

Our 10-year Vision

As a milestone to our 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)

	Fiscal 2021	Fiscal 2022	(Period of the 2025 MTMP)		
			Fiscal 2023	Fiscal 2024 Forecast	Fiscal 2025 Target
Net income attributable to owners of parent	99.4 billion yen	116.2 billion yen	123.8 billion yen	135.0 billion yen	160.0 billion yen
ROA*	1.0%	1.1%	1.1%	1.2%	Approx. 1.5%
ROE*	8.0%	8.2%	7.7%	8.0%	Approx. 10%
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	Maintain A ratings (for the duration of the 2025 MTMP)	

*ROA and ROE are based on net income

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 Medium-term Management Plan
Fiscal 2029 to Fiscal 2031

Step

2028 Medium-term Management Plan
Fiscal 2026 to Fiscal 2028

Hop

2025 Medium-term Management Plan
Fiscal 2023 to Fiscal 2025

