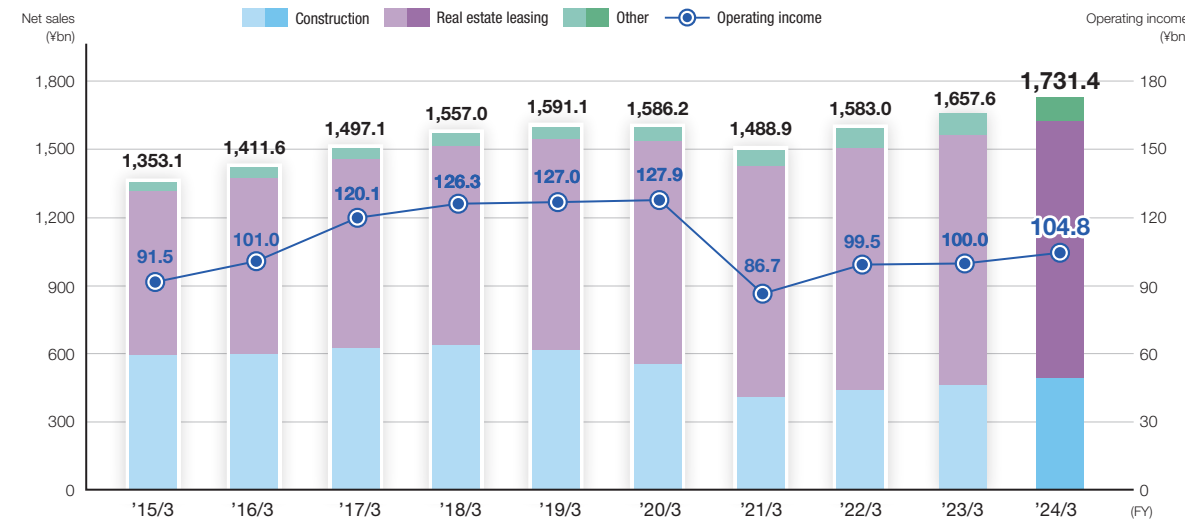


Business Performance

Consolidated Business Results for the Past 10 Years



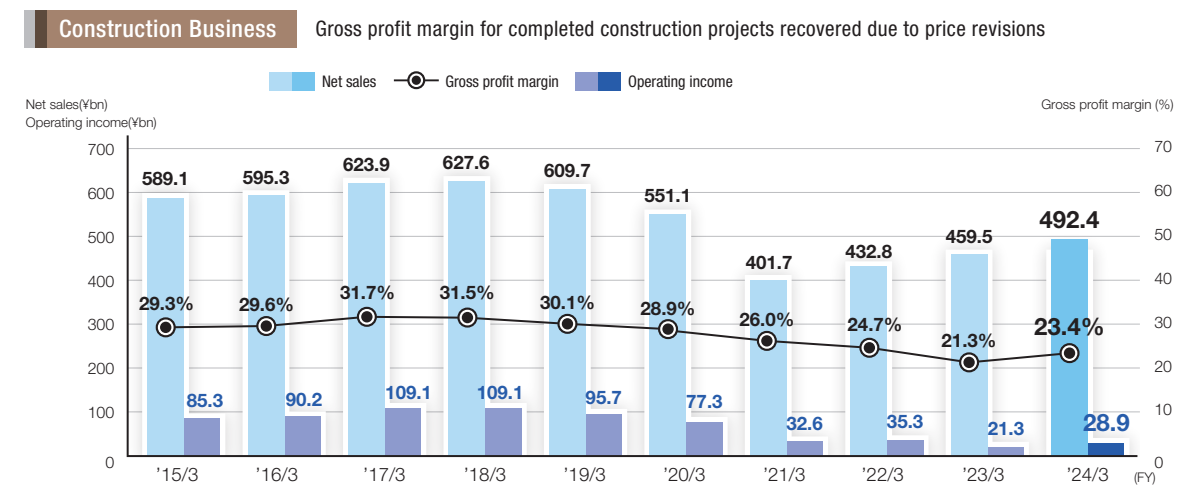
Source: Company's earnings data

Target Management Indicators

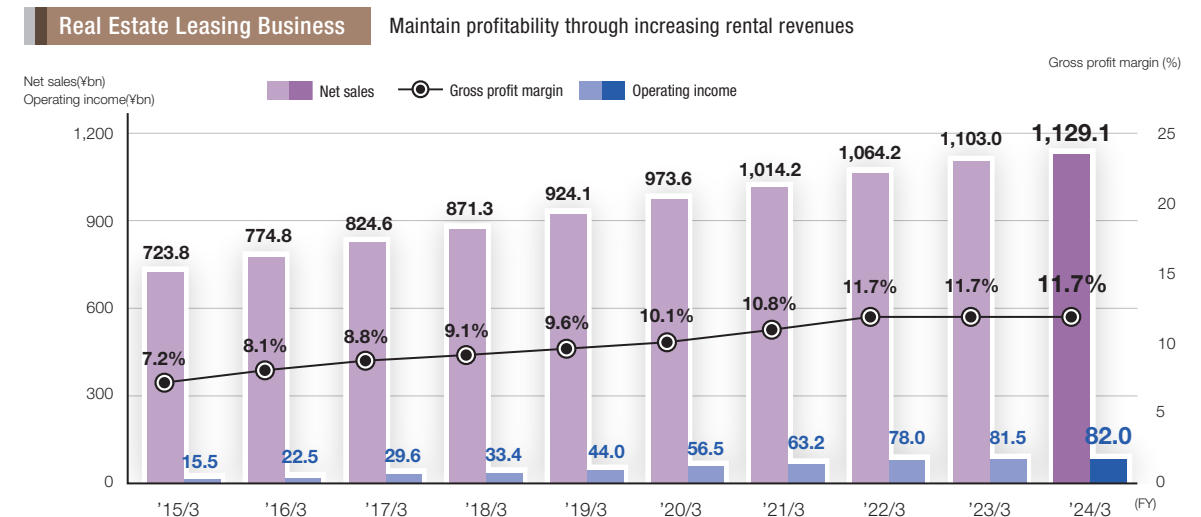
FY2026 Target	Net Sales ¥2tn / Operating income ¥140.0bn / ROE 20%		
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		Medium-term Management Plan (FY2024~FY2026) Policies	FY2019-FY2023 Results
Financials	Equity Ratio	Maintaining 35% or more	37.6%(FY2023)
	Debt Equity Ratio	Maintaining below 0.3%	0.2(FY2023)
	Long-term debt	Procurement as required	Green Loan ¥9.0 bn (Execution date:January 2023)
Investment	Capital investment	¥60.0 bn in 3 years (of which, ¥30.0 bn or more in IT and DX)	¥108.0 bn in 5 years
	Business investment	¥100.0 bn or more in 3 years	¥70.0 bn in 5 years
Shareholder Returns	Payout ratio	50%	50 %
	Acquisition of treasury stock	Implemented on a flexile basis (to be determined on a single fiscal year basis)	¥50.0 bn

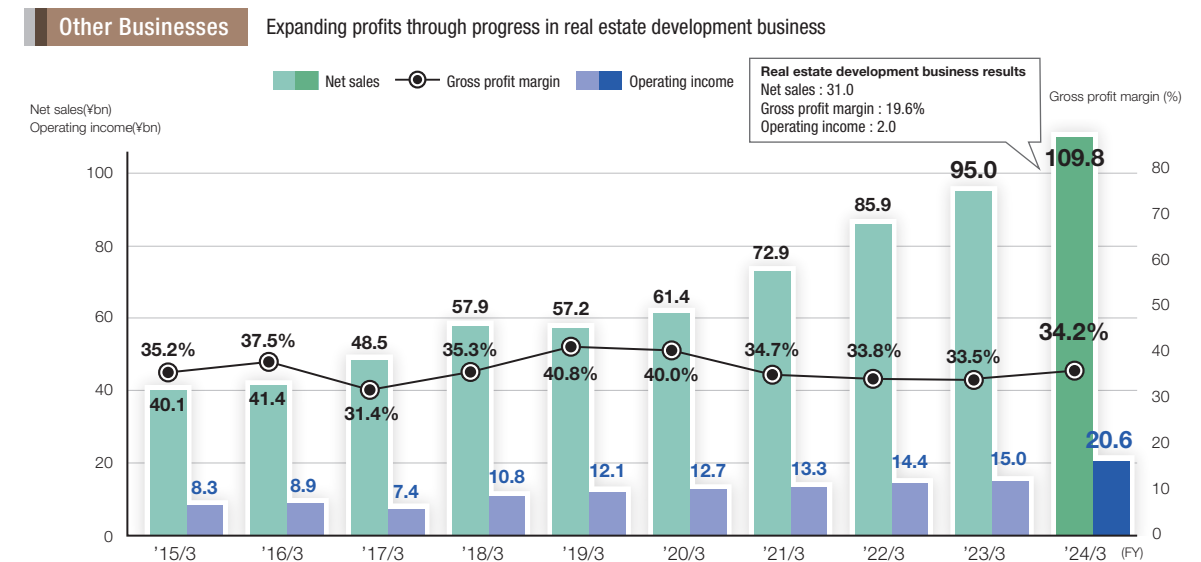
Business Results for the Past 10 Years by Segment



Source: Company's earnings data



Source: Company's earnings data



Source: Company's earnings data

*The "Real estate development Business" included in Other Businesses is scheduled to be classified as an independent reportable segment from the fiscal year ending March 31, 2025