

# Medium-Term Management Plan

The Group achieved the numerical targets for fiscal year ending May 31, 2026 (the final fiscal year of the plan) set forth in Medium-Term Management Plan 2026 one year ahead of schedule.

We continue to consider efforts to fundamentally strengthen our earnings structure and improve asset efficiency to achieve sustainable growth an important issue, and we will steadily implement our plan to ensure the successful completion of Medium-Term Management Plan 2026.

**1**  
Expansion of new businesses and products

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

**2** **Three Fundamental Policies** **3**

**2**  
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

**3**  
Improvement in asset efficiency with an awareness of capital cost

Continue to reduce cross-shareholdings, review capital efficiency of each business and consider reallocation of corporate resources

## Final fiscal year targets for FYE May 2026

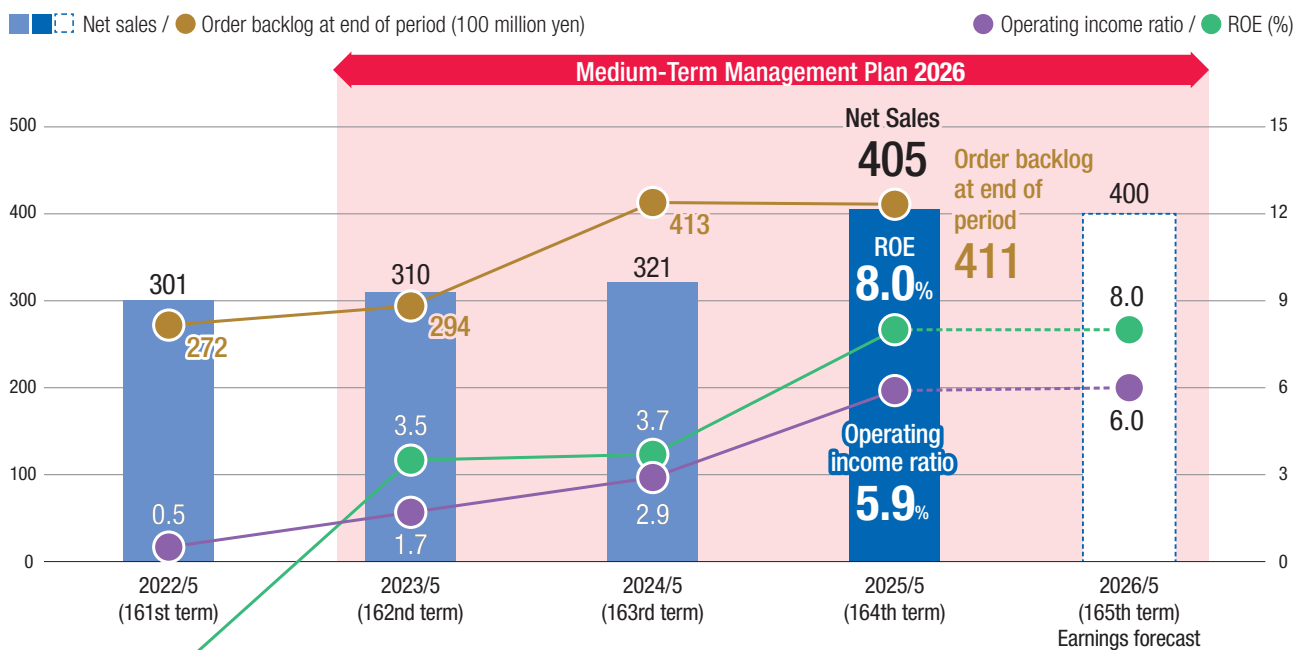
Net sales:  
**40.0** billion yen

Operating income ratio:  
**5%**

ROE:  
**8%**

## Achieved one year ahead of schedule

### Earnings trends and forecasts



	FYE May 2026 initial target	FYE May 2026 earnings forecast
<b>Net Sales</b>	40.0 billion yen	40.0 billion yen
<b>Operating income ratio</b>	5%	<b>6%</b>
<b>ROE</b>	8%	8%