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YACHIYO Engineering



SUSTAINABILITY REPORT 2026

Yachiyo Engineering Co., Ltd. Sustainability Report 2026

Top Message

Sustainability Consultants Paving the Way to a Sustainable Future

Promoting sustainability management

In 2018, we unveiled our new vision “Innovative solutions for the society” and launched our Long-Term Management Policy (2018–2027) aiming to actively expand into the private sector as a general construction consultant. Japan and the rest of the world are facing demographic problems, global environmental issues, and other serious social issues. The social responsibilities we as a general construction consultant must fulfill are greater than ever, including disaster risk reduction, disaster mitigation, and national resilience in response to increasingly frequent and severe earthquakes, volcanic eruptions, and floods.
We have sustained our efforts to resolve various social issues through our business. In 2024, we launched our Third Medium-Term Management Plan with the concept of “accelerating growth.” Since then, we have promoted sustainability management, which views social issues as market opportunities and aims to balance their resolution with corporate growth.

Resolving social issues with an eye toward the future

2025 was a year in which, despite the glimpse of future society offered by Expo 2025 in Osaka and Kansai, the realities of society, namely deepening population decline and aging, compelled us to pursue fundamental reforms to our social structure. The impacts of climate change are now beyond doubt; in the summer, the Japanese archipelago experienced record-high temperatures—even Central Tokyo set a new record for consecutive days of extreme heat. Although international discussions took place at COP30 in Brazil last November, the global community’s progress toward solutions remains insufficient against the unprecedented speed of climate change.

Now that climate change is increasingly evident and the global environment is reaching its limits, we need measures for both mitigation and adaptation—through decarbonization and the expansion of renewable energy for the former, and through disaster risk reduction and mitigation for the latter—to protect people’s lives and livelihoods from increasingly severe natural disasters. The technologies and insights we have cultivated are key to the survival of society. Furthermore, among the 17 strategic fields of the “responsible and proactive fiscal policy” currently being promoted by the Japanese government, our role is expanding not only in disaster risk reduction and national resilience, but also in areas such as resource and energy security, green transformation (GX), and defense. Accordingly, we have evolved into sustainability consultants who go beyond the conventional construction sector to take action in areas such as the environment, energy, and management, and will continue to tackle challenges with an eye toward the future.

Using our collective strength and exploring new areas to accelerate growth

To accelerate growth, we must elevate individual strengths into the organization’s collective strength and expand beyond conventional boundaries into new areas and global markets. Toward that end, we are vigorously advancing initiatives right now.
First, we are strengthening our organizational foundation and human capital. We are building a foundation to transform individual knowledge and technical capabilities into organizational strengths to enable us to offer greater value to society. We are taking steps to institutionalize productivity improvements through digital transformation (DX)—namely promoting the use of generative AI and developing various operational support tools—while also promoting human capital management, for example raising the retirement age to 65 and enhancing employee benefits.

Second, we are co-creating business in new areas and on a global scale. In August 2025, we established SISI Innovations, an impact corporate venture capital (CVC) firm that develops new businesses through co-creation with startups. In the energy sector, we are building smart gas networks in Indonesia using CubiTan® next-generation high-pressure gas containers, and will expand our scope to include hydrogen and biogas with our sights set on eventual deployment in Japan. In overseas operations, we have established local subsidiaries at several locations to create a system that allows us to receive orders directly from the Japan International Cooperation Agency (JICA) as well as local governments, thereby accelerating our global expansion.

Applying free thinking to exceed expectations

With the rapid implementation of generative AI and other digital technology, work styles and productivity in social infrastructure development continue to advance at an unprecedented pace. That said, digital technology cannot solve every issue; humans must take the initiative in assessing the value of outputs and solving complex problems. Even in this age of AI, there is concurrent demand for the abilities of human consultants, namely problem identification, critical thinking, and communication skills. Indeed, now is the time for us to stand at the heart of social issues and fulfill an essential role. The essential element here is trust, specifically that we hold and share the same values as stakeholders and society.
Additionally, we are actively pursuing open innovation, specifically through co-creation and strategic partnerships with startups. By combining internal and external insights and thinking freely rather than inflexibly, we will create new value that exceeds expectations, build social trust, and contribute to the realization of a sustainable society.



President
TAKAHASHI Tsutomu

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Editorial Policy | This Sustainability Report is intended to serve as a comprehensive communication tool to help our stakeholders gain a deeper understanding of our corporate stance and efforts to further enhance our corporate value.
- Target organization: Yachiyo Engineering Co., Ltd.
- Target period: Unless otherwise indicated, the fiscal year ended June 30, 2026 (July 2025 to June 2026).

Our Role

As a general construction consultant, we have helped develop infrastructure in Japan and around the world for more than 60 years. Roads, rivers, clean water and sewage systems, and other social infrastructure form the indispensable foundation that underpins people's safety and daily lives.

Today, the social issues we face—including accelerating climate change, aging infrastructure, and shifts in the social environment stemming from demographic challenges—are more complex than they ever have been.

In this time of major transformation, we will pass down the dependable technologies we have cultivated in infrastructure development to the next generation, and extend beyond the civil engineering sector to collaborate with companies in other industries. Through this, we will offer new value to society and support a sustainable future for everyone.

Three Business Areas: Delivering the Future of Society with Dependable Technology

Business for the public sector in Japan

As a general construction consultant, we provide services to the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) and local governments. From our core business of planning, designing, and maintaining social infrastructure to the environmental and energy sectors, public-private partnerships and initiatives (PPP/PFI), and beyond, we provide public services tailored to the needs of the times and contribute to resolving social issues.

Main business areas

- National land conservation
- Transportation infrastructure
- Urban / Regional Planning and Development
- Management
- Environment / Energy
- Geology / Soil Engineering
- Maintenance
- Mechanical / Electrical
- ICT

Business for the public sector outside Japan

We promote projects to identify the social infrastructure needs of nations around the world and resolve issues, with a focus on developing countries. Through official development assistance (ODA) projects as well as non-ODA projects, we provide a broad range of services in roughly 150 countries and regions.

Business for the private sector

We provide services to the private market (companies and consumers) by leveraging the expertise we have cultivated from our business for the public sector. By identifying the market value of our potential new technologies—for example in disaster risk reduction and mitigation, and environmental conservation—and transforming them into solutions, we develop new business ventures and contribute to resolving issues for corporations.

Main business areas

- ICT
- Sustainability
- Community
- Private infrastructure business



History of Yachiyo Engineering

Founded in 1963, as a general construction consultant, we help people live safer, more prosperous lives by providing technical services for social infrastructure in roughly 150 countries and regions.



Yoshii River Bridge on the Sanyo Shinkansen (1968–1969)
*Received the Tanaka Award from the Japan Society of Civil Engineers (1971)



Great East Japan Earthquake restoration and reconstruction measures

Tsunoshima Bridge (1993–1999)
*Received the JSCE Civil Engineering Design Prize (2003)



Building smart gas networks using CubiTan® next-generation high-pressure gas containers (2024–present)



Support for maintenance of Takeshiba boat landing and tidal flats (WATERS takeshiba project) (2017–2020)





2024 Noto Peninsula Earthquake restoration and reconstruction measures and response to torrential rain disaster (2024–present)

1960 1970 1980 1990 2000 2010 2020 2030



Yachiyo Engineering Co., Ltd. established

Shimouke Dam (1963–1972)

Yokohama Minato Mirai 21 Environmental Impact Assessment (1981–1988)



Plan for introducing solar-based clean energy in Palau (2010–2012)





Yokohama Blue Carbon Project (2011–present)

Long-term comprehensive outsourcing project in Tama (2019–present)

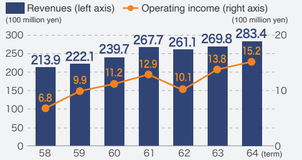




Ukraine Emergency Restoration and Reconstruction Project (eligible for fast-tracking) (2023–present)

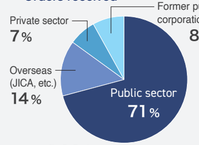
At a Glance

Revenues and operating income



*58th term (July 2019–June 2020), 59th term (July 2020–June 2021), 60th term (July 2021–June 2022), 61st term (July 2022–June 2023), 62nd term (July 2023–June 2024), 63rd term (July 2024–June 2025), 64th term (July 2025–June 2026)

Orders received

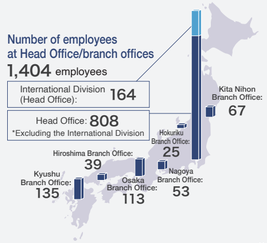


1,264 operations per year

Number of employees at Head Office/branch offices

1,404 employees

- International Division (Head Office): 164
- Head Office: 808 *Excluding the International Division



Consulting engineer registrations

19 of 21 disciplines

Registered professional engineers

425

*As of June 2026

Value Creation Model

To realize our vision, we will strive to resolve social issues and create value using the different types of management capital and business models we have developed to date and the management policies we have formulated based on them.

Growth targets
- Human resources growth
- Business growth
- Improving the way we work
- Corporate group growth

Social issues
- Global environmental issues
- Demographic issues
- Disaster risk
- Aging infrastructure
- National security
- ESG

Material issues identified in the context of megatrends

Long-Term Management Policy
Third Medium-Term Management Plan
▸ P.06

VISION

Innovative solutions for the society

Natural capital / Social and relationship capital
Creating Value for the Next Generation
▸ P.09

Intellectual capital / Manufactured capital
Solving problems with dependable technology
▸ P.13

Human capital
Developing Human Resources and Creating Fulfilling Workplaces
▸ P.26

Creating value for society based on VALUE
- Developing sustainable, resilient social infrastructure
- Creating a future-oriented society
- Addressing climate change
- Sustainable economic growth
- Promoting environmental conservation
- Promoting the introduction of sustainable energy
- Building a recycling-oriented society

Business areas
- Business for the public sector in Japan ▸ P.13
- Business for the public sector outside Japan ▸ P.17
- Business for the private sector ▸ P.18

Trustworthiness and credibility among stakeholders
Improving execution capacity | Enhancing services | Expanding business volume (sales)

MANAGEMENT PHILOSOPHY
Management Philosophy
Respect for humanity and management by all members

Corporate Governance ▸ P.30

Sustainability management

Sustainably improving corporate value

Expanding environmental and social value

Expanding economic value

Vision
Nurture all aspects of human society and lifestyles and their respective futures

Long-Term Management Policy

Vision for 2027

Contribute to resolving social issues by swiftly and flexibly responding to social changes and needs and providing valuable services

MANAGEMENT PHILOSOPHY

Respect for humanity and management by all members

VISION

Innovative solutions for the society

Amid global environmental issues, demographic issues, and other sweeping social changes, we must resolve new issues—specifically, we must develop sustainable infrastructure and conserve the environment. Accordingly, we have set out a new vision: Innovative solutions for the society.

VALUE

Start with ideals

Professionalism

Believe in each other and achieve success

Basic strategy

General construction consultants are required to fulfill a more diverse range of roles amid the increasing complexity of social issues caused by changes in social circumstances, as well as globalization and rapid technological innovations, namely AI and IoT. Our Long-Term Management Policy is to use a variety of approaches to respond swiftly and flexibly to these changes, while expanding into the private sector alongside our existing public sector business in and outside Japan to resolve social issues and create social value in a broad range of areas.

Society and markets

Increasing complexity of social issues
- Declining birthrate & aging population
- Declining population
- Dwindling financial resources
- Changes in national security
- Rural decline
- Aging social infrastructure
- Lifestyle/work environment changes
- Globalization
- Technological innovation
- Increasing risk of natural disasters
- Energy & resource constraints
- SDGs*1
- Society 5.0*2(Super Smart Society)

Changes/needs

Provide high-value services

Resolve social issues

Yachiyo Engineering Co., Ltd.

Convert to an optimal business structure for accommodating society and markets

People / Things — Optimal allocation — Money / Expertise

Strengthen business for the public sector | M&A | Research

Strategic research and development, business development

Business for the private sector | Alliances | Development

- Shift from labor-intensive to knowledge- and capital-intensive
- Increase productivity
- Leverage competitive advantages

Become a sustainable company

*1 SDGs is an abbreviation for Sustainable Development Goals, the common goals for the international community determined at the UN Summit held in September 2015.
*2 Society 5.0 is the Japanese government's collective term for a "Super Smart Society" in which cyberspace and the real world are harmonized by using the latest technologies of the Fourth Industrial Revolution, including IoT, big data, AI, and robots.

Roadmap

Transition phase
Establish a new business structure and flow of research, development, and business

Foundation establishment phase
Get new business on track and establish a business foundation for the future

Growth and expansion phase
Strive for further expansion of growth and dynamic business development

Sustainability management*

- **First Medium-Term Management Plan (57th-59th terms)** (2018-2020)
- **Second Medium-Term Management Plan (60th-62nd terms)** (2021-2023)
- **Third Medium-Term Management Plan (63rd-65th terms)** (2024-2026)

Achieve Long-Term Management Policy in the 66th term (2027)

*Interpreting social issues as market opportunities, we will strengthen our development of business that contributes to resolving social issues and creating social value, and address increasing social needs for the SDGs and ESG.

Third Medium-Term Management Plan

What we need for further growth



Overview of sustainability management

As a general construction consultant, we recognize that continuously promoting our business contributes to the sustainability of society. Accordingly, interpreting social issues as market opportunities, we engage in business that contributes to resolving social issues and creating social value, and promote sustainability management to meet social demand for corporate operation and management. Toward those ends, all employees share a high level of awareness while implementing initiatives for a sustainable society.

Additionally, based on our management philosophy, vision, and values, we will continue our efforts to resolve social issues by conducting our business in line with our material issues. Under our Third Medium-Term Management Plan and its concept of accelerating growth, we will strengthen our organizational capabilities for addressing our material issues with a sense of urgency and manage our business accordingly, which will help us realize our vision and implement sustainability management.

Under our Third Medium-Term Management Plan, we are using two approaches to identify the tasks ahead of us: backcasting*1 based on future opportunities and risks, and forecasting*2 based on past achievements and challenges. We then reflect the tasks we identify in various strategies.

*1 Envisioning future circumstances and considering the necessary efforts to get there from the present
*2 Exploring the future by starting from the past and present

Demographic issues / Global environmental issues / Disaster risk / Aging infrastructure / National security / ESG

Backcasting

Future opportunities
Changes in the environment, society, economy, and the like are expected to increase demand for infrastructure development and environmental measures tailored to local needs. This should create more opportunities to utilize our technology and expertise to address these challenges.

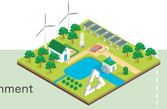
Future risks
If we cannot address environmental and social issues—for example, labor shortages due to population decline in Japan, resource depletion and environmental destruction due to worldwide population growth, and climate change—our businesses may not grow as well and our technological expertise may stagnate.

Forecasting

Past achievements
Business for the public sector in Japan has grown steadily. We are also promoting business expansion by expanding business for the private sector, launching research and development divisions, and opening offices outside Japan, and through M&As and business alliances with several companies.

Past challenges
Challenges for the past several years include sluggish growth in business for the private sector and reducing dependence on ODA for business for the public sector outside Japan. Additionally, we must incorporate new technology into our operations and further accelerate streamlining using DX, ICT, and other technological advancements.

ESG



E Environment

Environmental initiatives

We will establish and maintain an environmental management system that conforms to JIS Q 14001 and contribute to the development of a sustainable society with lower environmental impact. We will also take steps to quantitatively identify and reduce CO_2 emissions to achieve the YEC Carbon Neutral Declaration, which we published to announce our medium- to long-term targets for reducing greenhouse gas emissions.



S Society

Social initiatives

We will strengthen human resource development through human capital management and promoting staff increases as defined in our Third Medium-Term Management Plan, promote diversity, equity, and inclusion (DEI), and create fulfilling workplaces.
We will also strengthen collaboration with local communities—key stakeholders—to earn their trust and enhance our corporate value.



G Governance

Governance initiatives

We will work to continuously enhance our corporate value by ensuring fairness and transparency in management and taking steps to avoid and control risks by strengthening corporate governance and compliance and through risk management and other initiatives.

Material issues

Business

1. Developing sustainable, resilient social infrastructure
2. Creating a future-oriented society
3. Addressing climate change
4. Sustainable economic growth
5. Promoting environmental conservation
6. Promoting the introduction of sustainable energy
7. Building a recycling-oriented society

Governance

8. Legal compliance and risk management to enhance our trustworthiness
9. Active participation of diverse human resources, and respect for individuality and work styles
10. Stakeholder engagement

Concept	Growth targets	Priority measures
Accelerating growth	Human resources growth	**Human capital management and promoting staff increases** ● Creating diverse, flexible, comfortable work environments ● Maximizing the value of human resources by enhancing investment in them
	Business growth	**Accelerating commercialization of R&D outputs** ● Deploying knowledge- and capital-intensive business models ● Research centered on digitizing social spaces, AI analysis, and scenario analysis
	Improving the way we work	**Improving productivity and creating more time with DX** ● Streamlining with new technology (e.g. AI, BIM/CIM) ● Transforming existing businesses (innovating processes with ICT)
	Corporate group growth	**Accelerating and upscaling M&As** ● Executing M&As to reinforce the execution capacity of technical departments ● Expanding the business scale of the entire corporate group

Strengthening corporate functions

- Systematically verifying outputs and assuring their quality
- Operating and continuously improving the risk management framework
- Operating fair, swift decision-making mechanisms
- Rigorous compliance
- Proactive disclosures
- Operating and managing management plans

Natural capital / Social and relationship capital
Creating Value for the Next Generation

Intellectual capital / Manufactured capital
Solving Problems with Dependable Technology

Human capital
Developing Human Resources and Creating Fulfilling Workplaces

Trustworthiness and credibility among stakeholders

Our Aspiration

Nurture all aspects of human society and lifestyles and their respective futures



Creating Value for the Next Generation

We are promoting sustainability management to realize a sustainable society. We welcomed YAMAGUCHI Michiko of the Higashiomi Sanpo Yoshi Fund, which has been driving the local capital cycle in the city of Higashiomi, Shiga Prefecture, and KITAHARA Nayuka of PwC Consulting, who brings expertise in resolving local issues and impact investing to our Sustainability Roundtable to explore the future of infrastructure and community development in terms of the local capital cycle and river basin collaboration under the theme of "A life-sustaining society originating from this river basin."

Sustainability Roundtable

Exploring the future of infrastructure and community development in terms of the local capital cycle and river basin collaboration

A life-sustaining society originating from this river basin



TAIRA Yoshiyuki
Principal,
SISI Innovations Co., Ltd.

KITAHARA Nayuka
Senior Manager, PwC Consulting LLC
Specialist in corporate evaluations in terms of sustainability, sustainable finance, and social impact assessments. Provides support for promoting sustainable management, creating social impact, and advancing ESG and impact investing.

YAMAGUCHI Michiko
Senior Fellow,
Higashiomi Sanpo Yoshi Fund
Played a key role in establishing Higashiomi Sanpo Yoshi Fund, a public interest incorporated foundation. Actively supporting sustainable community-building and local business development.
Promoting the Sanpo Yoshi Impact Fund for Forests, Villages, Rivers, and Lakes.

TAKEMURA Hitoshi
General Manager
River Department, Domestic Division
Yachiyo Engineering Co., Ltd.


With the head chef at Uka Rokkon, a former Omi merchant's residence


One of the few remaining naiko lagoons of Lake Biwa Iba-naiko Lagoon and the Notogawa Waterwheel


Ohama Shrine, home of the mikoshi portable shrine for the local Iba Festival

*As of June 2026

Understanding the Land of Higashiomi

YAMAGUCHI: The Higashiomi Sanpo Yoshi Fund was established as a purpose-driven fund that incorporates the spirit of Omi merchants—that business should be good for the seller, good for the buyer, and good for the community—along with elements such as future timelines and the environment. Using funds raised locally, it evaluates and supports community businesses that resolve local issues and promote revitalization, ensuring that the funds are also used locally. The idea for the fund originated around 2010, when a vision titled "The Future of Higashiomi in 2030" was created in collaboration with local residents. Through discussions with business operators, government officials, NPOs, financial institutions, and researchers, we confirmed that people can continue to live sustainably and happily as long as there is an abundance of four types of capital, which we consider to be local resources: the broad category of natural capital, and under it, people, proper infrastructure, and healthy relationships. Additionally, during concurrent workshops in Higashiomi, we discovered that the community's foremost wish was to connect with nature and each other. Higashiomi has long been a transportation hub where major roads intersect. It is close to the former capital of Kyoto and has consistently been caught up in the tumult of history. Nonetheless, people have continued to live there to the present day; part of the community's DNA is the ability to overcome the turmoil. The traditional Japanese concepts of mutual aid and community cooperation are alive and well, and houses are densely clustered, even in the rural parts of the city with ample open land. I believe this background is indicative of the strength of the community's bonds.

TAKEMURA: Although modernization has brought greater convenience to Japan, it has also obscured how geography, culture, and the economy are connected to each other. However, when these connections are understood, it becomes apparent what we should preserve and restore while tapping into the current stock of natural capital. Understanding the land should allow us to rebuild valuable relationships, such as the bonds of rural communities that Yamaguchi-san mentioned. Higashiomi is a community with great potential, where people have settled near water, establishing social norms and culture and developing industry. Subsoil flow from the Suzuka Mountains, pleasant breezes, and other elements of the natural environment are deeply intertwined with daily life, wouldn't you agree?

YAMAGUCHI: You're absolutely right. I made a major discovery when I was shown a map of groundwater flow prepared by Yachiyo Engineering. I wondered why an airfield was built on land that had once been rice paddies, later turned into a factory, and then returned to rice paddies. In this alluvial fan with sandy soil that allows water to seep into the ground, it became clear to me that the town itself was shaped by water, an insight I find truly fascinating.

KITAHARA: When I look at local zebra companies*1 and regional revitalization efforts across Japan, I sense that many communities are growing increasingly concerned that the exodus of people to urban areas during the period of rapid economic growth in the 1960s and 1970s destroyed the cultural tradition of drawing wisdom from nature in daily life. In contrast, people in Higashiomi have practiced the tradition across multiple generations, and still discuss the relationship between human activities and forests, villages, rivers, and lakes in daily life and business. I feel like the culture in Higashiomi sees people and nature as one, rather than separate. I also believe a major feature of the Higashiomi Sanpo Yoshi Fund is the fact that it has involved collaboration with researchers from the very beginning of the vision-building process, shedding light on invisible, unnoticed value in the community. The fund has gone beyond intuition to explain the local situation, creating a body of work that visualizes and quantifies changes in natural capital and human activities. This wealth of information makes it easier to connect with Yachiyo's global perspective on river basins, natural capital, and impact investing.

Fostering autonomy by taking ownership

YAMAGUCHI: Through the support we have provided over nearly a decade, I have realized that some value cannot be seen simply by evaluating individual projects. For example, when supporting restaurants that serve the sweetfish and Biwa trout species unique to this region, everything needs to be interconnected to sustain the supply of the ingredients—the rivers navigated by the sweetfish, the spawning environments for the Biwa trout, and even fish ladder construction. The local ecosystem can easily collapse if we fail to recognize and acknowledge these connections. When I was working for the government, I was troubled by a certain disconnect—although the water quality of Lake Biwa had substantially and demonstrably improved according to the government's assessment criteria, many residents of Shiga did not feel that the water had actually become cleaner. That disconnect is why I focus on understanding what is happening on the ground and what needs to change for people to feel that things have truly changed. This understanding is valuable and drives my focus on visualizing what the members of the local community want to see.

TAIRA: When I participated in a workshop with local residents, I heard about your efforts to support young people who need something a bit different to find jobs. You did not view them as recipients of the support services you were providing; instead, you created environments and relationships where they could work with a sense of security, allowing their strengths and roles to come to life within the community. I was deeply moved by that approach—it really challenged my values. It showed me that the Higashiomi Sanpo Yoshi Fund focuses on discomfort and difficulty that cannot



be addressed by institutional or market frameworks alone, and is reinterpreting how people connect with nature and each other.
In fact, this view of connections was how SISI Innovations, the impact CVC firm established by Yachiyo, became involved in the initiatives in Higashiomi. For example, in pursuit of a nature-positive future, we should not attempt to restore the natural environment as a separate entity, but instead assess and support the lives of the people who live in it as well as their relationships with it.

TAKEMURA: That awareness of interconnectedness and the desire to take ownership are the biggest challenges in the field of flood prevention, too. I am involved in operating the Vision for the Restructuring of Society to Raise Flood Prevention Awareness,*2 and a survey on disaster preparedness revealed the reality that 70% to 80% of people are not interested in flood prevention. We are taking deliberate steps to encourage interest through initiatives like Bosai Animal Diagnosis,*3 but simply communicating disaster risk reduction information to people will not make them want to take ownership. As I see it, understanding how water is intertwined with history, culture, and the economy, and fostering affection for the local community are what will ultimately increase awareness. The self-sustaining cycle cultivated by the Higashiomi Sanpo Yoshi Fund, wherein very interested people lift up those who are not interested, is a crucial process.

KITAHARA: In my view, communication grounded in a proper grasp of reality is taking hold in Higashiomi because many people have taken ownership of the local economy rooted in the local



environment, agriculture, culture, and other elements of daily life rather than as part of a global agenda.

YAMAGUCHI: I think an inclination toward autonomy lies behind the desire to take ownership. Interestingly, there was a case where one village was losing young people, while its neighbor facing similar circumstances was not. The latter village took deliberate steps to preserve festivals and other local events, despite the apparent inefficiency of doing so. These events give every community member a role and bring the community together, and these roles are passed down to the next generation. This creates bonds and makes young people feel that there is a role for them to fulfill and a reason for them to stay, so they stay. Thoughtfully designed mutual aid and community cooperation lead to autonomy.

Circulating new funds and visualizing value

YAMAGUCHI: Money is quite useful as a gateway to expanding autonomy and empathy. Even familiar feelings of discomfort or empathy—for example, thinking that a neighbor might be struggling because their house is flooded—are often not enough to motivate people to take action. In contrast, donating to a cafeteria for children is easy. With the fund's Higashiomi-style social impact bond (SIB), we established a system that allows people to invest even small amounts, creating a cycle where people who had never invested before were offering support and gaining new awareness through ongoing progress reports. We are further promoting this cycle by advancing the Sanpo Yoshi Impact Fund for Forests, Villages, Rivers, and Lakes. The greatest need is for ways to use funds other than public money to support initiatives that are essential to the community but difficult to address through direct dealings.

TAIRA: SISI Innovations aims to make investments that directly help realize social and environmental impact. One of our key principles is to advocate for a nature-based economy. This concept visualizes natural capital—which has not been fully priced into markets or valued in existing economic transactions—as well as local culture and activities and relationships between people and nature as local assets, and incorporates them into investments,



transactions, and policy decisions. By creating a system that ensures a continuous flow of funds to activities that protect and cultivate natural capital, we aim to make it so that the local natural environment and economy are sustainable. In that sense, we view our co-creation with the Sanpo Yoshi Impact Fund for Forests, Villages, Rivers, and Lakes as an extremely important initiative to implement a new natural capital-based economic model starting locally.

TAKEMURA: To channel the necessary funds, independent decision-making is essential, and it must be backed by data and the right people. Even though our ancestors did not have the kind of data we have today, they left us so much wisdom in the form of stone arrangements, festivals, and place names, all of which allowed them—and could allow us—to live in harmony with water and the natural environment. I think it is our job to visualize this tacit knowledge and integrate it with modern data and digital technology. In other words, we should use digital tools to drive a process of information gathering, visualization, analysis, and decision-making, and translate the results into relatable stories for the people living in the community. I believe this will create a virtuous cycle in which funds from private companies and investors go where they are needed most.

KITAHARA: In pursuit of a sustainable society, sustainable finance—channeling funds to socially and environmentally responsible businesses—has entered a phase where we are more specifically examining how to balance social and environmental impact with financial returns. In this context, discussions about PBII,*4 which directs funds to the needs and opportunities of specific communities, are progressing, primarily in the UK. In Japan, local zebra companies are attracting attention as leaders that make mutual aid in communities more sustainable as businesses and facilitate the circulation of local capital. If we establish an environment where local communities can identify their own issues and address them by combining local capital with outside funding and people, their options will expand and the foundation for their autonomy will get stronger.

Looking ahead to the next millennium

YAMAGUCHI: My hope is that the local community will remain a place where a diverse range of people are able to continue engaging in a variety of activities without having to give up. To achieve this, we need action to protect the necessary capital from erosion and transform it into value. I want to continue working alongside the people of Yachiyo and SISI Innovations and sharing their perspectives to make this hope a reality.

TAIRA: We, too, want to work together with the same perspective while respecting the local community's autonomy. Now that the concept of infrastructure is changing, we should probably connect technology as well as finance, data, and consensus-building to create an environment where the community can make its own decisions.

KITAHARA: In my view, Higashiomi's initiatives are part of an agenda shared with the rest of the world. MIYAZAWA Kenji once said, "Until the whole world is happy, there can be no individual happiness." I think the foundation for global happiness begins with realizing it in a local community like this one. I talked to someone from a major corporation about Higashiomi some time ago, and they said that simply learning about the realities of rural areas gave them hope. As major corporations gain a more accurate understanding of local communities, the nature of business will also change. I believe that Yachiyo's commitment to Higashiomi, combined with their global perspective, will serve as a crucial foundation for future business endeavors.

TAKEMURA: The name "Yachiyo" was deliberately chosen from a Japanese phrase that can be translated as "contributing to human society for all eternity." Consistent with the origin of our name, our vision is to provide "Innovative solutions for the society" for the next century and even the next millennium. Now that government-led infrastructure maintenance and even efforts by individual communities on their own are reaching their limits, we must transition to basin-wide management, a model that only succeeds when everyone in the basin understands the unique role of their respective lands.
Our role moving forward is to transcend the typical roles of construction consultants and the confines of infrastructure to gain a comprehensive understanding of the area's topography, history, culture, economy, and residents, use finance, data, and other tools to identify the intrinsic value of the basin and its communities and pass it down to the future, and serve as translators bridging technology and local communities. I am confident that designing local autonomy in this manner is what will lead us into the future, and even into the next millennium.



*1 Local zebra companies:
A concept defined by the Small and Medium Enterprise Agency to describe companies that use business methods to resolve local issues and generate social impact while securing profits. "Social impact" refers to the social and environmental changes generated by business activities and investments.

*2 Vision for the Restructuring of Society to Raise Flood Prevention Awareness:
A disaster risk reduction policy advocated by the Ministry of Land, Infrastructure, Transport and Tourism to prepare society as a whole for flood damage by integrating hard and soft measures based on the idea that major floods are inevitable because they cannot be fully contained by levees and other structures

*3 Bosai Animal Diagnosis:
A tool developed by Yachiyo with animal illustrations for self-assessing disaster preparedness

*4 Place-Based Impact Investing:
An investment approach that focuses on the needs and opportunities of specific communities, aiming to balance appropriate risk-adjusted financial returns with positive social, environmental, and economic impacts on the local community

Creating new businesses and services that contribute to resolving social issues: The establishment of SISI Innovations Co., Ltd.

In August 2025, we established SISI Innovations Co., Ltd., a new impact corporate venture capital (CVC) firm. SISI stands for "Sustainability Implementation for Social Impact," reflecting our commitment to implementing sustainable businesses and generating new value based on the creation of social and environmental impact. In addition to investing in promising startups, SISI Innovations will leverage Yachiyo's insights, technologies, and networks in the social infrastructure sector to promote the creation and implementation of businesses that contribute to resolving social issues through business co-creation and institutional design. Through co-creation with a broad range of partners, SISI Innovations will take steps to implement sustainable social infrastructure.

SISI Innovations
SUSTAINABILITY IMPLEMENTATION FOR SOCIAL IMPACT

Creating Value for the Next Generation

Solving Problems with Dependable Technology

To date, we have taken steps to resolve many social issues with dependable technology and flexible thinking, and we will continue to accelerate our growth to address the increasing number of social issues.

Business areas

Business for the public sector in Japan

Further accelerating growth

Business for the public sector in Japan is the foundation of our core business, the cornerstone of our more than 60-year history of supporting national land development. Amid the increasing severity and complexity of Japan's social issues, we will accelerate growth as stated in our Third Medium-Term Management Plan by achieving our growth targets, specifically human resources growth by training and reskilling young engineers, business growth by using new technology to advance and increase the added value of operations, and improving the way we work by streamlining operations.



NAKAYAMA Hirokuni　Director General, Domestic Division, Consulting Headquarters

Future-focused business strategy

Market trends

In line with the new National Spatial Plan approved by the Cabinet in 2023, the construction consultant market is expected to continue to expand as new demand for public projects is anticipated for new land use and management in the context of population decline, forming living areas in rural areas, creating green national land, and more.

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Business growth

- Advance and increase the added value of operations through business DX
- Expand business from rural areas and new clients
- Actively participate in business planning and expand into related operations

Business strategy

We will expand in all business areas, including those where the role of construction consultants is expanding—namely national land conservation, and maintenance and improvement—and transportation infrastructure, an area with substantial business volume.
We will also improve productivity through DX-based streamlining and advancements, and accelerate our growth by leveraging our collective strength through internal and external co-creation.

Overview of business and our strengths

We operate nationwide with a head office, six branch offices, and 39 centers, sales offices, and offices. Since July 2026, we have been operating with five engineering groups that function as professional organizations in their respective domains (the Social Management Business Group, the Environmental Group, the Architecture and Facilities Group, the Road and Railway Group, and the River and Water Resources Group) and make efforts to resolve social issues through co-creation that marshals the core technologies of each constituent group.
In business for the public sector in Japan, we strive to comprehensively reinforce our capabilities in the sector of disaster risk reduction and mitigation—which includes management and urban development aligned with disaster risk reduction, and integrated flood management—to address the need for national resilience in the face of climate change. We are also promoting further improvements in disaster preparedness through technologies such as remote and automated slope monitoring that utilize AI and other advanced technologies. Additionally, we are devoting energy to creating attractive cities and communities, including promoting carbon-neutral ports (CNPs) to advance port functions with a focus on decarbonization, and developing light rail transit in Utsunomiya to realize a network-type compact city. In the area of maintenance and improvement, aging infrastructure is an urgent issue. In response, we are expanding our comprehensive outsourcing to private entities, through which we centrally manage infrastructure maintenance processes, and which we will continue to promote as a key domain to strengthen.

TOPICS　Resolving social issues through our business

Promoting terminal electrification for port decarbonization

In Japan, efforts are underway to establish carbon-neutral ports (CNPs) aimed at enhancing the international competitiveness of Japanese ports and harbors and realizing a decarbonized society. Specifically, port functions are being advanced with a focus on decarbonization and infrastructure is being developed to accommodate next-generation energy sources, namely hydrogen and ammonia.
Working toward establishing CNPs, we analyzed actual energy usage patterns modeled on container terminals at the Port of Yokohama, estimated the required electric energy and costs, and examined and proposed the optimal approach to electrification.



The Port of Yokohama, where work is underway to establish a carbon-neutral port

*As of June 2026

Solutions for Business for the Public Sector in Japan

TOPICS

Bosai Animal Diagnosis: Encouraging people to take ownership of their disaster preparedness

To take the proper steps to reduce disaster risk when disasters strike, we must view disasters as something that concerns us personally and be prepared at all times. Bosai Animal Diagnosis is a fun way for users to assess their own level of disaster preparedness and review important information. The digital app gives anyone with a smartphone or other digital device the ability to use Bosai Animal Diagnosis and create personal timelines anywhere, anytime.



Bosai Animal Diagnosis digital app

Vision for the project

From taking ownership to realizing self-sufficient communities

Bosai Animal Diagnosis was designed to encourage people to take ownership of their disaster preparedness and accelerate the process by making it fun, ultimately in pursuit of creating systems that enable communities to become self-sufficient.
We intend to expand a multi-layered network of collaboration that embodies integrated flood management by bringing together residents, government agencies, private companies, and all other stakeholders.



YAMAUCHI Miu
River Department, Domestic Division

TOPICS

Maintaining historic structures using 3D models

Completed in 1924 and designated as an important cultural property of Japan in 2024, the Old Iwabuchi Sluice Gate (commonly referred to as the "Red Sluice Gate") in Tokyo has protected people from floods for many years. We conducted a UAV survey for maintaining the Red Sluice Gate. We used the images from the survey and Gaussian splatting, a high-precision 3D modeling technique, to construct a 3D model, and are promoting initiatives to make maintenance more advanced.



3D model

Vision for the project

Efforts to establish high-value infrastructure maintenance models

In the constantly changing environment surrounding infrastructure maintenance, we must continue to pursue the optimal methods. It is encouraging to see that technical proposals like this one, which brought together Yachiyo's wisdom and expertise, are highly valued by administrators and stakeholders. Looking ahead, we will continue to implement high-value infrastructure maintenance in society by developing and disseminating technologies that address social needs.



KOGA Atsushi
Chief Consultant
Social Management Business Office, Domestic Division

TOPICS

Developing LRT to realize a network-type compact city

To realize a network-type compact city—a model of sustainable urban development—the municipal government of Utsunomiya is developing a next-generation light rail transit (LRT) system to serve as the city's main east-west public transportation corridor. The section east of JR Utsunomiya Station opened in 2023, and a westward extension is currently planned. Yachiyo is managing the entire project, including the detailed design of the tracks, bridges, and stops.



Haga Utsunomiya LRT

Vision for the project

Aiming to create appealing public transportation that makes people want to go downtown

The section east of JR Utsunomiya Station has generated positive effects, namely population growth and rising land prices. Following that success, we are moving ahead with considerations with the aim of the soonest possible extension of the "Light Line" to the west side of JR Utsunomiya Station, home to a cluster of historic shrines and major facilities. While coordinating with the many relevant organizations to advance the detailed design, we remain strongly committed to creating an attractive urban environment where convenient public transportation makes people want to go downtown.



KOJIMA Jun
Deputy General Manager
Structure and Bridge Department, Domestic Division

TOPICS

Promoting accessibility for GREEN×EXPO 2027

In preparation for GREEN×EXPO 2027 to be held in Yokohama, we provided support in formulating accessibility guidelines to ensure that visitors of all nationalities, cultures, races, genders, ages, and physical abilities can enjoy a safe, comfortable experience through proper facility development and event management. We are also looking into developing venue facilities and introducing services in accordance with these guidelines.



Accessibility Guidelines

Vision for the project

Aiming for an Expo everyone can enjoy

As we consider the optimal solutions for ensuring accessibility, we recognize the difficulty of grappling with questions with no single correct answer, and find great fulfillment in doing so. People with disabilities and experts have given us their opinions, and we will take them into account as we flexibly combine hard and soft measures to achieve an Expo that is safe, comfortable, and enjoyable for all visitors.



HIRAI Sayoko
Junior Consultant
Social Planning Department, Domestic Division

*As of June 2026

Contributing to resolving social issues with the expertise of professionals with dependable technology

Achieving higher levels of safety and improved productivity with specialized expertise and the latest digital technology



MURAMATSU Itsuki
Consultant
Geological Department, Domestic Division

MIYAMOTO Toma
Assistant Manager
Digital Business Promotion Department, Engineering Management Division

*As of June 2026

“Solutions derived from off-grid drone port systems”

With natural disasters occurring almost every year, an urgent task in mountainous areas recovering from disasters is determining how to streamline construction management while mitigating the risk of falling rocks, landslides, and other secondary disasters. We have developed a solution—a remote, automated slope monitoring system utilizing off-grid* drone ports. The system pairs satellite communications with independent power generation from solar panels to enable fully automated, long-term operation even in environments with insufficient infrastructure. Also, its remote operation and automated data processing reduce on-site work time for daily slope inspections by more than 90 percent. Yachiyo’s greatest strength lies in the fact that our expert engineers can use data obtained from digital technologies like these to conduct advanced risk assessments from a technical perspective. The detailed operational flow is as follows. First, the entire process is automated, from remote automated navigation to orthoimage generation. AI performs the screening by comparing images from today and yesterday, automatically identifying where deformation has occurred. Geology and soil engineers use the results to conduct landslide risk assessments. By sharing the reliable data obtained through this collaboration with people on the front lines on a daily basis, we have helped establish a safety management system that is swift and effective. The insights gained from our proving tests are not limited to specific sites; they are broadly applicable to disaster areas and infrastructure facilities throughout Japan. We intend to keep on addressing labor shortages in the construction industry and other challenges while continuing to provide society with new solutions that ensure higher levels of safety and improved productivity.

*Off-grid: Self-sufficient, local power generation using solar, wind, or other renewable energy sources, without relying on the power grid of an electric power company.

Material issue **Developing sustainable, resilient social infrastructure**

This system can be installed anywhere in the world, and it has limitless applications in the civil engineering field, ranging from disaster monitoring to daily inspections and beyond. Our goal is to create a future where everyone can work safely and transcend physical limitations. With fully automated operations in the field, we essentially eliminate the risk of secondary disasters for workers. Also, by enabling remote operation by pilots nationwide and remote diagnostics by specialized technicians, we eliminate the need to travel to work sites, addressing labor shortages, a structural challenge of the industry. Through these initiatives, we will contribute to improving safety on the front lines and resolving labor shortages in the construction industry while also helping to build a society where people can live with a sense of security.

Social issue

Balancing safety and productivity

The construction industry faces the urgent tasks of addressing the declining labor force and implementing work style reforms. Thus, it is in need of improved productivity through the utilization of digital technology. Especially in mountainous areas recovering from disasters, where falling rocks and other risks are present, the challenge is determining how to balance ensuring worker safety with streamlining day-to-day construction management.



A hazardous disaster recovery area

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Our strengths

Combining the latest digital technology with expert knowledge

One of our strengths is a collaborative system in which data collected by specialized departments using drones, satellites, AI, and other cutting-edge technologies is immediately analyzed and evaluated by technical experts in many fields. We directly link digital technologies with our expertise as a general consultant to guide all infrastructure issues toward targeted solutions.

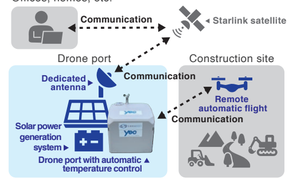


Diagram of an off-grid drone port

Off-grid drone port system for digitally transforming monitoring operations

Off-grid drone ports are a solution that automates a series of processes—from remote automatic flight to 3D modeling and AI-based image analysis—even at sites with no electricity or communication networks. These highly versatile ports are easy to set up anywhere, enabling safe monitoring without requiring workers to enter hazardous sites. This simultaneously ensures safety and improves productivity.
Also, by establishing the capacity for remote automated navigation, these ports enable stable operation that is independent of the operator’s skill level or location. They also prevent monitoring and inspection tasks from becoming overly reliant on specific individuals and establish a system where specialized technicians can perform advanced risk assessments from anywhere. With off-grid drone ports, we offer a solution that fundamentally transforms fieldwork to address labor shortages in the construction industry.

Ensure safety

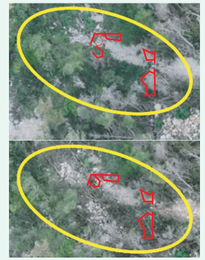
Increase productivity

TOPICS

Geological survey of landslides in the Wajima district of the Noto Peninsula

Realizing a new construction model

In areas recovering from the Noto Peninsula Earthquake, we used off-grid drone ports to monitor slopes. Pairing solar power generation with satellite communications allowed us to achieve fully automated operations, even in areas cut off from infrastructure. By automating the entire process from data acquisition to AI analysis, we reduced on-site work time by roughly 91%. We immediately shared the results of analysis every morning during the daily briefing before work started, minimizing the risk of secondary disasters and proving to be the first case in Japan to simultaneously ensure safety and improve productivity in punishing conditions.



Orthoimages showing a geomorphic change.
Below: Image after rockfall.
Above: Image from the day before

Business for the public sector outside Japan

Overseas

Infrastructure consultants leading dialogue

We use our collective strength to support the reconstruction of infrastructure in countries and regions experiencing ongoing war and conflict. That said, fundamental solutions require dialogue through peace assessments. In part so that we can become infrastructure consultants leading this dialogue, we are adding locations in various regions around the world and conducting business with the aim of immediate response, sales, and execution management with local resources.



FUJII Katsumi
Director General
International Division, Consulting Headquarters

Overview of business and our strengths

We have provided consulting services for social infrastructure development in roughly 150 countries and regions to date. In July 2026, we opened new offices in Latin America (Colombia) and Ukraine to expand our collaboration with these countries and regions.
Amid rapidly changing global circumstances, there is a need for swift, targeted responses, even in times of crisis. Given this need, we have concluded "Emergency Procurement Standby Agreements" with JICA to create a system for expediting the flow of ordering, concluding agreements and local response to conflict, natural disasters, and other emergencies.

In the context of JICA survey operations and grant assistance, we promote technical collaboration that spans multiple areas, for example smart cities, waste management, and health and sanitation. We will also continue contributing to reconstruction support efforts in Ukraine and Gaza. In Ukraine, we are currently selecting equipment and drafting specifications for restoration and reconstruction—Japan's first wartime reconstruction project—in addition to working on infrastructure reconstruction in the area of land and transportation.
Additionally, the developing countries in the Global South are facing mounting demographic and environmental issues, including meeting electric power and energy needs, waste treatment, and water supply and wastewater system improvements to accommodate rapid population growth. We will continue to help resolve social issues and contribute to the advancement of the global community by leveraging our stockpile of experience and expertise as well as our collective strength to respond flexibly, accurately, and swiftly.

Future-focused business strategy

Market trends

In the past several years, environmental conservation, population decline, and other social issues have been increasing even in developed countries. As a country at the forefront of some of these issues, Japan is increasingly being used as a model. Other countries are suffering from disaster and conflict, meaning that Japanese construction consultants have many opportunities to contribute to recovery efforts.

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Business growth

- Promote collaboration with foreign governments, the World Bank, local companies overseas, the Asian Development Bank (ADB), MLIT, and others
- Use targeted proposals and results to build markets for exploiting corporate advantages
- Expand Japanese technology and commercial products overseas

Business strategy

We have been involved in ODA projects for many years, and they should continue to be a sizeable market in the future given that the new Development Cooperation Charter approved by the Cabinet in June 2023 described them as important diplomatic tools to be proactively deployed. We will expand ODA operations as well as our diverse, extensive range of operations to include public-private partnerships (PPP/PFI) and development resources for private companies in foreign countries.

TOPICS **Resolving social issues through business**

Safe water production to address issues with drinking water quality

Pokhara, Nepal's second-largest city, was facing serious water quality issues, namely increased turbidity during the rainy season and the detection of *E. coli*. Yachiyo carried out the detailed design and construction supervision for water treatment facilities and chlorine feeding systems. Once the facilities were completed, people's access to clean water had improved so much that complaints about water quality decreased by roughly 90%.
The Nepalese public water corporation and local residents praised us highly and expressed their gratitude for ensuring their access to a safe, reliable water supply. Through these efforts, we made a significant contribution to creating a safe water supply and improving public health in the country's largest tourist city.



Desilting and sedimentation tanks, part of a water treatment facility

*As of June 2026

Business for the private sector

Promoting the creation of new businesses

With the mission to create new businesses that contribute to resolving social issues, and guided by the company's vision ("Innovative solutions for the society"), we devote energy to creating businesses that generate positive impacts on society and the global environment.
To achieve our Long-Term Management Policy, we practice versatile business management in which we strive to enhance existing businesses while exploring new ones. We promote open innovation through alliances with corporations and startups and also through impact CVC firms to accelerate the creation of businesses that we can only realize through these partnerships.



YAMANAKA Kenjiro
Director General
Business Development Division

Overview of business and our strengths

We leverage the technical capabilities, expertise, and networks cultivated over more than 60 years as a general construction consultant to provide multifaceted solutions to the diverse challenges faced by corporations and local communities.
In our sustainability business, we support companies' transitions for a nature-positive future through initiatives such as supporting disclosures under TNFD and other frameworks, managing water resources, and assessing and formulating strategies for natural capital. Through collaboration with financial institutions and other stakeholders and the launch of the Japan Water Stewardship (JWS), we aim to realize a nature-positive landscape approach covering entire river basins and regions.
In our energy business, in addition to the renewable energy business of Group company Yachiyo Green Energy Co., Ltd., we are collaborating with Atomis Inc. to promote a smart gas network concept utilizing CubiTan® next-generation high-pressure gas containers in Indonesia before moving on to other countries. In the area of regional co-creation, we established Chika Berry Farm Inc. in April 2025. Through a summer strawberry-growing business fed with local groundwater, we are working to establish a sustainable farming model and create local employment opportunities.
In the DX and SaaS business, Group company YACHIYO Solutions Co., Ltd. operates MENTENA, a cloud-based equipment maintenance service. The company helps private companies streamline and enhance their operations, contributing to resolving a broad range of corporate issues. We also established SISI Innovations Co., Ltd., an impact CVC firm, in August 2025 to serve as a new growth engine to accelerate open innovation. SISI stands for "Sustainability Implementation for Social Impact," and exists to lead the creation of social impact and promote the formation of a co-creation ecosystem that connects communities, corporations, and startups through investment in and ongoing support for startups.

Future-focused business strategy

Market trends

Climate change, loss of natural capital, energy and resource constraints, geopolitical risks, and other uncertainties surrounding businesses continue to rise. What is required of companies is also evolving toward broader, more essential solutions that expand the focus beyond the boundaries of individual companies to include local, basin-wide, and social systems.

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Business growth

- Impact-oriented business thinking driven by social issues
- Utilize technology, expertise, and networks cultivated over more than 60 years
- Swift decision-making and flexibility
- Co-creation and alliances with corporations and startups
- Form a co-creation ecosystem through open innovation centered on impact CVC firms

Business strategy

We aim to develop "impact businesses" that generate positive impacts on society and the global environment, addressing a wide range of themes—from sustainability challenges such as natural capital, climate change, and the circular economy, to issues related to the operational advancement and digital transformation (DX) of local communities and corporations. Our basic policy for business promotion is open innovation. Using alliances with corporations and startups, as well as SISI Innovations Co., Ltd.—the impact CVC firm we established in August 2025—as accelerators, we aim to form a co-creation ecosystem that connects our stakeholders.

TOPICS **Resolving social issues through our business**

Participating in Global Nature Positive Summit 2026 to work toward the real-world implementation of nature positive

On July 14 and 15, 2026, Global Nature Positive Summit 2026 (GNPS2026) was held in Kumamoto City. Leaders from corporations, financial institutions, local governments, research institutions, and civil society in 27 countries and regions gathered and adopted an outcome document titled the "Kumamoto Declaration."
Yachiyo participated in the event as a Platinum Partner, presenting in official sessions and exhibiting at NATURE TECH! to showcase our initiatives aimed at real-world implementation that contributes to a nature-positive future.



Global Nature Positive Summit 2026

*As of June 2026

Solving Problems with Dependable Technology

Contributing to resolving social issues with the expertise of professionals with dependable technology

Sustainable infrastructure solutions for the future of Ukraine

Under JICA's Ukraine Emergency Restoration and Reconstruction Project, Yachiyo is tasked with procuring equipment for infrastructure restoration and conducting on-site monitoring using digital technology. We are also collaborating with Japanese companies in telecommunications, construction machinery, and other sectors as well as local private companies and research institutions to promote a variety of projects aiming to accelerate the reconstruction of Ukraine. Specifically, we are supporting safe, efficient reconstruction by participating in many initiatives, including a demonstration experiment utilizing remote control technology for construction machinery—the same technology used in disaster areas in Japan—a survey for restoring bridge and road infrastructure, and support for introducing the latest landmine detection technology. In July 2026, we opened a local office in Kyiv, and are building a system for medium- and long-term support that is closely aligned with local needs while strengthening our collaboration with UN agencies.

Social issue

Extensive damage to social infrastructure due to military invasion

Ukraine's infrastructure has suffered significantly due to the military invasion, with damage amounting to $195.1 billion (roughly ¥26 trillion). Furthermore, restoration and reconstruction needs are expected to total $588.7 billion (roughly ¥78 trillion) over the next 10 years. The full extent of the damage is difficult to ascertain, and age-related deterioration and lack of funds for maintenance are also challenges. Together, they present major obstacles to resuming everyday life and economic activity.



Scattered rubble

Our strengths

Support from a group of professionals

We are a group of professionals with diverse expertise and advanced knowledge cultivated through many years of infrastructure development. At Yachiyo, where everyone takes pride in creating greater value, the engineer's spirit is alive and well, bringing together skills and wisdom across organizational boundaries. We leverage these strengths to provide responses tailored to local needs.



Team Yachiyo,
a collection of skills and wisdom

Material issue Creating a future-oriented society — Resolving urgent issues — Building a sustainable society

Our reconstruction support for Ukraine goes beyond restoring infrastructure. We work with local governments, Japanese companies, and UN agencies to propose unique solutions that leverage Japanese technology. Specifically, we are demonstrating remote-control technology for construction machinery—which addresses severe labor shortages and enables women and returning soldiers to participate—and providing technical assistance in detecting landmines and unexploded ordnance. We are also promoting multifaceted technological co-creation, including safely and efficiently disposing of rubble—including asbestos countermeasures—promoting material recycling, and proposing new technology for converting temporary bridges into permanent structures that expedite road reopenings while enhancing durability. In July 2026, we opened a local office in Kyiv. With a structure that is more closely attuned to conditions on the ground, we will contribute to resolving urgent issues and streamlining operations in an effort to realize sustainable infrastructure development that supports people's lives well into the future.



An operator using a controller to remotely control construction machinery



Vision for the project

Our ideal for this project is to go beyond restoring destroyed infrastructure to build disaster-resilient, future-focused social infrastructure and work together to create a prosperous future that supports Ukraine's economic development and stability in the lives of the people who live there. Amid the rapidly changing environment of wartime reconstruction, Yachiyo has fulfilled its role as a professional general consultant to bring together experts from various fields under the banner of "Team Yachiyo."
Through many trips to the field to verify the circumstances with our own eyes, we have made every effort to provide support intimately tailored to genuine needs. We introduce remote-controlled construction machinery, landmine detection technology, and other new technologies that make restoration efforts safer and more efficient, offering new solutions for wartime reconstruction by developing sustainable infrastructure.
With the fervent hope that peace will come as soon as possible, we aim to support Ukraine's independent growth over the medium and long term while also applying the solutions cultivated here to reconstruction areas around the world in an effort to realize a society where everyone can live with a sense of security.

*As of June 2026

Comprehensive cybersecurity support that marshals insights to help enhance resilience in developing countries

With the globalization of supply chains, cyber risks in developing countries have become a key economic security issue directly linked to the Japanese economy. Last year, we used a JICA survey to ascertain the current state of cybersecurity in 14 countries in Oceania. Ransomware has caused severe damage in this region, and countermeasures have lagged behind. Sharing Japan's cybersecurity expertise with developing countries is essential not only for international cooperation, but also for protecting Japan's economic foundation. Amid increasingly sophisticated threats, there is an urgent need for strategic support through public-private collaboration. As ICT consultants, we will adopt the perspective of developing countries, promote support measures aimed at building a safer, more secure digital society, and contribute to the Data Free Flow with Trust (DFFT*) concept promoted by the Japanese government.

*DFFT: Data Free Flow with Trust

Social issue

Cyberattacks paralyze infrastructure

Responding to cyberattacks is a serious social issue that extends beyond the realm of IT. Annual corporate losses from cybercrime worldwide exceeded $10 trillion in 2025. Ransomware and other attacks disrupt business, damage corporate reputations, and negatively impact entire supply chains. Amid mounting demand for DX, an organized response has become indispensable.



Cyberattacks on international communication networks

Our strengths

Network-based issue resolution

Yachiyo has an extensive network of contacts in many developing countries and is well-versed in local information and travel requirements. In Oceania specifically, we have built strong relationships with local partners in 14 countries, enabling us to respond swiftly. Also, with broadly experienced ICT engineers, we are equipped to respond to a wide range of issues, from software to hardware.



Team members with
in-depth local knowledge

Material issue Creating a future-oriented society — Providing comprehensive support — Improving resilience

We are using insights from our research and networks to promote the development of a support package that covers everything from planning and equipment provision to human resource development while standardizing the core technologies and frameworks of cybersecurity to the extent possible. We believe the packaged approach will enable us to provide swift, replicable support tailored to the issues each country faces. To successfully develop this package, we will further enhance our internal expertise and strengthen partnerships with Japanese companies that have outstanding technologies. Leveraging our familiarity with the circumstances in developing countries, we will serve as a platform to optimize each company's advanced solutions for local conditions and deploy them through ODA and collaboration with the private sector. We will also use our current efforts in Oceania as a model for establishing a support system and contribute to enhancing the resilience of developing countries through Japan's technical capabilities.



A cybersecurity support package



Vision for the project

Cybersecurity surveys in 14 island nations across the Pacific region have made us acutely aware that we cannot overlook the issues developing countries are facing—namely threats like ransomware and delayed countermeasures—as if they are not our problem. Though these countries are literally an ocean away from Japan, they are like next-door neighbors in the digital communications realm because we can reach each other in just a little over a hundred milliseconds. Now that the volume of information is exploding due to the rise of AI, strengthening cybersecurity is an urgent policy issue for countries across Oceania. In this digital society, we are committed to providing a robust technological infrastructure and training so that people in these countries can do what they need to do safely and with a sense of security. We will continue to further our own expertise in addition to building strong collaborative relationships with partner companies specializing in cybersecurity to realize next-generation security solutions that will support the future of Pacific Island countries.

*As of June 2026

Contributing to resolving social issues with the expertise of professionals with dependable technology

Real-world implementation of smart gas networks using CubiTan® next-generation high-pressure gas containers



WATANABE Hajime
Manager
Business Development and Acceleration Department, Business Development Division

“CubiTan® next-generation high-pressure gas containers rely on Nobel Prize-winning porous metal-organic frameworks (MOFs)”

Although we have worked for many years to resolve issues by developing social infrastructure, we must reach beyond our own technologies to engage in co-creation with cutting-edge deep tech in an effort to address increasingly complex social issues. That is why we focused our attention on CubiTan® next-generation high-pressure gas containers. Funding alone is not enough to overcome many of the obstacles to the real-world implementation of outstanding deep tech, which include ascertaining market needs and complying with regulations. We intend to fully leverage our experience as development consultants to provide strategic advice while supporting our partners on these issues with the ultimate aim of elevating innovative technology into genuine social value. We are proud to offer a new solution to the world: CubiTan® next-generation high-pressure gas containers, which rely on porous metal-organic frameworks (MOFs) and were developed by Distinguished Professor KITAGAWA Susumu and others at the Kyoto University Institute for Advanced Study. In Indonesia, CubiTan® containers can store the country’s abundant biomethane so that it can be used more effectively, directly contributing to resolving environmental and energy issues. We aim to go beyond introducing new containers by collaborating with local governments and companies to promote local consumption of locally produced energy with the intent to help correct infrastructure and income disparities between urban and suburban areas.
Through this project, we will continue striving to realize a society where gas can be traded freely and provide the world with sustainable new infrastructure based on Japanese technology.

Material issues **Promoting the introduction of sustainable energy / Building a recycling-oriented society**

We are using CubiTan® next-generation high-pressure gas containers to build new pipeline-independent gas distribution systems known as “smart gas networks” with the ambitious aim of realizing a society where gas can be traded freely. Indonesia is highly dependent on imported energy. To address this, we are currently advancing initiatives to help establish a sustainable society by promoting the effective utilization of biomethane and other domestically producible gas resources and promoting local consumption of locally produced energy, correcting access disparities between different areas, and achieving decarbonization.

*As of June 2026

Social issue

Limits of gas infrastructure

Building pipelines is extremely costly and challenging in island nations. Additionally, since methane is difficult to liquefy, distribution continues to rely on gas cylinders, which are heavy and bulky. Consequently, clean biomethane is not being utilized as effectively as it could be.



Bulky gas cylinders

×

Our strengths

A strategic, multifaceted approach

As a general construction consultant, we draw on the experience we have cultivated over many years in social infrastructure and regional development.
To facilitate the real-world implementation of deep tech, we strategically promote solutions to real-world issues that cannot be resolved through funding alone, for example commercializing technology, verifying market needs, complying with regulations, and designing social systems in collaboration with local government agencies.



Overview of CubiTan®

Next-generation infrastructure pairing ultra-compact, lightweight design with IoT

Methane has always been difficult to compress at ambient temperature. To solve this problem, KITAGAWA Susumu, winner of the Nobel Prize in Chemistry and Distinguished Professor at the Kyoto University Institute for Advanced Study, led a team in developing CubiTan® next-generation high-pressure gas containers, which feature porous metal-organic frameworks (MOFs) for nano-level control of methane, making them 90% more compact and 75% lighter than conventional cylinders when storing the same volume of gas. We also install GPS, sensors, and other IoT devices on the containers with the intent to create a system for centrally and remotely managing gas levels and positional information. By enabling users to optimize delivery routes, conserve resources, and enjoy greater convenience, we will build efficient smart gas networks that supply gas without relying on pipelines.

Nobel Prize-winning innovative technology

Efficient gas networks

TOPICS

Proving tests underway in Indonesia!

Advancing toward the adoption phase for smart gas networks

In October 2023, we signed a memorandum of understanding (MOU) with Atomis and the Indonesian National Research and Innovation Agency (BRIN), a government research institution, for the research, development, and application of MOFs. We are currently conducting proving tests in Indonesia to inject gas into CubiTan® containers to verify the performance and safety of both the containers and their constituent MOFs. In the near future, we will test the containers in households, restaurants, and other end-user environments and promote the adoption of smart gas networks by providing demonstration data to the Indonesian government and gas companies.



A CubiTan® container ready for testing in a BRIN laboratory

Research and Development to Create New Technologies

Toward Civil Engineering 2.0

The Research Institute for Infrastructure Paradigm Shift studies technologies for digitizing information on social infrastructure, AI-based processing of digital data, and projecting the future of social infrastructure. We aim to transition civil engineering and social infrastructure development from its current form, which relies on intuition and experience, to Civil Engineering 2.0, which is data-driven and scientific. We will guide the shift from single-function to multifunctional spaces and from qualitative to quantitative and predictive infrastructure design, and address social issues in terms of physical and digital space as well as time to generate new solutions.



AMAKATA Masazumi
Director
Research Institute for Infrastructure Paradigm Shift

TOPICS Envisioning the future of mobility with TRAVIX Vision Book

We have published a summary of the philosophy and future vision of the TRAVIX project we are promoting, titled "TRAVIX Vision Book: Freedom of Movement, Starting with Local Residents." This publication redefines mobility not as a simple means, but as a valuable experience that connects people with their communities and fosters creativity, presenting a vision of society where everyone can move around freely and safely. Specifically, it outlines achievable scenarios from four perspectives: eliminating the mobility divide, dynamic urban development by reimagining roads, converting the value of travel time, and using data to strengthen disaster preparedness.



Download

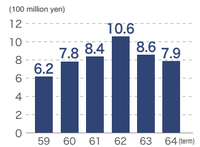
TRAVIX Vision Book: Freedom of Movement, Starting with Local Residents

Overview and strengths of the Research Institute for Infrastructure Paradigm Shift

The institute has two key strengths. First, we focus on digital technology rather than Yachiyo's core area of civil engineering, allowing us to funnel our resources to rapidly evolving areas. Second, we implement our technology (realize outputs) in the real world. We dynamically link and redesign the layouts and functions of outdoor and digital spaces to bring new added value and improved productivity to outdoor spaces. Our fundamental strength lies in the fact that this integration of the digital and real worlds is our main battleground.

Investment in R&D

*As of June 2026



*59th term (July 2020–June 2021), 60th term (July 2021–June 2022), 61st term (July 2022–June 2023), 62nd term (July 2023–June 2024), 63rd term (July 2024–June 2025), 64th term (July 2025–June 2026)

Future-focused growth strategy

Integrating outdoor spaces with digital technology imbues them with predictability, perspective, interconnectedness, remote controllability, and autonomy. Digitizing and introducing AI to outdoor spaces enables dynamic, substantive spatial management beyond the limitations of conventional ledgers and maps, and transitions social infrastructure to a phase of awareness and autonomy. The institute has defined the digitization of outdoor spaces as its core competency and is moving ahead with the development of a suite of underlying technologies for (1) digitizing and encoding static and dynamic data on outdoor spaces, (2) building and operating proprietary data spaces, (3) robustly interpreting digital spaces, and (4) supporting micro- and macro-level decision-making.

AWARD

Honorable Mention from the Applied Regional Science Conference, 2025

This award recognized our research activities on spatial economic models that simulate economic agglomeration. For example, we demonstrated the limits of conventional models and proposed methods to accurately capture the spatial reorganization effects of economic activity attributable to transportation networks. We intend to use these achievements to refine the allocation and roles of social infrastructure and contribute to national land development, which unlocks the potential of local economies.



SUGIMOTO Tatsuya
Chief Researcher
Future Scenario Analysis Unit
Research Institute for Infrastructure Paradigm Shift

Honorable Mention in Intelligence, Informatics and Infrastructure from the Japan Society of Civil Engineers, 2025

This award recognized the innovation and future and social potential of our screening technology for automatically detecting abnormalities in river revetments. Looking ahead, we will take steps to resolve issues in the real-world implementation of this technology with the aim of utilizing digital data to realize more efficient, advanced infrastructure maintenance.



TSUZUKI Yukino
Researcher
Artificial Intelligence Analysis Unit,
Research Institute for Infrastructure Paradigm Shift

*As of June 2026

DX Initiatives to Transform Our Business and Company

Improving productivity and creating more time

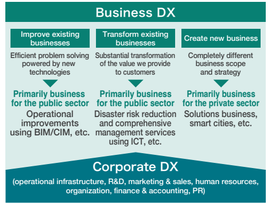
DX involves identifying what is preventing us from making progress and leveraging digital technology and AI as tools to restructure processes. There are many ways to use extra time created by streamlining—you can improve quality, launch new businesses, or even strive to enrich your personal life. At the same time, we expect all employees to use some of that time to work on the future of infrastructure.



MAMA Shuichi
Director General
Engineering Management Division

DX strategy

Five years ago, we formulated a DX promotion plan based on our Medium-Term Management Plan. Now, we are implementing DX Promotion Plan 2.0, which is aligned with the Third Medium-Term Management Plan. DX promotion at Yachiyo is a two-pronged endeavor. It comprises business DX, in which we improve and transform our existing business for the public sector and create new business for the private sector, and corporate DX, in which we build internal operational infrastructure and transform processes and systems.
Under business DX, we leverage digital technology, AI, and other new technologies to improve processes and substantially transform the value we provide in our business for the public sector, while also working to create new business for the private sector. Under corporate DX, we are building digital infrastructure and digital workplaces to support business DX, establishing a data utilization framework for data-driven management, and reviewing our personnel and accounting systems. We are also devoting energy to digital reskilling to enhance our employees' digital skills.



DX promotion framework

Business DX

TOPICS Developing a bridge repair design support tool with a multi-agent system

With the aim of effectively using data to streamline and improve quality, we are developing proprietary generative AI systems using retrieval-augmented generation (RAG), as well as AI agent technologies. As the first application in a specialized technology sector, we used a multi-agent system to develop a bridge repair design support tool and have filed a patent application for it (Patent Application No. 2026-029082). Our tool analyzes bridge inspection records to identify the causes of damage, and then automatically formulates and verifies optimal repair methods. The volume of data collected has exploded in the past several years to the point that it takes substantial time and money to examine it properly. Additionally, considering repair methods often relies on the experience and expertise of engineers, meaning that quality is inconsistent. Our tool uses generative AI to help standardize and streamline repair design, and with it, we aim to create an environment where young engineers can produce high-quality outputs even when there is a shortage of experienced engineers.

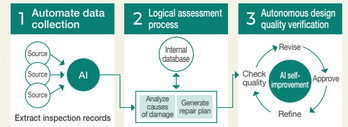
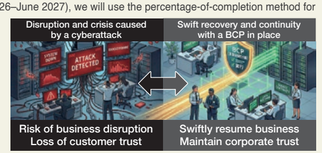


Illustration of the bridge repair design support tool

Corporate DX

TOPICS Promoting data-driven management through AI utilization

To lay the groundwork for corporate DX, we started implementing AI reskilling in our administrative and sales departments tailored to the characteristics of each department's operations in the 64th term (July 2025–June 2026). AI is more than a trove of knowledge; we recognize it as a responsive partner that makes mistakes, and our employees are constantly enhancing their abilities so that they can leverage AI for data-driven streamlining and quality improvement. Additionally, starting in the 65th term (July 2026–June 2027), we will use the percentage-of-completion method for revenue from all operations to transition to more appropriate budget and execution management. This will promote autonomous management on the front lines while expediting and improving the accuracy of decision-making. Furthermore, in response to the recent intensification of cyberattacks, we are proceeding with discussions on establishing business continuity plans while taking steps to enhance the security of our IT infrastructure.



Establishing BCP to combat cyberattacks *Created with Gemini

*As of June 2026

The Path to Achieving Carbon Neutrality

Basic policy

We believe that we can contribute to society and achieve economic growth by addressing environmental issues as a company.
Sustainability management as defined in our Medium-Term Management Plan includes the environment-related priority issues of addressing climate change and promoting environmental conservation. Accordingly, we will not only contribute through our business and services, but also promote our own initiatives as a company.
We will also enhance transparency by regularly communicating the details of our initiatives internally and externally.

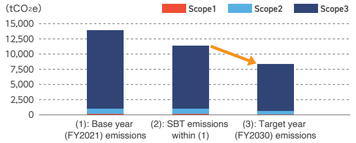
Obtaining SBTi validation

We submitted our greenhouse gas (GHG) emissions targets (including basis for calculation) to the Science Based Targets initiative (SBTi)*1 and received SBTi validation*2 in October 2023.
The figure below shows our SBT GHG emissions reduction targets.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

*1 An organization that validates whether GHG emissions reduction targets set by companies are consistent with the levels set out in the Paris Agreement.
*2 Validation that a company's five- to 10-year GHG emissions reduction targets are consistent with the levels required by the Paris Agreement. Notably, based on the conditions for setting SBTs, we have focused our Scope 3 emissions targets on major emission sources and categories with the highest potential for reduction.

Our SBT GHG emissions reduction targets

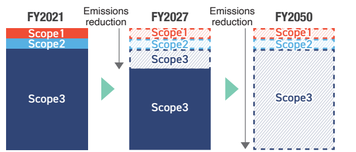


Scope	(1)	(2)	(3)	Reduction rate
Scope1	106	106	555.1	42%
Scope2	851	851		
Scope3	13,063	10,463	7,847.3	25%

*Definition of scopes
Scope1 Direct emissions of GHGs (e.g. fuel combustion)
Scope2 Indirect emissions from the use of electricity, heat, and steam supplied by other companies
Scope3 Indirect emissions other than Scope 2 emissions (emissions by other companies related to our business activities)

YEC Carbon Neutral Declaration

To contribute to achieving carbon neutrality, we are taking steps to reduce the environmental impact of our clients' businesses through our work as a general construction consultant and the environmental impact of society as a whole through the Group's electric power and heat supply businesses.
Within our own corporate activities, we will limit energy use and reform procurement (e.g. renewable energy procurement, green purchasing) with the aim of achieving net zero Scope 1 and 2 GHG emissions by 2027 (achieving some SBTi-approved targets ahead of schedule) and net zero emissions for all GHG emissions by 2050.



Efforts to reduce Scope 1 & 2 emissions
- Procuring renewable energy
- Changing equipment, etc.

Efforts to reduce Scope 3 emissions
- Limiting usage of paper and other materials
- Green purchasing and other procurement reforms
- Investing in carbon removal projects, etc.

GHG emissions reduction targets and future initiatives

The table below shows our GHG emissions to date.
We have systematically reduced Scope 2 emissions as a result of limiting electricity consumption at each location and purchasing environmental value. In contrast, Scope 1 and 3 emissions are either holding steady or increasing. To address Scope 1 emissions, we will switch our company cars to electric and hybrid vehicles. To address Scope 3 emissions, we will ask suppliers to cooperate in reducing emissions, limit material purchase volumes and business trips, and promote shifts to lower-carbon alternatives.

Scope	FY2021	FY2022	FY2023	FY2024	FY2025
Scope1	107	93	117	102	94
Scope2	851	576	532	438	376
Scope3	10,467	12,514	15,926	15,599	15,753

Future initiatives

- **Scope1** Change driving habits to reduce gasoline consumption, switch company cars to electric or hybrid vehicles, switch from gas to electric facilities, etc.
- **Scope2** Convert to LED office lighting, use electricity properly, purchase environmental value
- **Scope3** Ask suppliers to cooperate in reducing emissions, limit material purchase volumes and business trips, shift to lower-carbon alternatives

Developing Human Resources and Creating Fulfilling Workplaces

In accordance with our Long-Term Management Policy and Medium-Term Management Plan, we aim to encourage employee engagement to respond to ever-changing circumstances and create environments where diverse individuals can maximize their performance so that we can achieve our management goals.



Active Participation of Diverse Human Resources

With the stated goal to promote diversity and inclusion, we take measures to respect the individuality of all employees, accommodate a broad range of work styles, and create comfortable work environments.

Basic policy

Our stated management philosophy is "Respect for humanity and management by all members," and our stated vision is "Innovative solutions for the society." All value comes from people, and our aim is for our employees to understand their roles in their positions and become self-starting individuals who are motivated to grow. Our personnel system, Wellby, is the framework that links performance evaluations and compensation and enables our employees to fully demonstrate their abilities.

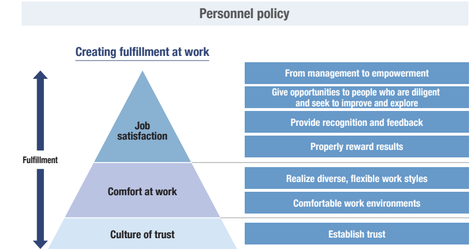
Wellby, our personnel system

The name of our personnel system, Wellby, is derived from "well-being," referring to the good physical, mental, and social health of individuals and organizations. With Wellby, we aim to ensure that our employees are healthy and highly motivated as they experience growth and happiness.
Wellby comprises eight systems. The core four are the ranking system, the personnel evaluation system, the performance evaluation system, and the remuneration system. The other four are the placement system, the career development support system, the recruiting system, and the Hatchwork system. By establishing these systems, we aim to acquire and develop human resources to realize our Vision for 2027 as defined in our Long-Term Management Policy.



Optimizing Wellby with agile personnel affairs

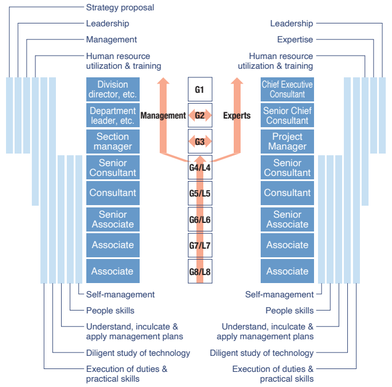
To realize our personnel policy ("Creating fulfillment at work"), we will institutionalize and properly operate our personnel system and realize agile personnel affairs to make improvements as needed. By "agile," we mean responding to circumstances quickly and appropriately.
With the goals of enabling employees to demonstrate excellent performance, achieving self-driven organizational management, and increasing motivation, we will institutionalize and continuously improve Wellby by introducing, verifying, and improving measures and our personnel system in an agile manner in response to changes in the business environment.



Proper personnel evaluation and assessment

To properly evaluate and assess our personnel, we believe every employee must understand the roles required of them, and that the criteria for judging their performance must be clear.
We define duties and behavioral characteristics that produce results and outcomes for each rank as Yachiyo Competency (YC). We have defined YC for career paths (e.g. management, specialist) as well as ranks to encourage growth tailored to individual work styles and future paths, and to make proper evaluations possible.
Additionally, performance evaluations are based on the degree of achievement of goals, an approach that incorporates objectives and key results (OKR). By linking the company's goals to the goals of each department, the goals of each department to the goals of each section, and the goals of each section to the goals of each individual, we create an environment in which all employees can challenge themselves to achieve the goals they have agreed upon with their supervisors with an awareness of the larger objectives beyond their achievements.
Evaluation results are provided in the form of individual feedback from supervisors to subordinates and opportunities for verification within teams, ensuring communication-based evaluations and growth opportunities.

■ Conduct commensurate with rank



TOPICS



Promoting reskilling and providing support for recurrent education

For a company to grow and develop sustainably, it must develop human resources and create a vibrant organization based on a management plan. Toward this end, we must develop employees' abilities and skills in parallel with daily management based on personnel evaluation and assessment, and promote support for career development that enables both individuals and the organization to grow.
We have adopted a self-assessment system that allows employees to chart their own careers and provides opportunities for feedback and reassignment to help them achieve their goals. In addition to basic training by job level and position, we have systematically established training programs with themes such as global human resource development and ICT.

Developing advanced expertise through diverse experience

To contribute to society with dependable technology, we actively support our employees acquiring national certifications such as Professional Engineer and 1st Class Kenchikushi.
For the Professional Engineer examination, we provide in-house training to help them master the ability to summarize key points as well as direct guidance from senior Professional Engineers. We also encourage ongoing development of skills after they pass their exams. We also have a secondment program that gives employees outside experience to bring back to the company, and a graduate school (doctoral program) admission program for mid-career individuals. Through these programs, we devote energy to developing specialized professionals with multifaceted perspectives.

Digital reskilling for practical application

We operate a digital reskilling program for all employees that is centered on digital skills and business promotion skills. The program teaches dynamic information management with practical training with BI tools, and since fiscal 2025, we have taken steps to strengthen skills in the area of generative AI utilization.
We aim to improve literacy so that employees can correctly understand how generative AI works and use it safely, while also offering proprietary content that allows each individual to learn at their own proficiency level.
By cultivating expertise in the latest technologies alongside problem-solving skills, we aim to accelerate practical application—namely streamlining and enhancing operations—and create new value through outstanding results.

Respecting Individuality and Work Styles

By creating work environments where employees with diverse values and lifestyles can leverage their individual strengths, we will achieve workplaces where everyone can realize their full potential.
We also provide support tailored to different life stages so that we can be an organization that continues to grow sustainably.



Basic policy

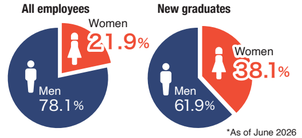
Based on our management philosophy, our Long-Term Management Policy and Medium-Term Management Plan clearly state our commitment to providing fulfilling work environments for all employees. We support our employees in balancing their work and personal lives by accommodating a broad range of work styles, specifically by introducing remote work, flexible scheduling, and region-limited employment options.
We also encourage employees to maintain their mental and physical health by taking advantage of in-house facilities for well-being, helplines, follow-up after medical examinations, stress checks, and more.

Promoting diversity

We aim to create work environments where all employees can flourish regardless of nationality, gender, or disability. We are taking steps to increase the number of non-Japanese employees and women in management positions, and are promoting the hiring of diverse human resources and flexible work styles. We also strive to raise employees' awareness through regularly scheduled anti-harassment training.
Our action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace includes a target of increasing the percentage of management positions held by women to at least 3% by 2026; with an actual percentage of 3.3%, we have achieved the target. Thus, we set a new target of increasing the percentage to at least 3.7% by 2028, and are strengthening efforts to achieve it. We have also received Level 2 Eruboshi certification, earning recognition as an excellent company for promoting women's participation and advancement in the workplace.
Furthermore, in pursuit of creating environments where older employees can play more active roles than before, we decided to revise our rehiring system and change our mandatory retirement age from 62 to 65 starting July 1, 2026.
We will continue to review our systems to ensure that a broad range of people can flourish at Yachiyo Engineering.

■ Percentage of female employees

Of our 1,404 employees, 307 are women, and the percentage of women among newly hired graduates is 38.1%.



*As of June 2026

■ Percentage of management positions held by women

Of our 337 managers, 11 are women (3.3%). Efforts are underway to further increase the percentage.

Percentage of management positions held by women



3.3%

*As of June 2026

Message

Creating work environments that are comfortable for everyone

People are the foundation of the consulting business. Accordingly, we need environments where people in different fields with diverse personalities can come together, grow, and cooperate to create new added value.
We aim to provide both fulfillment—where every employee can sense the significance of their work—and comfortable work environments where everyone can work with peace of mind.



NAKAGAWA Yosuke
General Manager
Human Resources Department,
Administration and General Affairs Division

*As of June 2026

Improving support for family care

We have established a distinct family care leave system that exceeds the legal requirements. In terms of support for childcare, we encourage both male and female employees to use childcare leave. In terms of support for nursing care, we provide individual briefings and have expanded the nursing care system to enable employees to continue working even as circumstances in their personal lives change.

■ Percentage of employees taking childcare leave and returning to work

One hundred percent of our female employees who take childcare leave return to work, and a higher percentage of our eligible male employees take childcare leave than the national average. We will continue to encourage all eligible employees to take childcare leave.

Percentage of male employees taking childcare leave	Percentage of female employees taking childcare leave	Average number of days of childcare leave taken by male employees
113%	271%	116days

*Calculated using the method used by MHLW and for Kurumin certification.
Formula: Number of employees who took childcare leave during the previous fiscal year ÷ Number of employees who gave birth (the employee or their spouse) during the previous fiscal year × 100
The figure may exceed 100% because the numerator includes employees who took leave to care for children they (or their spouse) gave birth to two or more fiscal years ago.
*As of June 2026

Message

Mutual support and bonds within the family made possible with paternity leave



I was fortunate to be able to take five months of childcare leave for my first child and four months for my second. There were so many unknowns about childcare at first, and I found it challenging at times. However, we have deeper bonds as a family now because I was able to witness my children's growth firsthand and make a conscious effort to provide emotional support to my wife.

KIKUCHI Katsuya
Consultant
Social Planning Department, Domestic Division

*As of June 2026

TOPICS



Work-life balance

We take steps to create workplaces where employees can work at full energy and take on challenges with opportunities for growth through their jobs, and where they can maintain a good work-life balance. Specifically, we have introduced a remote work (hybrid) system, trialed a satellite office system, and established flexible scheduling for employees who are caring for family members, flexible scheduling for other employees, a system for reassigning employees to facilitate nursing care, and region-limited employment options. As society as a whole continues to undergo major changes in work styles and values, we will continue to promote an appropriate balance of life and work.

Promoting health management

In pursuit of well-being, we actively carry out initiatives to maintain and improve the health of our employees. We monitor and follow up on the health status of employees based on the results of their medical examinations, take mental health measures, implement health education and awareness activities, hold exercise promotion events, and promote work-life balance. In recognition of these activities and others like them, we have been certified as a Health & Productivity Management Outstanding Organization since 2017.
We also implement initiatives to make recommendations on health and hygiene through our Health Committee. We take steps to improve the health and satisfaction of each and every one of our employees while also striving to always be a trustworthy company based on our management philosophy of contributing to society.

Hosting a menstrual cramp simulation seminar

We held a menstrual cramp simulation seminar using specialized devices. Through a simulated pain experience, male employees and others at the company furthered their shared understanding of the hardships associated with menstruation. By fostering mutual understanding that transcends gender and status, we enhance psychological safety and promote the creation of work environments that are comfortable for everyone.



Male employees using simulators to experience menstrual cramps

Corporate Governance

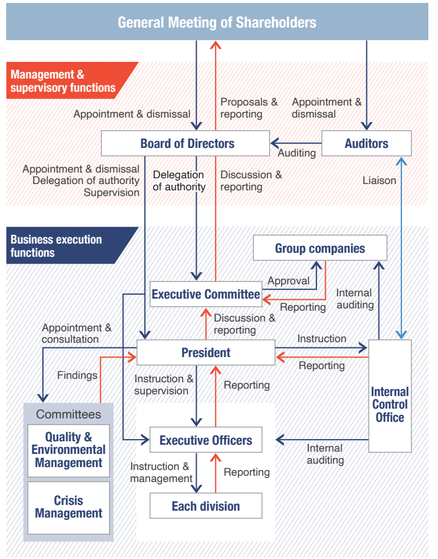
Through efforts to sustainably enhance our corporate value by ensuring fairness and transparency in management and taking steps to avoid and control risks, we aim to enhance trust in our corporate activities and build good relationships with our stakeholders. These efforts are the foundation for maintaining our competitiveness over the long term. Accordingly, we will continue to promote transparent management and fulfill our role as a socially responsible company.



Basic policy

To further enhance our corporate value, we must collaborate accordingly with shareholders, customers, business partners, local communities, and other stakeholders. With the aim of continuing to be a trustworthy company that grows sustainably, we promote the separation of management and execution and strive to strengthen and expand our corporate governance to strengthen management and supervisory functions and execute operations based on swift, purposeful decision-making.

Corporate governance framework



System overview

Our Board of Directors, which comprises 10 members, determines basic policies for management and operations and supervises the directors' execution of duties. Each director complies with our management philosophy, Corporate Code of Conduct, and internal company rules, and acts with high ethical standards.
The Executive Committee deliberates on specific executive policies based on the basic management and operational policies established by the Board of Directors. Additionally, through the executive officer system, we promote the separation of management and execution to expedite decision-making and stimulate business execution. Our committees are also operated promptly and smoothly, and are reorganized as necessary in response to social needs and matters requiring management decisions.

Directors	Total (Outside Directors included in total)	10 (1)
	Term of office	2 years
	Frequency of Board meetings	Monthly (in principle)
Audit & Supervisory Board Members	Total (Outside Audit & Supervisory Board Members included in total)	2 (1)
	Term of office	4 years
Executive Officers	Total	20
	Term of office	1 year

Internal control

Our activities are based on respecting not only the law, but also social and corporate ethics so that we can enhance our corporate value and develop sustainably. To realize this philosophy, we have formulated our Basic Internal Control Policy to guide the operation of our business management system so that it is fair, transparent, reliable, and efficient.
Our Internal Control Office, which is independent from our business execution divisions, audits business execution and compliance in cooperation with Audit & Supervisory Board Members. We have also established and strive to properly operate a helpline for our whistleblowing system with the aim of detecting and correcting legal violations and misconduct as soon as possible. Audit & Supervisory Board Members attend all Board meetings to fulfill their responsibility to supervise management, discuss internal audit plans and their results with the Internal Control Office, and continuously promote the development and improvement of the internal control system, including for Group companies.

Corporate Officers

*As of June 2026



DEMIZU Shigemitsu
Chairman



TAKAHASHI Tsutomu
President



HASEGAWA Kiyoshi
Executive Vice President



MIZUNO Takashi
Executive Vice President



MAMA Shuichi
Board Member,
Senior Managing
Executive Officer



KOBAYASHI Yukihiro
Board Member,
Managing Executive Officer



TAJIMA Shinichi
Board Member



YAMANAKA Kenjiro
Board Member,
Executive Officer



WATANABE Tomoaki
Board Member,
Executive Officer



NAKAYAMA Hirokuni
Board Member,
Executive Officer



SUZUKI Hiroyuki
Auditor



SASAKI Kazunari
Auditor

Senior Managing Executive Officer

ISHIBASHI Yoshihiro

Managing Executive Officer

GOTO Koji

Executive Officers

KASHIWAGI Hisanori　SATO Takuya　TSUDA Mitsunori　SUMI Eigo　FUJII Katsumi　YOSHITANI Kazuyuki　KOHARA Junichi

ISOBE Shigeru　NISHIJIMA Takeshi　TAKEDA Yoshihiko

Compliance



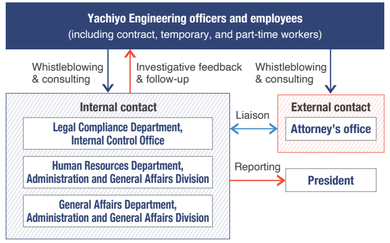
Basic policy

Our management philosophy states that we treat our employees and customers with integrity and gain their trust. To make this philosophy our common standard of conduct, we implement a Corporate Code of Conduct in addition to Comprehensive Compliance Guidelines.
The guidelines define “courageous conscience” as the mentality of everyone who follows the principles of high ethical standards and compliance with laws and regulations, which are crucial for realizing our management philosophy. We believe ethical judgments based on this conscience are the foundation of our corporate activities, and we expend every effort to ensure compliance accordingly.

Compliance helplines

We have established operating rules for our whistleblowing system and set up helplines that allow officers and employees to seek consultation internally. These helplines provide direct contact to the responsible departments or an outside attorney for advice on compliance, treatment of personnel, and harassment. The system is used in cases where employees struggle to make decisions, cannot report a suspected violation through the normal channels, or have questions concerning laws, regulations, or social norms in the context of carrying out their work in compliance with the Corporate Code of Conduct. After a whistleblower makes a report and the matter is addressed, we check to ensure that legal or regulatory violations do not recur, that the whistleblower is not subject to disadvantageous treatment, and that corrective measures and measures to prevent recurrence are functioning. Through this system, we will strengthen communication within the organization and strive to be a trustworthy company that is a comfortable place to work for everyone.

Helpline support framework



Initiatives to raise compliance awareness

As a general construction consultant, we develop social infrastructure in Japan and all over the world, including in developing countries. Many overseas projects are funded by official development assistance (ODA), and because these highly public projects are implemented based on the trust of the partner countries and the international community, our management priority is to maintain high ethical standards and comply with laws and regulations. Accordingly, to maintain fair competition in overseas markets, we have formulated the Basic Principles for Preventing Bribery of Foreign Public Officials, and strictly apply Regulations for Preventing Bribery of Foreign Public Officials, which outline a detailed code of conduct.
We also regularly hold training sessions aimed at further enhancing compliance awareness among employees in Japan and the rest of the world. In addition to formulating the Declaration of Partnership Building with the aim of mutual prosperity throughout the supply chain, we offer training on the Act on Preventing Delay in Payment to Small and Medium-Sized Entrusted Business Operators in Relation to Manufacturing Consignment to all employees and make other efforts to build a fair, highly transparent business environment.

Whistleblowing cases in the past three fiscal years

	FY ended June 2024	FY ended June 2025	FY ended June 2026
Via internal contact	1	2	1
Via external contact	0	0	1

Message

We currently find ourselves in an era of high uncertainty. For the company to grow sustainably, we must go beyond formal governance and ensure that each and every employee translates their courageous conscience into concrete actions.
In essence, internal control should be a foundation that supports pioneering rather than simply a monitoring mechanism. We expend every effort to properly operate our helplines to root out every instance of harassment and misconduct, and foster an open organizational culture and ensure psychological safety so that everyone feels comfortable speaking up. By consistently maintaining integrity and transparency in our management for our diverse stakeholders in Japan and the rest of the world, we will create corporate value that can serve as a source of pride for the next generation, fulfilling our role as a group of professionals responsible for social infrastructure development.



SUMI Eigo
General Manager,
Internal Control Office

*As of June 2026

Risk Management



Basic policy

We have established a Crisis Management Committee chaired by the President to oversee risk and crisis management. The committee has developed a crisis management framework to foresee and avoid potential management crises in addition to quickly identifying any risks that occur and minimizing damage and restoring normal management activities. When a disaster or other crisis occurs, a Crisis Response Headquarters will be established as an emergency organization to respond accordingly.

Risk and crisis management framework

The Crisis Management Committee strengthens the risk and crisis management framework by constantly implementing the PDCA (plan-do-check-act) cycle for maintaining risk and crisis management-related documents and implementing various risk countermeasures.

Risk assessment

We conduct company-wide risk assessments to gain an overview of the risks surrounding our business and identify risks that may have a substantial impact on our management. Through this process, we identify the highest-priority risks to be addressed and add new rules and measures to update our risk and crisis management framework. The Crisis Management Committee also analyzes changes in the internal and external environment, reassesses risks, and revises previously identified risks.

Business continuity planning (BCP)

In the event of a major natural disaster, infectious disease outbreak, or other emergency, we have a responsibility to protect the safety and livelihoods of our employees and their families and uphold customers' trust with minimal impact on our operations. As a company involved in social infrastructure, we also have a social responsibility to support the recovery of afflicted areas. To fulfill these responsibilities, we have formulated business continuity plans and put in place procedures to ensure swift, proper responses commensurate with the scale of disasters. We also conduct scheduled drills once a year and use the results to revise and improve our plans.

Information security

We use the latest information technology to properly manage customers' personal information and companies' and organizations' confidential information obtained through our business activities. This includes strict controls based on the Privacy Policy and Information Security Management Policy posted on our website. We have also established an information security management system under which we implement measures to prevent unauthorized use of and cyberattacks on our systems. We provide information security training to employees to familiarize them with the rules and improve their literacy in this area. Additionally, our divisions that handle ICT infrastructure are certified under the international standard for information security management (JIS Q 27001: 2025), maintaining a high level of information security management.

Quality Environmental Management

To uphold the trust of our customers and society, we have established and operate an integrated quality and environmental management system that conforms to both JIS Q 9001: 2025 (ISO 9001: 2015 + Amd 1: 2024) and JIS Q 14001: 2025 (ISO 14001: 2015 + Amd 1: 2024).
Additionally, to achieve greater customer satisfaction while realizing a sustainable society, we have established the Quality and Environmental Management Committee. This committee leads Yachiyo in deliberating on important matters, managing the operational status, and promoting verification and improvement of the integrated management system in an effort to maximize the value we provide and reduce our environmental impact.

Message

Our mission is to build a resilient corporate structure so that we can realize our goal of becoming a trustworthy company that grows sustainably.
Accordingly, we regard risk management as an important management issue and are enhancing our risk response capacity on a company-wide level by strengthening our risk and crisis management framework, and identifying, assessing, and taking proactive measures against a wide variety of risks, including natural disasters and cyberattacks.
We will also strive for continuous improvement through the PDCA cycle with a constant focus on the future toward enhancing our corporate value.

NISHIJIMA Takeshi
Deputy Director General,
Corporate Planning Division



*As of June 2026

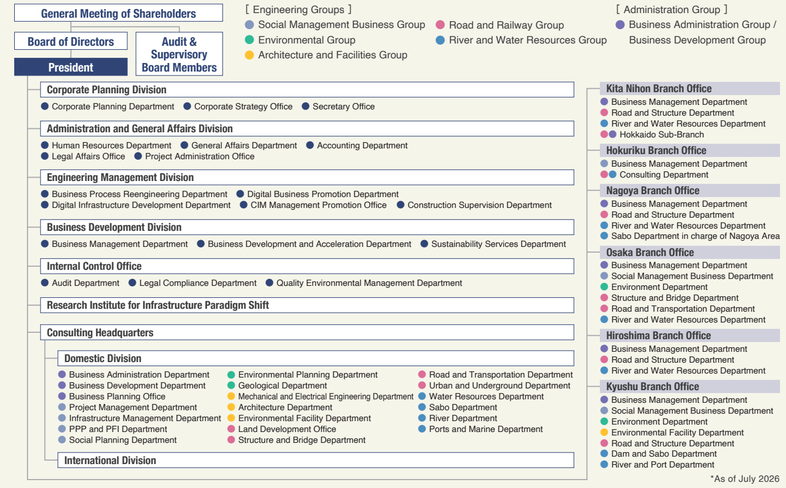
Company Profile

Trade name	Yachiyo Engineering Co., Ltd.
Established	January 29, 1963
Head Office address	CS Tower, 5-20-8, Asakusabashi, Taito-ku, Tokyo 111-8648, Japan
Capital	JPY 450 million
Revenues	JPY 28.34 billion (64th fiscal year: July 1, 2025 - June 30, 2026)
Number of employees	1,404 (1,073 technical, 331 administrative)

Business areas

Consulting engineering services in the following fields:
Urban Planning, Private Sector Development, Architecture, Solid Waste Management, Water Supply, Wastewater, Water Resources Management, Roads and Bridges, Railway, Transport Planning, Electricity and Power, Renewable Energy, Broadcasting, Information and Communication Technology

◀ Visit our website



*As of July 2026

External initiatives

We participate in national and international initiatives based on our belief in the need to collaborate with various entities that transcend national, regional, and organizational boundaries to resolve social issues.

CDP
An international environmental NGO that runs an environmental information disclosure system

30by30
30by30 Alliance for Biodiversity

ALLIANCE FOR WATER STEWARDSHIP
International certification for responsible water resource management

TNFD Forum Member
Task Force on Nature-related Financial Disclosures

パートナーシップ構築宣言
Declaration to promote collaboration and mutual prosperity with supply chain partners

デコ活 くらしの中のエコろがけ
A national movement to promote prosperous lifestyles toward decarbonization

WE SUPPORT UN GLOBAL COMPACT
Global principles of action for sustainable growth through partnerships between the UN and the private sector

SCIENCE BASED TARGETS
Science-based greenhouse gas reduction targets consistent with the Paris Agreement

GX LEAGUE
A platform for driving the implementation of GX across society toward a virtuous cycle of decarbonization and economic growth

Third-party recognition

We are committed to promoting employee health, supporting diverse work styles, and otherwise improving our work environments, and have received the following third-party recognition and certifications for our efforts to date.

健康経営優良法人 2026 Certified Health and Productivity Management
A Japanese Ministry of Economy, Trade and Industry program that certifies outstanding companies that are strategically implementing employee health management

くるみん
A Japanese Ministry of Health, Labour and Welfare program that certifies companies that support child-raising

えるぼし
A Japanese Ministry of Health, Labour and Welfare program that certifies companies with outstanding records in promoting women's participation and advancement in the workplace