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## Medium-term Management Plan for FY2023-FY2025 ("2025 MTMP")

Mitsubishi HC Capital Inc.  
May 15, 2023

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I would like to introduce Mitsubishi HC Capital's Medium-term Management Plan covering the three years from FY2023 to FY2025.

You may have heard this before, but this Medium-term Management Plan has been named the 2025 MTMP, and I will be referring to it as such throughout this presentation.

The 2025 MTMP is the first Medium-term Management Plan for Mitsubishi HC Capital. The two-year post-merger integration process planned at the beginning of our merger in April 2021 was completed on schedule at the end of March this year, and so the start of the 2025 MTMP marks the true beginning of Mitsubishi HC Capital, and moving to a next phase.

Countless internal discussions took place in the formulation of the 2025 MTMP. Together with the fundamental idea of creation alongside every employee, these discussions resulted in the plan that I am proud to say is worthy of being our first Medium-term Management Plan.

Everyone at the Mitsubishi HC Capital Group will come together as one to execute the 2025 MTMP toward the realization of Our 10-year Vision, announced in May of last year.

Please allow me to explain some more about the plan. Please take a look at page 2 on the bottom right.

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This is our agenda for today.

After first giving a general overview of “1. The direction the Mitsubishi HC Capital Group should take and the outline of the 2025 MTMP” and “2. Financial and Non-Financial Targets”, I would then like to lead into the details of our approach to the Group’s Value Creation Process and our strategies.

For “7. Basic Management Policy and the medium- to long-term management direction”, I have included some materials published on May 16, 2022 for your reference.

Let’s turn to page 4.



**1. The Direction the Mitsubishi HC Capital Group Should Take and the Outline of the 2025 MTMP**

2. Financial and Non-Financial Targets
3. Positioning of the 2025 MTMP and Value Creation Process
4. Business Strategies
5. Corporate Functions Strategies
6. Frameworks to Promote Transformation
7. Reference: Basic Management Policy/Medium- to Long-term Management Direction (Released on May 16, 2022)

## 1. The Direction the Mitsubishi HC Capital Group Should Take and the Outline of the 2025 MTMP



We established Our 10-year Vision,  
"Together we innovate, challenge and explore the frontiers of the future."  
In order to achieve this vision, we will proceed with the **evolution and layering of business models** by developing services and promoting business investment, utilizing tangible and intangible assets, such as data and other elements, to their fullest potential.



For the promotion of the above, we will aim for sustainable growth by solving environmental, social, and economic issues. At the same time, we will aim to enhance our medium- to long-term corporate value by achieving an optimal balance sheet based on **well-balanced growth potential, return on capital, and financial soundness.**



The 2025 MTMP is **positioned as the "hop" plan** of our three Medium-term Management Plans ("hop," "step," and "jump") toward Our 10-year Vision. We will address the management plan with "sowing seeds" and "gaining a solid foothold" leading to a leap to the "step" and "jump" plans as keywords.

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Here, we have included the direction the Mitsubishi HC Capital Group should take and the outline of the 2025 MTMP.

Our Group has established "Together we innovate, challenge and explore the frontiers of the future" as Our 10-year Vision. In order to achieve this vision, we will proceed with the evolution and layering of business models by developing services and promoting business investment, utilizing tangible and intangible assets, such as data and other elements, to their fullest potential.

For the promotion of the above, we will aim for sustainable growth by solving environmental, social, and economic issues. At the same time, we will aim to enhance our medium- to long-term corporate value by achieving an optimal balance sheet based on well-balanced growth potential, return on capital, and financial soundness.

In pursuing this direction, the 2025 MTMP is positioned as the "hop" plan, the first of our "hop," "step," and "jump" three Medium-term Management Plans toward Our 10-year Vision.

During the 2025 MTMP period, we will address "sowing seeds" and "gaining a solid foothold" leading to a leap to the "step" and "jump" plans to follow. As we execute these initiatives, we aim to accomplish both our financial and non-financial targets.

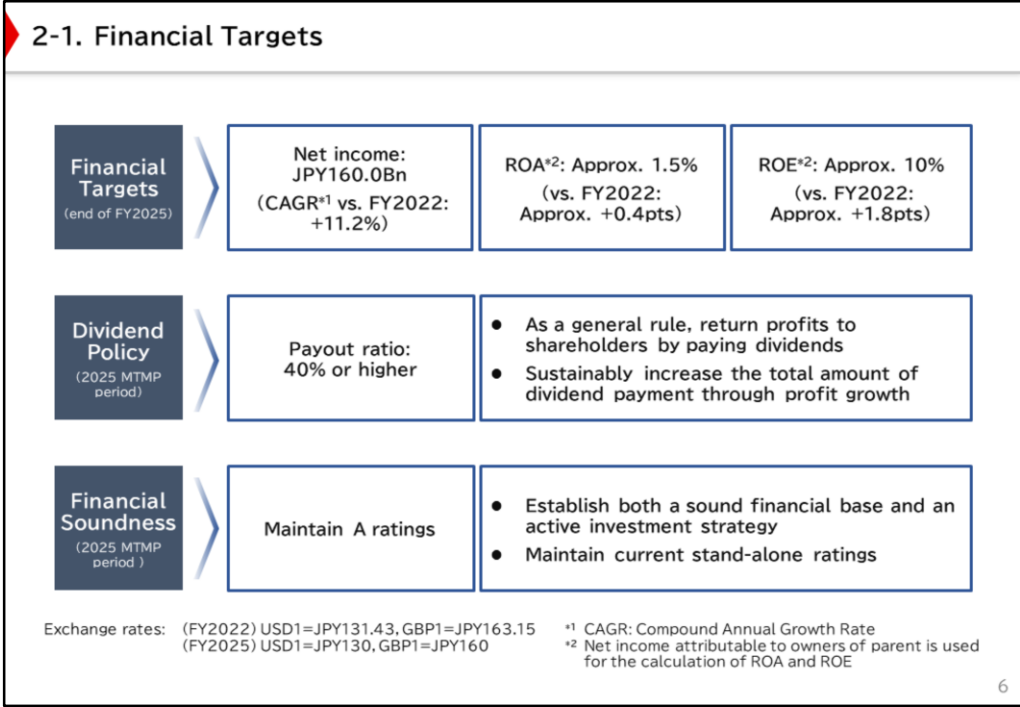
I will go into more details on pages 6 and 7. Turning now to page 6.

1. The Direction the Mitsubishi HC Capital Group Should Take and the Outline of the 2025 MTMP



## **2. Financial and Non-Financial Targets**

3. Positioning of the 2025 MTMP and Value Creation Process
4. Business Strategies
5. Corporate Functions Strategies
6. Frameworks to Promote Transformation
7. Reference: Basic Management Policy/Medium- to Long-term Management Direction (Released on May 16, 2022)



At first, I will explain the financial targets in the management plan.

For FY2025, the last fiscal year of the 2025 MTMP, we will aim for targets of 160.0 billion yen in net income, approximately 1.5% ROA, and approximately 10% ROE. We are also aiming for a payout ratio of 40% or higher over the course of the 2025 MTMP period. We will return profits to shareholders by distributing dividends and sustainably increase the total amount of dividend payment through profit growth.

This plan and its targets have been established with the prerequisite of maintaining external A ratings, indicators of our financial soundness. As such, we aim to establish both a sound financial base and an active investment strategy.

Let's look at page 7.

2-2. Non-Financial Targets			
Non-Financial Targets	Capital	KPI	Targets (2025 MTMP)
	Human Capital	Level of fulfillment of a talent portfolio in line with our management strategies	Formulate the talent portfolio framework and visualize the level of fulfillment
		Results of the employee engagement survey	Refine the survey content and enhance analysis
		Number of new DX-related businesses and products	Develop a base for DX frameworks (develop and acquire DX talent, system investment, etc.)
		Operational efficiency	
	Intellectual Capital	Ratio of female managers	20% or more
		Rate of annual paid holidays taken by employees	70% or more
		Monthly average overtime hours	14 hours or less
		Ratio of taking childcare and maternity leave	100%
	Manufacturing Capital	GHG <sup>*3</sup> emissions amount (Scope 3)	Analyze the categories which have a major impact and visualize Scope 3 emissions
	Natural Capital	GHG emissions amount (Scope 1, 2)	-55% in FY2030 vs. FY2019 and net zero in FY2050
	Social and Relation Capital	Energy consumption (domestic)	-1% YoY continually
	<small>*3 GHG: Green House Gas</small>		

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Here, I will explain our non-financial targets.

Our non-financial targets have been established to ascertain that our Value Creation Process (which I will describe shortly) is functioning effectively, that we are expanding our financial capital through the accumulation of non-financial capital, and to measure our progress toward achieving Our 10-year Vision.

Our Value Creation Process is not something that can be simply created and then set aside. It is necessary to verify whether it is being implemented and whether it is in fact generating value.

Although some of the KPIs such as the level of fulfillment of a talent portfolio, results of the employee engagement survey, and Scope 3 GHG emissions amounts are merely qualitative, we believe these KPIs are highly significant for our Group and that we need to move ahead with the establishment of various frameworks and implementation of initiatives, and identify even more specific and effective targets during the 2025 MTMP period. This is our reason for establishing those qualitative targets.

By steadily achieving these targets, I hope to earn the approval of each of our stakeholders, with their realization that Mitsubishi HC Capital has changed for the better.

Please look at page 9.

1. The Direction the Mitsubishi HC Capital Group  
Should Take and the Outline of the 2025 MTMP

2. Financial and Non-Financial Targets



**3. Positioning of the 2025 MTMP and Value Creation  
Process**

4. Business Strategies

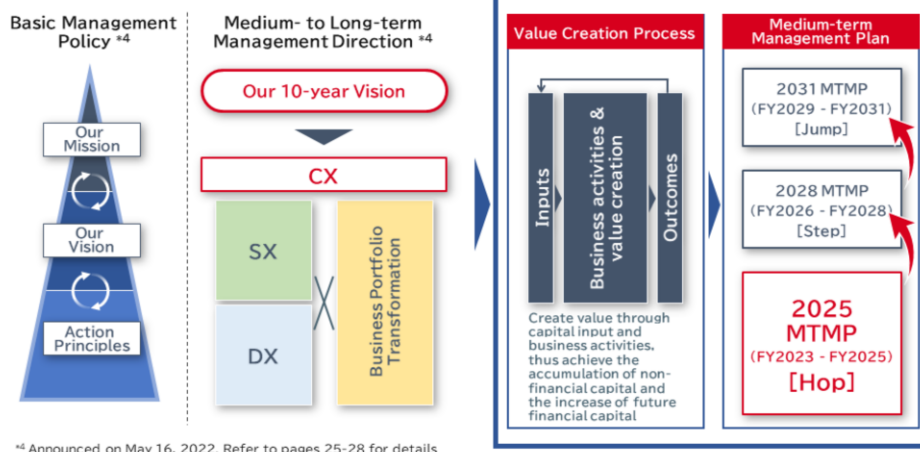
5. Corporate Functions Strategies

6. Frameworks to Promote Transformation

7. Reference: Basic Management Policy/Medium- to Long-term  
Management Direction (Released on May 16, 2022)

### 3-1. Positioning of the 2025 MTMP

- ▶ We have defined the Basic Management Policy and the medium- to long-term management direction to clarify the direction we should take.
- ▶ With these in mind, we have refined the Mitsubishi HC Capital (defined as "MHC") Value Creation Process and formulated the 2025 MTMP based on the process as a guideline.



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Here, we establish the position of the 2025 MTMP.

We have defined our medium- to long-term management direction in May 2022, which includes the Basic Management Policy and Our 10-year Vision, to clarify the direction our Group should take. These are shown on the left-hand side of the page.

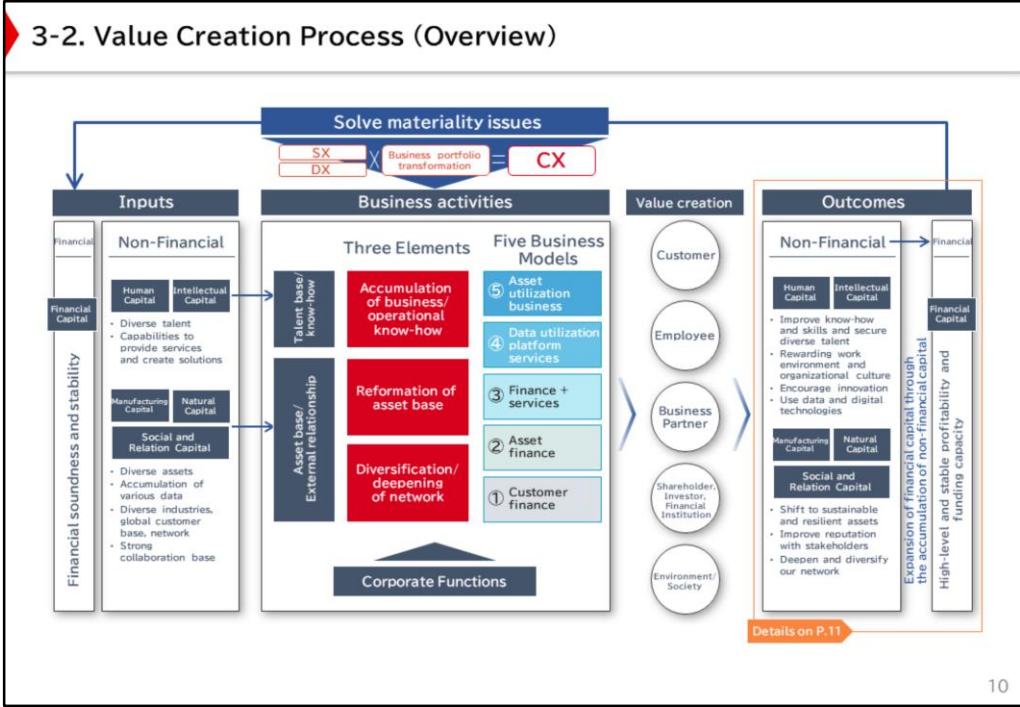
With these in mind, in the boxes to their right, we have refined our Group's Value Creation Process.

This Value Creation Process establishes fundamentally how Mitsubishi HC Capital should create value, and the 2025 MTMP has been formulated with the process as a guideline.

And so, in the boxes on the far right, the 2025 MTMP has been positioned as the "hop" in "hop," "step," and "jump," our three Medium-term Management Plans toward achieving Our 10-year Vision.

While achieving our Financial and Non-Financial targets (which I explained earlier) is a matter of course, "sowing seeds" in new domains and "gaining a solid foothold" by restructuring and redefining existing businesses will lead us to a leap to the "step" and "jump" plans.

I would like to use the next three pages to explain what our Group's Value Creation Process is all about. Let's look at page 10.



This page gives an overall view of the Value Creation Process.

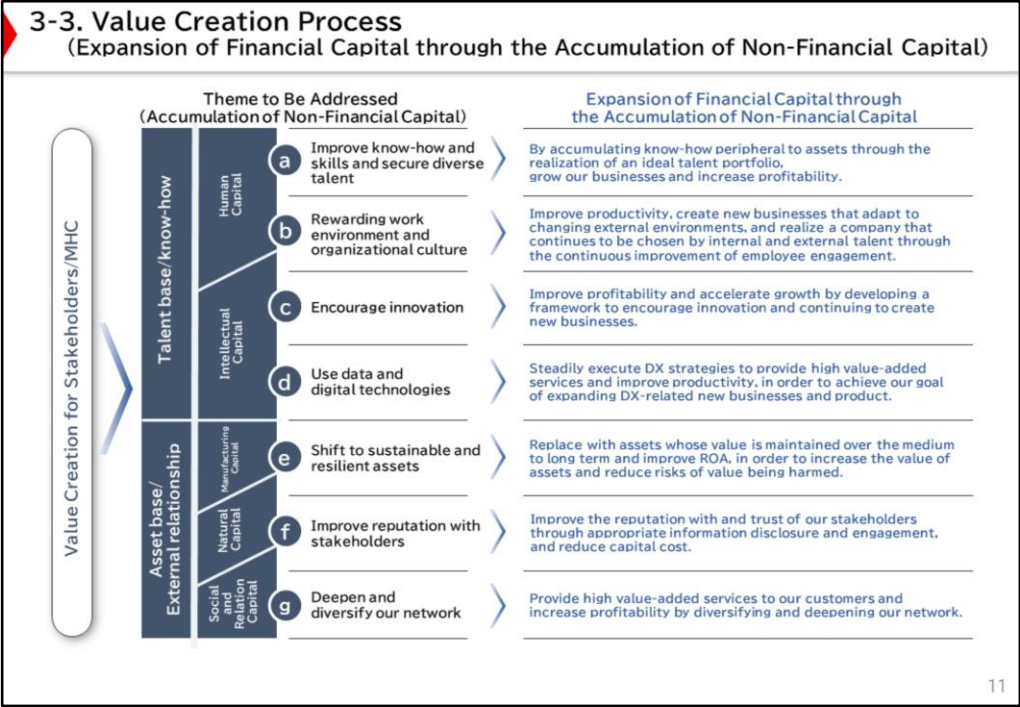
While this diagram shows the flow from inputs of capital to outcomes as being similar to a standard value creation process, this process represents our own unique story, illustrating how we create value and accumulate and expand capital, and ultimately how we increase our corporate value, by defining what capital means to our Group and utilizing it throughout our business activities.

This diagram shows how we will use our Group’s financial capital and non-financial capital, specified on the left, to drive our business activities.

Our business activities are the engine powering the Value Creation Process. The three elements shown in the red boxes in the middle of the page are areas established from a non-financial capital perspective to work on going forward that will be vital to implementing and bolstering our strengths while mitigating our weaknesses. These elements also show the direction our future business activities must face in order to realize the evolution and layering of our five business models, shown in shades of blue on the right.

I will use the next page to explain outcomes, mentioned on the far-right of the page. These outcomes are what we can achieve by turning over the engine—that is, our business activities—and generating value for our various stakeholders.

Let’s look at page 11.



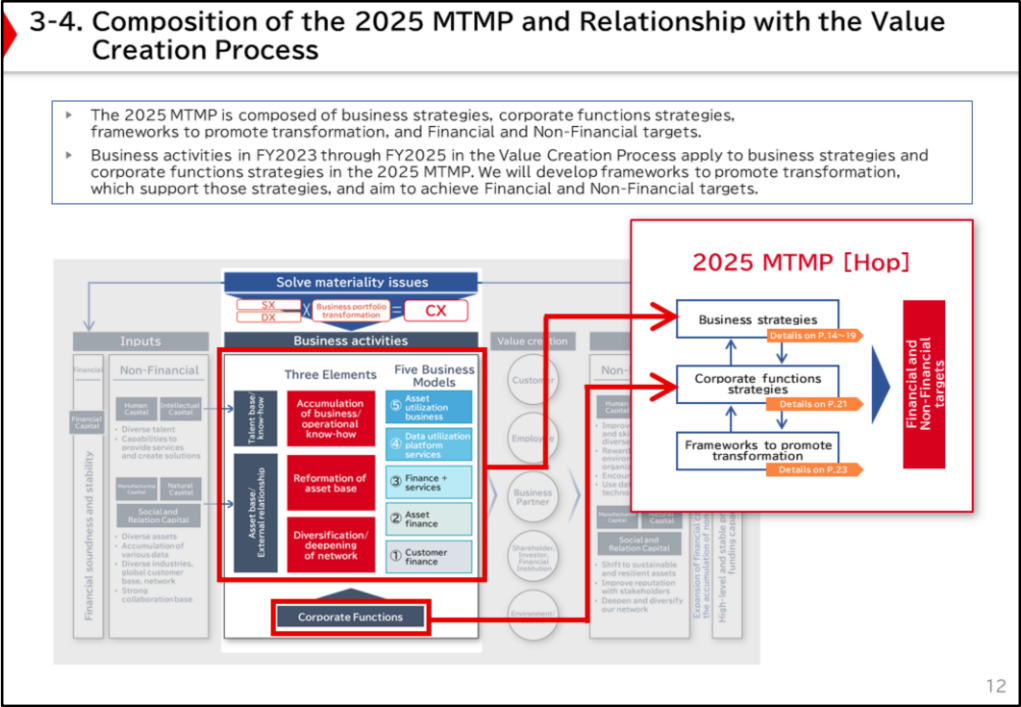
On this page, you can see how the Value Creation Process outcomes I just mentioned can be reached with the expansion of financial capital through the accumulation of non-financial capital.

With respect to our five kinds of non-financial capital—human capital, intellectual capital, manufacturing capital, natural capital, and social and relation capital—we have established the themes a-g which must be addressed going forward.

By realizing these themes, we will accumulate non-financial capital, and link this to the expansion of financial capital.

As I explained earlier on page 7 with the Non-Financial targets, through steadily pursuing those KPIs and targets, we aim to expand our financial capital by accumulating non-financial capital.

Please look at page 12.



This page shows the relationship between the Value Creation Process, which I have been talking about, and the 2025 MTMP.

As you can see in the diagram to the right, the 2025 MTMP comprises business strategies, corporate functions strategies, frameworks to promote transformation, and Financial and Non-Financial targets.

Business activities in the Value Creation Process apply to business strategies and corporate functions strategies. We will develop frameworks to promote transformation, which support those strategies, and aim to achieve Financial and Non-Financial targets.

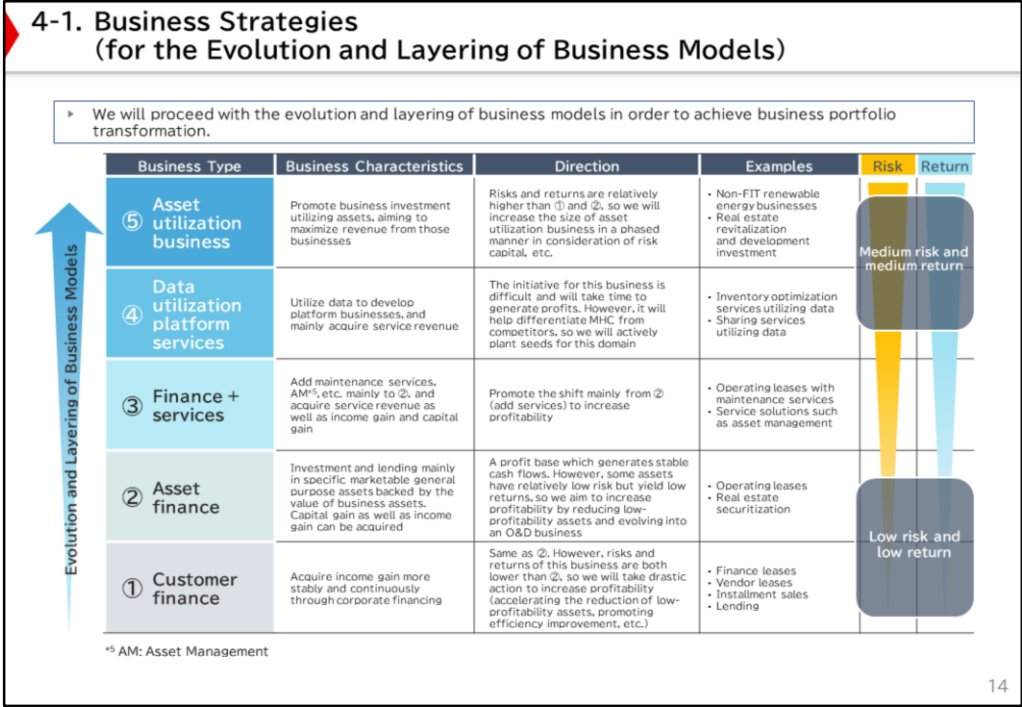
Beginning with the next page, I would like to talk in some detail about these strategies. Please look at page 14.

1. The Direction the Mitsubishi HC Capital Group Should Take and the Outline of the 2025 MTMP
2. Financial and Non-Financial Targets
3. Positioning of the 2025 MTMP and Value Creation Process



#### **4. Business Strategies**

5. Corporate Functions Strategies
6. Frameworks to Promote Transformation
7. Reference: Basic Management Policy/Medium- to Long-term Management Direction (Released on May 16, 2022)



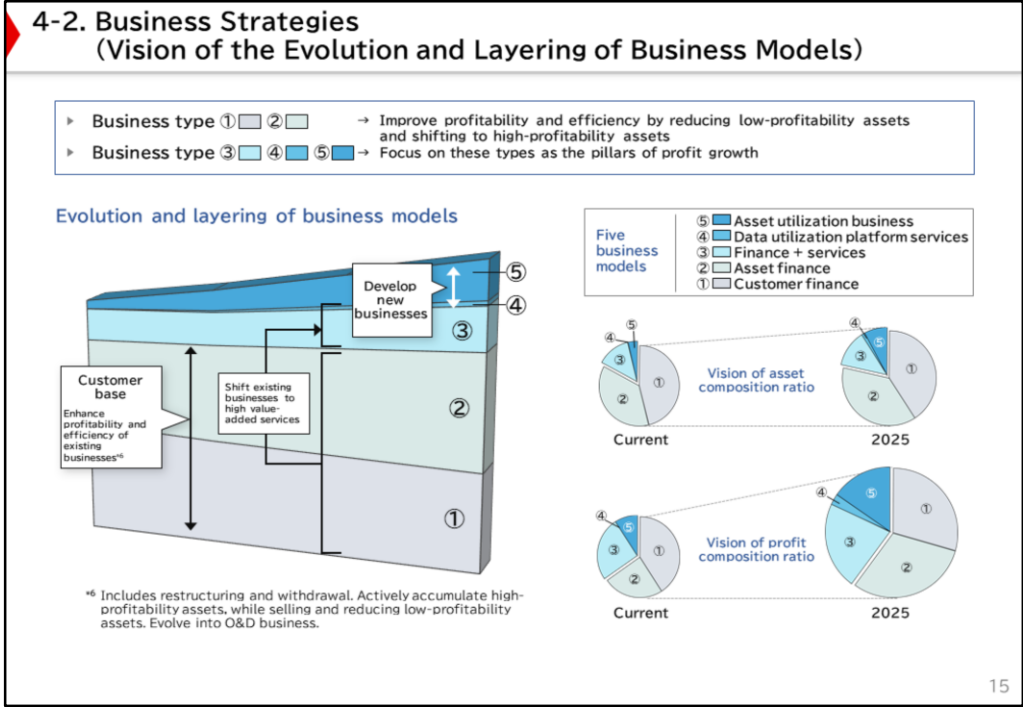
First, I will explain business strategies in detail. This page contains information about the five business types which precede our business strategies.

With the premise of proceeding with the evolution and layering of business models in order to achieve business portfolio transformation, we have classified our business models into five types, and defined the characteristics and the direction of future initiatives for each of them.

In terms of overall direction, by simultaneously working on enhancing the profitability and efficiency of existing businesses, shifting such businesses to high value-added services, and developing new businesses, we will move ahead with the evolution and layering of our business models.

The characteristics, direction, and examples of each business type are shown in the diagram, and although I will not explain them in detail, please allow me to explain our vision of how we will transform the entire business portfolio by using these business types on the next page.

Please take a look at page 15.



The cross-sectional diagram on the left gives a general idea of how the five business models I explained on the last page will change over time.

① Customer finance and ② asset finance are positioned as profit bases for generating stable cash flows from our Group's firm customer bases. On the other hand, given that these are competitive fields and that returns on some assets are relatively low, in addition to strengthening their profitability and steadily proceeding with the reduction of low-profitability assets, we will enhance the profitability and efficiency of our existing businesses.

Furthermore, we will maintain and expand the customer bases of ① customer finance and ② asset finance, and shift these existing businesses to being high value-added services—namely ③ finance + services and ④ data utilization platform services—and increase their returns by improving customer experience.

We will then proceed with the development of new businesses, such as ④ data utilization platform services and ⑤ the asset utilization business, which we will focus on as the pillars of medium- to long-term profit growth, in addition to ③ finance + services.

The top of the two pie charts on the right shows the change in the composition of assets between now and FY2025, while the bottom shows the change in income composition.

As you can see, our vision is to increase net income without greatly expanding assets. As I explained earlier regarding the financial targets, we are planning to improve ROA and ROE as well as net income.

In order to achieve our financial targets, we need to transform our profit sources. The composition of assets and profits pie charts show this vision.

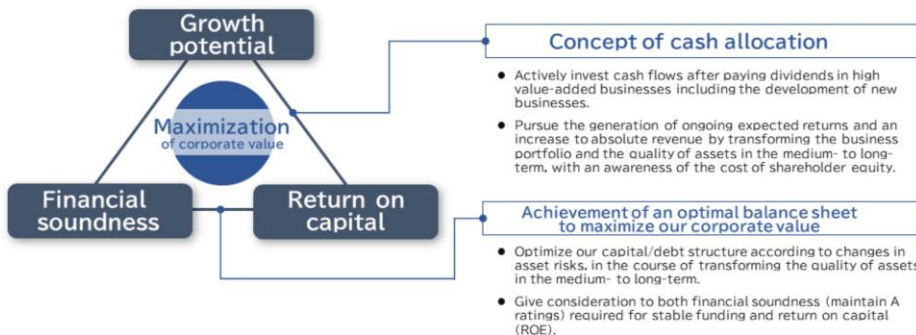
Please look at page 16.

#### 4-3. Premise for Business Strategies

(Financial Strategies that Support the Evolution and Layering of Business Models)

- ▶ We will achieve profit growth by transforming our business portfolio and the quality of our assets in the medium- to long-term through the evolution and layering of business models. To this end, we will actively invest cash flows from a medium- to long-term perspective after paying dividends.
- ▶ For the purpose of supporting this effort, we will achieve medium- to long-term return on capital and financial soundness by optimizing our balance sheet, and then maximize our corporate value.

##### Balance between the Three Perspectives



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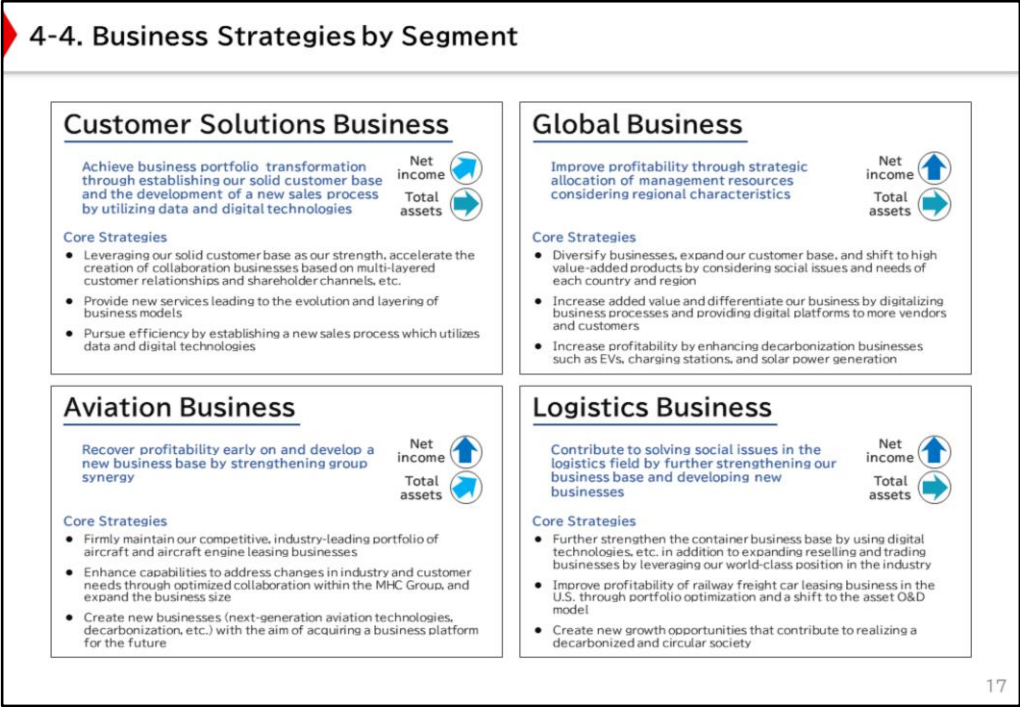
This page describes our financial strategies that support the evolution and layering of our business models in the context of our business strategies.

As we saw on previous pages, we plan to realize profit growth through the evolution and layering of our business models. For this purpose, it is our policy to actively invest from a medium- to long-term perspective in high value-added businesses, including the development of new businesses, using cash flows after paying dividends.

For the purposes of supporting this effort, we will achieve medium- to long-term return on capital and financial soundness by optimizing our balance sheet, and then maximize our corporate value.

Specifically, we will give consideration to both ROE as our target for medium- to long-term return on capital, and maintaining our A ratings as our means of achieving the financial soundness required for stable funding.

Please take a look at page 17.



On pages 17 and 18, I will explain our business strategies by segment.

Note that the arrows to the right of each segment represent a general idea of growth of net income and total assets.

In the Customer Solutions Business, we will leverage our solid customer base to achieve business portfolio transformation through the establishment of a new sales process by utilizing data and digital technologies and accelerating the creation of collaboration businesses.

In the Global Business, we will improve profitability through the strategic allocation of management resources considering regional characteristics.

In the Aviation Business, recognizing that the industry overall is trending toward a recovery from the COVID-19 pandemic, we will recover profitability early on by strengthening group synergy while simultaneously developing a new business base for the future.

And in the Logistics Business, we will contribute to solving social issues in the logistics field by further strengthening our marine container and North American railway freight car leasing business bases and developing new businesses.

These segments are to drive the growth of Mitsubishi HC Capital in terms of profit as defined in the 2025 MTMP.

Now, let's look at page 18.

## 4-4. Business Strategies by Segment

### Environment & Energy Business

Maintain our position as a leading renewable energy operator in Japan and increase added value by expanding business domains

Net income   
Total assets 

#### Core Strategies

- Secure stable electric power supply and strengthen the profit base by expanding our power generating capacity
- Increase added value of our power generating capacity by promoting new businesses such as storage batteries and power generator aggregation
- Accelerate the development of renewable energy generation businesses in the U.S. and Europe by strengthening development functions, etc.

### Real Estate Business

Contribute to building a sustainable social infrastructure through real estate investment and lending business and asset management business

Net income   
Total assets 

#### Core Strategies

- Create business opportunities by increasing capabilities to enhance value through investment and lending and strengthening development of eco- and society-friendly assets
- Enhance investment in logistics facilities development by increasing sourcing and leasing pipelines
- Differentiate our asset classes and address investors' needs related to ESG, etc., aiming to enhance and expand asset management business

### Mobility Business

Expand profits by strengthening and developing EV-related businesses in consideration of social decarbonization needs

Net income   
Total assets 

#### Core Strategies

- Develop and commercialize an integrated service that can extensively provide functions necessary for introducing and operating EVs, such as constructing charging facilities networks, reusing automotive batteries, and supplying renewable energies
- Create synergy early on through the merger of two automotive leasing companies in Japan
- Expand our mobility business base by collaborating with strategic partners in the ASEAN region, etc.

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In the Environment & Energy Business, we will maintain our position as a leading renewable energy operator in Japan, expand our business domains, and increase added value accordingly.

In the Real Estate Business, we will contribute to building a sustainable social infrastructure through our real estate investment and lending business and asset management business.

In the Mobility Business, we will expand profits by strengthening and developing EV-related businesses in consideration of the decarbonization needs of society.

These segments, compared to the segments we talked about on page 17, are only expected to see gentle growth in terms of profit in the 2025 MTMP period, however they represent the phases upon which to develop sowing seeds and gaining a firm foothold for the leap to the upcoming “step” and “jump” medium-term plans.

At the same time, they are also the segments which will lead initiatives for key themes across segments, which we will look at on the next page.

Please take a look at page 19.

4-5. Business Strategies (Key Themes across segments)

► We have defined themes to be addressed with the concerted efforts of the MHC Group across segments.

► These themes will lead to Our 10-year Vision of contributing to a prosperous and sustainable future by creating social value with partners, not by the MHC Group alone.

Hydrogen

Develop hydrogen business strategies that leverage global business operations and customer bases

Customer Solutions

Global Business

Environment & Energy

Aviation

Mobility

EVs

Develop and commercialize an integrated service that can extensively provide the functions necessary for introducing and operating EVs such as renewable energy supply and charging infrastructure

Customer Solutions

Global Business

Environment & Energy

Real Estate

Mobility

Logistics

To address social issues and customer needs on logistics supply chains, develop and provide "seamless logistics solutions" by collaborating with leading partners

Customer Solutions

Global Business

Environment & Energy

Real Estate

Logistics

Mobility

Decarbonization Solutions (Energy Conservation, Carbon Credits)

Develop and provide a one-stop service contributing to realizing a decarbonized society (visualizing CO2 emissions, energy conservation, renewable energies, creating carbon credits, etc.)

Customer Solutions

Global Business

Environment & Energy

Mobility

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The four key themes addressed here have been identified as areas that, rather than being addressed by each segment individually, have the potential to lead to new business through the concerted efforts of multiple segments, across segments. They are hydrogen, EVs, logistics, and decarbonization solutions.

Further, rather than our Group pursuing these themes alone, by working together with our partners, these themes will lead to Our 10-year Vision of contributing to a prosperous and sustainable future by creating social value. Accordingly, they have been positioned as important strategies in the “step” and “jump” plans.

As I am sure you will have understood based on this explanation, for this 2025 MTMP, rather than promoting business strategies in each individual segment, we will also be firmly pursuing key themes across segments, with the evolution and layering of our business models positioned as central pillars.

We will move forward with medium- to long-term sustainable business growth through this vertical and horizontal integration.

Now, let’s look at page 21.

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## 5. Corporate Functions Strategies

### Major Initiatives for the 2025 MTMP

#### Fostering and securing talent

- Enhance employee engagement by utilizing surveys, etc.
- Develop a talent portfolio contributing to the achievement of management strategies (increase the number of talent and qualitatively transform their abilities)
- Strategically disclose human capital (set goals in line with the HR strategy and communicate goals)

#### Bolstering the financial base and internal organizational base

- Procure stable and competitive funds, expand funding capacity, and enhance the ALM framework
- Redevelop frameworks for credit examination and management in response to business portfolio transformation
- Develop optimal IT systems responding to new businesses and business models

#### Strengthening the corporate governance framework

- Promote group-wide unified management by strengthening the consolidated management framework
- Enhance integrated risk management in response to business evolution and changes
- Develop a framework for unified management of internal auditing on a global basis

#### Enhancing stakeholder engagement

- Enhance financial and non-financial information to be disclosed and diversify means to dispatch information
- Enhance communication with external stakeholders
- Promote and strengthen efforts for sustainability (promote efforts for climate change and human rights, enhance and communicate ESG-related information)

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In order to execute the business strategies I have outlined thus far, it is essential that we enhance the corporate functions that will support them. The 2025 MTMP describes four main corporate functions strategies.

The first is fostering and securing talent. In addition to enhancing employee engagement, we will develop a talent portfolio which contributes to the evolution and layering of our business models.

The second is bolstering our financial base and internal organizational base. Here, we will procure stable and competitive funds, expand funding capacity, and develop credit examination and management frameworks and IT systems in response to each of our business strategies.

The third is strengthening our corporate governance framework. This strategy aims to enhance integrated risk management under the premise of promoting group-wide unified management by strengthening the consolidated management framework.

The final strategy is enhancing stakeholder engagement. By enhancing the financial and non-financial information to be disclosed and diversifying the means to dispatch information, we aim to enhance communication with our external stakeholders.

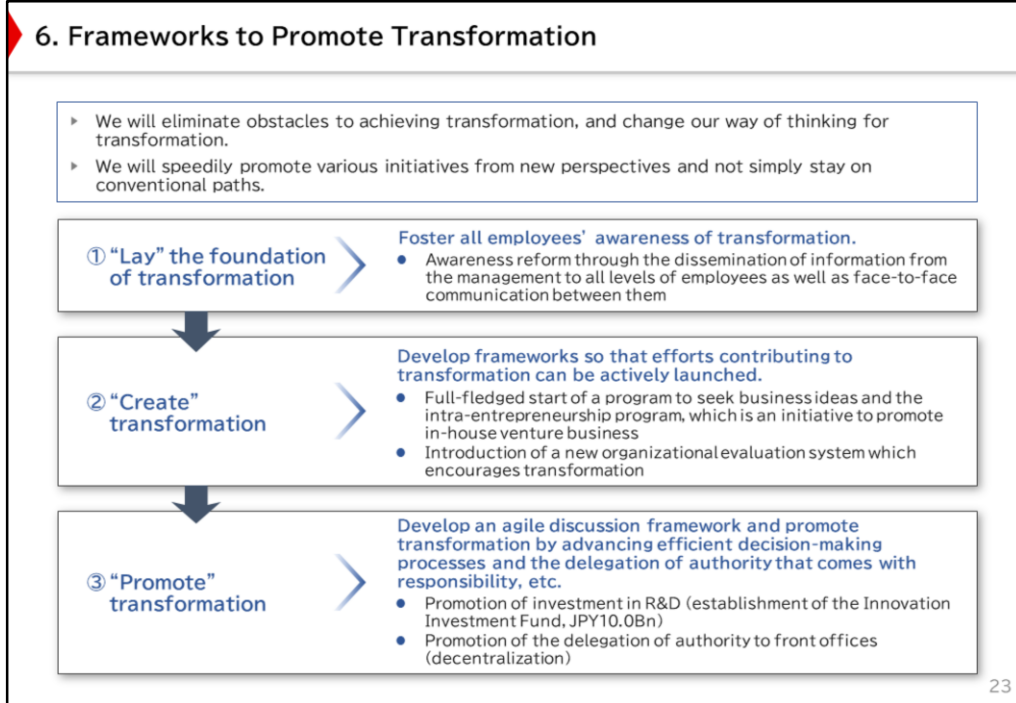
Let's move on to page 23.

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## **6. Frameworks to Promote Transformation**

7. Reference: Basic Management Policy/Medium- to Long-term Management Direction (Released on May 16, 2022)



This will be the last point I will cover.

To achieve Our 10-year Vision, we believe it is essential to not simply stay on conventional paths. By implementing three approaches—① “laying” the foundation of transformation, ② “creating” transformation, and ③ “promoting” transformation—we aim to realize transformation at our Group.

In ①, we will foster all employees’ awareness of transformation under the guidance of management.

While we did create opportunities for communication between management and employees during the formulation of the 2025 MTMP, through continually implementing such initiatives, we will continue to foster employee awareness into the future. In a video message addressed to all employees when I assumed the position of President & CEO, I proclaimed—in my own words, in both Japanese and English—that there is no future for us if we simply stay on conventional paths. We must all remain constantly aware of transformation, and I stressed the importance of not fearing failure and approaching challenges with positive attitude.

In ②, with the need to develop frameworks so that efforts contributing to transformation can be actively launched, we will proceed with the full-fledged start of a program to seek business ideas, the intra-entrepreneurship and the introduction of a new evaluation system.

In ③, by moving ahead with the establishment of the Innovation Investment Fund and the delegation of authority to front offices, we will develop an agile discussion framework for the promotion of flexible and prompt decision-making, and promote investment into R&D. That’s all for my presentation.

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## 7-1. Basic Management Policy (Reposted)



### Our Mission ~Our long-term goal~

Contribute to a prosperous and sustainable future by creating social value through maximizing the potential of assets.

### Our Vision ~Objectives to achieve our long-term goal~

- Solve social issues by developing unique and progressive businesses with consideration for the global environment.
- Aim for sustainable growth through value co-creation with diverse stakeholders across the globe.
- Enhance corporate value by evolving our business model through utilizing digital technology and data.
- Foster an "open, creative and engaging" corporate culture that shapes each and every employee's motivation and pride.
- Aim to be a trusted company by complying with laws and regulations, as well as implementing ethical corporate management.

### Action Principles ~"Values and mindset to be held" and "actions to be taken" by each and every employee~

- |                  |  |
|------------------|--|
| • Challenge      | : Challenge ourselves to look forward to the future with a sense of responsibility and commitment. |
| • Digital        | : Drive digital innovation and expertise.  |
| • Communication  | : Communicate openly and honestly to build mutual understanding and trust.                         |
| • Diversity      | : Embrace diversity and respect each other.  |
| • Sustainability | : Act in harmony with people, society and the earth to create a sustainable world.                 |
| • Integrity      | : Maintain the highest standards of ethics and integrity.  |

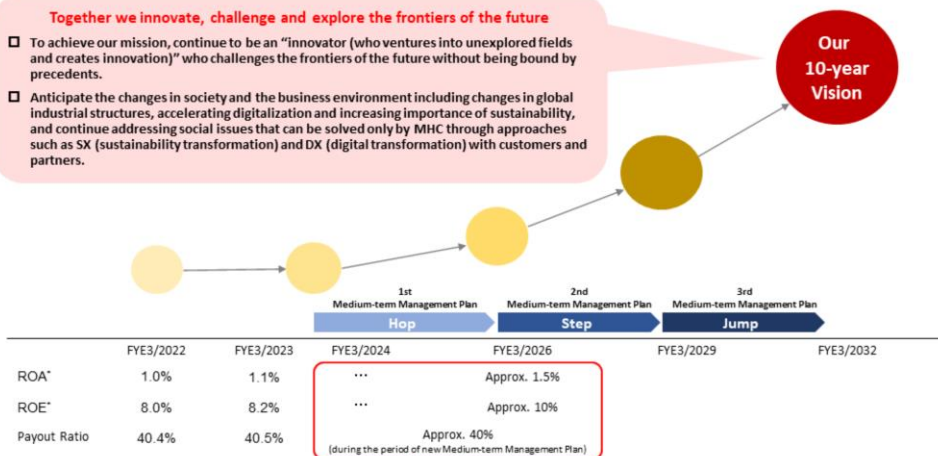
## 7-2. Our 10-year Vision (Reposted)

※ Figures for FYE 3/2023, expected targets for FYE 3/2026, and an expected target of payout ratio during the period of new Medium-term Management plan are as of May 16, 2022.

- We will achieve "Our 10-year Vision" by implementing Medium-term Management Plans in three phases. The new Medium-term Management Plan starting in FYE3/2024 is set as phase one, "hop," followed by the Management Plans as phase two, "step," and phase three, "jump."
- Our expected target of ROA\* is approx. 1.5% and of ROE\* is approx. 10% for FYE3/2026, the final fiscal year of the "hop" phase. The expected target of payout ratio for the period of the new Medium-term Management Plan is aimed to be approx. 40%.

**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 MHC through approaches such as SX (sustainability transformation) and DX (digital transformation) with customers and partners.

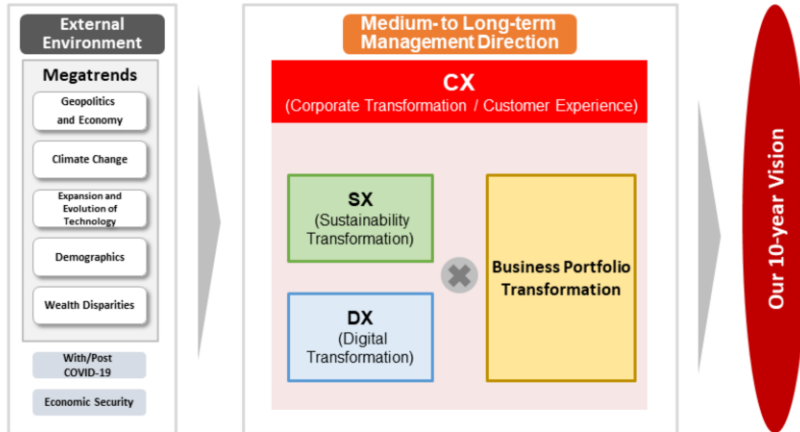


\* ROA and ROE are based on net income

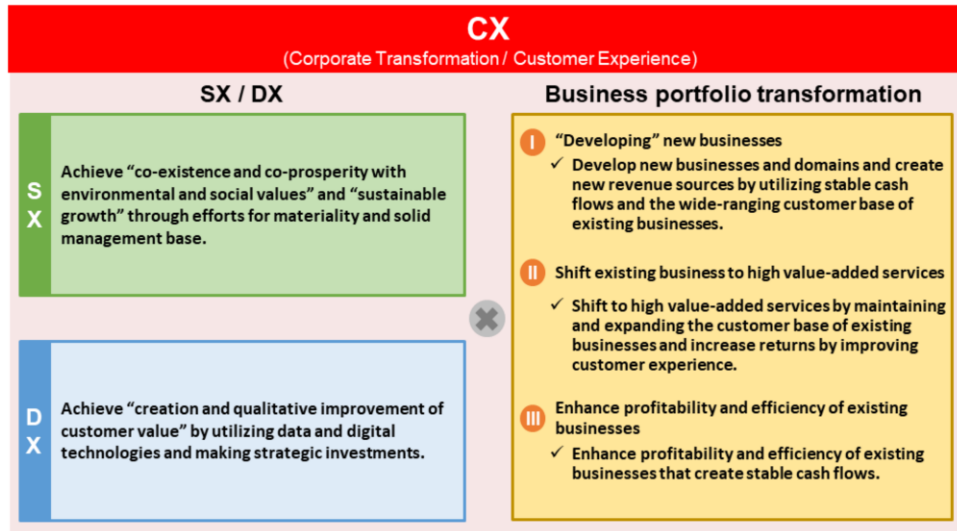
[Expected target]

### 7-3. Medium- to Long-term Management Direction: Toward Our 10-year Vision (Reposted)

- Achieve “Our 10-year Vision” by promoting CX through “SX / DX” and “Business Portfolio Transformation.”
- We can achieve “Customer Experience” by implementing “Corporate Transformation.”



## 7-4. Medium- to Long-term Management Direction: Implementing CX (Reposted)



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