

*Note: This document is a translated version of the Japanese original. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.*

## **Taiheiyo Cement Announces “26 Medium-Term Management Plan”**

Taiheiyo Cement Corporation announces that it has formulated its 26 Medium-Term Management Plan covering the three years from FY2025 to FY2027. Based on an analysis of the current cost of capital, ROE, and PBR, it sets targets and initiatives that aim at maximizing corporate value (achievement of a PBR of over 1x at the earliest possible time) as outlined below.

### 1. Management Targets (Financial Targets) and Guidelines

(Billions of yen, unless otherwise stated)

		<b>FY2027 Target</b>
<b>Management Targets (Financial Targets)</b>	<b>Operating income on sales</b>	<b>10% or more</b>
	<b>ROE</b>	<b>10% or more</b>
Guidelines	Net sales	1,000.0 or more
	Operating income	100.0 or more
	Net debt/equity ratio (DER) (times)	Around 0.5
	ROIC	7% or more

### 2. Major Initiatives in the 26 Medium-Term Management Plan

- (1) Revitalize domestic business
- (2) Further promote global strategy
- (3) Promote sustainability management and contribute to carbon neutrality

For details, please refer to the attachment.