October 27, 2026

For Immediate Release

Company name	Yokogawa Bridge Holdings Corp.
Representative	Yuzuru Nakamura, Representative Director, President and Executive Officer (Securities code 5911, Tokyo Stock Exchange Prime Market)
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Notice Regarding Revision of the Seventh Medium-Term Management Plan

We hereby announce that at the meeting of the Board of Directors held today, the Board resolved to revise the earnings targets of the Seventh Medium-Term Management Plan (covering FY2025 to FY2027), announced on May 14, 2025 (the "plan"), in light of the current business environment and the recent earnings trends of Yokogawa Bridge Group (the "Group"), as detailed below.

1. Earnings targets

	Final year (FY2027) Initial targets	Final year (FY2027) Revised targets
Net sales (billion yen)	200.0	200.0
Operating profit (billion yen)	18.5	16.0
Earnings per share (EPS) (yen)	350	280
Return on equity (ROE)	10% or higher	8% or higher

2. Reasons for the revision

The Group has been implementing the plan, positioning the plan period as a phase for creating systems for achieving growth toward the realization of our long-term vision. Since the formulation of the plan, we have achieved certain results, including making the former Br. Holdings Corporation (currently KYOKUTO KOWA CORPORATION) a consolidated subsidiary in March 2026 and integrating its prestressed concrete (PC) business, thereby expanding our business domain.

However, the business environment surrounding the Group has become increasingly severe, beyond the assumptions made at the time the plan was formulated. In the market for new bridge construction, which is our core business, the volume of projects put out for tender has fallen

below the level anticipated in the plan due to rising construction costs. In the engineered structure system business as well, the recovery of the small- and medium-sized factory and warehouse markets, which are its principal targets, has been slower than anticipated. In light of this business environment, we have decided to revise the earnings targets for FY2027, the final year of the plan.

With respect to net sales, although the existing businesses are being affected by the deterioration of market conditions, the increase in net sales resulting from the M&A executed as a growth investment is expected to offset this impact, and we therefore expect to maintain our initial target of 200.0 billion yen. Operating profit, on the other hand, is expected to decline in the existing businesses due to the deterioration of the business environment in the bridge business, despite the increase in profit from the M&A, and we have accordingly revised our target from 18.5 billion yen to 16.0 billion yen. In line with this, we have revised our targets for ROE to 8% or higher and for EPS to 280 yen.

There are no changes to the positioning or basic policies of the plan as a result of this revision. Regarding shareholder returns as well, we will continue our progressive dividend policy and maintain an upward dividend trend. We will continue to steadily implement our various strategies, thereby striving to achieve sustainable growth and enhance corporate value.

Please refer to the attached materials for further information.

Yokogawa Bridge Holdings Corp.

(FY2025-FY2027)

Seventh Medium-Term Management Plan

Revision of the Plan

TSE Prime | Securities code: 5911

Yokogawa Bridge Holdings Corp.

October 27, 2026

Partial Revision of Earnings Targets

In light of the current business environment and recent earnings trends, we will partially revise the earnings targets of the Seventh Medium-Term Management Plan.

	Initial Plan (FY2027)	Revised Plan (FY2027)
Net sales	¥200.0 billion	¥200.0 billion
Operating profit	¥18.5 billion	Revised ¥16.0 billion
ROE	10% or higher	Revised 8% or higher
EPS	¥350	Revised ¥280

Key Points of the Revision

1 Net sales maintained at ¥200.0 billion

The increase of approximately ¥40 billion in net sales from our strategic investment (M&A) is expected to absorb the impact of changes in the business environment for our existing businesses, enabling us to maintain the target level.

2 Operating profit revised to ¥16.0 billion

Despite the increase in profit from the M&A transaction, profit from our existing businesses is expected to decline due to the deterioration of the business environment in the bridge business, and we expect to fall short of the initial plan.

3 ROE and EPS revised

In line with the revision of operating profit, we will revise ROE to 8% or higher and EPS to ¥280.

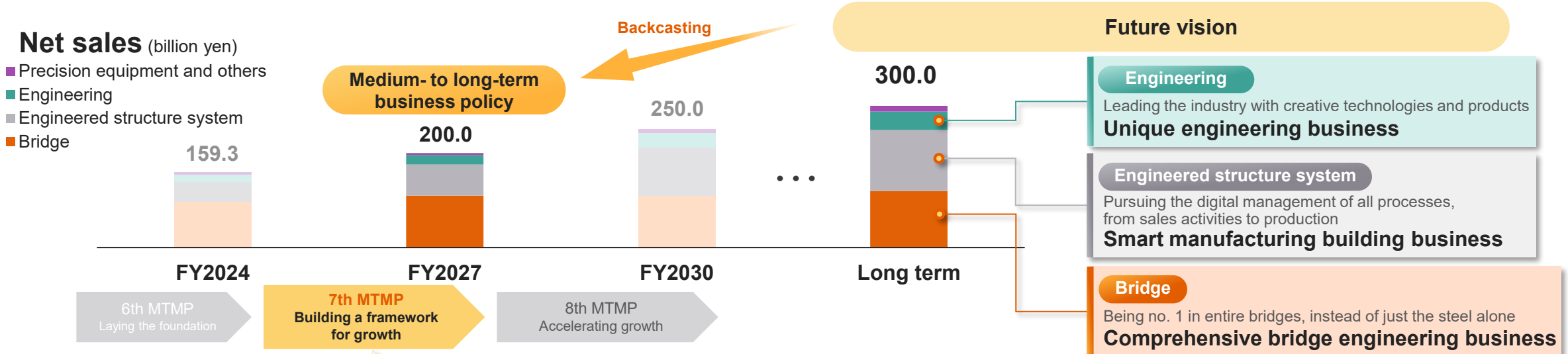
4 Steadily advancing the building of a framework for growth

Toward realizing our target business portfolio, the “building of a framework for growth,” including the completion of the M&A transaction, is steadily progressing, and we will leverage these results to drive future growth.

Positioning of the Seventh Medium-Term Management Plan

Unchanged

Although we are revising the plan, there are no changes to the positioning or basic policies of the Seventh Medium-Term Management Plan. We continue to position this period as a phase for “building a framework for growth,” and will advance our corporate activities toward realizing our long-term future vision (net sales of ¥300.0 billion).



Basic Policy of the 7th Medium-Term Management Plan

Aggressive investment of the Group’s management resources in growth fields and reinforcement of earnings structure

Priority businesses Basic Policy

Bridge business	Engineered structure system business	Engineering business
Expanding business domain centered on the maintenance business, and enhancing safety, quality, and productivity through digitalization	Maintaining top market share and increasing the market share based on the improvement of product value and the marketing strategy	Entering new fields aggressively

Management foundation Basic Policy

Linking people, goods, technologies and money with business strategies

Technologies | Human resources | Digital | ESG

Aggressive investment in human resources, equipment and R&D in fields of focus

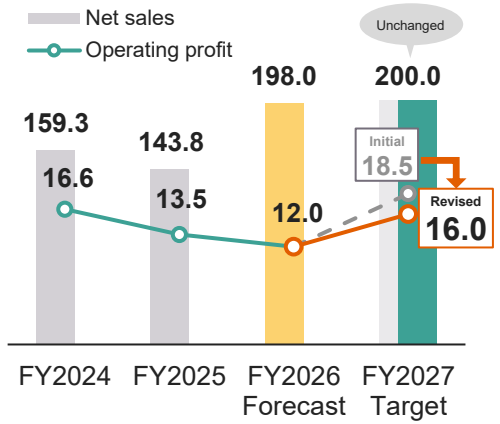
Bridge maintenance | Engineered structure system | Civil engineering | DX, IT

Progress of the Seventh Medium-Term Management Plan

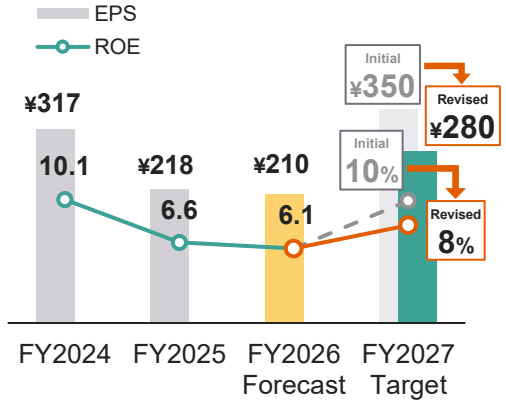
Our various strategies toward “building a framework for growth” are progressing largely as planned. Meanwhile, as the business environment has deteriorated beyond our assumptions, we have partially revised our earnings targets.

Business strategies[*1]	• **Bridge** Although earnings in the new construction segment are expected to fall below the initial plan due to the contraction of the new bridge construction market, the integration of the former Br. Holdings[*1] has established a comprehensive bridge engineering structure combining steel and PC[*2], and we are steadily strengthening our order-winning capabilities in the maintenance segment, including deck replacement. • **Engineered structure system** In response to the delayed recovery of the external environment, we have advanced a pricing strategy aimed at converting demand from conventional construction methods and have developed the two-story building segment, resulting in an increase in the number of quotations and order opportunities. • **Engineering** In addition to building up the order backlog for tunnel segments (Tokyo-Gaikan Expressway, Linear Chuo Shinkansen, etc.), business development in new growth areas such as offshore wind power and defense is progressing steadily.	Largely as planned As planned As planned
Management foundation strategies	• **Technologies:** R&D in each segment is progressing steadily in line with our basic policy • **Digital:** Company-wide deployment of generative AI has taken hold, with the monthly active user rate[*3] exceeding 70%, accelerating improvements in operational efficiency • **ESG:** We are promoting the use of green steel, and reductions in CO_2 emissions (Scope 1 and 2) are progressing ahead of plan	As planned
Cash allocation and shareholder returns	• **Cash allocation:** Increased growth investment through the execution of M&A • **Shareholder returns:** Conducted flexible share buybacks and implemented progressive dividends as planned, maintaining an upward dividend trend	As planned

Net sales and operating profit
(billion yen)



ROE and EPS



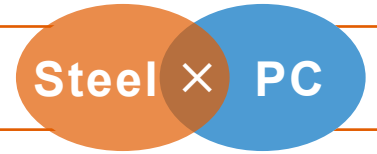
*1 For details of our business strategies and an overview of the former Br. Holdings Group, please refer to the APPENDIX.
*2 PC: Prestressed concrete
*3 Active user rate: The percentage of all employees who used generative AI at least once a month

Integration of the PC Business

Through the integration of the former Br. Holdings[*1] Group, we have established a comprehensive engineering structure combining steel and PC. To realize the benefits of this integration, we have begun specific initiatives in sales, technology, and procurement. We will proceed with the integration in stages and enhance the overall capabilities of the Group.

What the Integration Will Achieve

Integrating steel and PC technologies to acquire comprehensive capabilities that meet every need



Expansion and Strengthening of Business Domains

Segment	Business	Expansion of business domain (Br. Holdings businesses)	Areas where integration benefits are expected
Bridge	New bridge construction (steel)		●
	New bridge construction (PC) [*2]	●	●
	Maintenance	●	●
	Overseas		
Engineered Structure System	Engineered Structure system		
Engineering	Civil engineering		●
	Architecture, machinery and steel structure	●	●
	Concrete products[*2]	●	●
Precision Equipment	Precision equipment manufacturing		
	Information processing	●	●
Other	Real estate		

*1 For an overview of the former Br. Holdings Group, please refer to the APPENDIX.
*2 Business segments newly added through the integration

Benefits of the Integration

Strengthening competitive advantage in existing businesses

- Improved order win rates through enhanced proposal capabilities covering both steel and PC
- Expanded coverage in the maintenance field, including deck replacement and earthquake-proofing work
- Creation of order opportunities by leveraging the customer bases of both groups

Strengthening productivity and the management foundation

- Centralized procurement of materials and equipment, and sharing of partner networks and cost management
- Improved profit margins through the sharing of design change expertise
- Development of multi-skilled personnel capable of handling both steel and PC, and promotion of technology transfer

Expansion into growth areas

- Accelerated technology development for steel-concrete composite structures
- Participation in new areas such as regional comprehensive maintenance
- Enhanced comprehensive engineering capabilities by bringing together the technologies and human resources of both groups

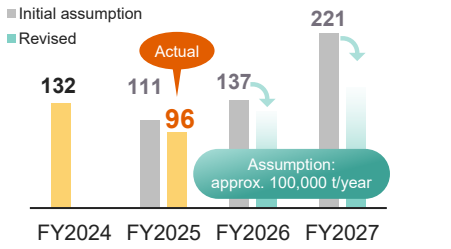
Changes in the Business Environment by Segment

Although the volume of orders for new bridge construction is expected to fall below our assumptions due to rising construction costs, we will shift management resources (human resources) to growth areas, led by the engineered structure system business, and further accelerate our efforts to optimize our business portfolio.

Accelerating the shift of management resources (human resources)

			Changes in the external environment since the plan was formulated	Impact on the Group / changes in the internal environment	Change from initial assumptions	Long-term outlook
Growth areas	Engineered Structure System		• In addition to rising material prices, uncertainty in the external environment, including geopolitical risks, has dampened capital investment sentiment • Market recovery has remained below initial assumptions	• The number of quotations has increased due to our marketing and pricing strategy (strengthening price competitiveness targeting conventional construction methods)	→	↗
	Engineering	Civil engineering	• In addition to the Tokyo-Gaikan Expressway and the Linear Chuo Shinkansen, plans for new urban railway lines (approx. 150,000 tons) are progressing, and demand has remained firm	• The acquisition of the PC business has expanded our coverage of composite structures, broadening business opportunities in the power and defense-related fields	→	↗
		Architecture	• The market remains robust, driven by large-scale redevelopment projects and stadium plans	• Focusing on expanding construction capacity through the shift of management resources (human resources)	↗	↗
	Precision Equipment	Precision equipment manufacturing	• Led by the semiconductor-related field, the market has exceeded initial assumptions	• Expanded plant floor space to increase production capacity in response to growing demand, and considering further capital investment	↗	↗
Core businesses	Bridge Maintenance		• Soaring material and labor costs have squeezed client budgets, and order volumes have remained below initial assumptions • An increase in responses to intensifying disasters and aging infrastructure*1	• Medium- to long-term maintenance demand remains unchanged • The integration of the PC business has increased the range of work types we can handle in large-scale renewal projects, enhancing our competitiveness	→	↗
	New bridge construction		• Postponement of the order timing for the cable-stayed bridge on the Osaka Bay Coastal Road Western Extension (FY2028 or later) • Revision of the baseline assumption from 120,000 tons to approximately 100,000 tons	• Plant utilization rates have declined due to lower order volumes • Focusing on developing multi-skilled personnel	↘	→

Trends in Orders Placed for New Steel Bridges
(thousand tons)



Note: Matters not described in this material are progressing largely in line with initial assumptions.
*1 Examples of these responses are provided in the APPENDIX.

Overall Picture of the Group Strategy

Toward realizing our management vision, we will steadily implement our various strategies to help solve social issues, aiming for sustainable growth and enhanced corporate value.

Craftspersonship

PC technology

(through the addition of the former Br. Holdings Group)

Civil engineering
(tunnel segments)

Architecture
(high-rise buildings, stadiums)

Bridge
(new construction)

Bridge
(maintenance)

Craftspersonship

Steel structure technology

Yokogawa Bridge Group businesses
Further evolution through the shift to smart operations[*1]

Precision equipment manufacturing
(products for AI and semiconductors)

Engineered structure system

Supporting the shift to smart operations

Information processing

Integration of digital technologies

Fields of Focus

Port logistics
(next-generation warehouses, port renewal)

Defense industry
(underground shelters and related facilities)

Power and GX
(floating offshore wind power, plant equipment renewal)

AI and semiconductors
(manufacturing equipment, plants, data centers, hazardous materials warehouses)

Solving social issues by providing high-quality infrastructure

Bridge (overseas)
(non-ODA projects, maintenance)

Aging infrastructure
(regional comprehensive maintenance, deck replacement)

Disaster prevention and national resilience
(large-scale renewal, earthquake-proofing work, underground rivers)

— Realizing Our Management Vision —

We will contribute to safe, secure and prosperous lives by integrating our craftspersonship and digital technologies to provide high-quality social infrastructure.

Human resources strategy	Shifting human resources in line with our business portfolio, and acquiring and developing multi-skilled personnel
Technology strategy	Accelerating technology development to enter our fields of focus
Digital strategy	Promoting the shift to smart operations by combining management resources with digital technologies

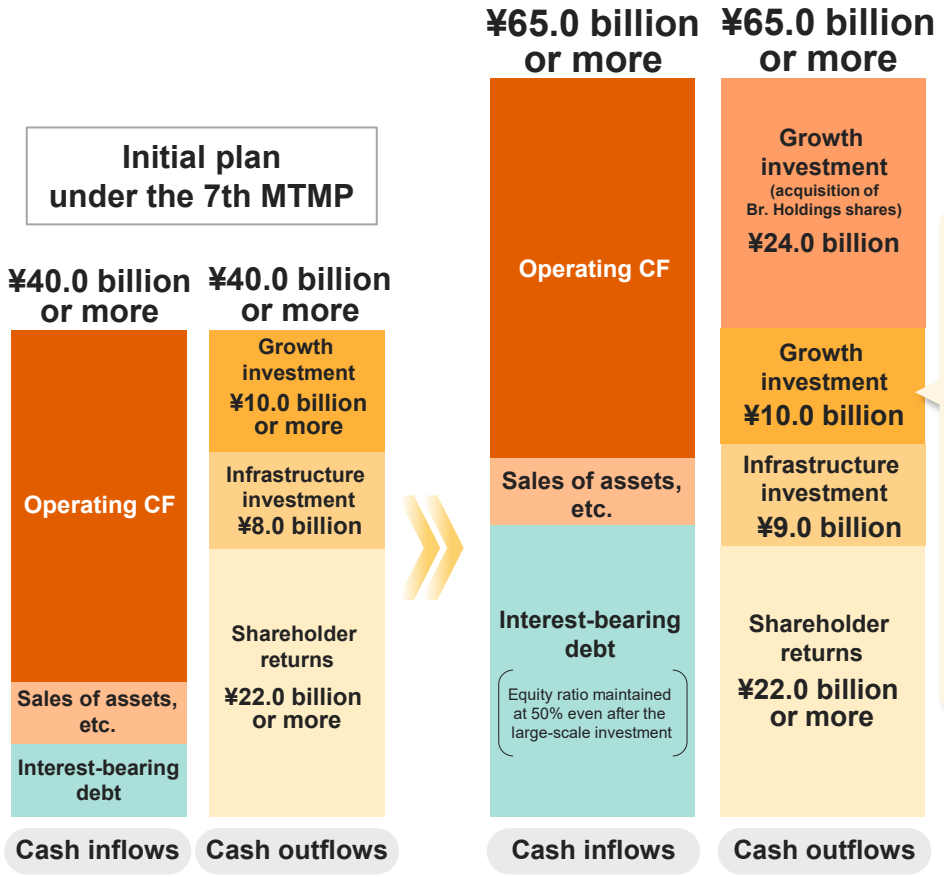
*1 Smart operations: Initiatives that go beyond digitalizing operations to transform the way we do business and create new value

Cash Allocation and Shareholder Returns

There are no changes to our shareholder return policy; we will continue progressive dividends and maintain an upward dividend trend. While maintaining a balance between growth investment and shareholder returns, we will improve capital efficiency. We will also continue to proactively consider M&A investments based on the Group's growth strategy while ensuring financial soundness.

Revised Cash allocation

Initial plan under the 7th MTMP



Growth investment

◆First-year investment results: ¥2.6 billion

Specific investment projects

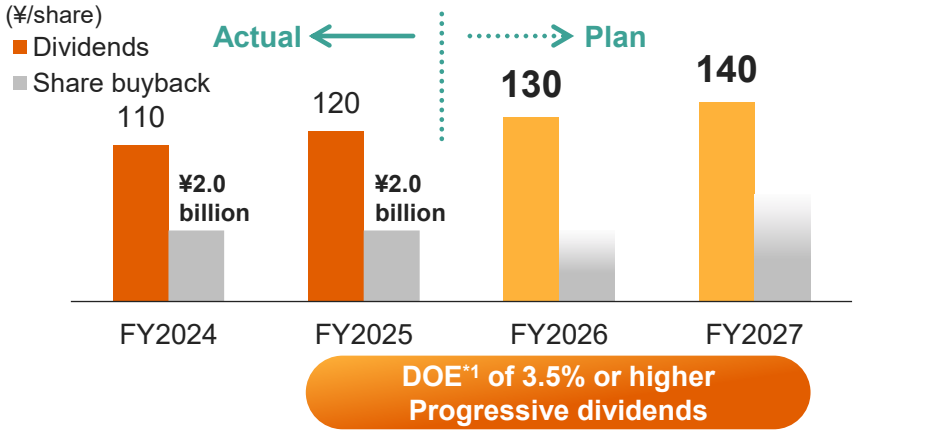
Bridge
- ✓ Introduction of new production equipment

Engineered structure system
- ✓ System development related to the shift to smart operations

Engineering
- ✓ Introduction of new production equipment

etc.

Unchanged Shareholder returns



DOE*1 of 3.5% or higher
Progressive dividends

*1 DOE: Dividend on equity ratio

Strategic investment (M&A)

* Strategic investment (M&A) is not included in the figure above

Purposes

Increasing competitive advantages	Expanding business domains	Acquiring new technologies

Domains to be considered

Bridge

Achieved through M&A

- ✓ **Concrete-related companies**
  - Painting companies
  - Overseas subcontractors

Engineered structure system
- Construction companies
- Design offices

Other
- IT and digital companies
- Other steel structure manufacturers

人と未来をブリッジさせる。

横河ブリッジグループ

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- This presentation document contains forward-looking statements about future business performance. Various risks and uncertainties could cause actual business performance to be materially different from the explicit and implicit forecasts contained in these forward-looking statements.

APPENDIX

New Group Structure and Overview of the Former Br. Holdings Group

Br. Holdings, which became a consolidated subsidiary in March 2026, transitioned to a structure in which two companies—KYOKUTO KOWA CORPORATION and Higashi Nihon Concrete Co., Ltd.—became direct subsidiaries of Yokogawa Bridge Holdings through the organizational restructuring on October 1. By integrating steel and PC technologies, we will strengthen the overall capabilities of the Group.

New Group Structure

YBHD
Yokogawa Bridge Holdings Corp.

- YBC Yokogawa Bridge Corp.
- YSC Yokogawa Bridge System Buildings Corp.
- YNSE Yokogawa NS Engineering Corp.
- YTI Yokogawa Bridge Techno-Information Service Inc.
  - YCE Corp.
- Narasaki Seisakusyo Co., Ltd.
- KYOKUTO KOWA CORPORATION
  - KNC KN Information Systems Corporation
  - UTAKA Yutaka Kogyo K.K.
- Higashi Nihon Concrete Co., Ltd.

Former Br. Holdings Group

- YTP Yokogawa Bridge Techno Philippines, Inc.

Strengths of the Former Br. Holdings Group

A history and track record spanning more than 70 years

Possesses top-class technologies and a proven track record in Japan in the design, construction, and repair of PC bridges. Has worked on more than 18,000 bridges to date

In-house production bases covering all of Japan

Five in-house plants nationwide (Gotsu, Shizuoka, Hiroshima, Oita, and Watari) enable stable production and in-house supply of products

Construction Track Record



New bridge construction

Konorihama Bridge

Contractor	Higashi Nihon Concrete
Location	Miyagi Prefecture
Type	PC three-span continuous rigid-frame box girder bridge (L = 169.4 m)



Bridge maintenance

Hamana Bridge

Contractor	KYOKUTO KOWA CORPORATION
Location	Shizuoka Prefecture
Main work	Earthquake-proofing work, continuous connection of the central hinge



Concrete products

EDION PEACE WING

Contractor	KYOKUTO KOWA CORPORATION
Location	Hiroshima Prefecture
Main work	Fabrication of stands

Business Strategy

Bridge business

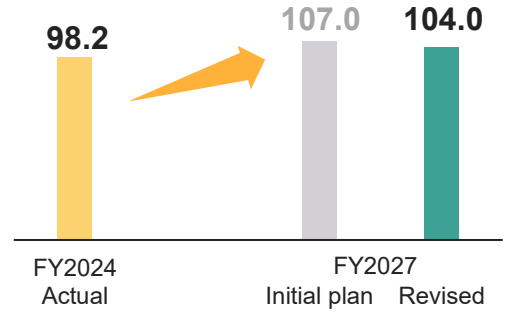
We have achieved the expansion into other types of construction work set out in the initial plan through the integration of the PC business via M&A. As the new construction market contracts beyond our assumptions, we will advance the realization of comprehensive bridge engineering centered on the maintenance business.

	New construction	Maintenance	Overseas
Basic Policy	Expanding business domain centered on the maintenance business, and enhancing safety, quality, and productivity through digitalization		
Initial plan	• Expanding market share by enhancing technical proposals • Establishing technological superiority in long-span bridges and highly complex projects • Strengthening measures for private-sector work	• Differentiation through proprietary technologies and products for deck replacement • Expanding business domains to other types of construction work (such as concrete and paint application)	• Building overseas bases using large-scale ODA projects as a foothold • Sowing the seeds of growth for the next Medium-Term Management Plan and beyond
Changes in the business environment and issues	• For both steel and PC, soaring material and labor costs have squeezed order budgets, and order volumes have contracted to a record low level • For steel bridges, although there are large-scale projects such as the Osaka Bay Coastal Road Western Extension, a significant recovery is not expected, and we assume a level of approximately 100,000 tons per year. The value of orders for PC bridges is also assumed to remain flat	• Order volumes will decline in the short term due to budget constraints, but maintenance demand is expected to continue • Competition for orders with general contractors and PC specialists is intensifying in deck replacement and earthquake-proofing work	• Delays in bidding and ordering for ODA projects have caused timing shifts in both orders received and output • Issues related to the maintenance and renewal of existing bridges are emerging in developing countries such as those in Southeast Asia
Strategy updates	• Developing multi-skilled personnel through job rotation and training, and accelerating the shift to maintenance, overseas, and other businesses	• Shifting from independently developing other types of construction work to integrated collaboration, and accelerating participation in earthquake-proofing work, paint application, and other areas	• Expanding into non-ODA projects and maintenance-related work • Building a structure capable of continuously executing multiple large-scale projects by deploying and developing human resources

Integration of the PC business through M&A

- Creating new order opportunities by mutually leveraging sales networks
- Promoting technological integration to improve order-winning capabilities and profit margins in increasingly competitive large-scale renewal projects

Changes in the Net Sales Plan
(billion yen)



Current Initiatives Following the Integration of the PC Business

- Improving order win rates by sharing sales information and technical proposals
- Design collaboration on projects already won and projects being bid on
- Reducing costs by insourcing bridge attachments for projects already won
- Developing new steel × PC products (such as replacement decks)


[Steel × PC collaboration]
Wakamiya Bridge deck replacement work
KYOKUTO KOWA CORPORATION / Yokogawa Bridge Corp.
Specified Construction Joint Venture

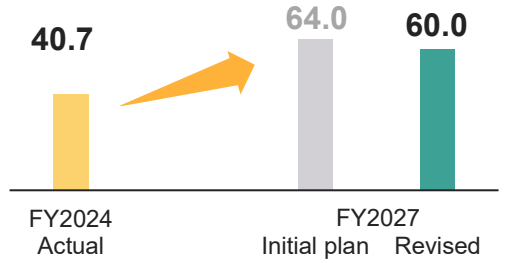
Business Strategy

Engineered structure system business

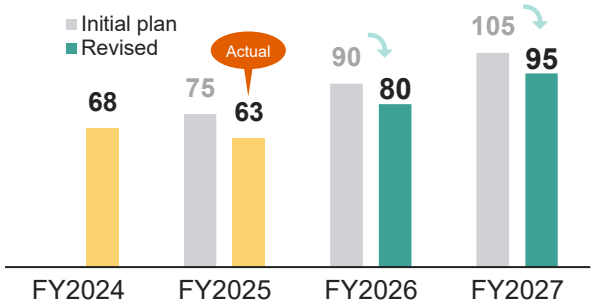
In response to the delayed recovery of the small- and medium-sized factory and warehouse markets, we will promote marketing-led sales reform and strengthen product appeal, aiming to maintain and expand our top market share.

	Improvement of product value	Marketing strategy
Basic Policy	Maintaining top market share and increasing the market share based on the improvement of product value and the marketing strategy	
Initial plan	• Strengthening highly versatile products and services that can accommodate a wide range of regions, scales, structures, applications, and specifications • Aiming for smart manufacturing that centrally manages information from marketing through design, production, construction, and after-sales services	• Expanding sales channels to a diverse customer base, including clients, design offices, and major general contractors, in addition to builders
Changes in the business environment and issues	• Competition with conventional construction methods and other engineered structure system companies has intensified, making differentiation in price, products, and services an even more important challenge	• While urban development and data center investment remain robust, the recovery of the small- and medium-sized factory and warehouse markets—the main target of the engineered structure system business—has been delayed due to shortages of site supervisors and equipment contractors on the builder side • Sales activities targeting major clients require a comprehensive approach that includes major general contractors and major design offices
Strategy updates	• There are no changes to the policy set out in the initial plan; we will analyze quotations, orders won, and orders lost on a project-by-project basis to further enhance our competitiveness in products, services, pricing, and construction periods • Accelerating the enhancement of the added value of existing products (such as high thermal insulation) and the development and commercialization of next-generation roofs and exterior walls	• There are no changes to the policy set out in the initial plan; we will further accelerate our marketing strategy that integrates market research, customer research, sales activities, product development, and advertising • Sales activities targeting clients and other upstream parties will be pursued from a medium- to long-term perspective

Changes in the Net Sales Plan
(billion yen)



Trends in Orders Received by Area and Plan Revisions (10,000 m²)





(Left) [Strengthening product appeal]
Example of a new roof with enhanced waterproofing

(Right)
[Strengthening relationships with builders]
"Understanding yess buildings through Manga"

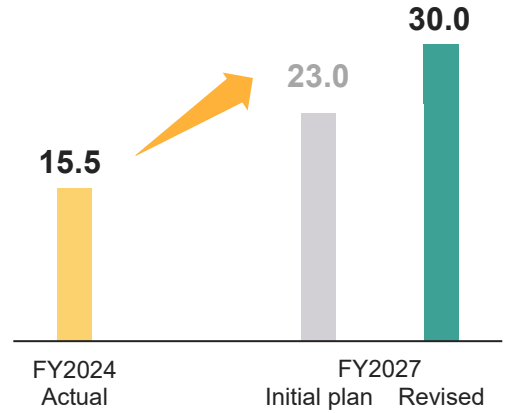


Business Strategy Engineering business

In civil engineering–related work, we will generate profits through the steady production of projects already won (such as tunnel segments), and make full-scale entry into new fields—including the utilization of underground spaces, power, and defense—leveraging our proprietary technologies. In architecture, we will deploy management resources and build a structure to respond to robust demand.

	Civil engineering	Architecture
Basic Policy	Aggressive entry into new fields	Improving the quality of services provided through distinctive technological capabilities
Initial plan	• Reliably converting the order backlog from large-scale projects into profit, and leading the underground space utilization market with our proprietary technologies • Making full-scale entry into businesses such as nuclear power, offshore wind power generation, port renewal, and defense facilities	• Specializing in highly complex projects such as high-rise buildings and special structures, and establishing an irreplaceable position through our expertise in steel frame work • Establishing the brand of our movable building systems (YMA) to expand our unique domain in the stadium and arena markets
Changes in the business environment and issues	• Tunnel segment projects are progressing steadily, although there are fluctuations in the overall schedule of each project • Demand is emerging in the power, port, defense-related, and plant equipment renewal markets. As a result of proactive sales activities, we have secured concrete inquiries and are making progress toward entry	• With the launch of large-scale urban redevelopment projects, stadiums, and data centers, the market is robust for both steel frames and PC • In steel frame work, improving our distinctive services and quality is essential to continue being chosen by customers
Strategy updates	• Capturing new project needs and developing technology proposals to increase our market share and achieve full-scale entry into new fields • Expanding production equipment to streamline fabrication and improve productivity	• Securing repeat demand as a subcontractor for steel frame work and expanding our business domain through the development of new customers • Expanding our unique domain in steel frames, PC, and movable building systems through structural development and resource utilization • Securing human resources through the shift of Group resources and mid-career recruiting, and improving the efficiency of construction planning operations through the use of AI, BIM, and other technologies

Changes in the Net Sales Plan
(billion yen)



Current Initiatives Following the Integration of the PC Business

- Developing new steel × PC products (such as composite segments)
- Building sales and technology development structures in the power and defense-related fields



[Defense facilities / new field expansion]
Technology exhibit at the
"Military Engineer Techno Fair"

Business Strategy

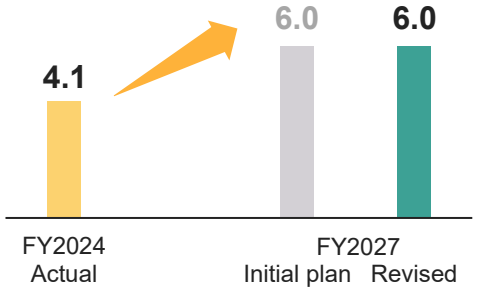
Precision equipment business

In precision equipment manufacturing, we will capture the growth of the semiconductor market driven by AI demand and expand our capital investment and production capacity. In information processing, we will support the Group's digitalization while creating new services.

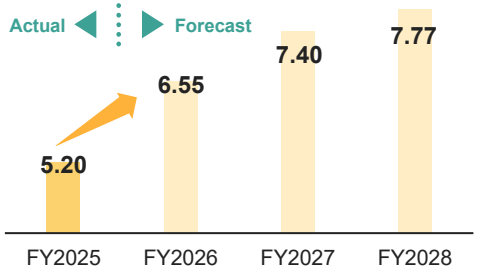
	Precision equipment manufacturing	Information processing
Basic Policy	Aiming to increase orders received and revenue by implementing strategies for individual product groups	Maintaining and expanding the business by developing new products and services while supporting the digitalization of Group companies
Initial plan	• Building a mass production system and improving production efficiency, with a focus on the recovering market for semiconductor-related products • Starting the mass production of currently developed products and developing next-generation products • Capital investment in factories to prepare for the expansion of production • Expanding the scope of our capabilities through process expansion (embedded products) and material expansion (casting, etc.) to increase order opportunities	• Shifting its role from a focus on external sales to serving as the core driver of digitalization across the entire Group • Developing the expertise gained through Group support into new services by enhancing our AI platform
Changes in the business environment and issues	• For FPDs*1, investment in OLED panels for IT products has resumed, and a certain level of recovery is expected • In the semiconductor market, robust demand driven by the rapid expansion of AI-related demand (see the chart on the right) continues, and further growth is expected, including the expansion of investment in memory products • Risks from global geopolitical volatility and soaring prices and labor costs remain concerns	• The market for existing products (such as design support software) is becoming increasingly challenging due to the contraction of the steel bridge market • The transition to a new structure following the M&A has increased the IT infrastructure and digitalization needs to be supported and integrated within the Group
Strategy updates	• While maintaining our initial basic strategy, we will execute capital investment exceeding the initial plan to reliably capture robust semiconductor demand, thereby driving the growth and expansion of the business	• Promoting the integration of IT platforms with the former Br. Holdings Group to further accelerate support for the Group's digitalization • For existing products, we will reliably respond to the revision of the Specifications for Highway Bridges and to data integration for steel bridges, thereby maintaining and expanding our market share • Leveraging technologies such as image AI and point cloud processing cultivated through Group support, we will promote the creation of new products and services for the future

*1 FPD: Flat Panel Display

Changes in the Net Sales Plan
(billion yen)

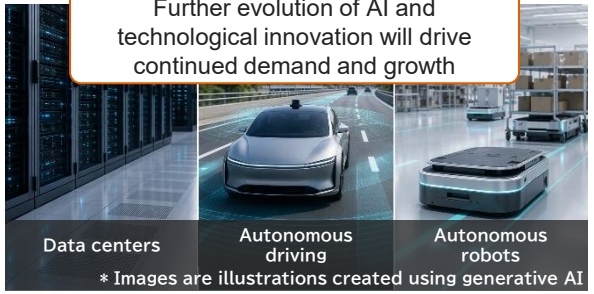


Demand Forecast for Semiconductor Manufacturing Equipment (trillion yen)



Source: Prepared by the Company based on "Demand Forecast for Semiconductor and FPD Manufacturing Equipment (FY2026–FY2028)," published in July 2026 by the Semiconductor Equipment Association of Japan (SEAJ)

Further evolution of AI and technological innovation will drive continued demand and growth



Topics Responding to Intensifying Disasters and Aging Infrastructure

As the intensification of natural disasters and the aging of social infrastructure become serious social issues, the Group leverages the technological capabilities it has cultivated as a leading bridge manufacturer to contribute to strengthening the resilience of social infrastructure, maintaining aging infrastructure, and enabling the early restoration of infrastructure in times of emergency.

Intensifying natural disasters

- 2024 Noto Peninsula Earthquake, 2026 Kumamoto Earthquake
- 〈Anticipated major earthquakes〉 Nankai Trough Earthquake; Tokyo Inland Earthquake etc.
- 2019 Typhoon Faxai (Boso Peninsula); 2019 Typhoon Hagibis (East Japan); 2020 Kumamoto Torrential Rain; 2026 Chiba Torrential Rain

Aging social infrastructure

- 2007 Kisogawa Bridge truss fracture; 2020 Kaminoseki Bridge PC steel bar fracture; 2021 Musota water pipe bridge collapse
- 2012 Sasago Tunnel ceiling panel collapse; 2018 Hiroshima erosion control dam failure; 2025 Yashio City road cave-in

Basic Act for National Resilience
First Medium-Term Implementation Plan for National Resilience (2026-2030)
Project scale: **approx. ¥20 trillion**

Expressway Renewal Project (2014-2030)
Project scale: **approx. ¥7 trillion**

How the Yokogawa Bridge Group Contributes

Building resilient infrastructure

- ✓ Bridge-related products (seismic isolation devices, cusa highly durable permanent scaffolding, KERO highly durable inspection walkways, SEF joints, Rapid Guard Fence)
- ✓ Five-sided steel shell composite segments and TUF segments for underground rivers, providing protection against torrential rain and flooding
- ✓ Precast storm surge barriers and movable storm surge barriers (neo Rise)

Protecting aging infrastructure

- ✓ Replacement and repair of concrete decks (deck replacement, K-LIP method, K-SLASH method)
- ✓ Repair and reinforcement of fatigue cracks and corrosion (e.g., emergency repair of the Ryugu Viaduct in 2026)
- ✓ Earthquake-proofing, repainting, and cross-sectional restoration of bridges and piers (K-PLEX method)
- ✓ Bridge removal and replacement technologies (NY Rapid Bridge, STEEL-C.A.P. method)

Preparing for emergencies

- ✓ Support for disaster recovery (e.g., emergency inspections and restoration following the 2026 Kumamoto Earthquake)
- ✓ As a full member of the Japan Association of Steel Bridge Construction, we have concluded disaster response agreements with 52 organizations nationwide
- ✓ Promoting R&D on highly durable structures and maintenance technologies

Recent Case Example -Aging Infrastructure-

Emergency repair of fatigue cracks on the Ryugu Viaduct (National Route 23)

Contractor: YBC Yokogawa Bridge Corp.



Removal of cracks by grinding


After construction
(Reinforcement with cover plates)

Project name	FY2026 Ryugu Viaduct emergency repair work
Client	Nagoya National Highway Office, Chubu Regional Development Bureau
Project overview	Fatigue cracks caused by aging were successively identified during inspections and surveys on the Ryugu Viaduct (National Route 23), totaling 53 locations. Emergency traffic restrictions (lane closures and closure of both directions) were imposed from July 3 to 22, 2026. Under challenging conditions in which new cracks continued to be discovered, we completed the entire process—structural analysis, on-site measurement, drawing preparation, member fabrication, and on-site installation—within a few days, swiftly reinforcing all locations and enabling the lifting of the closure in both directions.

Topics Group Branding

To foster a sense of unity across our increasingly diverse Group and enhance corporate value over the medium to long term, we have advanced the “Group Branding Project” through company-wide employee surveys and workshops. Here we introduce the thinking behind each of the symbols we have developed.

Key visual



Design concept “Yokogawa Bridge Group, Creating the Future”

Depicting a person gazing toward the future against a dawn landscape, with structures created by our Group's businesses placed in the cityscape behind. Building on the history we have cultivated, the visual expresses our determination to open the way to a safe, secure, and prosperous society.

Tagline — **Our brand watchword**

Bridging People to the Future.

We have turned “bridge”—a word in our Group name—into a verb. Beyond simply building social infrastructure, this expresses our mission and determination to “provide new value and possibilities” connecting people to people, people to society, and the present to the future of the next generation.

Statement — **Our social mission**

Our determination and responsibility for the future

The statement articulates the “new value and possibilities” that the Yokogawa Bridge Group will deliver to the society of the future, and boldly declares our determination and the responsibilities we must fulfill to realize them.

New Group logo

Y BRIDGE

Two arches symbolizing “people” and “the future,” as well as our multiple operating companies, merge into a design representing the “Y” of YOKOGAWA. Overlaid with a gradation shifting from blue—signifying technology and trust—to the colors of dawn, the logo expresses how our diverse strengths come together as one Group to achieve new heights.