

# Mid-Term Management Plan



**Moving on to our New Stage 115 Plan (MNS115 Plan)**

## Five Main Reinforcement Activities

1. Make Our Business Operations Even More Competitive  
**“Power to Earn”**

2. Commercialize New Products  
**“Power to Grow”**

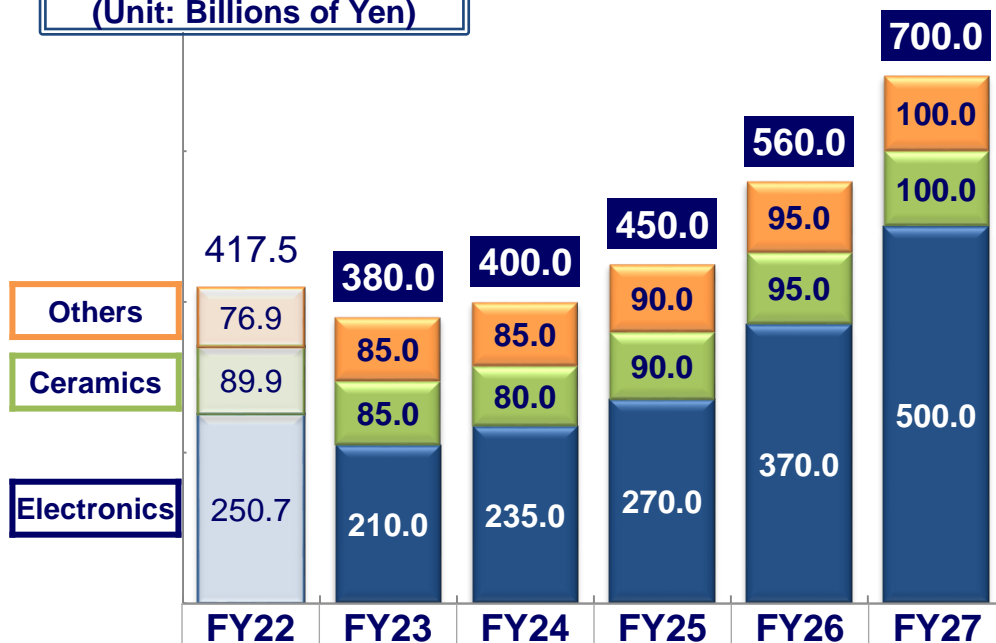
3. Promote the Manufacturing Reform  
**“Power to Maintain”**

4. Reform the Corporate Culture  
**“Power to Change”**

5. Proceed with ESG Management  
**“Power to sustainability”**

## Performance Targets

**Net Sales**  
(Unit: Billions of Yen)



**Operating Profit**  
(Unit: Billions of Yen)

