

Business Portfolio Restructuring

The second pillar of the key strategies in the 2028 MTMP is the further acceleration of business portfolio restructuring, which we have pursued to date.

As part of our inorganic growth strategy, we plan to exit from low-profitability business domains totaling approximately ¥1.5 trillion and invest around ¥1.0 trillion in high-profitability business domains. As part of our organic growth strategy, we plan to reduce assets of existing businesses by

approximately ¥0.6 trillion and invest around ¥1.3 trillion in domains with higher profitability within existing businesses.

Through these initiatives, we will improve profitability while keeping the expansion of total assets under control. To this end, we will enhance decision-making mechanisms for investment and exits centered on return on capital, while strengthening growth investments through pipeline expansion.

