

Company name TOKYO KEIKI INC.
 Representative Tsuyoshi ANDO, Representative Director, President & CEO
 (Code number: 7721; Tokyo Stock Exchange, Prime Market)
 Contact Hiroaki YAMASHITA, Managing Executive Officer,
 Chief Corporate Communication Officer;
 Corporate Planning & Administration Office Manager
 Phone +81-3-3732-2111
 Web inquiry https://www.tokyokeiki.jp/e/webform_tokyoikeiki_e.html

Notice Regarding Formulation of New Three-year Medium-term Business Plan

TOKYO KEIKI INC. announced that it has formulated a new three-year medium-term business plan with the final fiscal year ending March 31, 2027 (FY2026).

(Details will be announced later.)

1. Planning Periods

From April 2024 to March 2027 (FY2024-FY2026)

2. Financial Targets

(1) Consolidated

(Million yen)	FY2023 (Results)	FY2024 (Plan)	FY2025 (Plan)	FY2026 (Plan)
Net sales	47,166	57,300	58,300	60,300
Operating profit	2,768	3,560	3,870	4,810
Operating profit Margin	5.9%	6.2%	6.6%	8.0%
ROE	6.5%	7.5%	7.1%	8.4%

(2) By segment

(Million yen)		FY2023 (Results)	FY2024 (Plan)	FY2025 (Plan)	FY2026 (Plan)
Marine Systems	Net sales	11,016	11,400	11,700	11,800
	Operating profit	1,006	810	850	910
Hydraulics and Pneumatics	Net sales	11,675	11,500	12,000	12,400
	Operating profit	273	360	590	810
Fluid Measurement Equipment	Net sales	4,772	4,900	5,100	5,200
	Operating profit	733	610	590	570
Defense & Communications Equipment	Net sales	16,185	25,100	25,000	26,200
	Operating profit	362	1,350	1,450	1,940
Others	Net sales	3,517	4,400	4,500	4,700
	Operating profit	502	540	580	770
Total	Net sales	47,166	57,300	58,300	60,300
	Operating profit	2,768	3,560	3,870	4,810

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