

## Our 10-year Vision

As a milestone to our long-term aspirations, we have formulated a 10-year Vision.

The vision functions as a compass showing the way to realizing our mission by achieving three medium-term management plans representing the “hop,” “step,” and “jump” phases.

## 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 (sustainability transformation) and DX (digital transformation) with customers and partners.

|   | FYE3/2022        | FYE3/2023         | FYE3/2024 Forecast  | FYE3/2026 Target  |
|---|------------------|-------------------|---|---|
| Net income attributable to owners of parent | 99.4 billion yen | 116.2 billion yen | 120 billion yen   | 160 billion yen   |
| ROA*  | 1.0%             | 1.1%              | 1.1%  | approx. 1.5%  |
| ROE*  | 8.0%             | 8.2%              | 7.8%  | approx. 10%   |
| Payout ratio                                | 40.4%            | 40.8%             | 44.3%   | At least 40%<br><small>(for the duration of the 2025 Medium-term Management Plan)</small> |
| Financial soundness                         | A rating         | A rating          | Maintain A ratings<br><small>(for the duration of the 2025 Medium-term Management Plan)</small> |   |

\*ROA and ROE are based on net income

Please refer to pages 19 to 28 to learn about our value creation story to realize the 10-year Vision, and pages 49 to 52 to learn about the financial strategies under the 2025 Medium-term Management Plan.

