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May 14, 2025

To our shareholders,

Company name: RAITO KOGYO CO., LTD.
Representative: Kazuhiro Akutsu, President and Representative Director
(TSE Prime Code: 1926)
Contact: Makoto Nishi, Senior Managing Director, General Manager of Corporate Planning Headquarters
(TEL +81-3-3265-2555)

Notice Concerning Formulation of Medium-Term Management Plan "Raito 2027"

RAITO KOGYO CO., LTD. (the “Company) hereby announces that it has formulated 3-year medium-term management plan, "Raito 2027," starting from the fiscal year ending March 2026.

1. The Group’s medium- to long-term vision

In formulating the medium-term management plan, “Raito2027,” we established a medium- to long-term vision as the ideal state for the Group toward the upcoming 100th anniversary of our founding, aiming to embody the Group's management philosophy of "Continuing to take on the challenge of creating new value" and to continue to take on challenges and further grow as a company.

The medium- to long-term vision is "Contributing to the world with the power of people and technology for realizing a sustainable society." The Company aims to contribute to society through solving issues faced by our customers and society by bringing together the power of people and technology, which is the basis of the value we provide.

2. Outline of the medium-term management plan "Raito 2027 - Technology, Trust, and Human Resources for Next-Generation Growth"

This medium-term management plan was formulated by the method of backcasting, based on the medium- to long-term vision while considering the results and issues identified in the previous medium-term management plan.

This medium-term management plan sets four key themes, along with which we will further deepen our initiatives in the construction business, which is the Company's core business. At the same time, we will expand growth investments with an eye to the future and further strengthen our management foundation to build a structure that supports sustainable growth.

(1) Key themes

- Establish brand power in the field of disaster prevention and mitigation, and contribute to solving social issues
- Expand our presence in the field of specialized civil engineering both in Japan and overseas
- Invest actively in growth areas and human resources
- Balance growth investment and shareholder returns

(2) Business strategy

(i)	Civil engineering business	Strengthen technical capabilities and human resources to establish market superiority
(ii)	Building business	Establish a design department and strengthen the renewal business to gain comprehensive response capabilities

(iii) Overseas business　Improve cost competitiveness and expand market share
(iv) Group companies　Strengthen market responsiveness through reallocation of management resources

(3) Management targets

Item	FY2024 Results	FY2027 Targets
Net sales	121.4 billion yen	135.0 billion yen
Operating profit	12.8 billion yen	15.5 billion yen
ROE	11.1%	12.5% or more
DOE	5.2%	6.0% or more
Payout ratio	46.7%	50% or more

The data and forecasts disclosed in this document are based on judgments as of the date of publication of this document and information available to the Company, and are subject to change due to various factors including changes in economic conditions and market trends. Therefore, the Company does not guarantee the achievement of the targets and forecasts stated herein, as well as future performance.