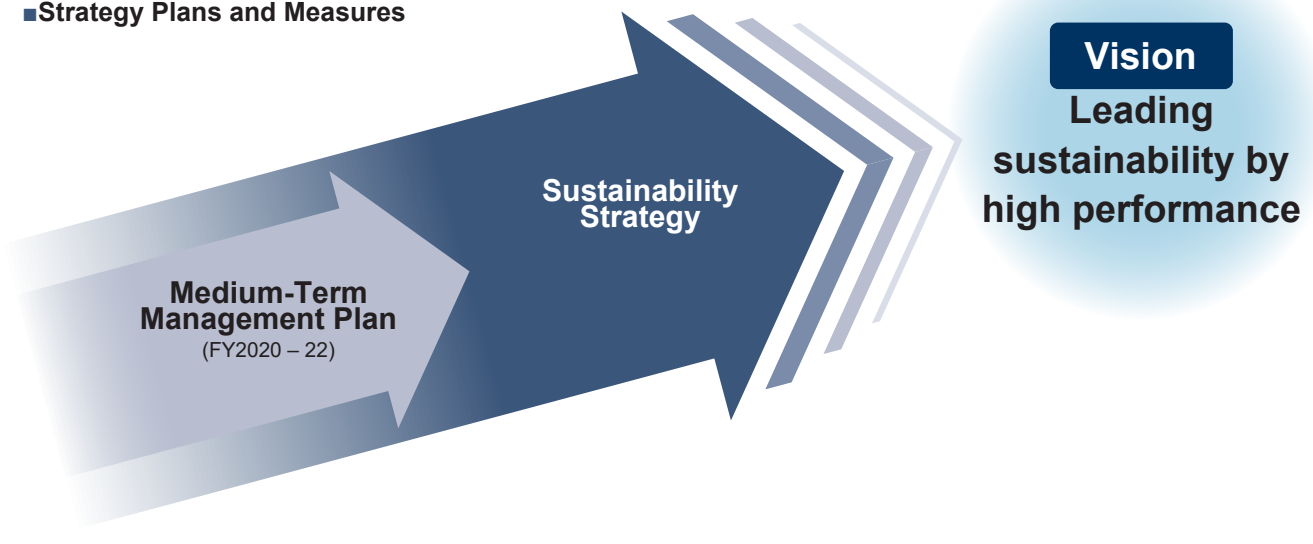


Sustainability Management

The Group recognizes that a sustainability strategy is a critical strategy for achieving medium- to long-term growth and increasing corporate value. Based on this premise, we are advancing measures to transform our business structure in the Medium-Term Management Plan, which will end in FY2022. This term is positioned as a preparatory period for future growth, and the plan seeks to achieve a business structure capable of securing capital for future growth investments. As a result, we returned to profitability in FY2021, and are steadily improving our business structure. Besides accelerating transformation and growth from FY2022 onward, we will further promote our sustainability strategy with targets for 2030. Through these measures, the Group aims to achieve growth with the Vision “Leading sustainability by high performance.”

■ Strategy Plans and Measures



	2020	2023	2030
Medium-Term Management Plan (FY2020 – 22)	Shift to revenue base capable of securing capital for future growth investments (period of preparation for future growth)		
Sustainability Strategy	Reinforcement of business foundation and business regrowth (period to accelerate growth) through promotion of sustainability initiatives		

■ Framework for promoting sustainability strategy

The Group has established a Sustainability Promotion Committee. It deliberates and decides important sustainability-related policies and measures, as well as share progress and achievements to seek further improvements. The committee chair is the Group’s Chairman, President and CEO, and its secretariat is part of the Corporate Planning Division. Under Executive Officers, who are in charge of promoting initiatives for each materiality, related measures, critical management indicators, and their target values are studied and decided. The initiatives are implemented in cooperation with both Business Divisions and Group companies.

