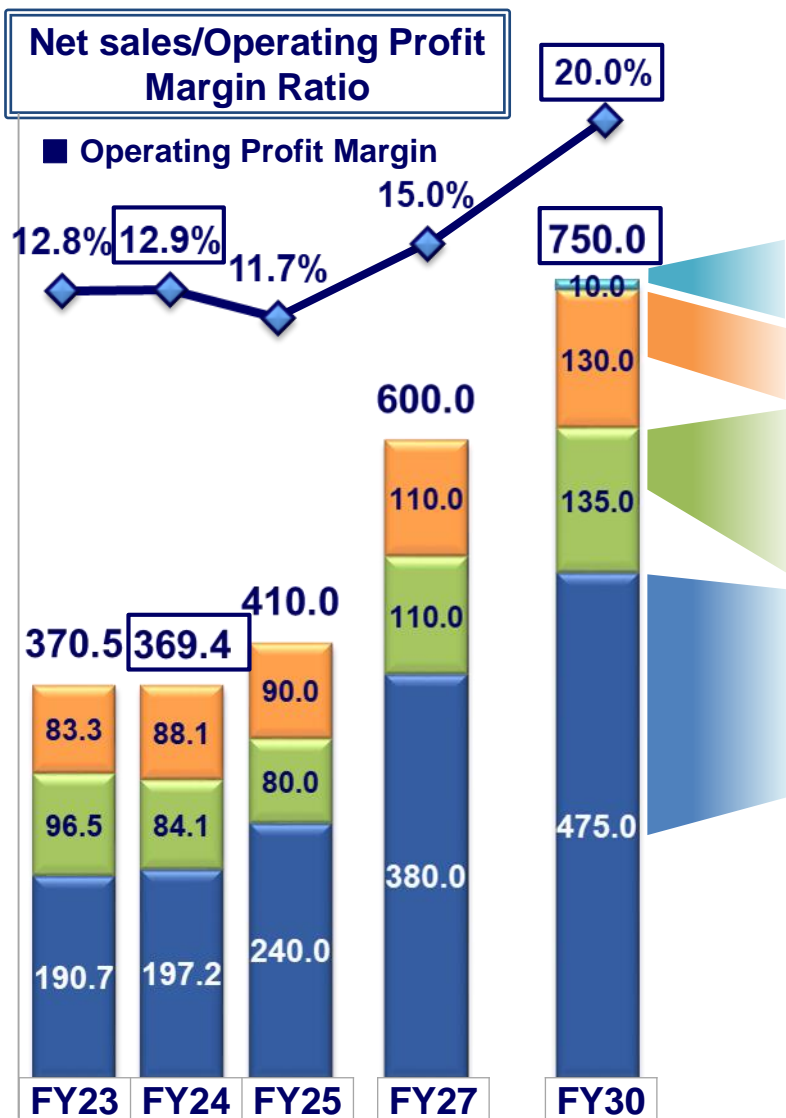


Business Forecast including MNS115 Plan



- Aim for early recovery to ROE (10% or more) commensurate with cost of capital and for further advancement in mid- and long-term



[FY24→FY30] Details for doubles sales

Segment	Market	Growth amount/rate in comparison with FY 24	Measures
New Business	New market	+10 billion yen or more	<ul style="list-style-type: none"> • Approach to GX • Biotechnology
Others	Domestic	+45%	<ul style="list-style-type: none"> • Semiconductor-related construction • System development (health care)
Ceramics	Graphite	+100%	• Power semiconductor, Atomic power
	EV	+15 billion yen or more	• Customer expansion, overseas production
Electronics	General-purpose Server/ASIC	+150%	<ul style="list-style-type: none"> • Expansion of new customers • Plant optimization strategy
	AI server	+250%	<ul style="list-style-type: none"> • Development and mass-production of more challenging products → Utilize New plant

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"