

The Mid-Term Management Plan “Refining Stage”

**Revision of the Performance Targets
and Financial Strategy**

May 9, 2025



The Performance Targets



- The business results in the first year (FY2024) of the Mid-Term Management Plan exceeded the targets due to the favorable turnaround in the order environment, steady progress in large-scale construction projects, and the effects of measures of the Mid-Term Management Plan.
- Based on these results, the Company will revise the performance targets, in comprehensive consideration of factors such as the recent order trends, the uncertain outlook for capital investment in Japan and overseas due to the U.S. tariff policy, and the continued challenging situation concerning construction capacity.

| | FY2024 | FY2026 | |
|-------------------------------|-----------------------------------|--|--------------------------|
| | Actual results for the first year | Initial target | Revised target |
| Consolidated net sales | 262.7 billion yen | 260.0 billion yen +10.0 billion yen | 270.0 billion yen |
| Consolidated OP | 23.0 billion yen | 16.0 billion yen +7.0 billion yen | 24.0 billion yen |
| ROE | 17.4 % | 10% or more +2 points | 12% or more |