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 (Securities code: 5933; Tokyo Stock Exchange)
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Notice of Formulation of Medium-Term Business Plan 2027

The Company announces that it has formulated the Medium-Term Business Plan 2027, which covers 3 years from the fiscal year ending March 20, 2025 (55th period) to the fiscal year ending March 20, 2027 (57th period).

1. Background of formulation and its policy

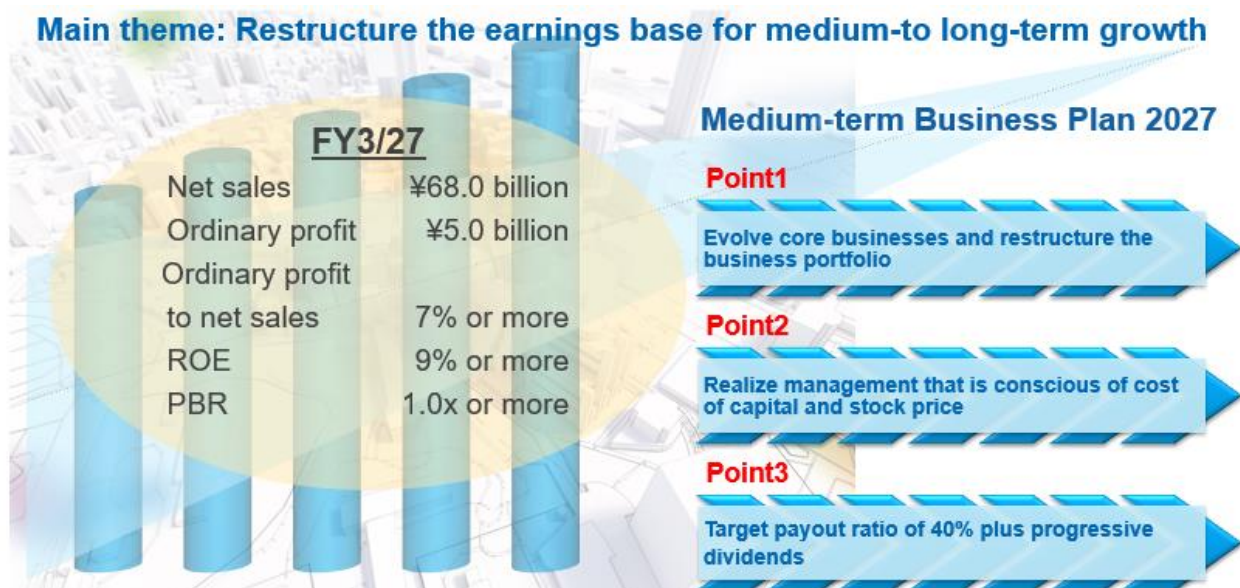
In the previous medium-term business plan (from the fiscal year ended March 20, 2022 to the fiscal year ended March 20, 2024), we promoted further growth by strengthening our business diversification under our management policy of "To be the Leading Company in Niche Markets" to respond to the diverse and rapidly changing business environment. During the period of the previous Medium-Term Business Plan, we made progress in cultivating businesses related to the manufacture, sale and rental of scaffolding materials, which we have positioned as our core business, with a focus on expanding sales of the new ring lock ALBATROSS system. In addition, in the Electronic Equipment segment, which is positioned as a future growth business, we acquired the printed circuit board business, which leads to new growth opportunities, through M&A.

However, changes in consumption trends following the outbreak of the COVID-19 disease, soaring resource and energy prices, and the yen's depreciation amid global monetary tightening put pressure on profits at a faster pace than expected.

Against this backdrop, we have formulated our new business plan Medium-Term Business Plan 2027, which covers the 3-year period from the fiscal year ending March 20, 2025 to the fiscal year ending March 20, 2027. In light of the Tokyo Stock Exchange's March 2023 request for "management that is conscious of the cost of capital and stock price," we intend to make a mid- to long-term leap forward by implementing a management plan with the following key points.

- Point 1: Evolve core businesses and restructure the business portfolio
- Point 2: Realize management that is conscious of cost of capital and stock price
- Point 3: Target payout ratio of 40% plus progressive dividends

2. Outline of Medium-Term Business Plan 2027



For details, please refer to the attached material.