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May 15, 2025

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(Securities code: 6706; Prime Market)
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Notice Regarding the Establishment of Medium-Term Business Plan "DKK-Plan2028"

At the Board of Directors' meeting held on May 15, 2025, we established and resolved DKK-Plan2028, a medium-term business plan covering the three years from FY3/26 to FY3/28. We hereby notify you as follows.

1. Background and purpose of establishment

In order to realize our company group’s ideal for FY3/31 “Pioneering the future”, we have established the medium-term business plan (DKK-Plan) since FY3/23 and have been promoting initiatives.

In the previous medium-term business plan, "DKK-Plan2025", we promoted initiatives based on the basic policy of "Improve corporate value through promotion of sustainability management." However, because of the need to review numerical targets and other measures due to changes in the business environment, we established "Medium-Term Business Plan DKK-Plan2025 Rolling Plan" in March 2024.

Business performance has been recovering due to building a profitable structure through business structure reforms in the rolling plan. In order to further ensure the recovery of business performance, we have established a new medium-term business plan, "DKK-Plan2028," which is based on the basic policy of "Realizing growth by establishing a structure for profit creation." We will aim to achieve and accelerate the growth of our group by implementing action plans to further improve profitability.

2. Outline of "DKK-Plan2028"

<Basic policy>

Realizing growth by establishing a structure for profit creation

<Priority measures and main initiatives>

(Business structure reforms)

- Deepen business portfolio
- Promote initiatives to improve profitability
- Improving management control

(Optimization of management resources)

- Cultivate human resources who can think and act for themselves and optimally deploy them in line with business strategies
- Selection and consolidation of R&D
- Asset utilization through asset light and capital allocation

(Development of sustainability management)

- Contributing to society through business operations
- Building a sustainable supply chain
- Addressing to climate change

3. Numerical targets

In order to achieve growth by improving profitability, we have set profit targets as key indicators and aim to achieve operating income of 2 billion yen and ROE5.0% or more.

We will implement various initiatives outlined in our priority measures and improve our group's profitability through the process of achieving numerical targets.

	FY3/25 Results	FY3/26 Forecast	FY3/28 Targets
Operating income	935 million yen	700 million yen	2 billion yen
ROE	2.1 %	―	5.0%

For more information, please refer to the Japanese-language materials. (The English version of the materials will be disclosed at a later date.)

End