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## Notice Regarding the Formulation of the Third Medium-Term Management Plan

We are pleased to announce the formulation of our new Third Medium-Term Management Plan (3 years), covering the period from fiscal year ending March 31, 2027 to fiscal year ending March 31, 2029, as detailed below.

### 1. Background and Objectives

Our group, centered on three businesses—Corrugated Cardboard, Housing, and Transportation and Logistics—is based on the fundamental concept of “packaging.” We are developing environmentally friendly, high-quality management by optimally allocating management resources to enhance added value, and are committed to the sustainable growth of the group and the improvement of corporate value in the medium to long term. In addition to our publicly available management philosophy and various IR information, we have formulated this medium-term management plan by incorporating specific measures to realize the growth strategies of each business, while also engaging in environmentally and socially conscious corporate activities to leave a livable planet for future generations.

### 2. Plan Outline

This medium-term management plan aims to clarify the goals of each business over the next three years, actively pursue capital investments and M&A necessary to fully leverage their strengths, and expand business operations and improve profitability.

### 3. Numerical targets for the final fiscal year (ending March 31, 2029)

Net sales	240.0 billion yen
Operating profit ratio	6.0%
ROE	8.0%