

14th Middle-Range Planning (MP-14) (From April 2024 to March 2028)



Basic Management Policies

The Group has formulated the MP-14 Middle-Range Planning Basic Management Policy based on the three axes of “Business,” “Function” and “Management Base (Group Management).”

Basic Management Policy 1

Business	Implement structural reforms according to the growth stage of each business	Relevant Materiality See P.26
	<ul style="list-style-type: none"> Challenge to improve profitability and acquire new growth engines in our Japan and Indonesia businesses ----- 1 Achieve quantitative growth centered on the ASEAN area in international businesses ----- 1 Expand and deepen customer touchpoints by establishing an EC system within the Group ----- 1 Promote business activities that take into consideration responses to social and environmental issues ----- 3,4,5 	

Basic Management Policy 2

Function	Conduct Dedication to Service (Oyakudachi) through value co-creation based on Consumer-led Lifestyle Value Creation	Relevant Materiality See P.26
	<ul style="list-style-type: none"> Create and expand markets by providing products and services that resonate with consumers ----- 1 Search for new businesses that will lead to the realization of well-being for consumers ----- 1 Build a system for using customer data to create new value through digital transformation (DX) ----- 1,2,6 	

Basic Management Policy 3

Management Infrastructure	Continuously strengthen management infrastructure to implement group management	Relevant Materiality See P.26
	<ul style="list-style-type: none"> Improve organizational capabilities by maximizing human capital ----- 1,3 Maximize management efficiency and further strengthen governance by improving the group management structure ----- 6 Implement corporate branding aimed at establishing a global corporate brand image ----- 2 	

MP-14

14th Middle-Range Planning
Period of Building a
Foundation for Future
Growth

VISION2027
And the Next
100 Years

Basic Management Objectives

Growth
Potential

Consolidated Net Sales

¥100 billion

CAGR

8.1% or higher

CAGR by business

Japan	6% or higher
Indonesia	7% or higher
Other overseas	10% or higher

Profitability

Consolidated Operating Profit Margin

9.0% or higher

Consolidated ROIC

8.0% or higher

ROIC = (NOPLAT^{*1} + gain/loss from equity-method investments) / Invested capital^{*2}

^{*1} (Operating income + interest income + dividend income) × (1 - effective tax rate)

^{*2} Borrowings + corporate bonds + lease liability + net assets [uses the average values of beginning and ending balances of the fiscal year]

Payout ratio

40% or higher