May 14, 2026

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Notice Regarding Revisions to Medium-Term Management Plan "TG25-27"

SHIKIBO LTD. (the "Company") hereby announces that it has revised its medium-term management plan "TG25-27," disclosed on March 31, 2025 and with fiscal 2027 scheduled as its final year, as described below.

1. Background to Revisions to the Medium-Term Management Plan

As the Company moves forward with its medium-term management plan "TG25-27," with fiscal 2027 set as its final year, it has revised numerical figures under the plan. This was on account of the transfer of a part of the apparel fiber business of UNITIKA TRADING CO., LTD. (hereinafter "UTC"), a consolidated subsidiary of UNITIKA LTD., as well as the apparel fiber business of UNITIKA (BEIJING) TRADING CO., LTD. and UNITIKA TRADING VIETNAM CO., LTD., both subsidiaries of UTC, along with the transfer of shares of PT. UNITIKA TRADING INDONESIA, effective December 30, 2025.

There is no change to management policy or business strategy by segment.

2. Details of the Revisions

The Company has revised its current medium-term management plan "TG25-27" for fiscal 2026 in light of recent developments. For the Textile segment, the Company has reflected profit and loss projections resulting from the business transfer from the UNITIKA Group and other factors. In addition, in the Functional Materials segment, the Company revised its numerical figures as it took more time than anticipated for the food and chemical business to verify production processes and other matters following the start of operations at a new plant.

In revising the medium-term management plan "TG25-27," the Company has not factored in the potential impact of the uncertain outlook for the Middle East. If we determine that changes in the situation will have a material impact on our business activities, we will accordingly announce such information.

3. Numerical Targets Following the Revisions

(1) Numerical targets

(Millions of yen)

	FY2025		FY2026		FY2027		FY2030	
	Actual	Initial plan	Revised plan	Initial plan	Revised plan	Initial plan	Revised target	Initial target
Net sales	44,554	41,000	55,700	44,100	60,000	48,000	68,000	55,000
Operating profit	974	1,300	1,500	1,700	2,600	2,500	4,300	3,600
Ordinary profit	658	1,000	800	1,400	2,100	2,100	3,800	3,200
Net income	950	700	600	900	1,400	1,400	2,700	2,200

(2) Numerical targets by segment

[Net sales]

(Millions of yen)

Segment	FY2025		FY2026		FY2027		FY2030	
	Actual	Initial plan	Revised plan	Initial plan	Revised plan	Initial plan	Revised target	Initial target
Textile	24,651	21,000	34,700	23,300	37,600	25,600	42,000	29,000
Industrial materials	7,529	7,400	7,700	7,500	7,700	7,700	7,900	7,900
Functional materials	6,898	7,200	7,800	7,800	8,900	9,000	12,100	12,100
Real estate / services	5,932	5,900	5,700	6,000	6,000	6,200	6,200	6,500
Adjustment	-456	-500	-200	-500	-200	-500	-200	-500
Consolidated total	44,554	41,000	55,700	44,100	60,000	48,000	68,000	55,000

[Operating profit]

(Millions of yen)

Segment	FY2025		FY2026		FY2027		FY2030	
	Actual	Initial plan	Revised plan	Initial plan	Revised plan	Initial plan	Revised target	Initial target
Textile	474	350	800	600	1,300	950	1,850	1,100
Industrial materials	199	200	200	250	300	300	650	650
Functional materials	-150	0	-50	150	400	550	1,050	1,050
Real estate / services	1,896	1,900	1,850	1,900	1,900	1,900	2,050	2,050
Adjustment	-1,445	-1,150	-1,300	-1,200	-1,300	-1,200	-1,300	-1,250
Consolidated total	974	1,300	1,500	1,700	2,600	2,500	4,300	3,600

(3) Management indices (consolidated)

	FY2025 Year-end	FY2027 Year-end	
	Actual	Revised plan	Initial plan
interest-bearing liabilities (D/E ratio)	¥30.8 billion (0.85)	¥27.7 billion (0.76)	¥26.0 billion (0.72)
Equity ratio	38.5%	39.3%	41.1%
Total assets	¥93.9 billion	¥92.4 billion	¥87.5 billion
ROA	0.7%	2.3%	2.4%
ROE	2.7%	3.9%	3.9%
ROIC	1.2%	2.9%	2.9%

(Note) Please note that the forward-looking statements regarding business performance and other projections and plans contained in this document are based on information currently available to the Company, and actual results may differ from these projections and plans due to various future factors.