Medium-Term Management Plan 2026

Three Fundamental Policies

Expansion of new businesses and products

Strengthen and expedite development of new business areas across the Company, and respond to electrification, DX, and decarbonization

Medium-Term Management Plan 2026 (FYE May 2023 to FYE May 2026) was launched last fiscal year. Based on the progress and results of the structural reforms carried out in the plan's first year, we have set management targets for the Group as indicated below.

Thorough improvement of the earnings structures of existing businesses

Drastically strengthen profitability of both factories and sales from the viewpoint of improving production efficiency and securing appropriate selling price

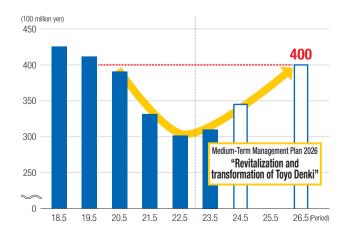
Improvement of asset efficiency with an awareness of capital costs

Continue to reduce crossshareholdings, review capital efficiency of each business and consider reallocation of corporate resources

Consolidated financial targets for FYE May 2026 Net sales 40.0billion yen Operating income ratio 5% ROE 8%

Net Sales

Return sales to the pre-COVID-19 level of 40.0 billion yen through "expansion of new businesses and products"



Operating income and ROE

Improve operating income and ROE significantly by "thorough improvement of the earnings structures of existing businesses" and "improvement of asset efficiency with an awareness of capital costs"

