



May 11, 2026

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Notice Concerning Revision to Numerical Targets in Medium-term Management Plan

TOA ROAD CORPORATION (hereinafter, the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on May 11, 2026, to revise the targets stated in the “TOA ROAD Sustainable Plan 2026,” a medium-term management plan with the fiscal year ending March 31, 2027 as the final year, which was announced on May 10, 2024.

1. Reasons for revision to the numerical targets

With our vision, “Refine the TOA Style to be the Only One Company always chosen by the society,” the Company group formulated and has advanced the medium-term management plan, positioning the strategies of “Shift to CSR-oriented management” and “Establishment of a foundation for sustainable growth” as its two core pillars.

However, affected by increased geopolitical risks against the backdrop of the international developments such as growing tension in the Middle East, cost burdens continue to rise further due to higher crude oil prices and energy costs. Thus, our business environments have been changing significantly from the time of formulating the initial plan. Based on these conditions, we have determined the revision to numerical targets for the final year of our medium-term management plan (the fiscal year ending March 31, 2027).

2. Targets

	[Before revision]		[After revision]
	Targets for the fiscal year ending March 31, 2027		Targets for the fiscal year ending March 31, 2027
Net sales	¥130.0 billion	⇒	¥130.0 billion
Operating profit	¥7.5 billion		¥6.0 billion
ROE target	Over 9.0%		Over 8.0%

(Note) The above targets are based on information available as of the publication date of this document. Actual results may differ from those figures due to various factors.