

# **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
<b>Consolidated net sales</b>	262.7 billion yen	260.0 billion yen +10.0 billion yen	<b>270.0 billion yen</b>
<b>Consolidated OP</b>	23.0 billion yen	16.0 billion yen +7.0 billion yen	<b>24.0 billion yen</b>
<b>ROE</b>	17.4 %	10% or more +2 points	<b>12% or more</b>