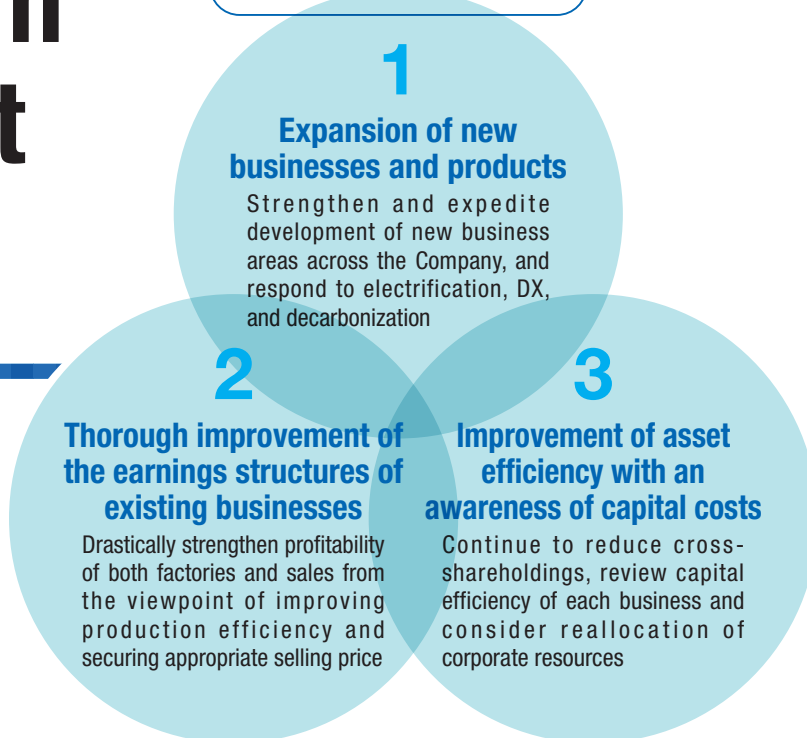


# Medium-Term Management Plan 2026

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.

## Three Fundamental Policies



## Consolidated financial targets for FYE May 2026

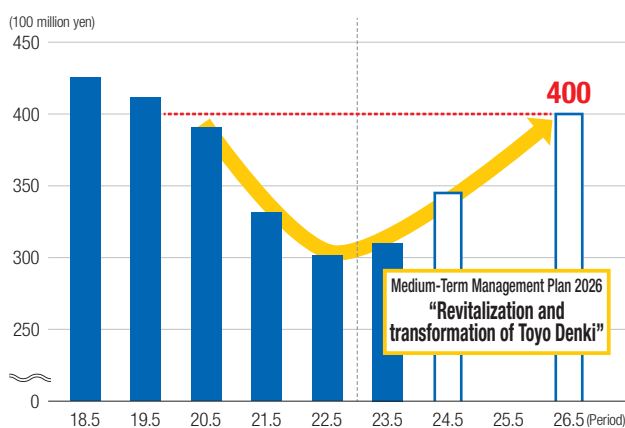
Net sales **40.0** billion yen

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”

