Drivers of accelerated growth

**Net sales of 2.5 trillion yen, operating income of 250 billion yen within range**

Achieved record-high net sales for a 10th consecutive year!

**Organic growth**

*FY3/2009 ~ FY3/2023 CAGR*
- Net sales: 12.3%
- Operating income: 15.5%

**Growth through M&A**

*FY3/2009 ~ FY3/2023*
- Net sales: Approx. ¥340 billion
- Operating income: Approx. ¥800 billion

*FY3/2023 ~ FY3/2029 CAGR*
- Net sales: 11.6%
- Operating income: 16.3%

The plans for FY2/2024 to FY3/2026 do not include additions from new M&As.

**Securing talented human resources**

Tempering the "Eight Spears" of our existing core businesses
- Accumulated PMI expertise
- Global platform
- Financial soundness

Furthermore, enabling speedy growth and improving profitability through market access and the effects of strengthening structure where M&As can strengthen the "Eight Spears" of our existing core businesses.

**Utilizing the Tokyo X Tech Garden**

Further strengthening non-financial capital underpinning business growth while prompting INTEGRATION of people and knowledge

**Reinforcing management structure**

Gradually implementing division of roles for strategy and execution toward the next generation

**Succession**

Developing management professionals who will take charge in the next generation

**Strengthening the base toward the next generation**

Swift momentum toward future growth

**Real operating margin to reach 15% level thanks to product mix improvement!**

**Constructing a launch pad to take a leap forward**

**Further momentum as a growth driver**

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