Capital Allocation Policy (Summary)

Promote growth investments and shareholder returns by reviewing and strategically utilizing the balance sheet

⇒Aim to achieve ROE of 8% or higher and increase PBR

Execute sales **exceeding 100 billion yen within 3 years**

Reduce the ratio to less than 15% of net assets by the end of FY2027 and aim for further reduction

Cash Generation

Utilization of Owned Asset

Sale of Strategic Shareholdings

Existing Cash and Securities

Utilization of Interest-Bearing Debt

Operating Cash Flow

Cash Outflow (Effective Use of Capital)

Growth Investments

Existing Businesses
Human Capital
DX(Digital Transformation)
New Businesses

Approximately 250 billion yen over five years

Assuming business performance recovery, **Over 100 billion yen by FY2029** planned

Shareholder Returns

Repurchase of Own Shares

Dividends

Excluding special factors, the targeted **Consolidated payout ratio set at 50%**
Maintain stable dividend payments