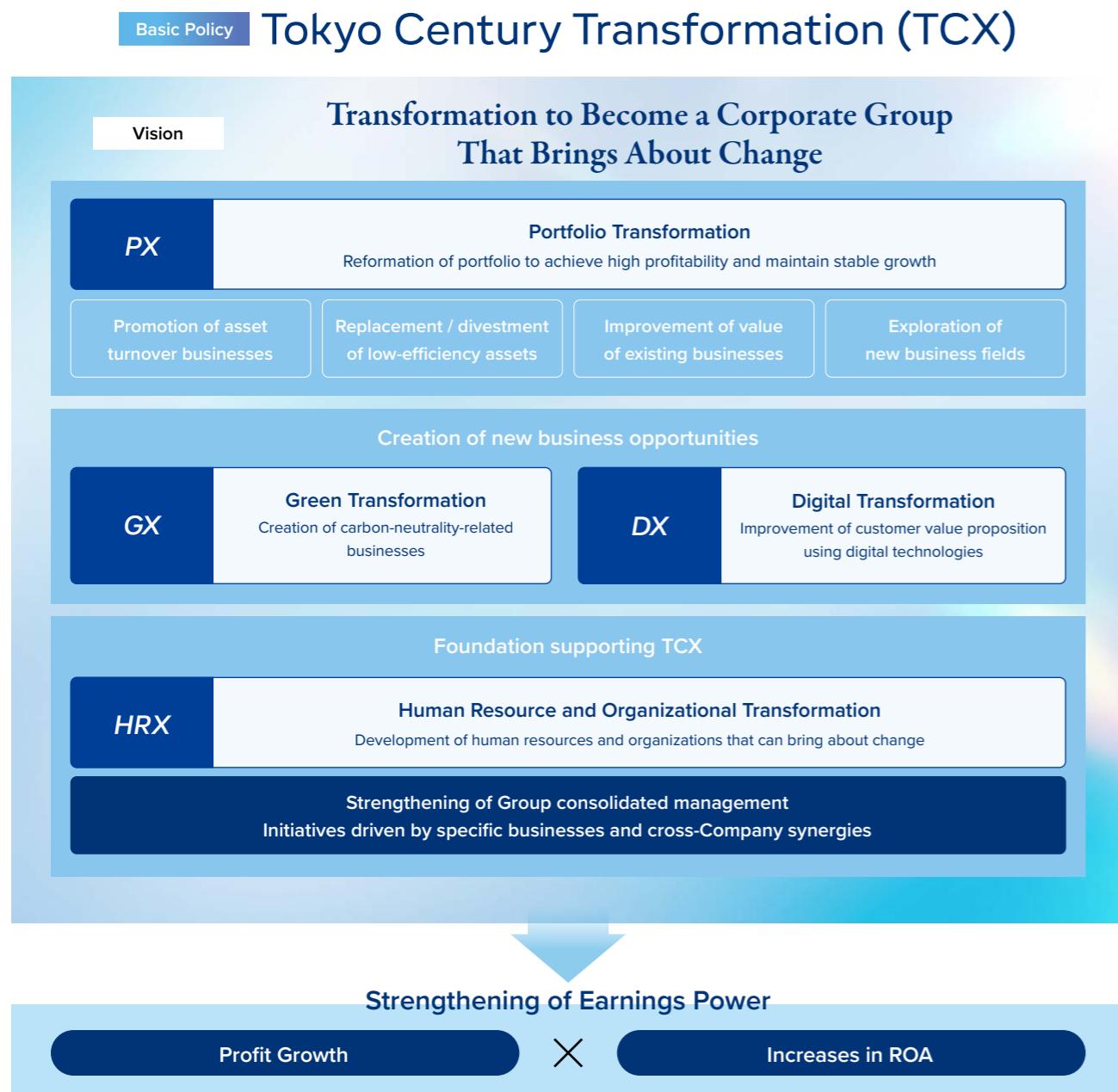


Progress of Medium-Term Management Plan 2027



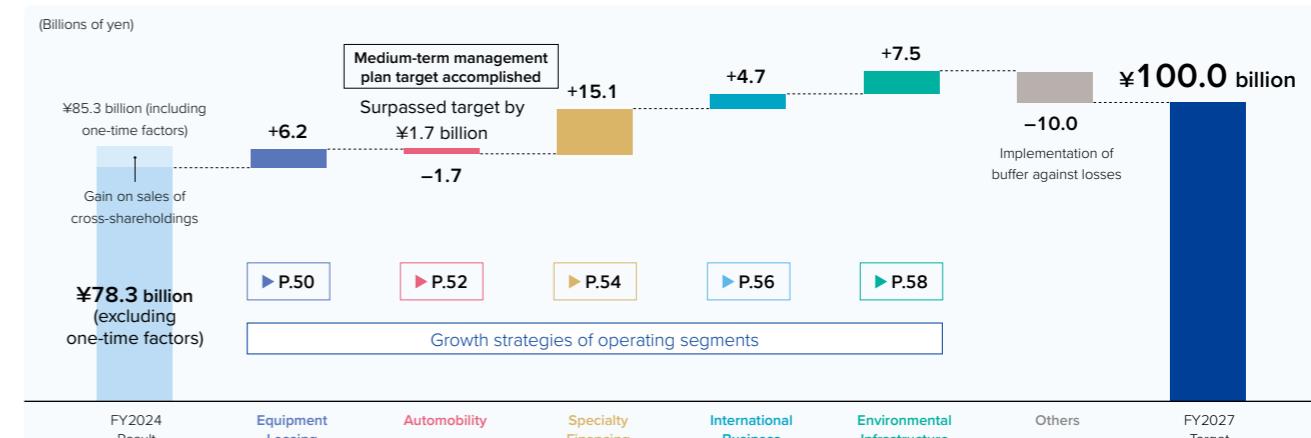
Financial and Non-Financial Targets and Results

Financial Targets		Non-Financial Targets			
Item	Results (Fiscal 2024)	Targets (Fiscal 2027)	Item	Results (Fiscal 2024)	Targets (Fiscal 2027)
Net income attributable to owners of parent	¥85.3 billion	¥100.0 billion	Initiatives for realizing 50% greenhouse gas emissions reduction by fiscal 2030*1	—	33%–50%
ROA (ratio of net income to total assets)	1.3%	1.4%	Employee engagement index*2	Engagement Score 56.2 Rating BBB	Improvement in employee engagement
ROE	9.0%	10.0%			

*1 Target of a 50% reduction in greenhouse gas emissions by fiscal 2030 from base year of fiscal 2021 announced

*2 Measured using Motivation Cloud service provided by Link and Motivation Inc. since fiscal 2024; represented as deviation value from nationwide average of 50

Road Map Toward Financial Target for Net Income Attributable to Owners of Parent



Transformation for Raising PBR Above 1.0 Times

