



May 13, 2025

Company name: SANKI ENGINEERING CO., LTD.
Name of representative: Hirokazu Ishida, President and
Representative Director
(Securities code: 1961)
Inquiries: Kazuhiro Nagoya,
Managing Executive Officer and
General Manager of Corporate Division
(TEL: +81-3-6367-7041)

Notice Concerning Formulation of Medium-Term Management Plan and New Management Vision

Sanki Engineering Co., Ltd. (“the Company”) hereby announces that it has formulated a new management vision “MIRAI 2030” for the period up to FY2030, and “New Medium-Term Management Plan 2027” for the three-year period up to FY2027. Details are as attached.

On April 22, 2025, we have celebrated the 100th anniversary of our founding, for which we are grateful to the support of all those involved with the Sanki Engineering Group’s businesses. Positioning this milestone as a new starting point, we have decided to conclude the long-term vision “Century 2025” one year ahead of schedule, having been able to achieve performance targets early, and to move on to the next stage based on a new Medium-Term Management Plan.

1. New Management Vision “MIRAI 2030”

Guided by the corporate philosophy of “creating comfortable environments through engineering and widely contributing to social development,” we will pursue “Comfort for the people, optimum for the Earth,” which is our unchanging mission of the next 100 years, and aim to realize a sustainable world.

Specifically, we will pursue our superlong-term vision by achieving the enhancement of both environmental/social and corporate (economic) value, while also focusing on the five materialities set by the vision.

2. “New Medium-Term Management Plan 2027” (from FY2025 to FY2027)

(1) Basic policy

Positioning the first three years as the period of laying the groundwork for making a leap toward the new management vision “MIRAI 2030,” we have set “Deepening and Co-Creation” as the priority themes of the Plan.

We will work on “deepening” existing businesses by continuously refining the various technologies that the Company possesses as an engineering firm, proceeding further with improvement of construction efficiency, manpower reduction and labor saving, and other efforts. We will work on “co-creation” together with diverse parties, including partner companies and start-ups, strive to be a company that continues to be chosen by its stakeholders, and aim for coexistence and co-prosperity with them.

(2) Priority strategies

Under the priority themes of “Deepening and Co-Creation,” the following priority strategies have been set, which we will steadily execute.

(i) Business strategies

- Strategic deepening of core businesses, including
 - Optimization of construction work through extension of front-end loading
 - Promotion of LCE (Life Cycle Engineering) business

- Promotion of decarbonization business using environmental technologies, including
Acceleration of technological development for realizing decarbonization and circular economy
Contribution to carbon neutrality with proposals of energy-saving-related technologies
 - Business evolution through digital technologies, including
Productivity improvement while ensuring high-quality work through maximum use of BIM and CIT
Servitization of digital technologies in collaboration with start-ups
 - Co-creation and business expansion through strategic alliance, including
Capital and business alliance in Southeast Asia in the Facilities Construction Business area
Business expansion through partnership with process and test equipment manufacturers
- (ii) Financial and capital strategy
- Balance between growth investments and shareholder returns
Allocation of more than half of cash generated to growth investment while maintaining balance between capital efficiency and financial soundness
Further enhancement of corporate value through continued improvement of ROE and EPS
- (iii) Human resources strategy
- Promotion of human capital management, including
Implementation of human resources development programs linked to business strategy
Establishment of training system that increases the effectiveness of education at all ranks

(3) Management targets

(i) FY2027 management targets

	FY2027
Net sales	300 billion yen
Operating profit	30 billion yen
Operating profit margin	10.0%
Earnings per share (EPS) (*1)	430 yen or higher

(ii) Management targets for FY2025 to FY2027

	FY2025–FY2027
Return on equity (ROE) (*1)	16.0% or higher
Growth investment (*2)	Around 50 billion yen
Dividend policy	DOE of 5.0% or higher
Acquisition of treasury stock (*2)	Around 4 million shares

(*1) Sale of shares held in cross-shareholding is excluded from EPS and ROE

(*2) Cumulative during the plan period

Attached materials

Sanki Engineering Group New Management Vision “MIRAI 2030” and New Medium-Term Management Plan 2027

(Disclosure of English materials will be made at a later date.)

* Caution regarding forward-looking statements

The contents of this material other than those relating to past or present facts are the Company’s plan based on information currently available to the Company. Future results may differ from the information contained herein due to future changes in the operating environment.