by utilizing DX
	M&As	¥1.0 to ¥3.0 billion expected	—	Making preparations to positively consider projects that contribute to sustained growth
Total growth investment		¥18.0 to ¥20.0 billion expected		

Total investment amount trend

(Billion yen)

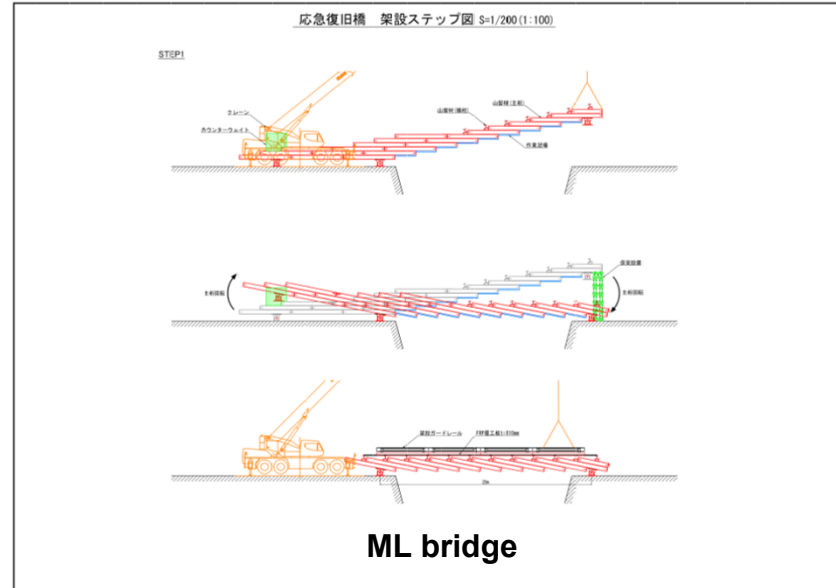




Floor slab replacement machine



New launching device



ML bridge



MIYAJI ENGINEERING CO., LTD. Hyogo Equipment Center
After land development (area outlined in red)

Initiatives for Tackling Societal Issues

Group Initiatives for Tackling Societal Issues

Responding to Natural Disasters as a Team of Steel Structure Specialists

- ◆ Emergency restoration of Tohoku Shinkansen viaducts after Great East Japan Earthquake and Fukushima Offshore Earthquake
- ◆ Kumamoto Earthquake:
 - Iidamaru Gokai-Yagura Turret collapse prevention measures
 - Daiichi-Shirakawa Bridge: Removal and restoration using cable cranes
- ◆ Typhoon Hagibis: Emergency restoration of Hino Bridge
- ◆ July 2020 Torrential Rain: Bridge restoration work in the Kuma River Basin, Kumamoto

Personnel Development and Diversity Promotion

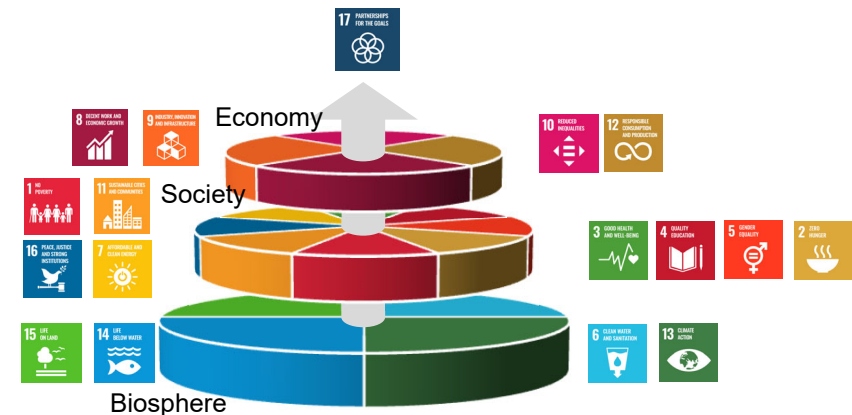
- ◆ Initiatives to acquire and retain Eruboshi/Kurumin certifications
- ◆ Initiatives for passing on technologies, skills, and corporate culture
- ◆ Formulation of Human Rights Policy and Health and Productivity Management Policy
- ◆ Creating workplace environments that produce innovation

Environmental Initiatives

- ◆ Solar power generation equipment operational at former Matsumoto Works site
- ◆ Solar power generation equipment installation completed at Kurihashi Equipment Center
- ◆ GHG emissions (Scope 1, 2, and 3), and risks and opportunities based on scenario analysis disclosed
- ◆ Coral reef conservation activities using cathodic protection technology for coastal structures (biodiversity initiative)



Received a B score in the climate change area and a B-score in the water security area in CDP's Climate Change Report 2025



Creation and Improvement of Corporate Governance System

- ◆ June 2021 Transitioned to a Company with an Audit and Supervisory Committee; established Nomination and Compensation Committee
- ◆ June 2022 Transitioned to a seven-member Board of Directors (a majority of four Outside Directors)
- ◆ June 2023 Appointed one female Director (Outside Director)
- ◆ June 2025 Increased the number of female Directors from one to two (Outside Directors)

Enhancement of Dialogue with Shareholders and Investors

- ◆ April 2024 IR Office renamed to Sustainable Management Promotion Office
- ◆ Expanded opportunities for IR and SR meetings, including financial results briefings
- ◆ Disclosed initiatives aimed at implementing management that is conscious of cost of capital and stock price

III. Preparations for the Next Medium-Term Business Plan

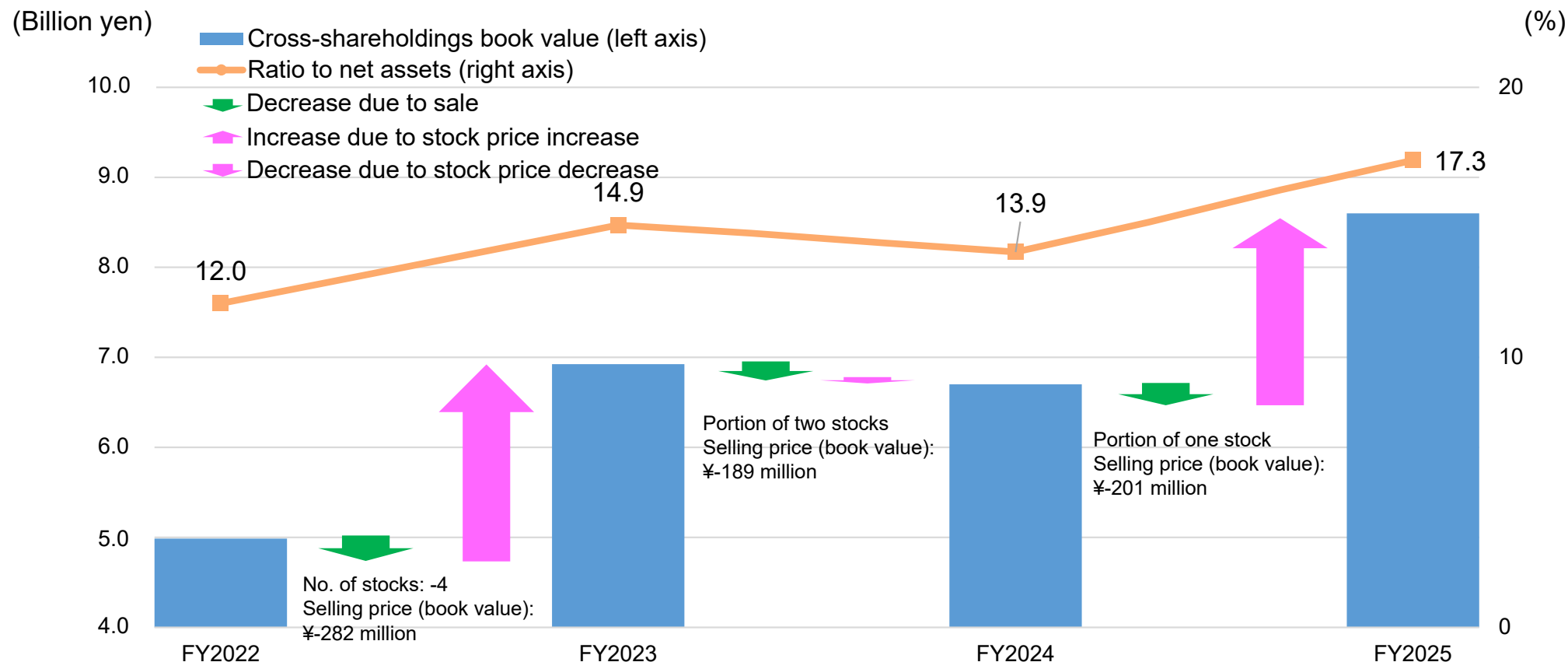
Preparations for the Next Medium-Term Business Plan (FY2027 to FY2031)



- ◆ We will further strengthen our business management control system as a Group and strive to firmly establish a stable profitable structure even under the drastically changing business environment.
- ◆ MIYAJI ENGINEERING CO., LTD. and MM BRIDGE CO., LTD., which form the core of the Group, will work as one team to achieve sustainable growth and business development of the Group.
- ◆ We will conduct optimized management that appropriately allocates available resources on new construction-related, large-scale renovation and maintenance-related, and private-sector projects, aligning with shifts and trends in the domestic steel bridge market.
- ◆ We will strive to improve productivity through technology development and digital transformation (DX), and secure and train human resources, promote the career advancement of women, and carry out work style reforms.
- ◆ We plan to announce specific details of the next Medium-Term Business Plan, which will be aimed at ensuring the sustainable growth of the Group, during the current Medium-Term Business Plan period.

Cross-Shareholdings Reduction Policy

Reduce the cross-shareholdings book value to net assets ratio to 10% or less, with a view toward the next Medium-Term Business Plan period



- ◆ Cross-shareholdings with a book value of ¥0.20 billion were sold in FY2025.
- ◆ Although it may be difficult in the short term as cross-shareholdings are experiencing a sharp rise in market value, we will continue to reduce cross-shareholdings ahead of the next Medium-Term Business Plan period.

IV. Status of Dialogue with Shareholders and Investors

Status of Dialogue with Shareholders and Investors



MIYAJI ENGINEERING GROUP, INC.

Initiatives during FY2025 (April 1, 2025 to March 31, 2026)

Overview of shareholder and investor engagements	◆ Japanese institutional investors, etc.: 17 SR meetings, 11 IR meetings, 2 financial results briefings, 1 plant tour ◆ Overseas institutional investors, etc.: 3 SR meetings, 7 IR meetings
Main participants in shareholder and investor engagements	◆ Masahiro Ikeura, President and Representative Director ◆ Akinobu Endo, Senior Operating Officer and General Manager, Planning and Management Department ◆ Terutaka Hiraoka, Operating Officer and General Manager, Sustainable Management Promotion Office

Matters understood through explanations to shareholders

- (1) Targets, etc. revised at the financial results briefing held in November 2024 and November 2025 based on plans and results of business strategies and growth investments, 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 (FY2025)
- (3) Value creation process in line with our history and development status of the platform to achieve this based on our Integrated Report

Matters obtained and incorporated in management through dialogue with shareholders

- (1) Expansion of content of Integrated Report 2025 (published in September 2025)
- (2) Formulation of a highly effective Human Rights Policy (implemented from May 2025)
- (3) Formulation of a Health and Productivity Management Declaration for sustainable growth (formulated in December 2025)
- (4) Increase in the number of female Directors (increased the number from the current one of seven to two of seven in June 2025)
- (5) Review of capital policy (maintained an annual dividend of ¥97.50 for the fiscal year ended March 31, 2026, etc.)
- (6) Reduction in our cross-shareholdings
- (7) Review of the skill matrix following the change in Directors (June 2025)
- (8) Expansion of evaluation of effectiveness of the Board of Directors (expanded disclosure from the Securities Report for the fiscal year ended March 31, 2025)
- (9) Expansion of the executive structure (planned for April and June 2026)

◆ Important notes regarding forward-looking statements

The information presented in this document is intended to serve solely as reference information for investors. It is not intended as solicitation. Forward-looking statements within this document are based on targets and forecasts, and do not represent guarantees or assurances. Please be aware that future business performance may differ from our current future forecasts.

◆ Investor relations inquiries

Hiraoka, Yamakoshi and Ohtake
Group Planning and Administration Division
MIYAJI ENGINEERING GROUP, INC.
9-19 Nihonbashi-Tomizawa-cho, Chuo-ku, Tokyo 103-0006, Japan
TEL: +81-3-5649-0111
E-mail: meg.IR@miyaji-eng.co.jp

Appendix 1 – Action to Implement Management that is Conscious of Cost of Capital and Stock Price



Action to Implement Management that is Conscious of Cost of Capital and Stock Price (1)



Evaluation of the current situation (as of the disclosure of August 7, 2025)

FY2024 ROE: 12.0%

⇒ Exceeded our 10% target under the Medium-Term Business Plan due to the impact of our revised dividend policy with an equity-to-asset ratio of 55% and strong business performance

PBR at the end of March 2025: 1.16 times

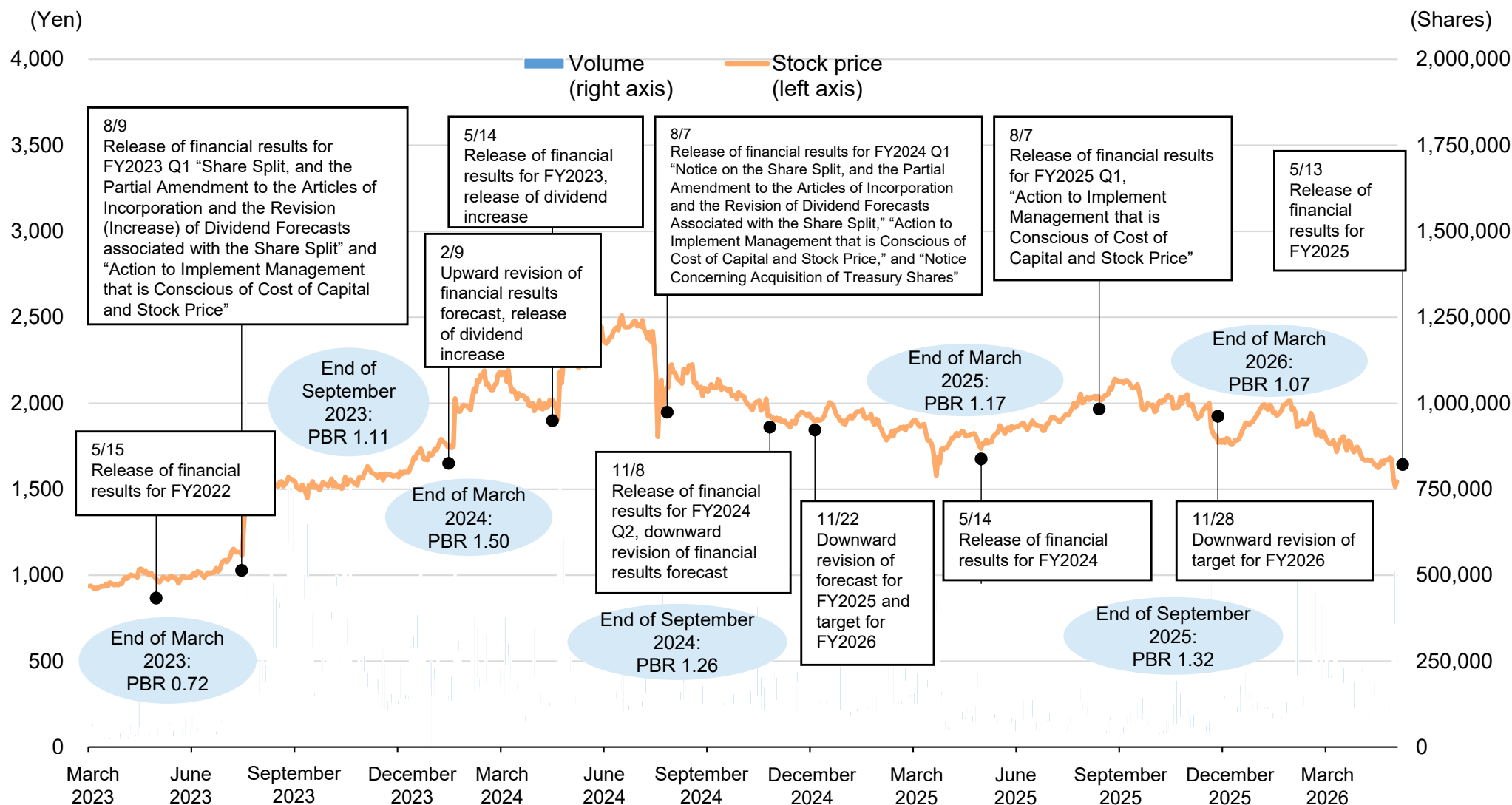
⇒ As a result of our efforts to gain market recognition for our “Action to Implement Management that is Conscious of Cost of Capital and Stock Price,” which we announced on August 7, 2024, we exceeded our target of 1.0

	(Million yen)					
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 forecast
Net sales	55,268	58,002	60,279	69,365	74,725	58,000
Operating profit	5,501	5,810	5,127	7,904	9,157	4,700
Profit attributable to owners of parent	3,808	3,406	3,077	4,354	4,851	3,000
Equity-to-asset ratio	49.6%	54.0%	56.3%	54.0%	45.0%	Target 55%
ROE	13.5%	10.7%	8.9%	11.5%	12.0%	Target 10%
Net assets per share (yen)*	1,107.44	1,226.24	1,304.49	1,469.70	1,535.65	—
Year-end stock price (yen)*	592.25	865.0	935.0	2,192.5	1,784.0	—
PBR (times)	0.53	0.71	0.72	1.49	1.16	—

* The Company conducted a two-for-one stock split of its common shares on October 1, 2023, and October 1, 2024. Net assets per share and year-end stock price have been revised after reflecting the stock split.

Stock Trends

Stock price and volume



(Note) The Company conducted a two-for-one stock split of its common shares on October 1, 2023, and October 1, 2024. Stock price and volume have been revised after reflecting the stock split.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price (2)



Measures to be adopted

We will work to achieve a 10% ROE and medium- to long-term sustainable growth and the enhancement of corporate value, with the aim of achieving sustainable growth and the enhancement of corporate value over the medium to long term.

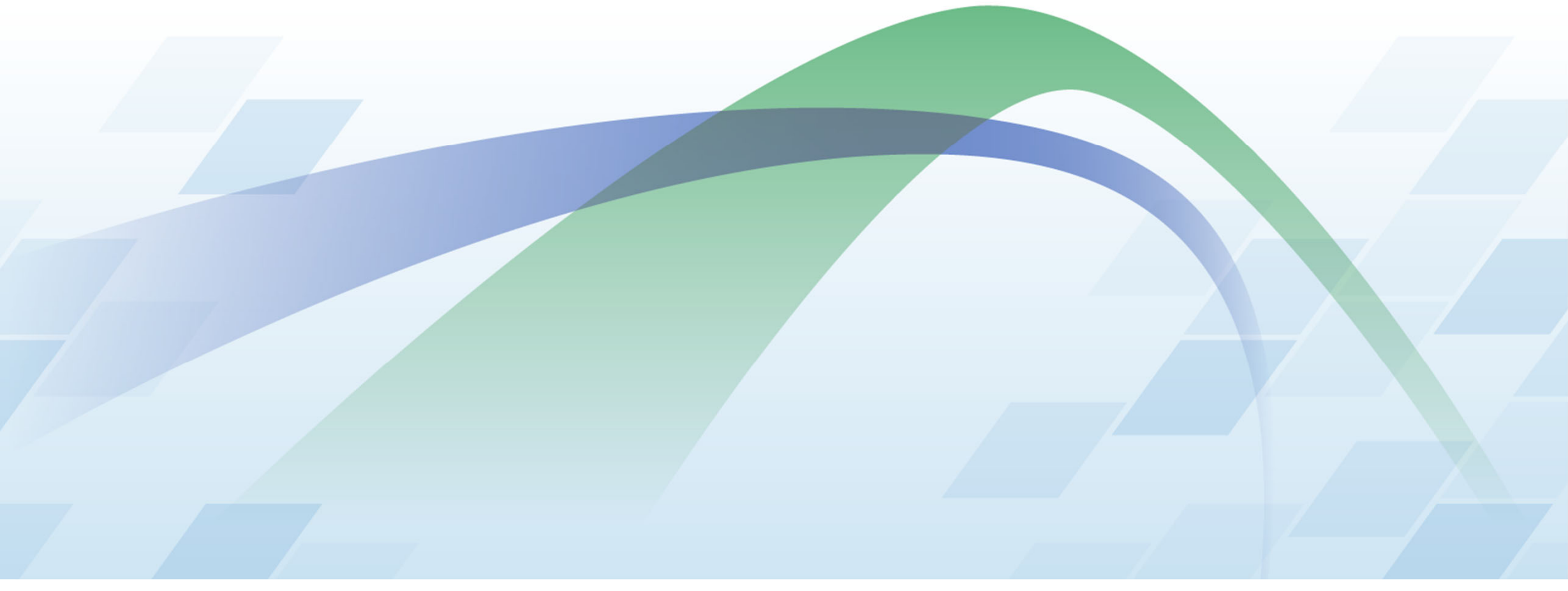
(1) Achievement of the Medium-Term Business Plan (FY2022 to FY2026)	◆ The market environment is undergoing a significant shift, with the volume of new construction orders decreasing due to factors such as rising prices, while additional budgets for existing contracts are increasing and the scale of new contracts is shrinking. ◆ In large-scale, technically difficult projects, construction timing has been delayed due to detailed design and third-party consultations, and the performance forecast for 2026 and 2027 has been revised in light of these factors. ◆ To achieve sustainable growth, we will appropriately allocate management resources to core construction fields, strengthen technology development, promotion of digital transformation, human resource development, and work-style reform, and aim to exceed the revised Medium-Term Business Plan.
(2) Implementation of active IR activities	◆ Led by the Sustainable Management Promotion Office, we actively engaged in dialogue with shareholders and investors. We held 2 financial results briefings, 59 SR/IR interviews (one-on-one), and 6 plant tours in FY2024 to promote understanding. ◆ To strengthen the dissemination of information to overseas investors, we launched an English website and began publishing disclosure materials in English from FY2023, and plan to continue such efforts in the future. ◆ We continued active dialogue in FY2025, and published the Integrated Report 2025 on September 30, 2025.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price (3)



Measures to be adopted	
(3) Buy-back of shares	◆ On August 8, 2024, we acquired treasury stock (350,000 shares, approx. 2.6%) as part of our flexible capital policy. ◆ There are plans to consider effective use of treasury stock, including a review of the executive compensation system.
(4) Implementation of a share split	◆ A two-for-one share split was implemented on October 1, 2023 and October 1, 2024, bringing the total number of shares outstanding to 27,677,816. ◆ The share split lowered the investment unit, significantly increased the number of shareholders (from 3,554 at March 31, 2023 to 31,222 at March 31, 2025), and improved liquidity.
(5) Revision of the dividend policy (implementation of capital efficiency-conscious, flexible shareholder returns)	◆ Our basic policy is to maintain and expand shareholder returns, aiming to maintain or increase dividends and achieve ROE of 10%, while also emphasizing capital efficiency, appropriate control of equity levels, and investment for sustainable growth. ◆ The required equity is set at approximately 7 months of monthly sales (60% of annual net sale), and we target an equity-to-asset ratio of 55%. ◆ The shareholder returns policy for the fiscal year ending March 31, 2026 is to target a total return ratio of 60%, with a minimum return of ¥97.50 per share.
(6) Reduction of cross-shareholdings	◆ We hold cross-shareholdings for purposes including maintaining business relationships, and we annually review business performance, stock price, and other factors from a variety of perspectives, and reduce holdings when the rationale weakens. ◆ Our policy is to reduce the book-value ratio of cross-shareholdings to 10% or less of consolidated net assets during the Medium-Term Business Plan period. In FY2024, we partially sold 2 stocks, and reduced holdings in 9 stocks over the past 5 years. ◆ As of March 31, 2025, the ratio was 13.9%, and we aim to achieve the target through systematic sales over the next two years

Appendix 2 – Company Profile



About MEG (1/3)

<MEG's Management Philosophy>



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

About MEG (2/3)

Our Group business companies MIYAJI ENGINEERING and MM BRIDGE both primarily focus on the manufacturing and construction of bridges as contracted by government agencies such as the Ministry of Land, Infrastructure, Transport and Tourism and expressway management companies.



Our industry is one of engaging in business based on orders placed by clients, and the volume of orders placed is directly impacted by the amounts budgeted by government offices for road infrastructure investment.

Public works projects are decided on through bidding, so it is not possible to systematically receive orders.



Normalizing order volume and conducting production systematically is difficult, so there can be profit/loss peaks and valleys.

About MEG (3/3)



- ◆ **Our main business segment, the new bridge segment,**
Began with the construction of the Metropolitan Expressway **Edobashi Bridge Junction**, which contributed significantly to the advancement of bridge technologies during Japan's period of rapid economic growth. We have **a track record of design and construction technologies used in long-span bridges** such as the **Kanmon Bridge** connecting Honshu and Kyushu; the **Akashi-Kaikyo Bridges** and other many Honshu-Shikoku Bridges; the **Kesennuma Bay Crossing Bridge**, which is a symbol of the recovery from the Great East Japan Earthquake; the **Tokyo Gate Bridge**, **Rainbow Bridge**, and **Yokohama Bay Bridge**, which offer spectacular night views of Tokyo Bay; and other famous bridges.
- ◆ **In the area of highly difficult bridge construction, such as the construction of bridges used by the Shinkansen and other rail lines,**
we have established a stellar reputation and earned the solid trust of our customers through our safe site construction, backed by the advanced technical capabilities we have refined over the years and the technical strengths of our teams of specialized engineers.
- ◆ **The construction of special buildings and the design and manufacturing technologies used for special coastal steel structures require advanced technical capabilities backed by experience. Few companies outside our Group have these capabilities.**

Company Profile



MIYAJI ENGINEERING GROUP, INC.

Ownership: 100% (consolidated)



MIYAJI ENGINEERING CO., LTD. (MEC)

Design, manufacture, erection, installation, maintenance and repair of bridges, steel frameworks, and other steel structures; design and manufacture of pre-stressed concrete; construction and project management of civil engineering works; and assembly of steel frameworks, steel towers, and structures with large interior spaces

Ownership: 51% (consolidated)



MM BRIDGE CO., LTD. (MMB)

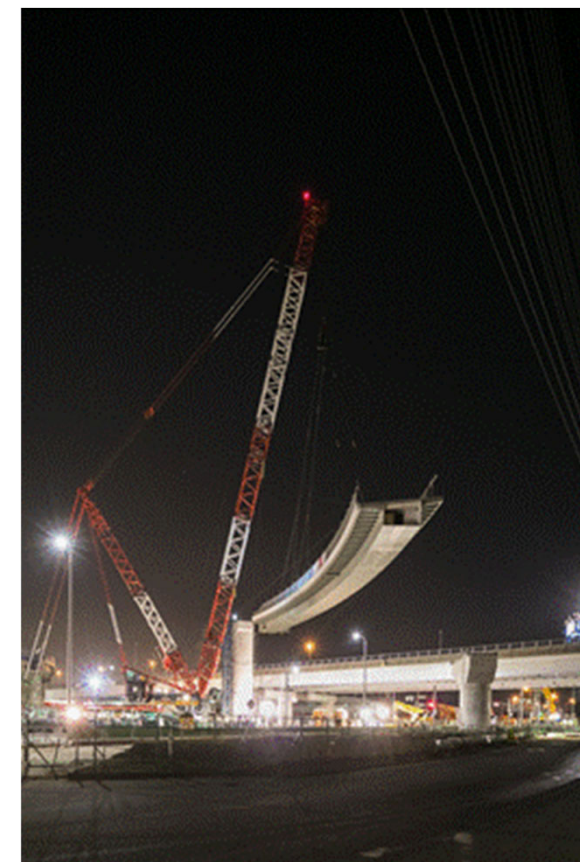
Design, manufacture, installation, sale, and repair of bridges and coastal structures, etc.

Ownership: 100% (non-consolidated)

MG Corporation Inc.

Design, manufacture, and erection of steel structures; sale of bolts and welding materials, etc.; personnel dispatching, and other business operations

Head office	9-19 Nihonbashi-Tomizawa-cho, Chuo-ku, Tokyo
Representative	Masahiro Ikeura, President and Representative Director
Founded	September 1908
Capital	¥3.0 billion
Consolidated net sales	¥56.6 billion (FY2025)



Business Offices and Business Sites



MIYAJI ENGINEERING CO., LTD.
Matsumoto Power Plant



MIYAJI ENGINEERING CO., LTD.
Kurihashi Equipment Center



MM BRIDGE CO., LTD. Hiroshima Equipment Center

MM BRIDGE CO., LTD. Toyama Office

MIYAJI ENGINEERING CO., LTD.
Hyogo Equipment Center

MM BRIDGE CO., LTD. Head Office
MIYAJI ENGINEERING CO., LTD.
Hiroshima Sales Office

MM BRIDGE CO., LTD. Nagasaki Office

MIYAJI ENGINEERING CO., LTD.
Fukuoka Sales Office
MM BRIDGE CO., LTD.

Kyushu Sales Office

MIYAJI ENGINEERING CO., LTD.
Okinawa Sales Office

MIYAJI ENGINEERING CO., LTD.
Sapporo Sales Office

MIYAJI ENGINEERING CO., LTD.
Sendai Sales Office
MM BRIDGE CO., LTD. Tohoku Sales Office

MM BRIDGE CO., LTD. Nasu Equipment Center



MIYAJI ENGINEERING CO., LTD. Chiba Works
MM BRIDGE CO., LTD. Ichihara Works
MG Corporation Inc. Head Office

MIYAJI ENGINEERING GROUP, INC. Head Office
MIYAJI ENGINEERING CO., LTD. Head Office
MM BRIDGE CO., LTD. East Japan Branch

MM BRIDGE CO., LTD. Yokohama Sales Office

MIYAJI ENGINEERING CO., LTD.
Nagoya Sales Office

MM BRIDGE CO., LTD. Chubu Sales Office

MIYAJI ENGINEERING CO., LTD.
Kansai Branch
MM BRIDGE CO., LTD. West Japan Branch

Major Past Projects (long-span bridges and highway bridges)

- We have accrued sophisticated technical capabilities through our long track record of experience with high difficulty projects

1970s and earlier



Kanmon Bridge (1,068 m)

Erected using the pioneering successive rigid coupling technique

Japan Society of Civil Engineers
“Tanaka Award”

1980s and 1990s



Akashi-Kaikyo Bridge (3,991 m)

The world’s largest suspension bridge at the time of its construction

Japan Society of Civil Engineers
“Tanaka Award”

2000s onward



Tokyo Gate Bridge (2,618 m)

Japan’s second-largest truss bridge

Japan Society of Civil Engineers
“Tanaka Award”



Metropolitan Expressway
Edobashi Junction

The most difficult part of the construction of the Metropolitan Expressway



Minato Bridge

Japan’s largest truss bridge

Japan Society of Civil Engineers
“Tanaka Award”



Tatara Bridge (1,480m)

Japan’s largest cable-stayed bridge

Japan Society of Civil Engineers
“Tanaka Award”



Ariake Chikugo River Bridge

The first bridge of its type in Japan

Japan Society of Civil Engineers
“Tanaka Award”



Kesennuma Bay Crossing Bridge (1,344m)

A symbol of Japan’s recovery from the Great East Japan Earthquake

Japan Society of Civil Engineers
“Tanaka Award”

Major Past Projects

(Railroads, structure with large interior spaces and coastal structures)



MIYAJI ENGINEERING GROUP, INC.

- We have taken part in numerous railway bridge construction projects requiring high-level construction technologies.
- We have also accumulated expertise regarding structures with large interior spaces by participating in many projects such as the construction of Tokyo Tower

1970s and earlier

1980s and 1990s

2000s onward

Bridges
(railway bridges)



Tokaido Shinkansen Egawa Bridge



Tokaido Shinkansen Minowa Overpass



Sagami Jukan Expressway No. 16 Bridge near the Tokaido Shinkansen 50K900 point

Structures with large
interior spaces



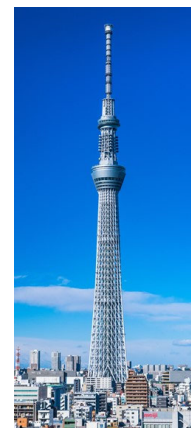
Tokyo Tower
(333m)



Kobe Port Tower
(108 m)



Vantelin Dome Nagoya



Tokyo Skytree
(634 m)



Daiwa House PREMIST Dome



Tokyo Aquatics Center

Coastal
structures



Minami Honmoku
steel caisson



Tokyo Bay Umi-no-Mori Tunnel
immersed tube tunnel

Our Group's Strengths

Our comprehensive capabilities, among the highest in the industry, enable us to take part in large-scale, difficult projects

Design and Manufacturing

Planning and Installation

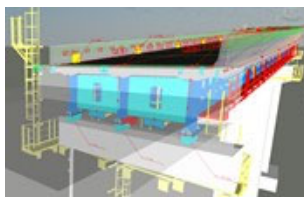
Reliable technologies backed by our experience with numerous projects

Human resources that we can invest in large-scale projects

The strengths made possible by the quantity and quality of our management resources

Industry-leading detailed design capabilities and technical development strengths

We collaborate with ICT companies to develop three CIM systems: Click3D, CIM-GIRDER, and CIM-SLAB



Strategic and special material holdings

Some of the industry's finest launching girder

Cable crane used to erect Japan's largest arch bridge

Our strengths lie not only in the equipment we own but also the number and skills of the MEG personnel that operate it

E.g.) Cable crane



Can be used in steep mountainous or other areas that are not conducive to ordinary

Manufacturing capabilities provided by our in-house plants



We can manufacture large blocks for use in long-span sea-spanning bridges
We have one of the highest production capacities of any domestic plant in the industry

Coordination with advanced technical groups

Coordinating with associations of special scaffolding personnel with advanced technical capabilities is essential for making projects successes



Our external network of specialists provides us with the resources we need to handle challenging construction projects

Major Structures that MEG Has Helped Construct - I

Honshu-Shikoku Bridges



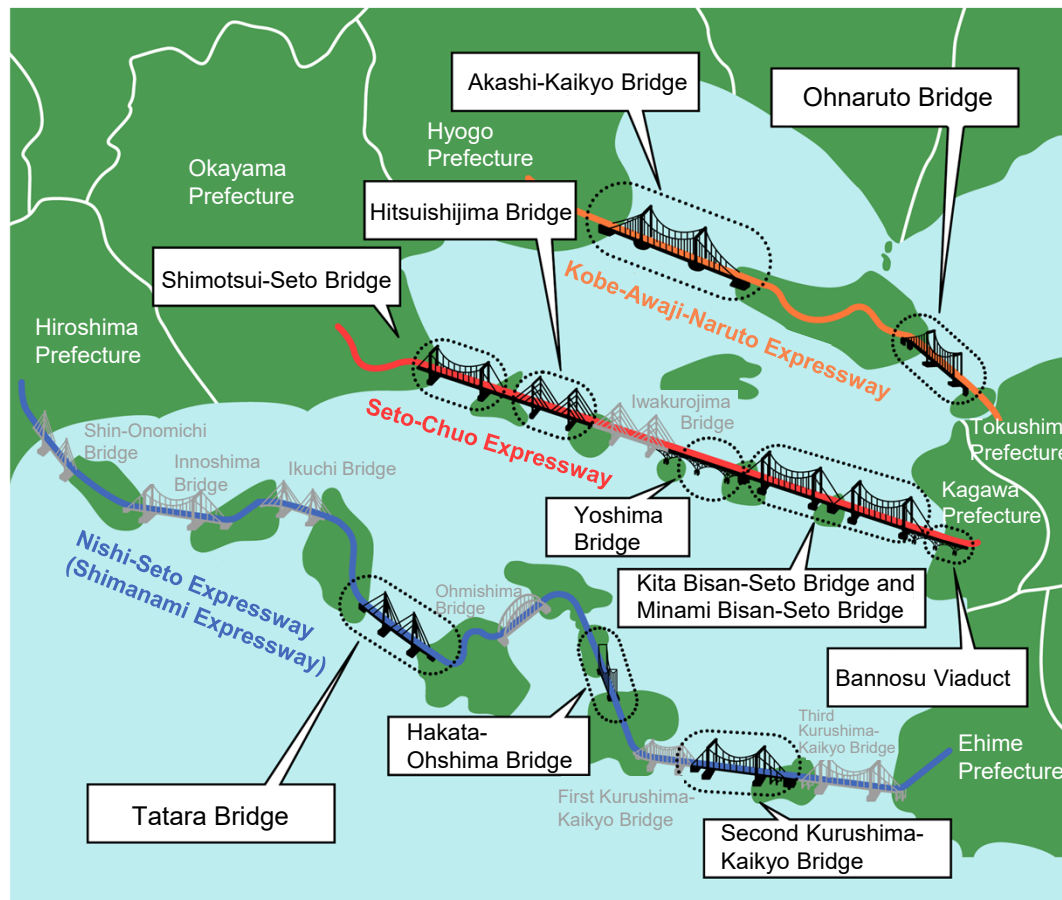
Shimotsui-Seto Bridge



Tataru Bridge



Second Kurushima-Kaikyo Bridge



Akashi-Kaikyo Bridge



Ohnaruto Bridge



Kita Bisan-Seto Bridge and Minami Bisan-Seto Bridge

Major Structures that MEG Has Helped Construct - II

Towers



Tokyo Skytree



Tokyo Tower



Fukuoka Tower



Art Tower Mito



Kobe Port Tower



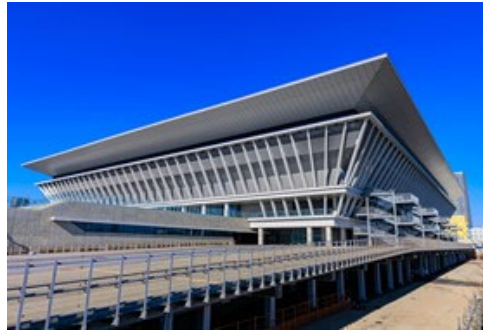
Oita Global Tower

Major Structures that MEG Has Helped Construct - III

Domes



Es Con Field Hokkaido



Tokyo Aquatics Centre



MIZUHO PayPay Dome Fukuoka



CRASUS Dome Oita



Q&A Stadium Miyagi



Vantelin Dome Nagoya



Nipro Hachiko Dome



Daiwa House PREMIST Dome



Nissan Stadium