

Our 10-year Vision

As a milestone to the Group’s long-term aspirations, we have formulated a 10-year Vision.

We aim to reach this goal through three Medium-term Management Plans representing the “hop,” “step,” and “jump” phases.

Financial targets of the Medium-term Management Plan (2025 MTMP)

	FY2021	FY2022	(Period of the 2025 MTMP)		
			FY2023 results	FY2024 results	FY2025 targets
Net income attributable to owners of parent	¥99.4 billion	¥116.2 billion	¥123.8 billion	¥135.1 billion	¥160.0 billion
ROA ¹	1.0%	1.1%	1.1%	1.2%	Approx. 1.5%²
ROE ¹	8.0%	8.2%	7.7%	7.8%	Approx. 10%³
Payout ratio	40.4%	40.8%	42.9%	42.5%	40% or higher (for the duration of the 2025 MTMP)
Financial soundness	A rating	A rating	A rating	A rating	Maintain A ratings

1. ROA and ROE are based on net income
 2. Forecasted ROA for FY2025: 1.4%
 3. Forecasted ROE for FY2025: 8.8%

Our 10-year Vision Together we innovate, challenge and explore the frontiers of the future

To achieve Our Mission, continue to be an “innovator (who ventures into unexplored fields and creates innovation)” who challenges the frontiers of the future without being bound by precedents.

Anticipate the changes in society and the business environment including changes in global industrial structures, accelerating digitalization and increasing importance of sustainability, and continue addressing social issues that can be solved only by us through approaches such as SX and DX with customers and partners.

Jump
 2031 MTMP
 FY2029 to FY2031

Step
 2028 MTMP
 FY2026 to FY2028

Hop
 2025 MTMP
 FY2023 to FY2025