

May 14, 2025

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(Securities code: 7637;
Prime Market of the Tokyo
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Notice Concerning Formulation of Medium-Term Management Plan

We are pleased to announce that we have formulated a Medium-Term Management Plan covering the period from FY2025 to FY2027.

1. Positioning of the Medium-Term Management Plan

We position this as the STEP phase in the HOP, STEP, JUMP process toward realizing our desired vision for FY2031, which marks the 100th anniversary of our founding.

In this Medium-Term Management Plan, we outline our key strategic initiatives to achieve our vision.

2. Key Financial Plan Indexes and Shareholder Return Target

	FY2024result	FY2025targets	FY2026targets	FY2027targets
Net sales	66.4billion yen	75.8billion yen	89.4 billion yen	104.1 billion yen
Ordinary profit	3.2 billion yen	3.5 billion yen	4.7 billion yen	6 billion yen
ROIC	8.7%	9.0%	11.8%	14.0%
Operating CF	1.7 billion yen	3.7 billion yen	3.9 billion yen	4.8 billion yen
Overseas sales ratio	15.4%	15.6%	16.0%	18.0%
Annual dividend per share	89yen	94yen	127yen	164yen

The above targets are based on information available as of the date of publication of this document and are subject to a considerable number of uncertainties. Accordingly, actual results may differ from these targets due to changes in business conditions and other factors.