



May 14, 2025

Company	Takamatsu Construction Group Co., Ltd.
Name of Representative	Hiroataka Takamatsu President and Representative Director of the Board Securities Code 1762
Contact	Tokyo Stock Exchange Prime Market Officer, Head of Group Corporate Planning Office Naomichi Takatsukasa (Phone +81-3-3455-8108)

Notice Concerning Formulation of the Mid-Term Business Plan

We are hereby announcing that our Board of Directors resolved at a meeting held today to introduce our new “Mid-Term Business Plan for the fiscal year Ending March 2026 – fiscal year ending March 2028”.

1. Purpose of Formulation

In our long-term vision, "Takamatsu Group 2030 Vision," aiming to contribute to the construction of “circular-oriented and sustainable social infrastructure” that will bring the happiness to all people in the community, we have set the following policies; “Transform into a solution providing business,” “Realization of stock business”, “Challenge to become a Top-classed leading Company”, and “Establish a robust Group management system” as our Group basic policies.

In our new mid-term business plan for the fiscal year ending March 2026 to the fiscal year ending March 2028, we will accelerate the implementation of various measures to further strengthen the business foundation established in our previous mid-term business plan, "Co-creation x 2025," that is, we will proactively expand our business domain into profitable upstream and downstream areas in the business value-chain, while expanding our core business of "construction", with specifically setting the basic policies for business growth and organizational management as follows,

Business Growth:

- Development of new business areas
- Optimizing business portfolio
- Strengthening and restructuring of our business foundation through our group collaboration

Organizational Management:

- Driving organizational transformation that encourages employee initiative and challenges
- Building trust through enhanced communication and fostering a mindset focused on overall optimization
- Strengthening comprehensive organizational capabilities

2. Outline of the " Mid-Term Management Plan for the for the fiscal year Ending March 2026 – fiscal year ending March 2028"

(1) Target Figures

(100 million yen)

	FY2026 (FY Ending March 2026)	FY2027 (FY Ending March 2027)	FY2028 (FY Ending March 2028)
Orders received	4,200	4,400	4,800
Net sales	3,700	4,000	4,200
Operating profit	150	180	210
Profit attributable to owners of parent	78	100	122

(2) ROE/ROIC

	FY2028 (FY Ending March 2028)	FY2031 (FY Ending March 2031)
ROE	8.1%	10.0% or higher
ROIC	5.4%	7.0% or higher

(3) Shareholder Return Policy

During the target years of our new mid-term business plan (fiscal year ending March 2026 to fiscal year ending March 2028), we will set a minimum annual dividend amount per share at 90 yen and distribute profits in line with our business performance, basically adopting progressive dividends on a dividend payout ratio of approximately 40%.

(4) Overview of the "Fiscal Year Ended March 2025 Full-Year Financial Results and New Mid-Term Business Plan Briefing" for Analysts and Institutional Investors

Date and Time: Friday, May 23, 2025, 16:00-17:00 JST

A transcript of the briefing, including the Q&A session, will be posted on our corporate website later.

URL: <https://www.takamatsu-cg.co.jp/eng/ir/library/presentation.html>

For details of our Mid-Term Business Plan, please refer to the Japanese version.

Detailed materials for the English version will be disclosed later.