

Overview of Medium-Term Business Plan (FY2025-FY2027)

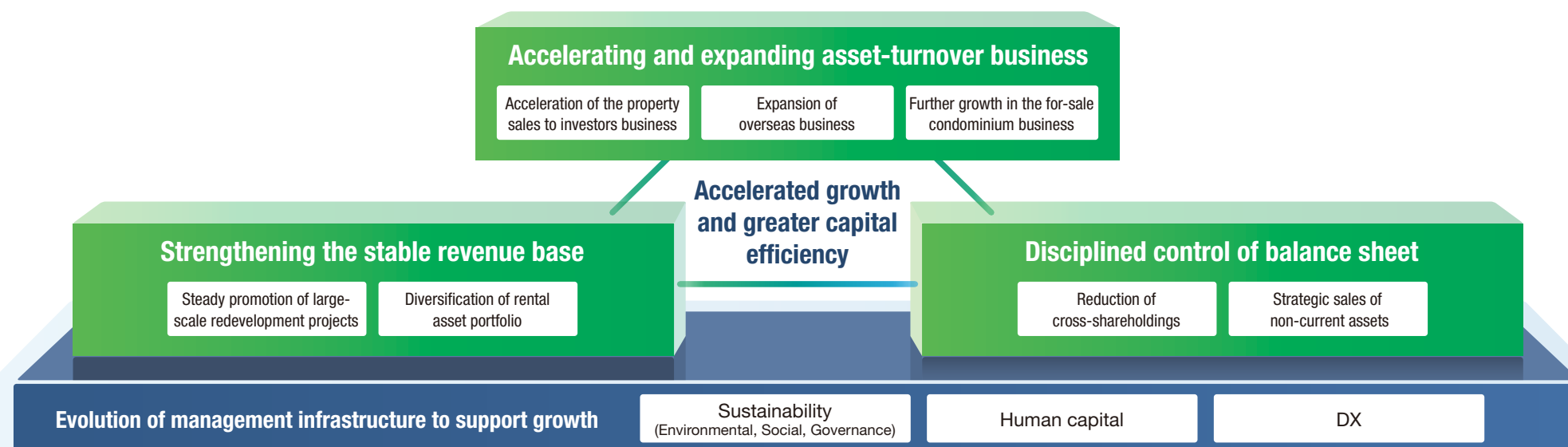
Medium-Term Business Plan (FY2025-FY2027) is positioned as a milestone following the previous plan in our pursuit of the long-term vision. Firmly committed to realizing that vision, we have formulated a three-year plan focused on building the foundation for growth. We intend to improve corporate value under the current medium-term business plan by further clarifying our emphasis on capital efficiency, while also increasing investments to drive profit growth and enhance shareholder returns.

Basic Policy

Building a robust portfolio that is resilient to change for accelerated growth and greater capital efficiency

Robust: Businesses with a strong, stable earnings base that are resistant to changes in the business environment, providing long-term strength and stability

Resilient: Businesses that combine flexibility and agility to swiftly adapt to changes in the operating environment, providing ongoing responsiveness



Quantitative Targets

Profit indicator

Business profit¹ (FY2027)

95.0 billion yen

Capital efficiency indicator

ROE (Current medium-term plan period)

10%

Shareholder return policy

Payout ratio² (FY2027)

40%

Balance Sheet Control

Financial indicators (FY2027)

Debt-to-equity ratio³

Interest-bearing debt/EBITDA multiple⁴

Approx. **2.4** times Approx. **12** times

Cross-shareholdings to consolidated net assets
(As of December 31, 2027)

10% or less

Non-current asset sales
Cross-shareholdings sales
(New medium-term plan period)

130.0 billion yen or more
(Based on sale price)

Reference Indicators

Profit attributable to owners of parent
(FY2027)

60.0 billion yen

ROA
(Current medium-term plan period, based on business profit)

Approx. **4%**

EPS
(FY2027)

Approx. **¥ 290**

1. We have redefined business profit in the Medium-Term Business Plan (FY2025-FY2027) to allow for the flexible sale of non-current assets and diversification of investment schemes in overseas businesses.

Before change: Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method

After change: Business profit = Operating profit + Share of profit (loss) of entities accounted for using equity method, etc. + Gain (loss) on sale of non-current assets

Note: "Share of profit (loss) of entities accounted for using equity method, etc." includes interest and dividend income, and loss (gain) on sale of investment equity in investment vehicles for overseas businesses.

2. We will flexibly repurchase Company shares, comprehensively taking into account the stock price level, business environment and financial situation, among other factors.

3. Interest-bearing debt ÷ Equity capital

4. Interest-bearing debt ÷ (Operating profit + Interest and dividend income + Share of profit (loss) of entities accounted for using equity method + Depreciation expense + Goodwill amortization expense)