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Company name: TACHIKAWA CORPORATION
 Name of representative: Hisaya Ikezaki, President and Representative Director
 (Securities code: 7989; TSE Prime Market)
 Inquiries: Tsuyoki Horio, Executive Officer and General Manager
 of Administration Headquarters
 (Telephone: +81-3-5484-6128)

Notice Concerning Formulation of New Medium-Term Management Plan

TACHIKAWA CORPORATION (the “Company”) hereby announces that it has formulated the “TACHIKAWA Vision 2028—Creating Comfortable Living—,” its new Medium-Term Management Plan covering the fiscal years ending December 31, 2026 through December 31, 2028, as described below.

1. Review of the previous Medium-Term Management Plan “TACHIKAWA Vision 2025—Persistence and Development—”

The Company positioned its previous Medium-Term Management Plan as one of securing a solid foothold and laying foundations for the Company. The plan was formulated around the theme of persistence and development, with a focus on “manufacturing and marketing,” “strengthening the Company’s management foundations,” and “sustainability.” In 2024, the Company established a new “Technology Research Building,” through which the Company aimed to enhance its research facilities and improve the speed of its development processes. In addition, the Company also implemented measures to strengthen, among other things, its planning, development, production, sales promotion, and construction capabilities as a manufacturer.

In terms of financial results, sales failed to meet targets due to a greater than expected fall in the number of housing starts. However, by expanding its range of value-added products and improving profitability through the implementation of price revisions, the Company was able to meet its targets for all profit categories under operating profit, resulting in record high profits for the fiscal year under review.

2. Long-term vision

With a view toward its 2030 vision, the Company will look to enhance its corporate value through proactive growth investments, market creation, and social contributions under the theme of “Creating Comfortable Living” across the three-year period covering 2026 through 2028.



3. Outline of new Medium-Term Management Plan “TACHIKAWA Vision 2028”

As a manufacturer, we will focus on “manufacturing and market creation,” “growth investments,” and “social contributions” to transition from the “foundation-laying” phase of the previous Medium-Term Management Plan to a new phase of growth and strides forward.

Item	Description	Action
Manufacturing and market creation	<ul style="list-style-type: none"> Provide comfortable products for living spaces based on themes of safety, security, health, and the environment Create demand as a manufacturer through accurate analysis of markets and customer needs 	<ul style="list-style-type: none"> Product differentiation, technological/production capability improvements, etc. Introduce new products based on new ideas and technologies Improve name recognition and brand power Strengthen synergy and collaboration within the Group Expand business domains
Growth investments	<ul style="list-style-type: none"> DX investment (improve production capabilities) Encourage proactive investments to improve efficiency, quality and labor efficiency Human capital investment Secure and develop foundational human resources Become a rewarding place to work 	<ul style="list-style-type: none"> Invest in sales support tools and other digital tools Optimize production lines and transition to smart factories Automate inventory management, etc. Strengthen information/data security Bolster engagement, improve dialogue with employees, etc. Review systems for employee treatment, evaluations, and training Review company structure Reduce workloads, review and organize work
Social contributions	<ul style="list-style-type: none"> Sustainability initiatives Initiatives to help tackle social and environmental issues 	<ul style="list-style-type: none"> Environmental initiatives Expand range of eco-friendly products Reduce Company's CO₂ emissions Promote tree planting activities, etc. Sponsor GREEN×EXPO2027

[Interior and Exterior Products Related Business]

Focus on market creation as a manufacturer

- Enhance range of dimmable fabric products and other fabric products for which demand is expected to grow in future
- Create demand through advanced development of electric products and other new technologies
- Create demand for the needs of the non-residential sector for “PLACE” room partitions
- Expand into new markets by introducing exterior fittings in response to growing energy-saving needs
- Increase sales by proposing new applications for existing products
- Expand business domains through alliances and M&A

Market creation through sales promotion

- Improve the Company’s level of expertise in digital sales promotion and enhance digital tools
- Explore new paths for sales promotion, including marketing campaigns that stimulate five senses
- Exhibit the Company’s products in new exhibitions as a way to open up new markets (develop the rental and non-residential market sectors)
- Utilize the Shinjuku Showroom, which opened in January 2026, to broaden our appeal to an even greater range of consumers

Advanced development of high-performance products and establishing a production system for growth products

- Promote advanced development initiatives by leveraging the Company’s Technology Research Building
Examples: Strengthening IoT features, solar power generation, creating new structure of fabrics, developing functional paints/coatings
- Establish a new fabric production building to greatly enhance the Company’s production systems; Promote the transition toward smart factories
- Completion and relocation to Sapporo Pant in 2027 (integration of logistics bases)

[Decelerator Related Business]

Generate new demand, focused on servo motors

- Cement relationships with existing customers from Takaoka Toko Co., Ltd., the company who transferred the servo motor business
- Leverage the strengths of Fuji Hensokuki Co., Ltd. to bolster sales of decelerator and servo motor sets
- Strengthen AGV applications, for which demand is strong in terms of logistics automation and other such applications

Expand made-to-order products and strengthen production systems

- Develop geared motors for specific applications and formulate strategies to differentiate the Company from its competition
- With a view toward future production, establish a new decelerator production building (scheduled for completion in 2030)

[Parking Systems Related Business]

Strengthen sales of the multi-story “PUZZLE TOWER” parking lot

- Long-term design-in activity with a view toward the construction period of the property
- Secure orders for hotels, redevelopment projects, and high-rise apartment buildings based on the high-spec BEYOND design specifications
- Unearth new demand for the low-cost PUZZLE TOWER
- Improve profitability by strengthening construction systems and managing costs ahead of time
- Awaken new demand through the promotion of alliances and other partnerships focused around mutual sales benefits

Strengthen proposals for value adding solutions

- Continue to make proposals for value adding solutions as part of renovation and remodeling projects, etc.
- Promote the introduction of smart technologies (vehicle identification systems, etc.)

• Management goals

Consolidated financial targets		Unit: Millions of yen	
	2025 Results	2028 Targets	Compared to 2025
Net sales	42,623	45,850	107.6%
Operating profit	4,411	4,850	109.9%
Ordinary profit	4,629	5,000	108.0%
Profit	3,239	3,500	108.0%

Environmental impact reduction targets

	2028
CO ₂ emissions [scope 1 and 2] compared to FY2021	22.5% reduction
Recycle rate	At least 95.0%
Total waste generated compared to FY2021	93.0%

Note: Targeting a 30% reduction in CO₂ emissions by FY2030 compared to FY2021

	Targets
PBR	PBR above 1x during the period of the Medium-Term Management Plan
ROE	ROE of at least 7.0% for the fiscal year ending December 31, 2028

- Shareholder returns

As part of its dividend policy, the Company has set a new standard of DOE (dividend on equity ratio), with a minimum DOE of 4.0% and a dividend per share of 120 yen. The acquisition of treasury shares shall be carried out in a flexible manner in accordance with the business environment.

	Previous Medium-Term Management Plan 2023-2025
Dividend policy	Continue progressive dividend policy Reach total payout ratio of 50% at an early stage
Acquisition of treasury shares	Flexible acquisition of treasury shares

New Medium-Term Management Plan 2026-2028		
Continue progressive dividend policy Dividend payout with minimum DOE of 4.0%		
Flexible acquisition of treasury shares		

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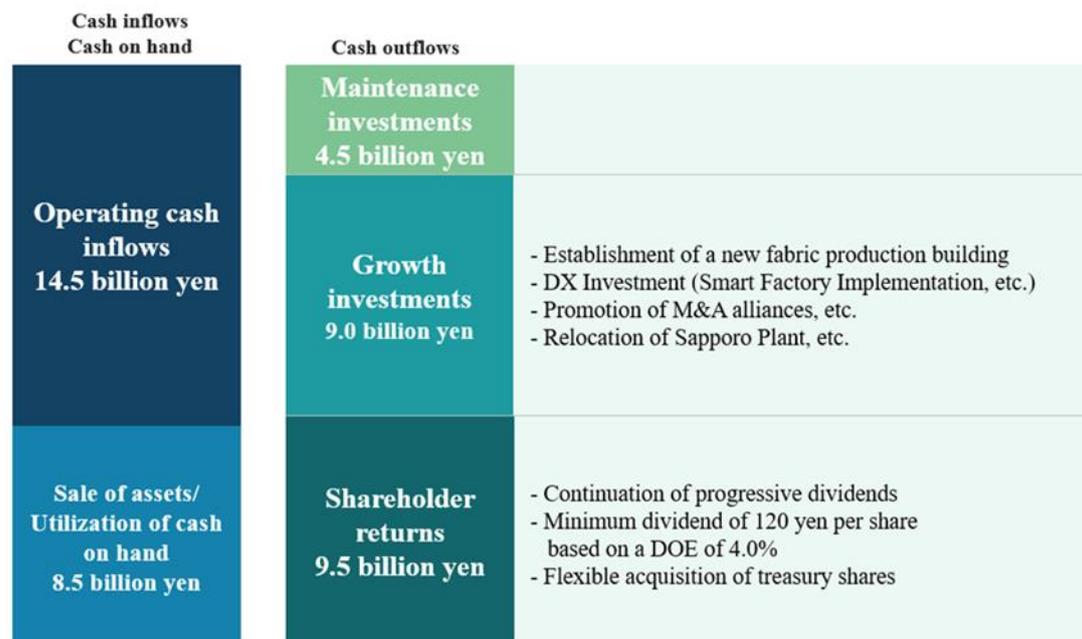
		2023	2024	2025
Dividends per share	Planned	36 yen	41 yen	46 yen
	Actual	36 yen	46 yen	70 yen
Dividend payout ratio		25.1%	31.0%	43.4%
Total payout ratio		55.3%	36.8%	43.4%

2026	2027	2028
Commit to minimum of 120 yen		

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- Cash allocation

The Company is significantly increasing its growth investments and shareholder returns with operating cash inflows and by utilizing cash on hand and debt, among other activities. Growth investments are planned to total 9.0 billion yen while shareholder returns are planned to total 9.5 billion yen, with a minimum DOE of 4.0%.



※ For growth investments such as M&A, consider utilizing debt financing.

Note: Please see attached document for more details on the Medium-Term Management Plan.