INFRONEER Medium-term Vision 2027

Medium-Term Management Plan
(November 2025 Revised Edition)

[CEO Presentation Material]

November 14, 2025

Challenge the status quo

INFRONEER Holdings Inc

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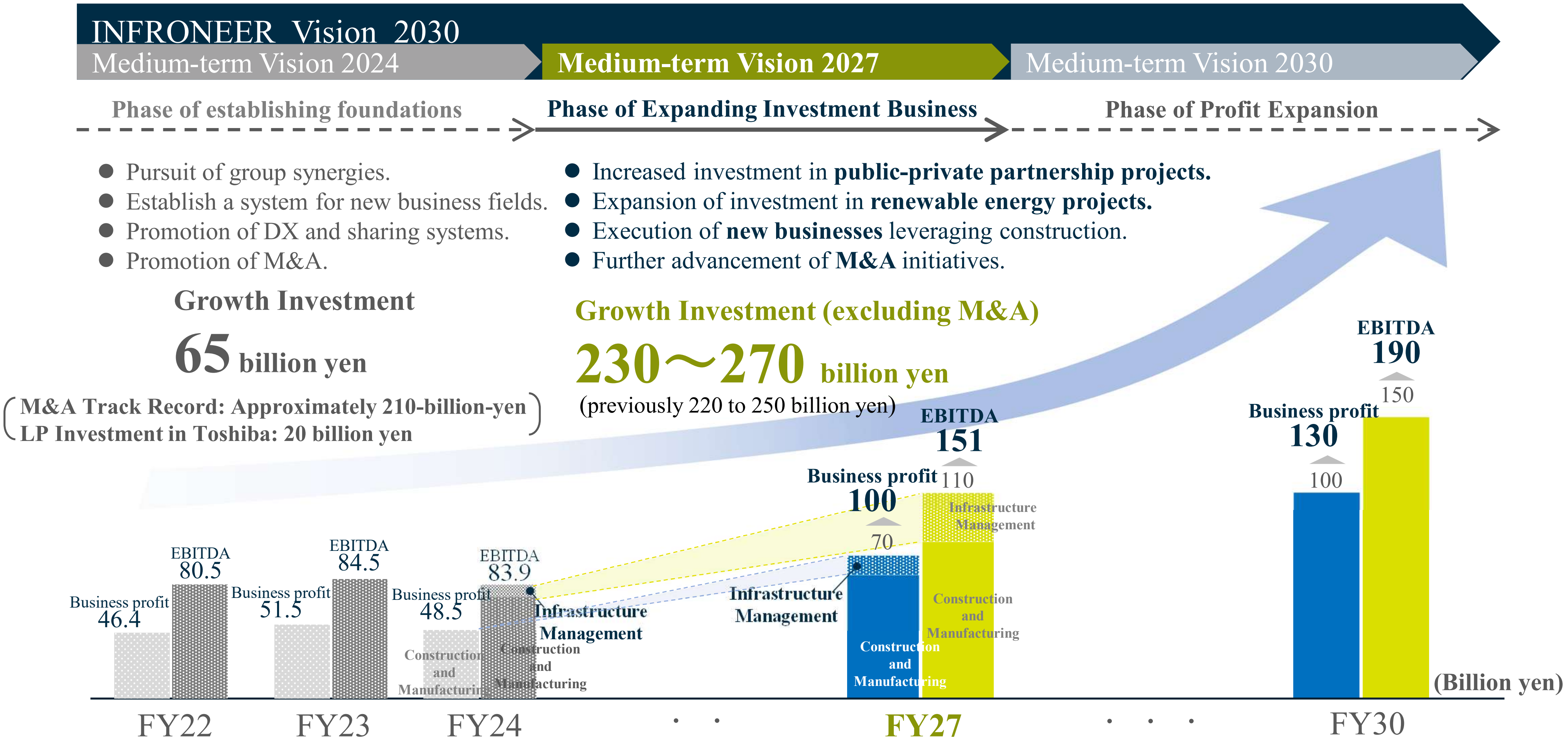
1. Medium-term Management Plan Positioning

- Medium-term Vision2027 is positioned as the “**Phase of Expanding Investment Business,**” which accelerates the business model involving investments.
- Business profit and EBITDA are regarded as key performance indicators.
- Through the integration of Sumitomo Mitsui Construction, We aims to achieve **FY27** business profit of **100 billion yen** (+30 billion yen) and EBITDA of **151 billion yen** (+41 billion yen) three years ahead of schedule.
- For FY30, we are also targeting Business profit of **130 billion yen** (+30 billion yen) and **EBITDA of 190 billion** (+40 billion yen).

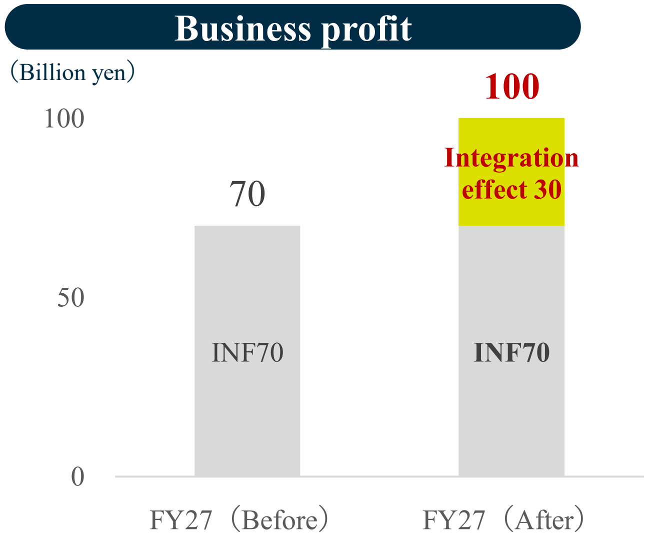


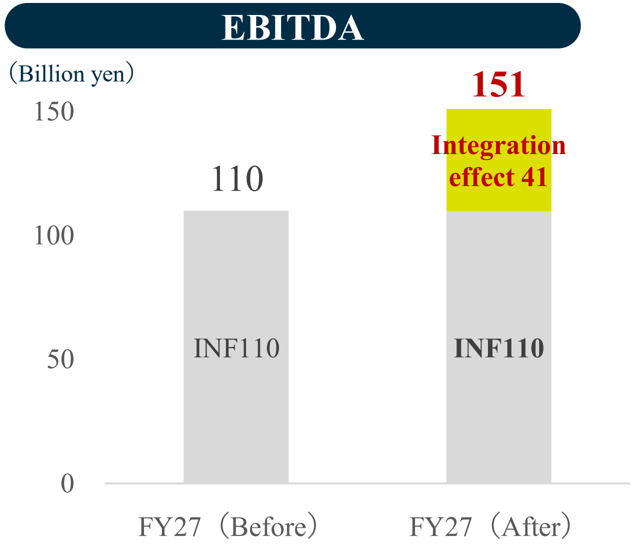
2-1. Revised Performance Target Figures ≪ Infroneer Holdings Consolidated ≫

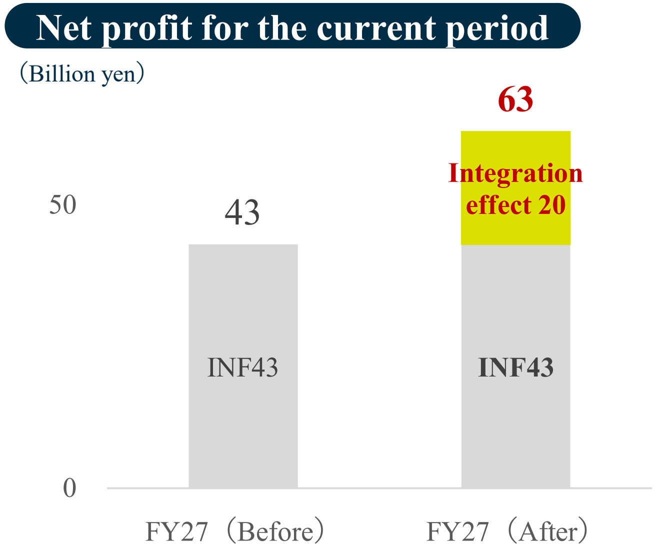
- The target figures for FY27 are **100 billion yen in Business profit,** of which 10 billion yen is integration effect with Sumitomo Mitsui Construction（INF 70 + integration effect 30）, and **151 billion yen in EBITDA**（INF110 + integration effect 41）
- The target net profit of **63 billion yen** will be achieved by the reduction of financial costs by Sumitomo Mitsui Construction.

（Billion yen）

	Medium-term Vision 2024	Medium-term Vision 2027 Published on 3/26/2025 (Revised on 5/14)	Change	Medium-term Vision 2027 (revised target)
Business profit (Business profit margin)	48.5 (5.7%)	70.0	+30.0	**100.0**
EBITDA*1 (EBITDA margin)	83.9 (9.9%)	110.0	+41.0	**151.0**
Net profit for the current period (Net profit margin)	32.4 (3.8%)	43.0	+20.0	**63.0**
Added value amount*2	177.7	225.0	+109.0	**334.0**







*1 EBITDA = Business profit + Depreciation *2 ・Summation method: Added value amount = Total labor costs + Business (Operating) profit + Depreciation + R&D costs
・Deduction method: Added value amount = Sales - External purchase costs

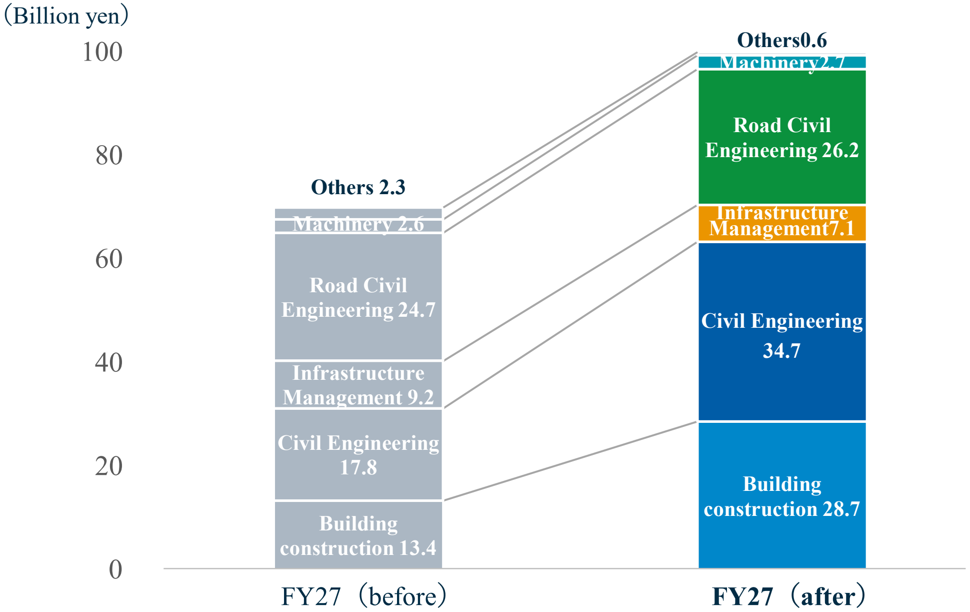
*INF: INFRONIA Holdings; SMC: Sumitomo Mitsui Construction; Integration effects = SMC Business profit + revenue improvements and cost reductions resulting from the integration

2-2. Revised Performance Target Figures ≪ Consolidation by Segment ≫

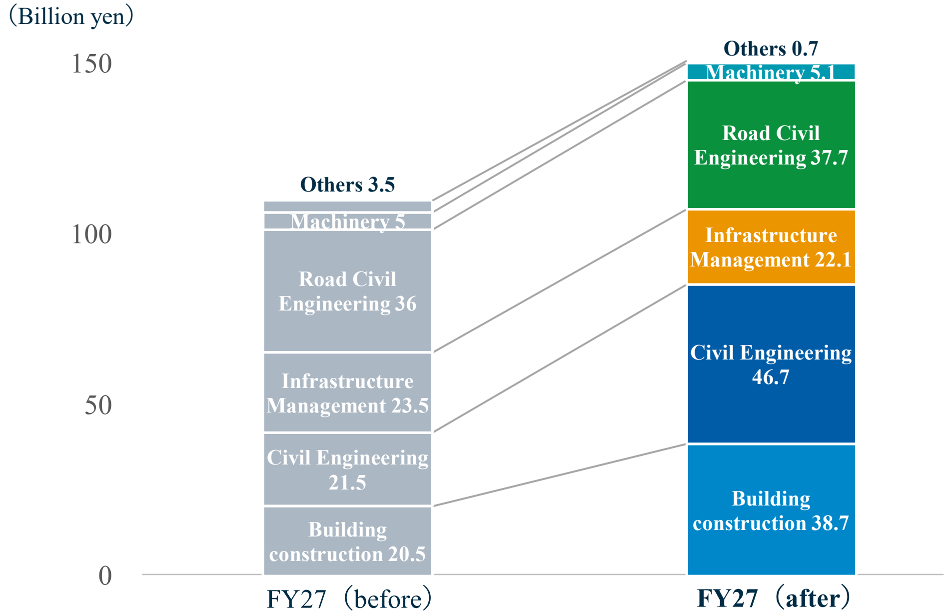
(Billion yen)

Segments		Medium-term Vision 2024	Medium-term Vision 2027 Disclosed on 3/26/2025 (Revised on 5/14)	Change	Medium-term Vision 2027 (revised target)	
■ Building construction*3	EBITDA	17.7	20.5	+18.2	**38.7**	26.3+12.4
	Business profit	11.3	13.4	+15.3	**28.7**	21.7+7.0
■ Civil Engineering*3	EBITDA	18.0	21.5	+25.2	**46.7**	27.8+18.9
	Business profit	15.2	17.8	+16.9	**34.7**	20.6+14.1
■ Infrastructure Management*4	EBITDA	7.8(8.0-0.2)	23.5(20.0+3.5)	-1.4	**22.1**	20.7+1.4
	Business profit	-2.0(-0.4-1.6)	9.2(6.9+2.3)	-2.1	**7.1**	7.5−0.4
■ Road Civil Engineering*5	EBITDA	31.0	36.0	+1.7	**37.7**	35.7+2.0
	Business profit	19.7	24.7	+1.5	**26.2**	25.0+1.2
■ Machinery*6	EBITDA	4.6	5.0	+0.1	**5.1**	
	Business profit	2.2	2.6	+0.1	**2.7**	
■ Others*7	EBITDA	4.8	3.5	-2.8	**0.7**	
	Business profit	2.2	2.3	-1.7	**0.6**	

Business profit



EBITDA



*3 Maeda Corporation (consolidated) + Sumitomo Mitsui Construction (consolidated) *4 Maeda Corporation (consolidated) + Japan Wind Development (consolidated)
*5 Maeda Road (consolidated) + Sumitomo Mitsui Construction (consolidated) *6 Maeda Seisakusho (consolidated) *7 Other associated companies

3. Key points of integration effects with Sumitomo Mitsui Construction

Construction

Building Construction	By leveraging our advanced expertise and extensive track record in PCa production and construction, we are able to **secure a dominant market share in high-rise projects.**
Civil Engineering	By strategically allocating resources to areas where both companies have strengths and pooling our engineering capabilities, we can enhance our competitive edge and **improve our chances of winning new contracts.**
Overseas	In the Building Construction sector, we are working to **expand our business in India**, while in the Civil Engineering sector, we aim to **increase orders for large-scale ODA projects** in the Philippines and Bangladesh.
Shared Initiatives	**Reducing costs through joint procurement of materials and equipment** by leveraging economies of scale **and making effective use of partner companies' networks.**

De-Construction

PPP	By leveraging the resources of the entire INFRONEER group including **Sumitomo Mitsui Construction,** we will **further accelerate** stadium/arena and water-related businesses.
Renewable Energy	**By strengthening our engineering capabilities, we will accelerate the expansion** of wind power generation and grid-scale battery storage businesses.
Overseas	By combining Sumitomo Mitsui Construction's extensive **ODA experience** with Maeda Corporation's expertise in **infrastructure operations**, we will **promote ODA-concession** projects as a future revenue base.

Corporate

Improvement of financial performance

Optimization of operating costs through greater operational efficiency and **integrated management** of assets such as business locations

Strengthening corporate governance and enhancing the risk management framework

4. Financial Strategy - Capital Strategies and Return Policies 1/2

- By optimizing assets and enhancing profitability, aim to increase **ROE** to **12.0%** by FY27.
- Maintain **an equity ratio of 30% or higher** and keep **the D/E ratio below 1.0 times** to ensure financial soundness.

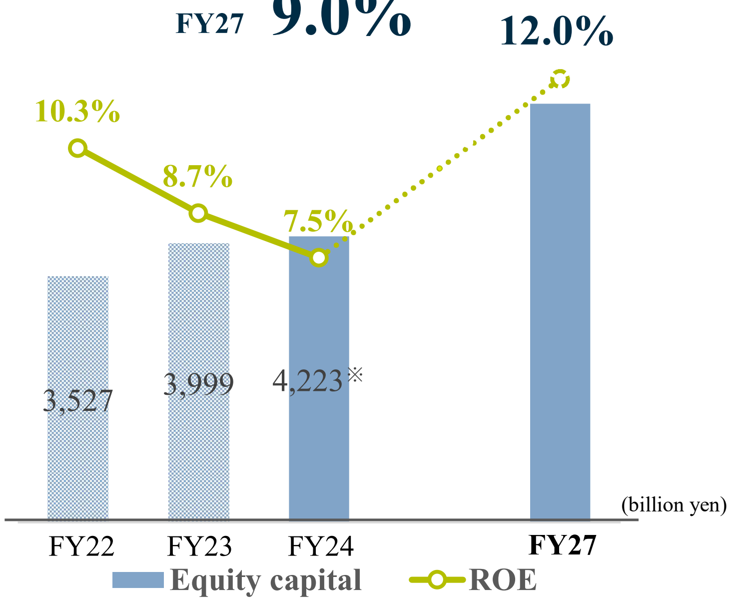
Capital efficiency

Maintain returns above the cost of shareholders' equity.

ROE

After integration
FY27 **12.0%**

Before integration
FY27 **9.0%**

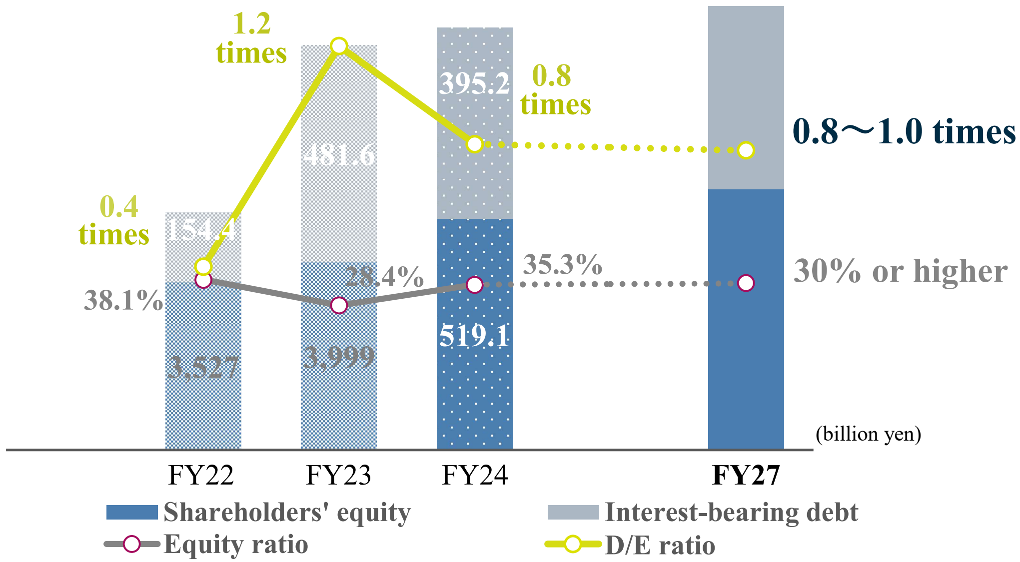


*Figures excluding net assets related to Bond-Type Class Shares

Optimal capital structure

Effectively utilize interest-bearing debt while maintaining financial soundness.

Equity ratio	D/E ratio
FY27 **30%** or higher	FY27 **1.0** times or less



4. Financial Strategy - Capital Strategies and Return Policies 2/2

- Maintain stable and growth-linked returns by setting a minimum **annual dividend of 60 yen per share** and actively increasing the **dividend payout ratio to 40% or higher.**
- Aim to reduce the **ratio of cross-shareholding shares to net assets to zero** and achieve **10 billion yen or more in asset sales of land and buildings** by FY27. Strengthen revenue-generating capabilities by reinvesting resources obtained through sales into growth areas.

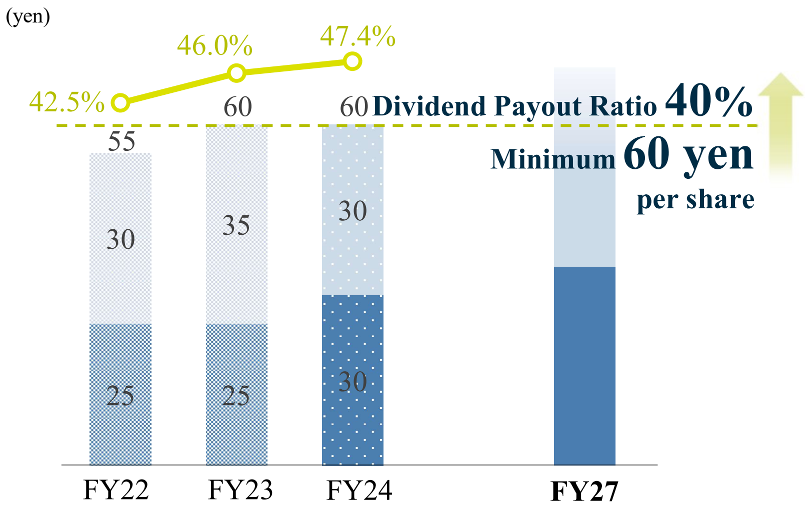
Shareholder Returns

In addition to increasing the dividend payout ratio, a minimum dividend policy has been newly introduced, ensuring stable returns while anticipating upside from profit growth.

Dividend payout ratio

FY27 Dividend Payout Ratio 40% or higher

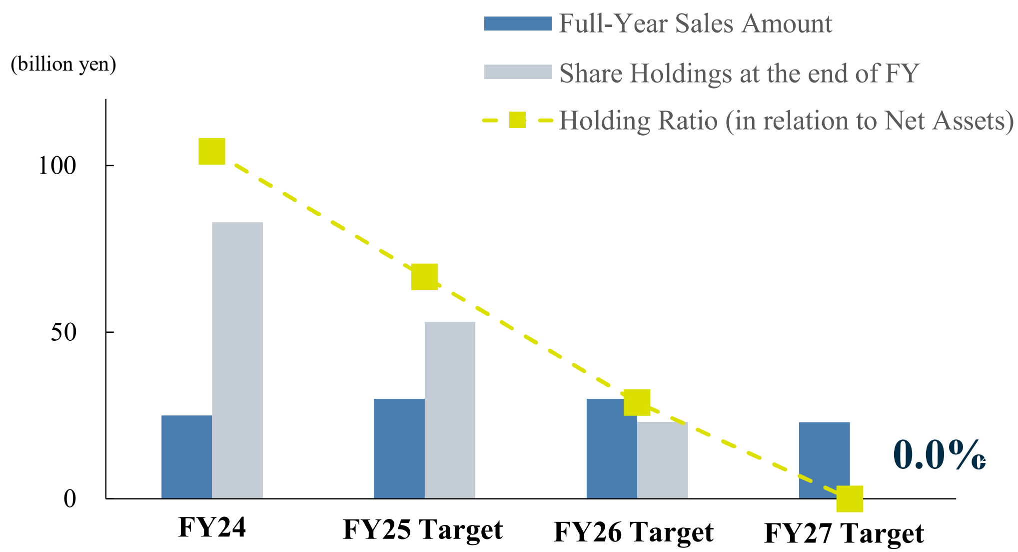
Minimum Dividend 60 yen per share



Capital Efficiency Improvement

Promotion of the policy to sell Cross-Shareholding Stocks.

Cross-shareholdings/Equity ratio	Sales of real estate holdings
Zero holdings by FY27	FY25〜FY27 **10 billion yen or more** (Real estate holdings at the end of FY24: approximately 127 billion yen.)



5. Financial Strategy - Cash Allocation for Sustainable Growth

- Capital for growth increased significantly owing to an **increase in EBITDA** from business activities due to the integration of Sumitomo Mitsui Construction **(90 billion yen compared to the previous plan)** and a cash in of **25 billion yen** from **the sale of Toyo Corporation's shares.**
- **Enhance growth investments (+10 to 20 billion yen compared to the previous plan)** as a key driver of competitiveness, aiming to expand business domains and maximize profits.

FY25～FY27

Cash In

Maximize the amount of added value

- **EBITDA** from business activities **375～385 billion yen**

Promote capital efficiency

- **Investment recovery** through the sale of renewable energy projects **10～15 billion yen**
- Sale of cross- shareholdings **70 billion yen** (reducing holdings to zero)
- Sales of real estate holdings **10 billion yen**
- Appropriate sourcing of interest-bearing debt

Others

- Sale of Toyo Construction shares **25 billion yen**

Cash Out

Investments as a source of competitiveness

- **Growth Investment (excluding M&A) 230～270 billion yen**
- **Growth Investment (M&A executed) 94 billion yen**
- Regular investments **70 billion yen**

Key to enhancing shareholder value

- Shareholder returns
- Corporate tax, etc.

Growth Investment (excluding M&A) breakdown

Renewable energy business **123～133 billion yen**	**Overseas Business** **18 billion yen**
Public-private partnership business **15～35 billion yen**	**Battery storage business** **50～60 billion yen**
Investments in IT and DX Digital Infrastructure Development & Data-Driven Solutions **20 billion yen**	**Human capital investment** Recruitment, placement, training, and HR systems **4 billion yen**

M&A: Continue to actively promote M&A to maximize competitiveness. Executed promptly and flexibly in accordance with the capital strategy.

Note: Investment amounts are subject to change due to changes in the business environment or other factors.

Pioneering the Future of Infrastructure
Challenge the status quo

INFRONEER Holdings Inc