FY2025 (63rd Term)

Financial Results Appendix

Note:
Any forward-looking statements as part of information disclosed by the Company, such as (but not restricted to) information pertaining to future plans, outlooks, management strategy, etc., are based on the information available at the time of disclosure and/or on certain assumptions deemed reasonable.
As such, these contain risks and uncertainties related to changes in the state of the economy, government policies impacting the Company's businesses, changes to the tax code and/or other regulatory changes and/or in the International status quo.
Realized results may differ materially from the aforementioned forward-looking statements, due to a variety of factors and causes.
This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

CTI Engineering Co., Ltd.

Tokyo Stock Exchange 9621

Ever since founded in 1945, CTI Engineering has focused on great importance to people and technology
We are “Japan’s first consulting engineer company " developed with high technological capabilities

Business Philosophy

We strive to create a safe, comfortable and enriching society using world-class technology and expertise.

Code of Corporate Conduct

1. Sustainable Society
Contribute to the creation of a sustainable society

2. People First
Promote corporate activities with a culture of putting people first

3. Social Commitment
Commit to solving social issues

4. Trust
Build relationships of trust with our stakeholders

5. Integrity and Fairness
Act with integrity, fairness, and responsibility

6. Risk Management
Ensure risk management at the highest standards

Company Name	CTI Engineering Co.,Ltd.
Creation	August 1945 (Foundation)
Establishment	April 1963
Head Office	3-21-1 Nihombashi Hamacho, Chuo-ku,Tokyo
Capital stock	3.025 billion yen
Accounting period	December 31
Net Sales	101.038 billion yen (FY 2025)
Number of employees	Consolidated: 4,087 / Non-consolidated: 2,263 (FY 2025)
Listing market	Tokyo Stock Exchange Prime Market
Total number of issued shares	28,318,172 shares

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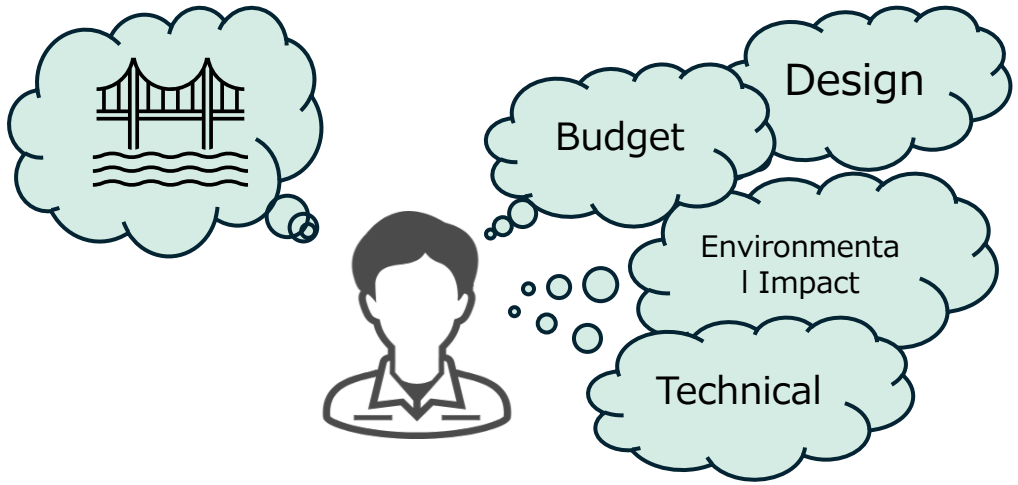
Role of the Consulting Engineers

Infrastructure developments are carried out mainly by three parties: (1) National and Local Governments, (2) Consulting Engineers, and (3) Construction Companies.
For “National and Local Governments" that decide projects and make plans,
We "Consulting Engineers" provide specific surveys, plans, designs, etc. as a partner.

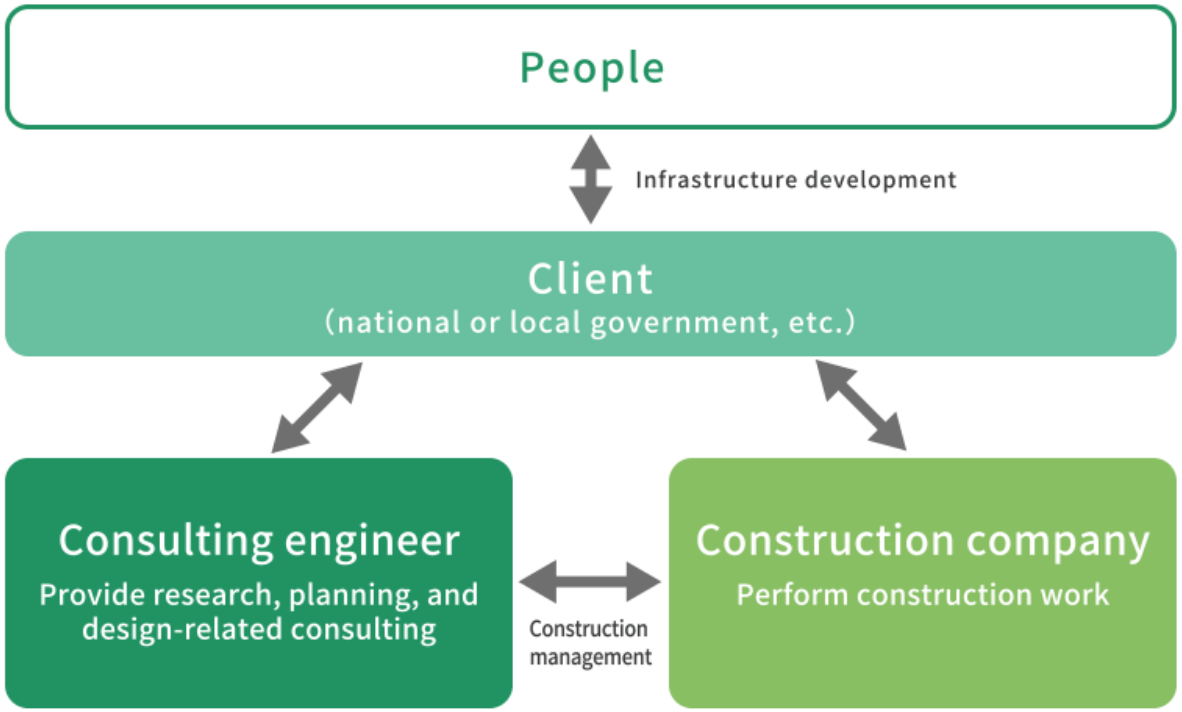
Specialists about Infrastructure

For example, let us imagine, “We’ll build a bridge” , we should consider about the type of bridge, the design, its length and width, budget, the geology, environment on the other side of the river, the response to a disaster, and the any other aspect about bridge.

Consulting Engineers are professionals in social infrastructure development who coordinate infrastructure projects from start to finish, ensuring that people can live safety and securely.



Carried out by three parties



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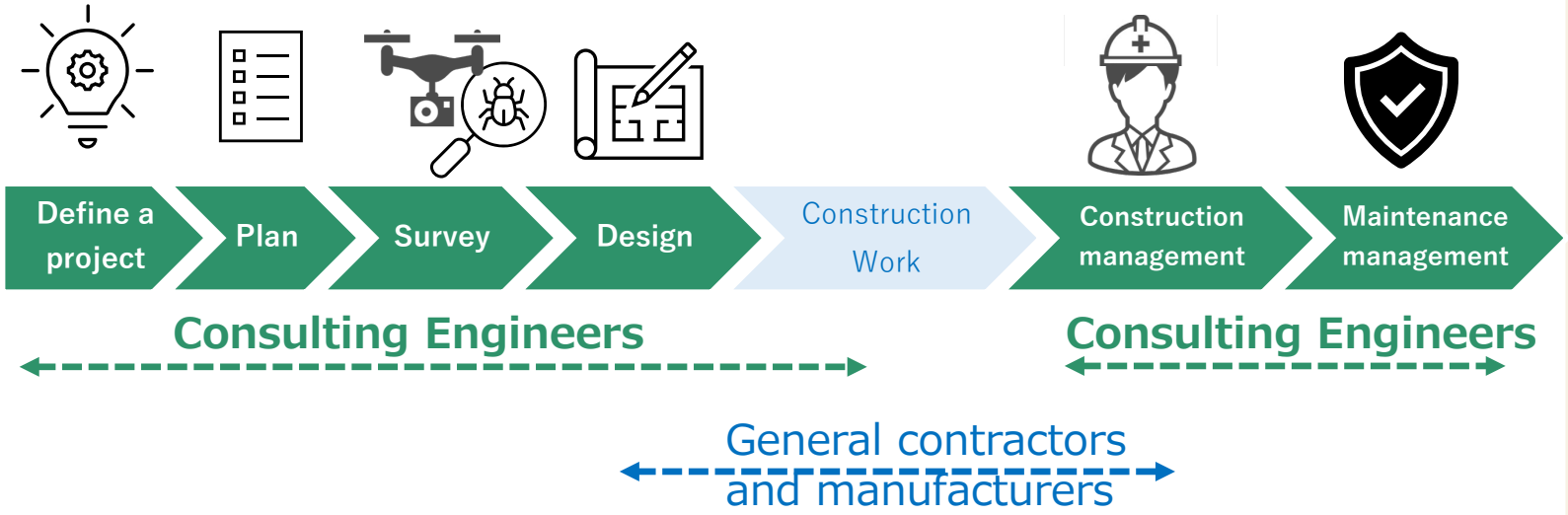
Business Process of Consulting Engineers

The role of consulting engineers is to provide consulting services such as surveys, planning, and design, etc. as a partner to national and local governments that make project decisions and planning.
We undertake almost all the workflow, but in accordance with the “Principle of Separation of Design and Construction”, the construction company is responsible for the construction part.

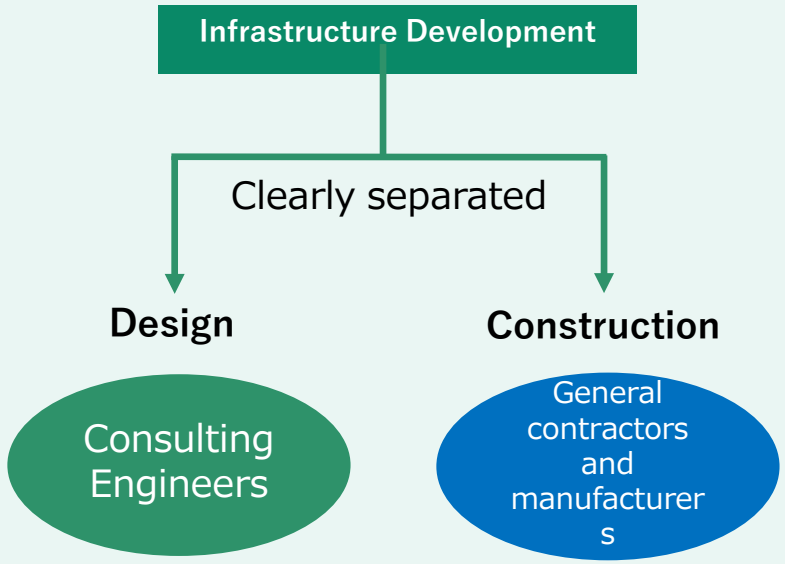
Workflow of infrastructure development

Consulting engineers are involved from the initial planning stage by national and local governments and act as advisors throughout all stages, including planning, design, construction management, and maintenance after completion.



Principle of Separation of Design and Construction

During rapid economic growth period in Japan after WW2, the Ministry of Construction (now the Ministry of Land, Infrastructure, Transport and Tourism) clarified the principle of separation of design and construction.



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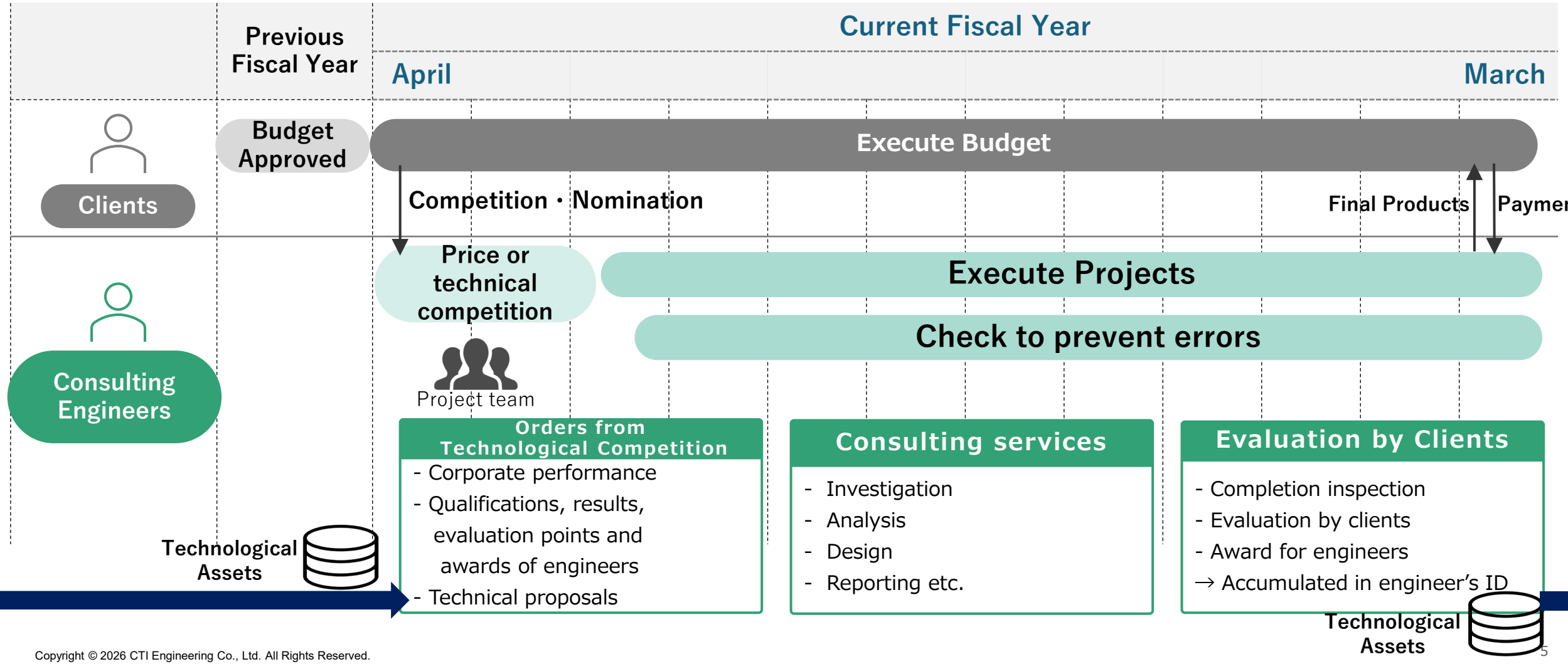
Basic Workflow of Consultant Engineers

- Project size : Mostly tens of millions of yen. In recent years, the number of large-scale projects is increasing by several hundred million.
- Number of projects : Thousands per year
- Project period : Basically 1 year, but multi-year large-scale projects are increasing in recent years.
  The ends of projects period tends to concentrate at the end of the fiscal year (March)
- Project teams : Consists of 5-6 engineers. Professional Engineer certification is required for the project leader.



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Importance of Consulting Engineers

Yashio City road sinkhole accident

Infrastructure Development

Define a project → Plan → Survey → Design → Construction management

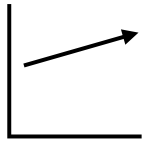
Infrastructure Maintenance and Management

Maintenance management

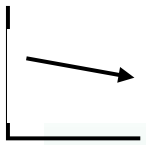
Efficient and **Effective** infrastructure development is required, within **limited budget** and **personnel**

Flat/ Slight increase trend in MLIT* budget

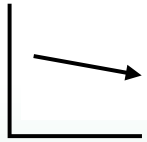
* Ministry of Land, Infrastructure, Transport and Tourism



Declining trend in Local government budget



Declining trend in technical public sector personnel



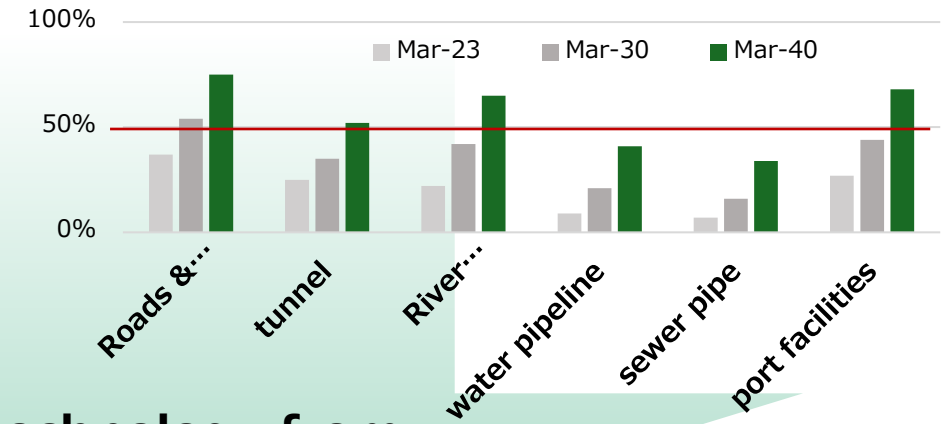
・Demand for more efficient and sophisticated infrastructure development itself is increasing

・Possibility of outsourcing to private sector is increasing

Importance of **inspection**, **evaluation**, and **prioritisation** of aging infrastructure is increasing

By 2040, half of structures will be over 50 years old, except for water and sewage systems

< Percentage of social infra structure over 50 years old >





Demand for advanced technology from Consulting Engineers is increasing

Source: Ministry of Land, Infrastructure, Transport and Tourism Information Portal Site on Aging Social Infrastructure Infrastructure Maintenance Information "Current State and Future of Social Infrastructure > Current State and Future of Aging Social Infrastructure

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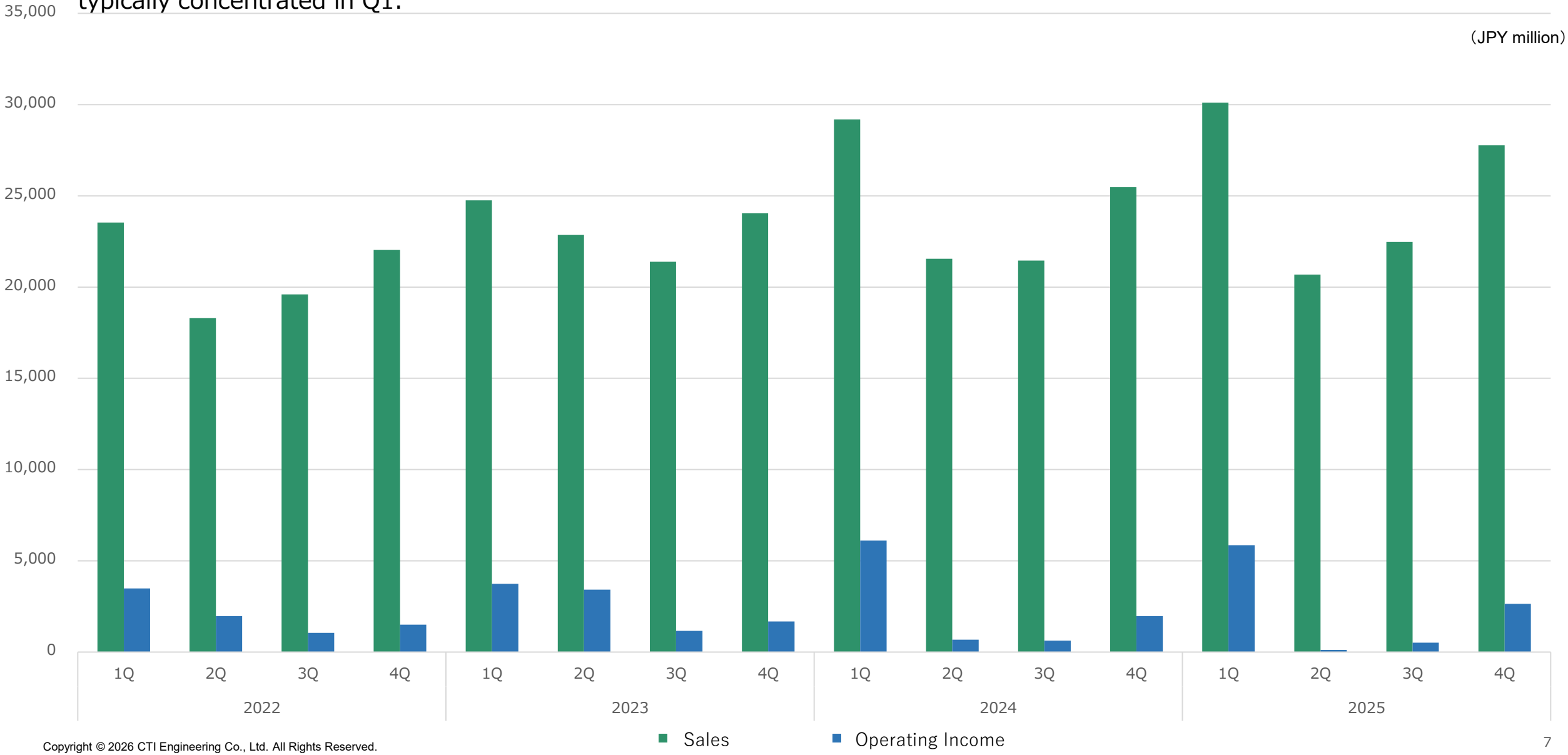
(Reference Data) Quarterly Sales Amounts and Operating Income (Consolidated)

Due to the high proportion of public sector projects in our consulting engineer business, Sales and Operating Income are typically concentrated in Q1.



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The History of CTI Engineering Co., Ltd.

Our Founding: amidst Japan's defeat in WWII

The history of the Construction Technology Institute (the predecessor of CTI Engineering Co., Ltd.) begins in December 1944, as Japan headed toward its defeat in World War II.

The board of directors of the Japan Civil Engineering and Construction Control Association approved a proposal to establish an incorporated foundation on August 1, 1945, for the purpose of developing construction equipment that could compete with those of the United States in airfield construction.

- August 1, 1945: **The Construction Technique Institute** is founded



Office at the time of establishment

Period of Growth: entered the field of water engineering

From 1950 onward, with the Korean War in full swing, the number of contracts for engineering consulting services multiplied year after year. The Institute quickly and accurately grasped Japan's agenda for post-war reconstruction and focused on one area: hydropower generation and related dam construction. This has led to our strength in the water sector that continues to this day.

- April 4, 1963: **Construction Technology Institute Co., Ltd.** is incorporated



Transformation in the face of changing times

In 1964, Japan's River Act was revised, requiring a basic plan for the implementation of construction work to be formulated for each river system. To keep up with the new requirements, we introduced electronic calculators - which were expensive at the time—before any of our competitors. This was a decisive factor in our development in the field of river planning.

We had grown steadily, registered its shares with the Japan Securities Dealers Association as over-the-counter stock in June 1994. Then we listed its shares on the Second Section of the Tokyo Stock Exchange in October 1996, and listed on the First Section of the Tokyo Stock Exchange in June 1999.

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The History of CTI Engineering Co., Ltd.

Achieved sustainable growth through human resource enhancement and M&A

Number of employees: 4,087

Sales : JPY 101.0billion



Yodo River, Yodo River system
(Osaka City, Osaka Prefecture)
(1971-1980)



Onagawa Central District,
Onagawa Earthquake
Reconstruction Project
(2013-2016)



The Comprehensive Flood Control
Project in Metro Manila（Philippines）
(1977)
Our first independent overseas
business

waterman
2017
Waterman
joined
CTI group

Number of employees: 104
Net sales JPY 0.12 billion

umber of employees
Consolidated)
umber of employees
Non-Consolidated)
ales amount(Consolidated)

1963(Establishment) 1980 2000 2025

Postwar reconstruction | Pollution problem High economic growth | From quantity to quality | Global environmental problems | Reconstruction after the earthquake National Resilience

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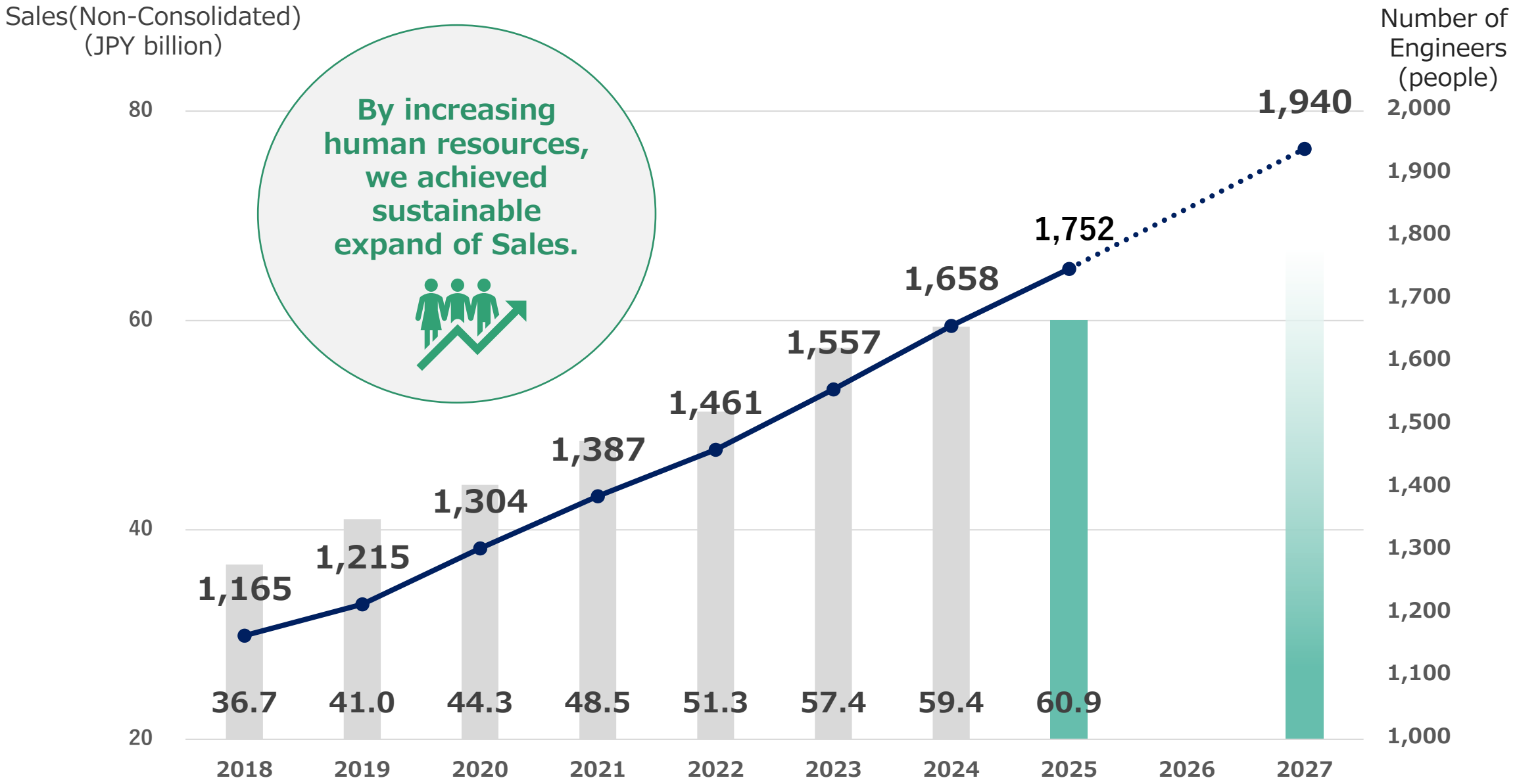
Transition of Sales and Number of engineers（Non-consolidated）



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Consolidated Group Company (Domestic)

Japan Urban Engineering Co., Ltd.

Provides professional services related to urban development, urban planning and town planning, land readjustment and urban redevelopment projects, civil engineering design and development permits, compensation surveys, field surveying, disaster reconstruction, estate consulting, etc.

Trans-portation Urban

Chi-ken Sogo Consultants Co., Ltd.

Provides professional services related to geological surveying and analysis, groundwater and soil contamination surveys, planning and design of roads, rivers, and underground facilities, planning and design of sabo and disaster prevention works, investigation and design of slope disaster prevention works and landslide countermeasures.

Environ-mental Social

NISSOKEN ARCHITECTS & ENGINEERS Co., Ltd.

Provides professional services related to the design and supervision of building and building facility projects, research, planning, project and construction management for all aspects of construction work, investigation and appraisal of buildings, longevity and long-term repair plans of buildings, etc.

Trans-portation Urban

Environmental Research & Solutions Co., Ltd.

Environmental consulting (soil contamination control, water treatment, environmental assessment), environmental research and analysis (water quality, waste, exhaust gases, dioxins, PCBs, asbestos, PFAS), working environment measurement, drinking water testing, genetic analysis (environmental DNA).

Environ-mental Social

HIROKEN CONSULTANTS Co., LTD.

Infrastructure projects (civil engineering design, development design, agricultural engineering, built environment, various inspections, surveys, compensation studies, geological surveys, etc.) and waste-related projects, shops and development projects, soil surveys, ICT projects (3D surveying and 3D design, etc.)

Water Land

Trans-portation Urban

Environ-mental Social

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Our Position in the Construction Consulting Industry (Non-consolidated)

Ranked 3rd in Sales, 1st in Net Income in FY 2025

(JPY Million)

	Company Name	Sales of Consulting Engineers Division	Net Income
1	Nippon Koei(ID&E) (Unlisted) *1	65,577	3,293
2	Pacific Consultants (PCKK) (Unlisted)	61,658	4,099
3	**CTI Engineering (CTIE)**	**58,872**	**5,908**
4	Oriental Consultants Global(OC Global)	35,870	1,088
5	Oriental Consultants (OC)	35,236	1,506
6	Dai Nippon Dia Engineering Consultants *2	30,459	1,781
7	Yachiyo Engineering (Yachiyo) (Unlisted)	26,539	1,674
8	Eight-Japan Engineering Consultants (Eight JP)	24,037	1,908
9	OYO Corporation	23,548	4,320
10	Nihon Suido Consultants	22,900	1,636

Source: Top 10 companies extracted from "Nikkei Construction" April 2026 Construction Consultant Financial Ranking 2025
(The company's "Sales of Consulting Engineers Division" is the amount obtained by subtracting the sales of survey and geological survey services from the total sales.)

* 1: In February 2025, a tender offer (TOB) by Tokio Marine Holdings was successfully completed. ID&E HD became a consolidated subsidiary of Tokio Marine Holdings and was delisted in May 2025.
* 2: Established in July 2023 through the merger of Dai Nippon Consultant and Dia Consultant.

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Our Strength

Japan's First Consulting Engineer

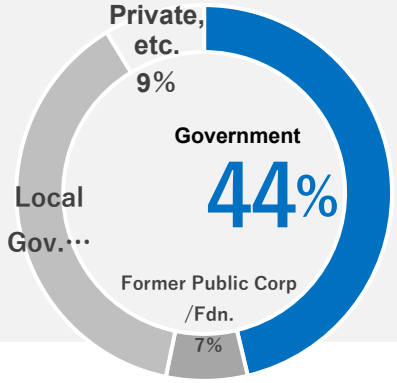
Since the founding of the Construction Technology Institute (our predecessor) in 1945, we have been a leading company in the industry for many years.

We are a comprehensive consulting engineers that competes for the top position in sales in domestic market on the strength of our accumulated technologies developed over 80 years since our founding.

Stable Customer Base Centred on the Public Sector

As we receive 90% of orders from the public sector, including national and local government, we have a stable profit structure.

Order Received Amount by Source (2025)



Industry Leader Order Received in the River Sector

Leveraging our experiences in river infrastructure development, we have been contributing to the comprehensive management of entire river basins - including the drafting of disaster prevention and mitigation measures for floods, droughts, and other disasters, as well as the conservation and improvement of the water environment and water cycle.

Professional Engineers with Advanced Technical Skills

We are a group of consulting engineers with more than 1,600 licensed **Professional Engineers (P.E.Jp).**

We believe that human resources are our greatest management capital, and we actively invest in human resource development such as the Professional Engineer Qualification Support Program and graduate schools for working adults.

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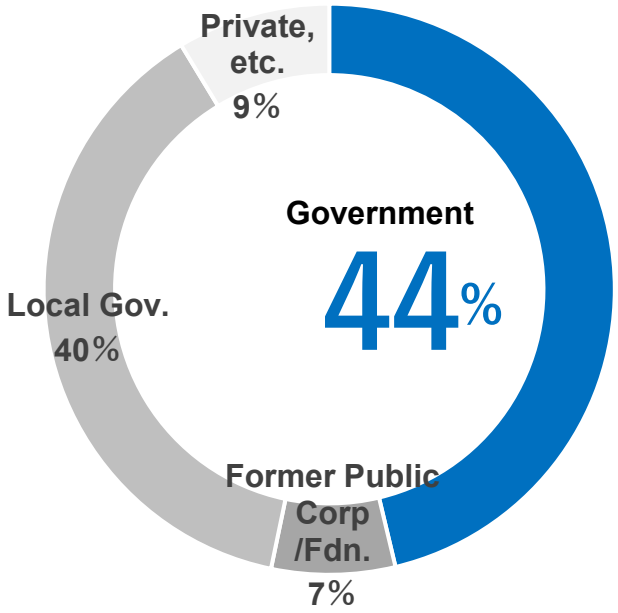
Our Strengths

1 Orders Received from National government

Order Received Amount by Source (2025)



Half of all orders received are from the national government.

While national projects are stable and highly profitable, it requires advanced technology.

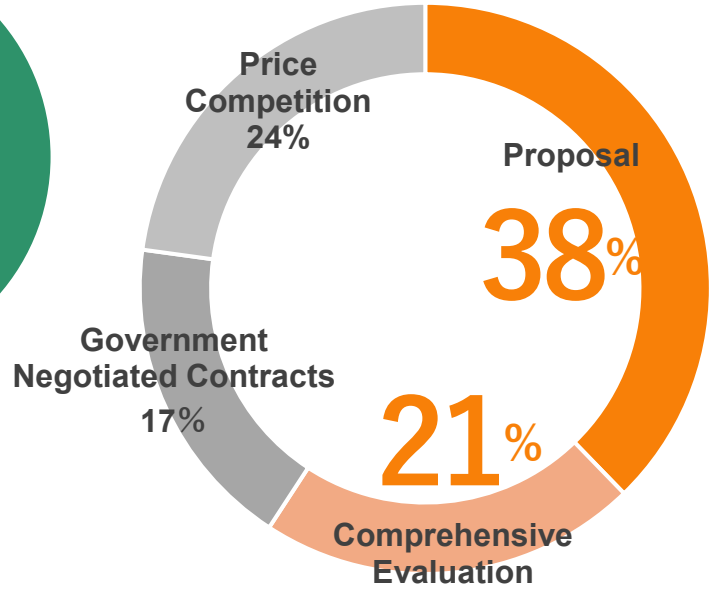
As we receive a lot of orders from the government, we ensure profitability and build up a track record of engineers through the implementation of projects, which will lead to orders in the next year.

This cycle has resulted in our technological superiority.

In the future, we will maintain MLIT sales while expanding sales to prefectures, municipalities, and primary government agencies, aiming to expand our profit and transform our customer structure into well-balanced.

2 Strength in technical competition

Order Received Amount by Contract Method (2025)



Orders received under “Proposal” and “Comprehensive Evaluation” ,in which technical capabilities are evaluated, accounted for 60% of total orders received, indicating the high level of our technical competitiveness

Proposal
: Competition based on technical proposal capability only
Comprehensive Evaluation
: Competition based on both technical proposal capability and price
Price Competition
: Competition based on price only
Government Negotiated Contracts
: Specific contractor is selected without a competitive bidding process due to the client’s circumstances

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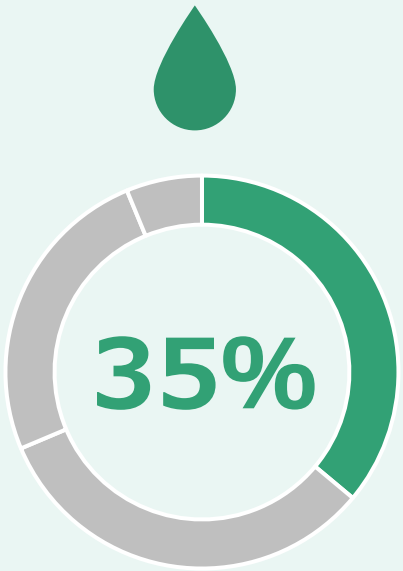
Business fields of Domestic Segment

The Company's (non-consolidated) business fields consist of the following four business divisions.

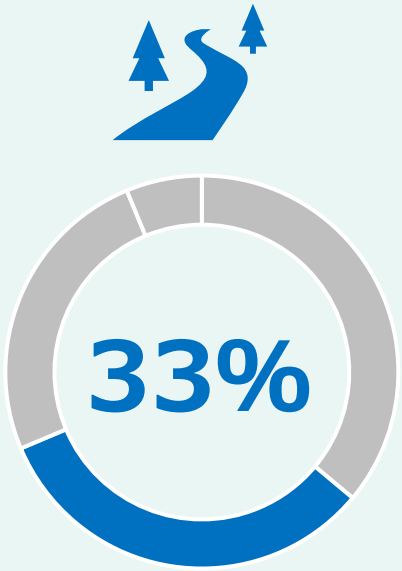
■63rd (2025) Period Orders Composition Ratio (Domestic)

Water and Land Business Sector



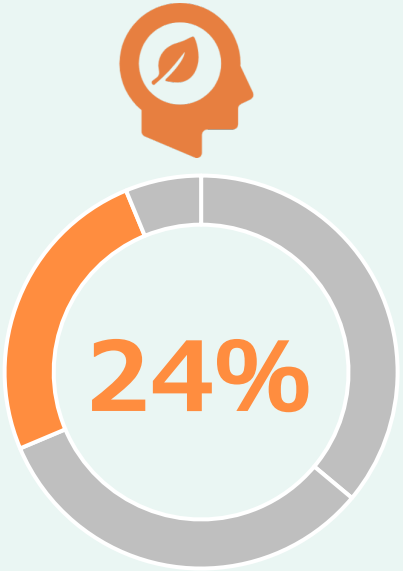
Rivers / Water Resources / Coasts / Ports / Dams / Erosion Control /Water Supply & Sewerage / Mechanical & Electrical Equipment

Transportation and Urban Business Sector



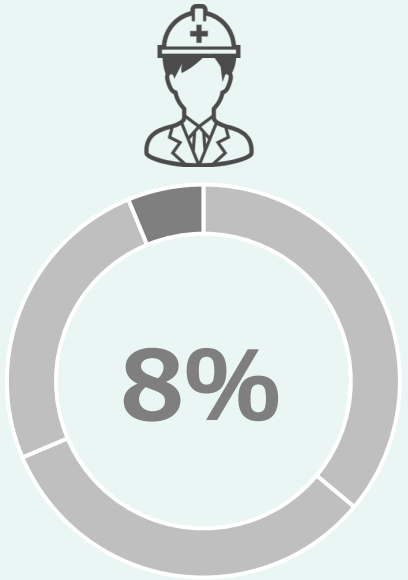
Roads & Transportation / Urban Planning / PFIs & PPPs / Architecture

Environmental and social Business Sector



Information & Telecommunications Technology / Disaster Mitigation / Environment / Geo-environment

Construction Management Business Sector



Public Procurement Assistance / Construction Management & Execution Management

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Our Position in the Industry (Results in 2025)

Ranked 1st in Sales of River Sector

(JPY Million)

Our company Business Unit	Water and Land Business Sector			Transportation and Urban Business Sector		
Sales Rank	Rivers, Coasts and Sabo	Sewerage	Mechanical	Road	Urban planning and Regional planning	Steel structure and concrete
1	**CTIE 21,894**	NJS 14,733	JR East Consultant 779	PCKK **9,432**	Oba 8.362	Dia Nippon Engineering 10,460
2	ID&E **13,281**	Nihon Suido Consultants 12,112	PCKK 767	OC **8,829**	NK Urban Space 7,000	PCKK 7,590
3	PCKK **8,054**	NIHON SUIKO SEKKEI 7,288	**CTIE 560**	**CTIE 7,752**	PCKK 5,438	OC 6,935
4	Yachiyo	OEC	Yachiyo	ID&E	Pasco	Chodai
5	Tokyo Construction Consultant	TEC Group	TOKEN CEE Consultant	Nihon Shinko	OC	Eight Japan Engineering
6	Nihon Shinko	Nakanihon Consultant		Chodai	Showa	TEPSCO
7	OC	SANSUI CONSULTANT		Dia Nippon Engineering	ID&E	**CTIE 4,905**
8	Dorkon	PCKK		OC Global	International shipping	ID&E
9	Mitsui Joint Construction Consultant	NIKKEN GIJUTSU CONSULTANTS CO.,LTD.		Pasco	**CTIE 2,854**	Chuo Consultant
10	IDEA	**CTIE 2,270**		Fukuyama Consultant	Asia Air Survey	Chiyoda Consultant

(Reference Data)	
Government Sales Amount	Rank
CTIE 58,363	1
PCKK 45,615	2
Pasco 42,502	3
ID&E	4
OC	5
International shipping	6
Dia Nippon Engineering	7
Eight JP	8
OYO Corporation	9
Asia Air Survey	10

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Source: Top 10 companies extracted from "Nikkei Construction" April 2024 Construction Consultant Financial Ranking 2025 ("Nikkei Construction")

Our Position in the Industry (Results in 2025)

Sales of Construction Management Business Sector ranked 1 with a 40% increase YoY(Last year 2 position)

(JPY Million)

Our company Business Unit	Environmental and Social Business Sector				Construction Management Business Sector
Sales Rank	Construction environment	Electricity and electronics	Environment	Geo-environment	Construction plan and construction equipment
1	IDEA 12,762	CTIE 3,975	PCKK 2,686	Dia Nippon Engineering 4,341	CTIE 5,515
2	Kenkan Consultants 5,520	ID&E 2,429	Eight Japan Engineering 2,109	OYO Corporation 3,013	Tenet Japan 5,045
3	ID&E 4,993	OYO Corporation 1,935	OYO Corporation 1,882	ID&E 2,302	Taisei Engineering 3,892
4	CTIE 3,953	Electrical technology development	Yachiyo	CTIE 1,991	Yokohama Consulting Center
5	PCKK	Applied geology	CTIE 1,029	Kisojiban Consultants	OC
6	Asia Air Survey			Chuo Kaihatsu Corporation	Planned engineering
7	NS Environment			Kawasaki Geological Engineering	Partners
8	OYO Corporation			Eight Japan Engineering	PCKK
9	OC			Japan Conservation Engineering	Asia Co-Design Consuitant
10	Chodai			WEST JEC	PCKK technical management

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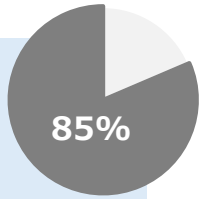
Source: Top 10 companies extracted from "Nikkei Construction" April 2024 Construction Consultant Financial Ranking 2025 ("Nikkei Construction")

Consolidated Group Company (Overseas)

We are expanding globally with two subsidiaries, Waterman and CTI International

63rd Term (2025)
Composition of Overseas
Segment Sales



Waterman Group Plc

History

Joined CTI Group in June 2017

Business Outline

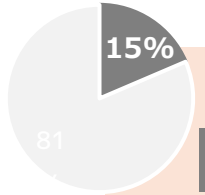
Private sector
➡ Structure, Building service, Civil Engineering

Public sector
➡ Civil Engineering, Secondment of engineers

Business Area

United Kingdom, Ireland, Australia

63rd Term (2025)
Composition of Overseas
Segment Sales



CTI Engineering International

History

March 1999, spun off as wholly owned subsidiary from our overseas business division

Business Outline

Consulting engineer business mainly through ODA in semi-developed and developing countries

Major Business Partners

Japan International Cooperation Agency (JICA)
World Bank, Asian Development Bank, other governments, etc.

Business Area

Based in Japan, the Philippines, and Myanmar
Business target area: Asia, Africa, Middle East, South America, etc.

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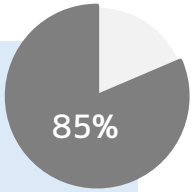
Sales of Waterman Group Plc after the Acquisition

- Sales of Waterman Group Plc have progressed steadily since 2017
- After our acquisition, public sector Sales have increased

Waterman Group Plc

63rd Term (2025)
Composition of Overseas Segment Sales



History

Joined CTI Group in June 2017

Business Outline

Private sector
➡ Structure, Building service, Civil Engineering

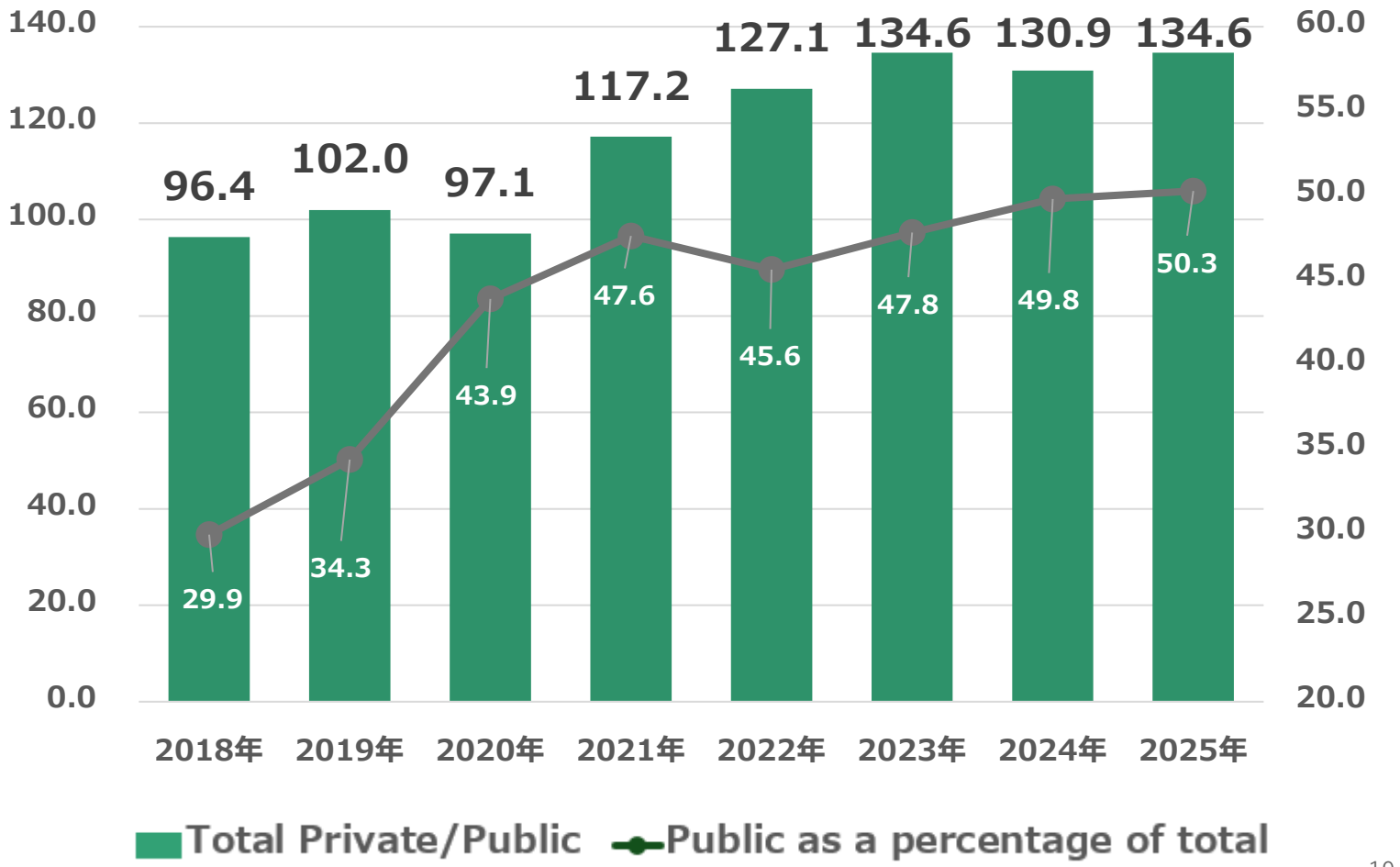
Public sector
➡ Civil Engineering, Secondment of engineers

Business Area

United Kingdom, Ireland, Australia

Sales Trends (GBP)

(Unit: %)



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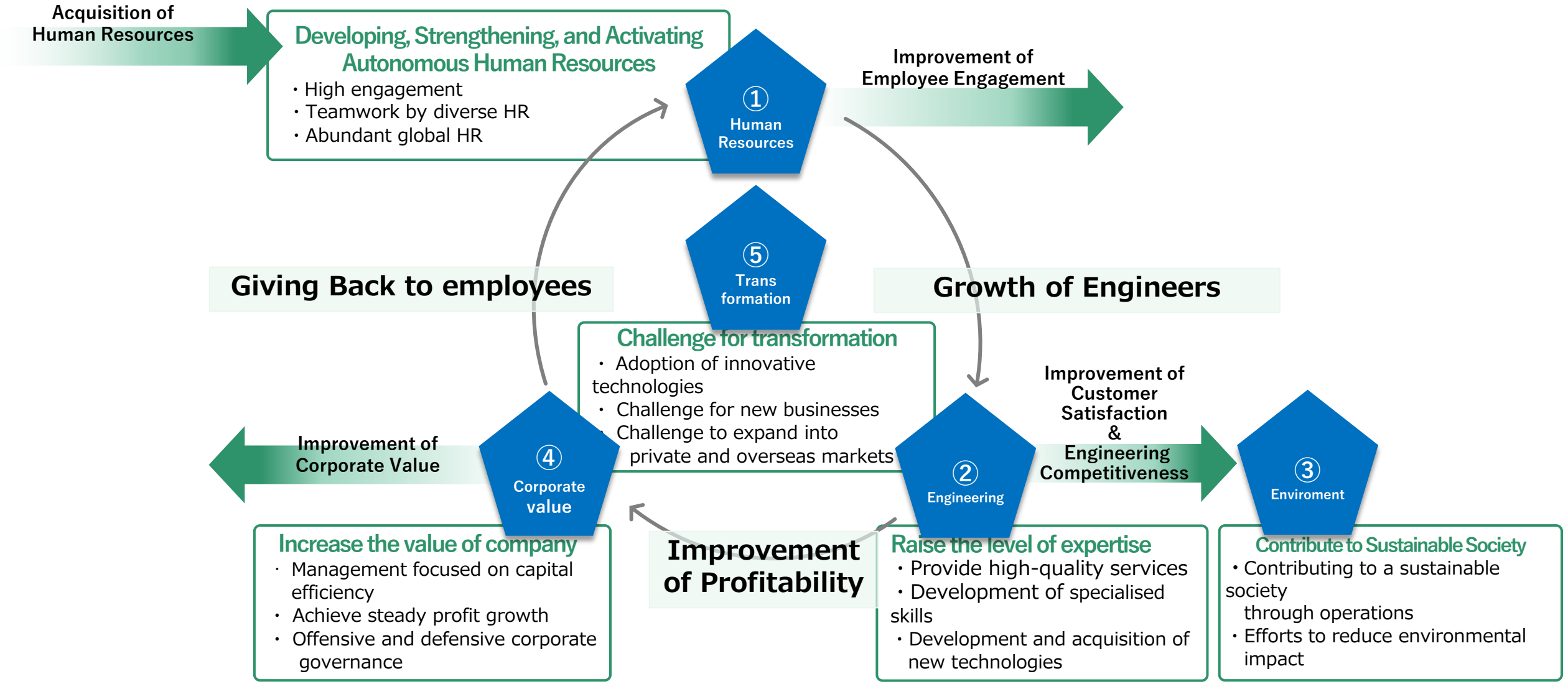
Mid-Term Management Plan 2027 Appendix : Five Key Factors to Express “How we should be"

Based on the five key factors that express ideal state of CTI Engineering Group, the measures to be implemented in the Mid-Term Management Plan 2027 are consolidated into two pillars.



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Important management figures in 2027

Sales	Continue to strengthen our workforce at an annual growth rate of around 5% and aim for net sales of JPY 110 billion or more (achieve SPRONG2030, our mid- to long-term vision, ahead of schedule)
Operating income	Aiming for sustainable profit growth over mid- to long-term and operating income of JPY 12 billion or more
ROE	Secure at least 12% ROE by business development, improvement of productivity and appropriate returning profits to shareholders
Labour productivity	Increase labour productivity by 10% or more from the current level by improving efficiency through promotion of DX and upgrading project management. (10% improvement in internal output per hour)

Key points in setting the plan

Profit Plan

- Continue to strengthen workforce and raise wages
- Improve or maintain gross margins through DX and work efficiency
- Reduce operational reworks and errors by upgrading PM. Improve performance quality and reduce working hours through the advancement of PM.
- Decrease SG&A Expenses by DX and improving efficiency

Orders Received Plan

- Achieve a balanced customer structure with local governments and the private sector while keeping orders from the Ministry of Land, Infrastructure, Transport and Tourism
- Achieve targets through sustainable growth in core business areas, expansion of growth areas, and external growth such as M&A

Financial Plan

- Improve ROE and EPS by combining steady growth in operating income, flexible shareholder returns such as dividends, and external growth such as M&A

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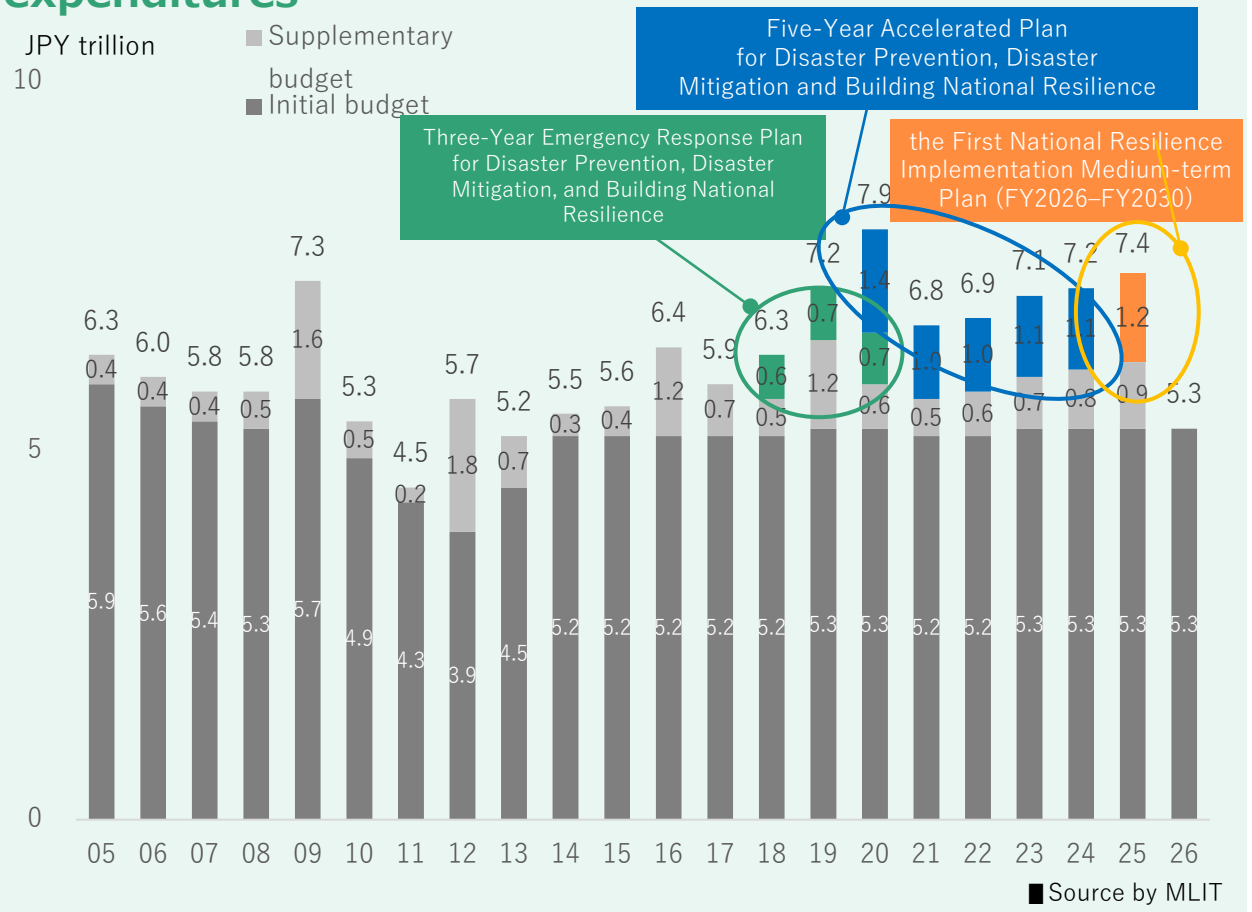
The market for consulting engineering business, our core business, is strongly influenced by government budget allocations and construction investment.

Public works expenditures (Ministry of Land, Infrastructure, Transport and Tourism) have remained steady due to the “Five-Year Acceleration Plan for Disaster Prevention, Disaster Mitigation and Building National Resilience" through 2025.

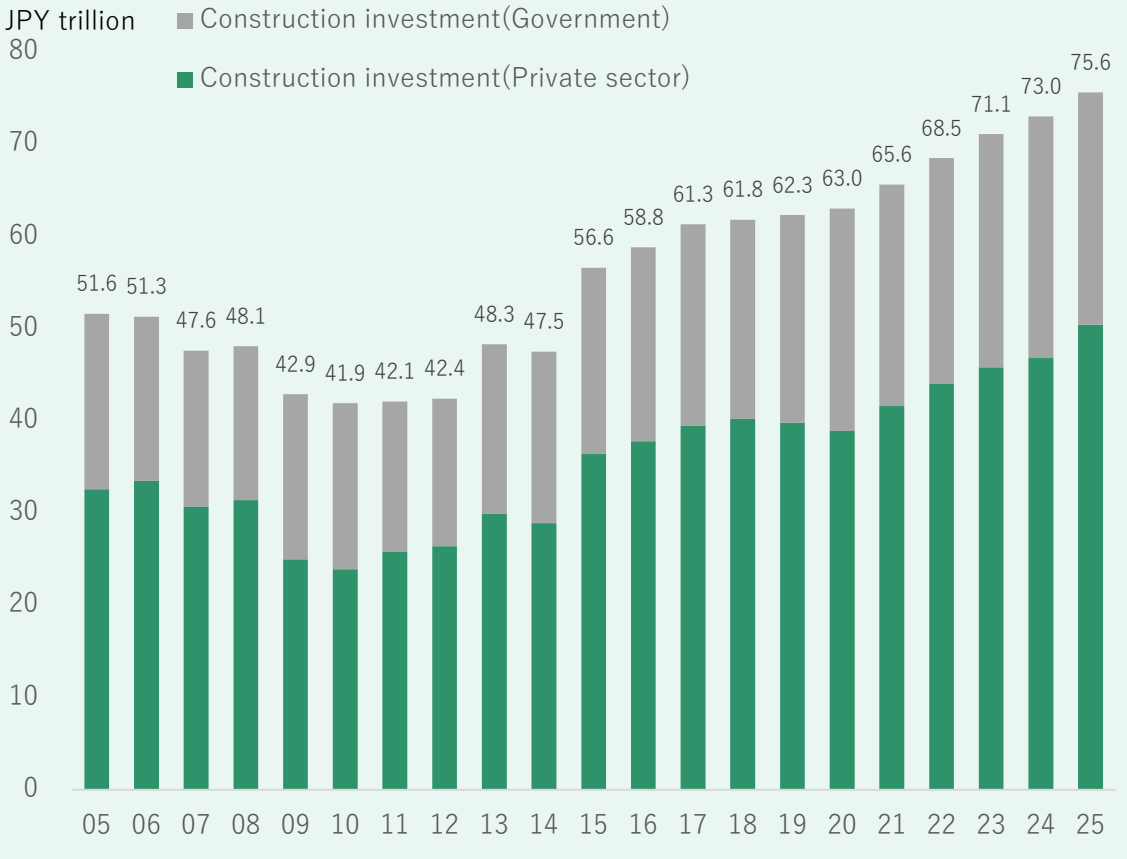
Overall construction investment (public and private) has been increasing continuously since 2014.

Construction investment by the government and the private sector is expected to stabilise to a certain extent in the future, and the potential market is also large due to the state of undeveloped infrastructure.

Steady growth in public works-related expenditures



Increase in construction investment



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(Reference Data) External Environment (Disaster prevention and mitigation, national resilience policy)

- Government approved the “The First Medium-Term National Resilience Implementation Plan” in June 2025
- The plan covers the five-year period from FY2026 to FY2030 with an estimated total budget of approximately JPY 20 trillion

* JPY 15.6 trillion secured for the previous five-year accelerated measures through by FY2025

Background:

- Assumed damage from **Nankai Trough megathrust earthquake**
- Increasing severity and frequency of heavy rain **disasters due to climate change**
- Road sinkhole accidents caused by **aging infrastructure**

Major Plans:

- **Disaster prevention infrastructure:** Enhancement/utilisation of flood risk information, basin flood control measures
- **Lifeline resilience:** Measures against the aging road/water facilities, reinforce seismic resilience of bridges and other structures
- **Digital & new technology:** Labour-saving measures at construction sites utilising automated construction technology
- **Public-private partnership:** Seismic reinforcement of housing/buildings, measures for disaster-resilient urban development
- **Strengthening regional disaster:** Improvement of evacuation shelter environments, enhancement of disaster equipments

Project Scale:

- Disaster prevention infrastructure: 5.8 trillion yen
- Lifeline resilience: 10.6 trillion yen
- Digital & new technology: 0.3 trillion yen
- Public-private partnership: 1.8 trillion yen
- Regional disaster preparedness: 1.8 trillion yen

Source: First Medium-Term Plan for the Implementation of National Land Toughening Measures, Cabinet Secretariat

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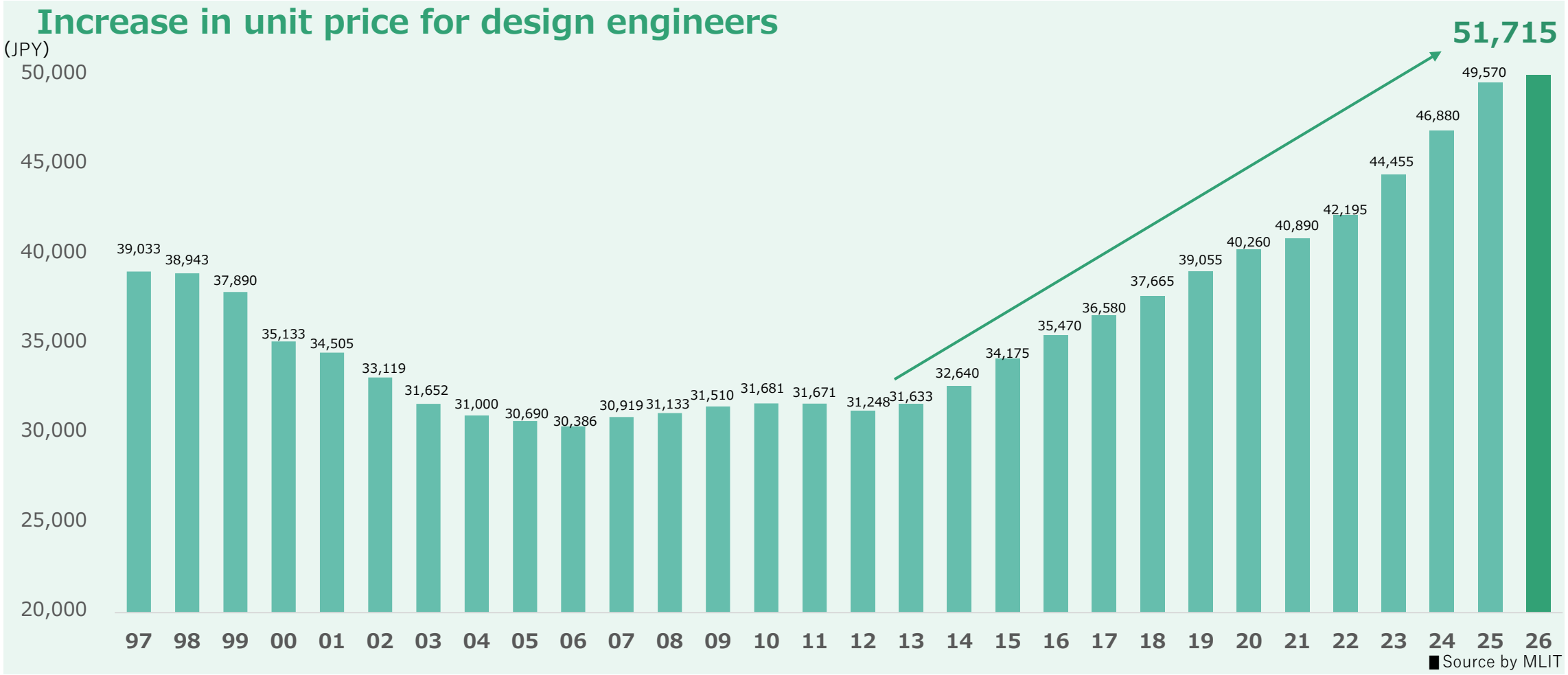
- **Unit price for design engineers**: A unit price used for the estimation of design outsourcing (design, survey, geology, etc.) ordered by the
  Ministry of Land, Infrastructure, Transport and Tourism. Set unit prices based on annual salary surveys
- In FY 2026, the average of all job categories was 51,715 yen, **up 4.3%**

Increase in unit price for design engineers



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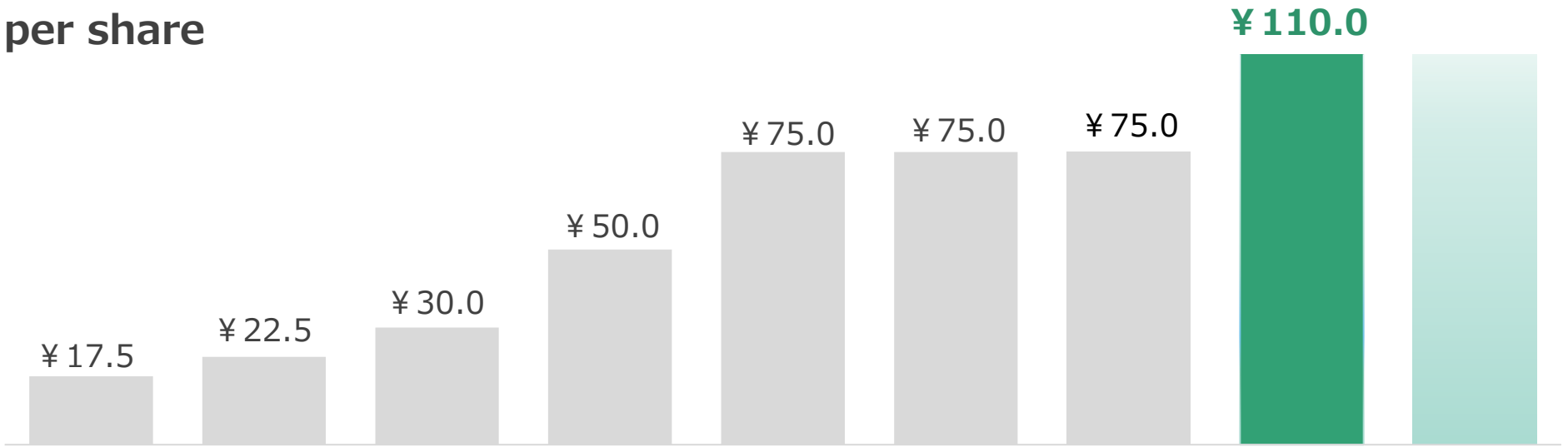
Shareholder Returns

- Return profits to shareholders with a minimum consolidated dividend payout ratio of 30% or more.
- Basic policy of 3% DOE during the period of Mid-Term Management Plan 2027
- Aim for a total return ratio of 35-50%, and flexibly implement additional returns while taking into account the progress of growth investment, business performance, and financial conditions.

Shareholder Returns (Dividends and Total Return Ratio)

Dividends per share



	2019	2020	2021	2022	2023	2024	2025	2026	2027
ROE	9.6%	11.3%	12.3%	13.1%	14.7%	11.6%	9.3%	→	12%
EPS（Yen）※	99.30	129.08	158.13	207.75	271.06	243.10	214.45 growth rate -11.8%	CAGR2024-2027 Average growth rate 10% or more	
Return ratio	17.6%	17.4%	19.0%	24.1%	27.7%	30.9%	35.0%	30%or more	
Total Return Ratio	17.6%	17.4%	19.0%	24.1%	40.9%	30.9%	45.4%	around35～50%	

※We conducted two for-one stock splits of common stock on January 1, 2025.
Each dividends and EPS are calculated as if the stock split had occurred at the beginning of

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Business Philosophy

We strive to create a safe,

Comfortable and enriching society

Using world-class technology and expertise.

Enriching life
through engineering

CTI Engineering Co., Ltd. has faced social issues with integrity throughout its history as a pioneering consulting engineer. It has worked to solve a variety of infrastructure development issues by constantly improving its engineering capabilities.
As technological innovation accelerates, we will serve as a group of professionals who will ambitiously take on new technologies and always provide the best infrastructure services. We will work tirelessly to create a society where people can live safely and securely with an eye on the future.