
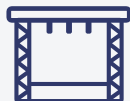



## Summary of the Mid-term Management Plan (FYE 3/2026 – FYE 3/2028)

Theme	<b>“ Bringing Smiles to Society Through Motion Technology — Deepening and Evolving ‘TEAM Sansei’! ”</b> <p><small>*TEAM = Theater, Elevator, Amusement, Maintenance</small></p>				
Strategy	<p>➤ Expand business and improve profitability in three existing businesses</p> <div> <div data-bbox="531 532 664 654"></div> <div data-bbox="396 679 705 714"><b>Amusement Rides</b></div> <div data-bbox="392 743 815 881">Enhance marketing and competitiveness of products through more group collaboration, including the use of FORREC.</div> </div> <div> <div data-bbox="1027 549 1157 648"></div> <div data-bbox="892 679 1184 714"><b>Stage Equipment</b></div> <div data-bbox="875 733 1290 935">Increase order intake and sales by ensuring large-scale projects for new construction, renovation and temporary events and working with arena projects and new business fields.</div> </div> <div> <div data-bbox="1537 538 1649 656"></div> <div data-bbox="1391 679 1553 714"><b>Elevators</b></div> <div data-bbox="1383 738 1761 906">Aim to improve profitability by making combination with maintenance and renovation services as stable profitable business.</div> </div>				
	<p>➤ Collaboration with group companies (in Japan and overseas)</p> <p>➤ Enter new business fields to create a new pillar (including M&amp;A)</p> <p>➤ Business management with more awareness of capital efficiency</p> <p>➤ Target: ROE 10%, P/B Ratio over 1x</p>				

Targets	Net sales	Ordinary income	Ordinary Income Margin	Net Profit	ROE
FYE 3/2028	75 billion JPY	7.1 billion JPY	9.5%	5 billion JPY	10%