



Integrated Report
2025

11
Consecutive
Years of Sales
and Earnings
Growth

Net Sales

90.7 billion yen

Operating Profit Margin

22.9%

Number of Employees

1,051

A Construction Company that Doesn't Construct

Percentage of
Construction Sites where
"8 Days Off in 4 Weeks"
is Achieved

96.4%

ROE

14.5%

Turnover Rate

2.3%

16
Consecutive
Years of
Dividend
Increase

Total Return Ratio

93.0%

PBR

2.29 times

We create the future of social infrastructure

The SHO-BOND Group is a leading company in the structure maintenance business that has been specializing in the field of repair and reinforcement of social infrastructure since its establishment.

(As of June 30, 2025)

Equity Ratio

81.4%

Corporate Philosophy

With a sense of mission of

Inheriting and passing on social infrastructure to the next generation in good condition,

we will contribute to the realization of a safe and affluent society by utilizing our advanced technological development capability as a leading company in the structure maintenance business.

The **purpose** of SHO-BOND is to “inherit and pass on social infrastructure to the next generation in good condition.” Guided by this purpose, we dedicate ourselves to the mission of utilizing our power of technology and contributing to a better society through our core business of comprehensive maintenance.

Our Vision

- Fulfill our mission as a company specializing in maintenance
- Be a technology-oriented organization that combines chemical and civil engineering technologies to create new materials and construction methods
- Place priority on profitability and efficiency

Our **vision** represents the ideal status of the group and the enduring endeavors we will keep pursuing. It has been passed down for several decades and its importance has not faded even as the times change. We are committed to continue refining the strengths we have accumulated from the past and pass them on to the next generation.

Corporate Credo

Corporate Credo is the **values** we share as a group. It is born from the beliefs of our founder and has deepened its significance over time, based upon which we act and make decisions at work.

Note regarding English translation

The content of this report is composed in Japanese. The Company provides the English version for your reference and convenience only without any warranty as to its accuracy. In case of any discrepancy between the English version and the Japanese original, the latter shall prevail.

- *Make thoughtful decisions*
- *Take responsibility for your actions*
- *Unify the workplace*
- *Contribute to society*



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Editorial policy

We began issuing this report from the fiscal year that ended in June 2022 to explain to stakeholders the value our business operations create and our commitment to sustainable growth. This publication is based on the International <IR> Framework of the IFRS Foundation and the Guidance for Collaborative Value Creation 2.0 of the Ministry of Economy, Trade and Industry. For more information about SHO-BOND, including news releases and other recent announcements, please visit our website.

Period covered by this publication

FY2025 (from July 1, 2024 to June 30, 2025)
This report uses the latest information that was available at the date of publication.

Organizations covered by this publication

SHO-BOND Holdings and its consolidated subsidiaries and affiliates

Date of issue

December 2025

Note regarding forward-looking statements

Plans, forecasts, strategies, and other forward-looking statements in this report are based on information that is currently available and on judgments believed to be reasonable by certain assumptions. Actual results of operations may differ from these forward-looking statements due to numerous risk factors and uncertainties.