

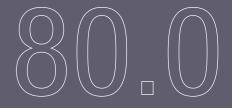
Acceleration of business model conversion

The Group faced an unprecedented crisis of losing sales of as much as ¥370.0 billion due to the COVID-19 pandemic. On the other hand, it gave an opportunity to reaffirm what is really important. Full recovery is our solid intention to return both PL and BS to pre-COVID-19 levels in fiscal 2023. As its symbol, we aim to achieve an operating profit of ¥40.3 billion, above the operating profit of ¥40.2 billion in fiscal 2019. However, its structure must be dramatically different from the past. After two years of the COVID-19 pandemic, we can clearly see what will return and what will not return. Waiting will not return anything. No change, no full recovery. We will step up a gear to change in 2022.

Management restructuring

Investment for the goal. What we aim for is medium- to long-term enhancement of corporate value through sustainable growth from 2024 onward. To this end, we need to change our portfolio to a highly resilient one that expands the Group's strength. We will try to achieve an operating profit of ¥80.0 billion future and an ROE of 10% by 2030, and furthermore, to achieve net zero by 2050 to realize a decarbonized society. In this increasingly uncertain era, it is only "people" that will open the way to the future. We will stick to sustainability management based on the values of our Corporate Credo and create true value through the practice of CSV. EGROWTH

Business portfolio transformation



As a matter of course, full recovery is not our