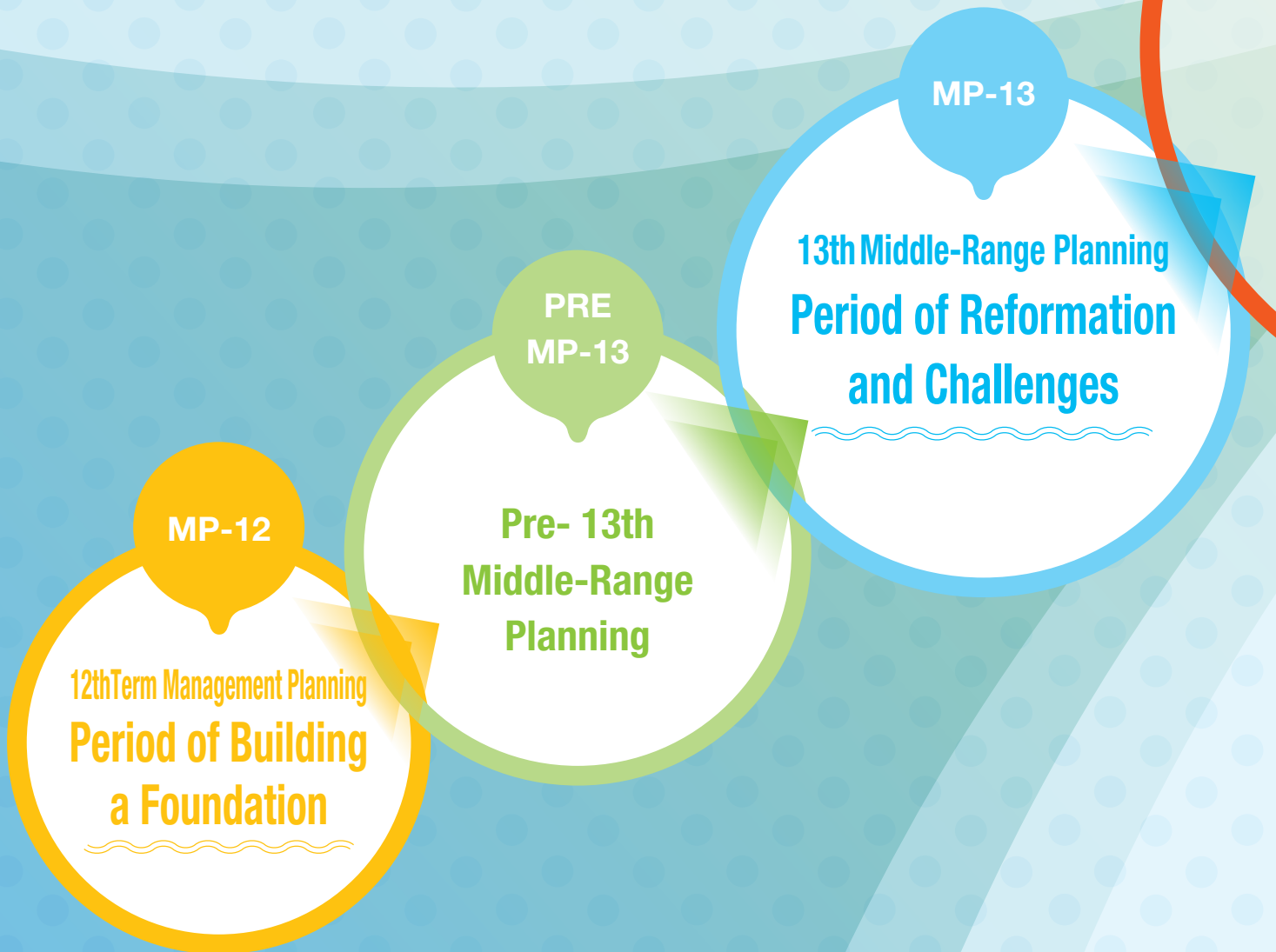


## 14th Middle-Range Planning (MP-14) FY2024 - FY2028

### **VISION2027 and building a foundation for accelerating further growth in the future**

In April 2024, we embarked on our new Middle-Range Planning, MP-14. Which is the last middle-range management plan of our medium- and long-term vision “VISION2027.”

The previous Middle-Range Planning (MP-13) covered an extremely tough three-year period as it was significantly affected by unprecedented upheaval around the world, including the COVID-19 pandemic and the Ukraine crisis. MP-14 is being positioned as the phase for building a foundation for future growth in the leadup to the next 100 years as we approach our 100th anniversary in 2027.



# VISION2027 And the Next 100 Years

MP-14

**4th Middle-Range Planning  
Period of Building a  
Foundation for  
Future Growth**

**Quickly resolve issues that  
became evident during MP-13,  
and build foundation toward  
a new growth stage**

Conduct Dedication to Service  
(Oyakudachi) through value  
co-creation based on Consumer-led  
Lifestyle Value Creation

Continuously strengthen  
management infrastructure to  
implement group management

Implement structural reforms  
according to the growth stage  
of each business