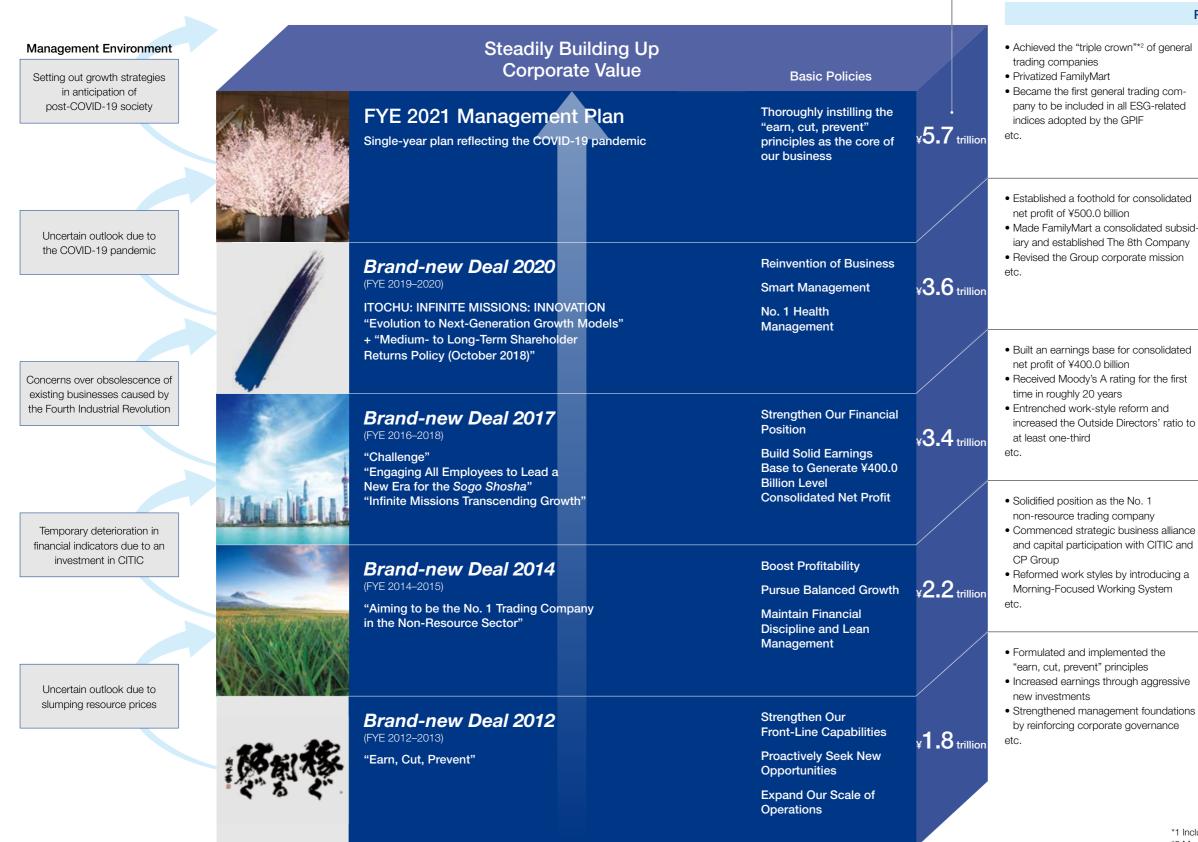
Trajectory of Corporate Value Enhancement

We have steadily developed an enviable track record with the strategies of "Brand-new Deal" management plans, which began with "Brand-new Deal 2012." Under the plans, we have always remained aware of the "earn, cut, prevent" principles and flexibly took measures to deal with management issues and rapid changes in the external environment.

Earning the trust of the stock market through the steady achievement of targets Market capitalization at fiscal year-end*1



Results

FYE	Consolidate	Accomplished	
	Initial Plan	Results	Accomplished
2021	¥400.0 billion	¥401.4 billion	\checkmark

Consolidated Net Profit Accomplishe Initial Plan 2020 ¥500.0 billion ¥501.3 billion \checkmark 2019 ¥450.0 billion ¥500.5 billion

e for consolidated	FYE	Consolidated Net Profit		Accomplished
illion		Initial Plan	Results	
rating for the first ars	2018	¥400.0 billion	¥400.3 billion	\checkmark
e reform and e Directors' ratio to	2017	¥350.0 billion	¥352.2 billion	\checkmark
	2016	¥330.0 billion	¥240.4 billion	

e No. 1 ompany	FYE	Consolidate Initial Plan	ed Net Profit Results	Accomplished
ousiness alliance with CITIC and	2015	¥300.0 billion	¥300.6 billion	\checkmark
y introducing a	2014	¥290.0 billion	¥310.3 billion	\checkmark

nented the nciples	FYE	Consolidate Initial Plan	ed Net Profit Results	Accomplished
ough aggressive	2013	¥280.0 billion	¥280.3 billion	\checkmark
ment foundations e governance	2012	¥240.0 billion	¥300.5 billion	\checkmark

*1 Including treasury stock

*2 Market capitalization, stock price, and consolidated net profit

02