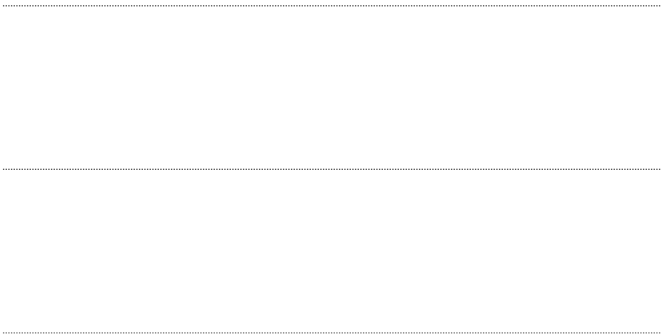
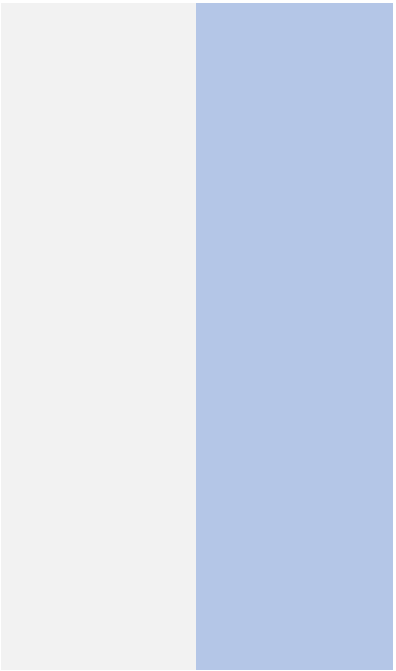


FY23 financial results highlights

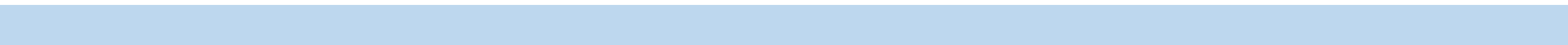
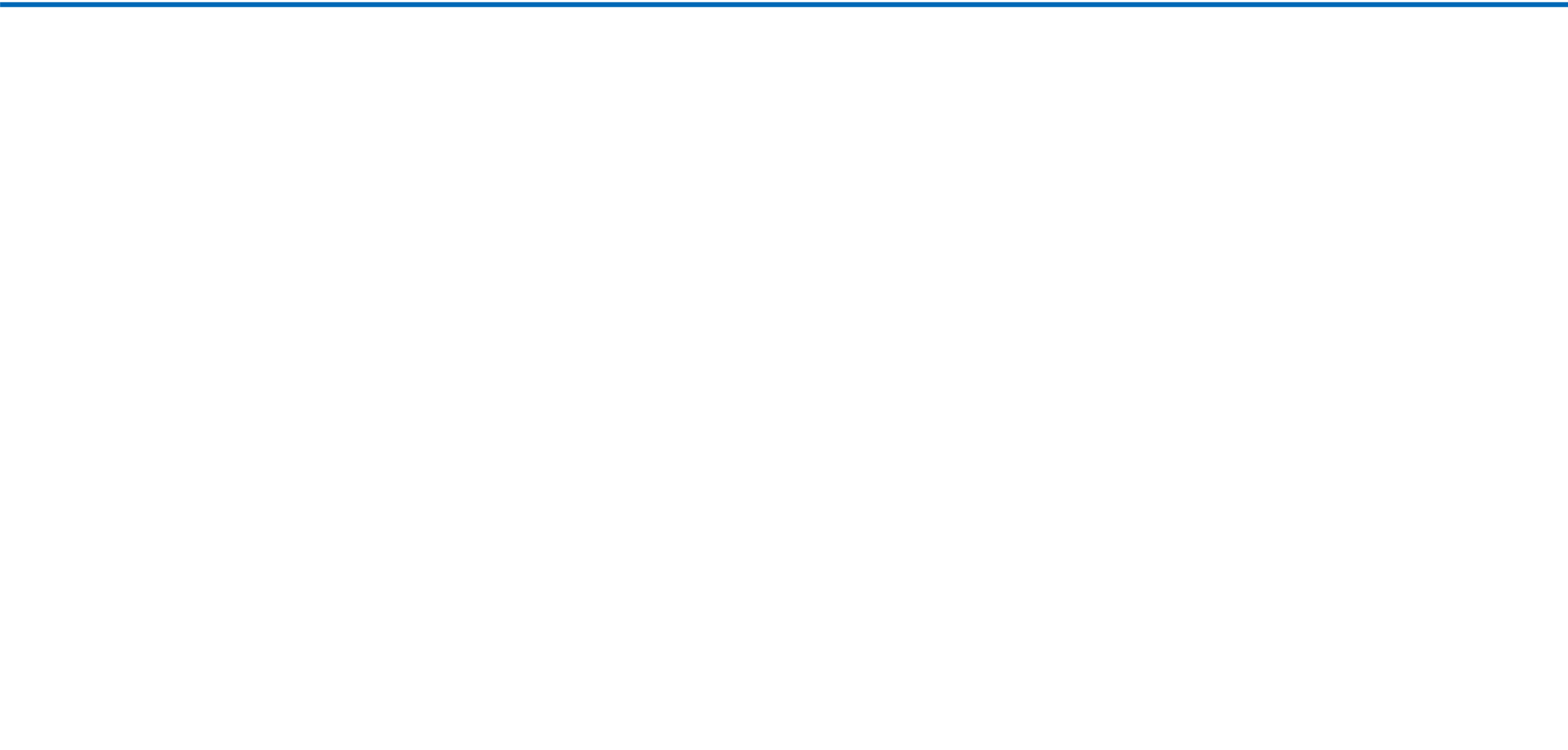
› Net sales and income declined year on year, but up from previous forecasts



FY23 results - P/L summary

FY22 Results*1	FY23	FY23	
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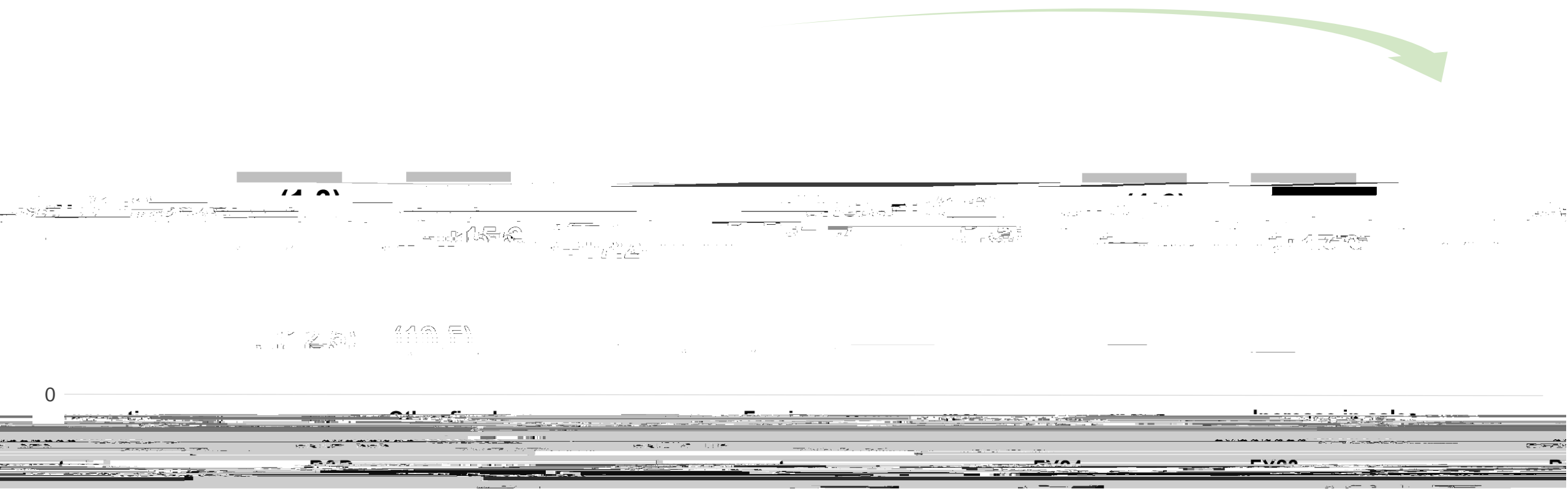


(JPY billion)

FY22 Results	*1FY23 Previous forecasts			



(JPY billion)

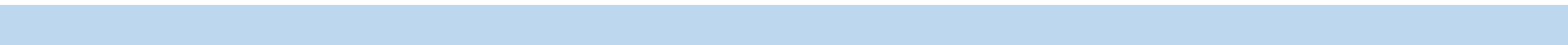
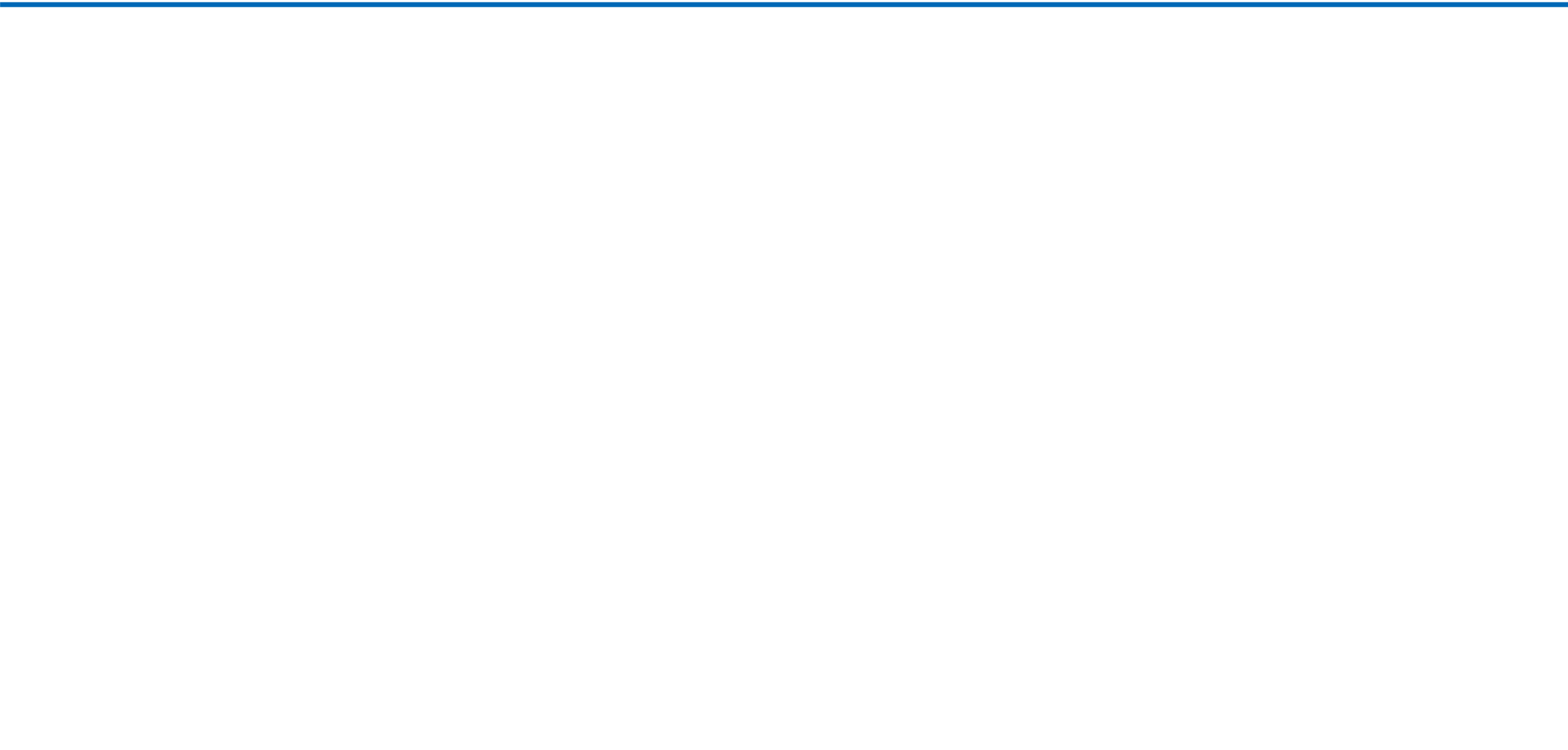


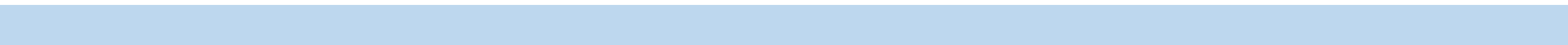
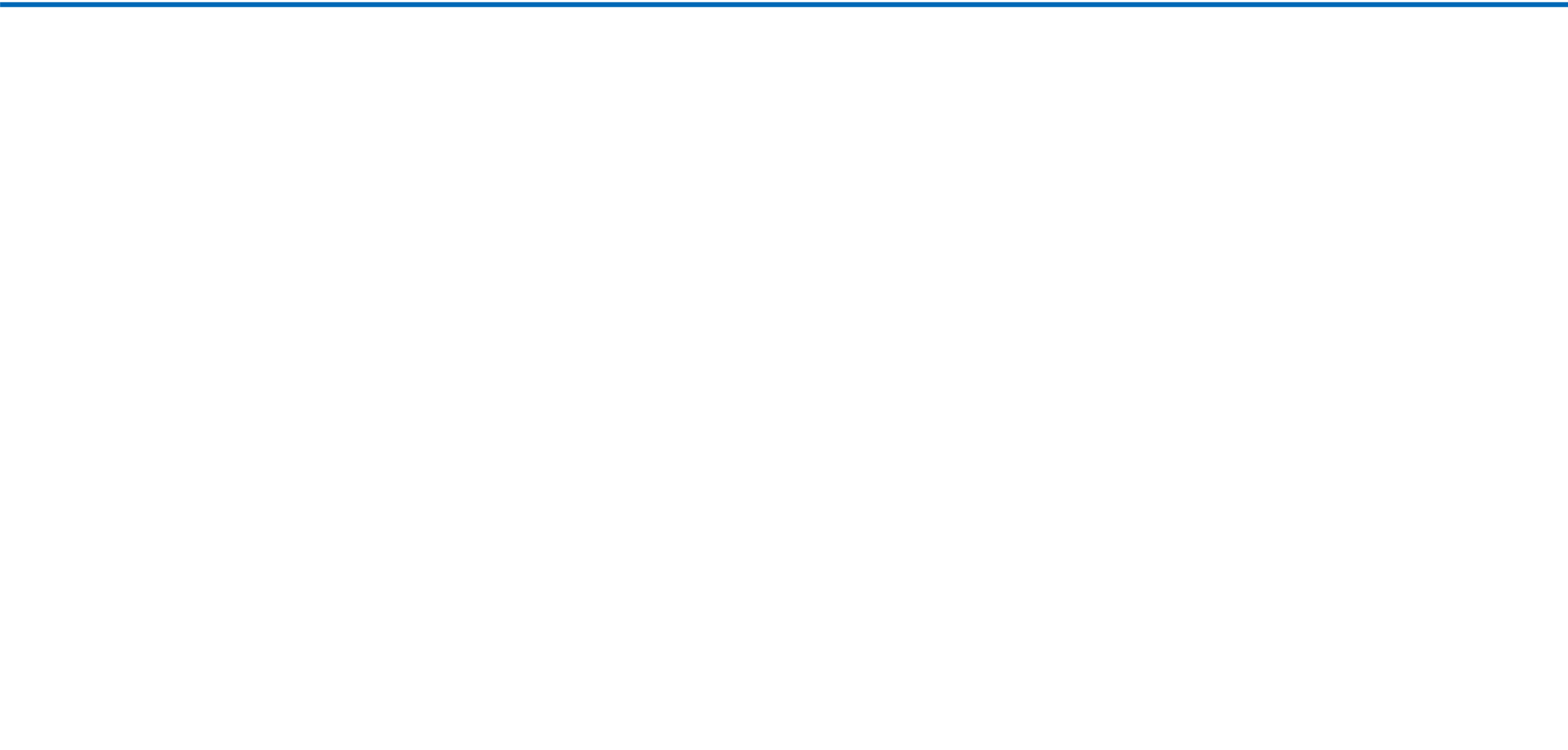
FY24 forecasts -

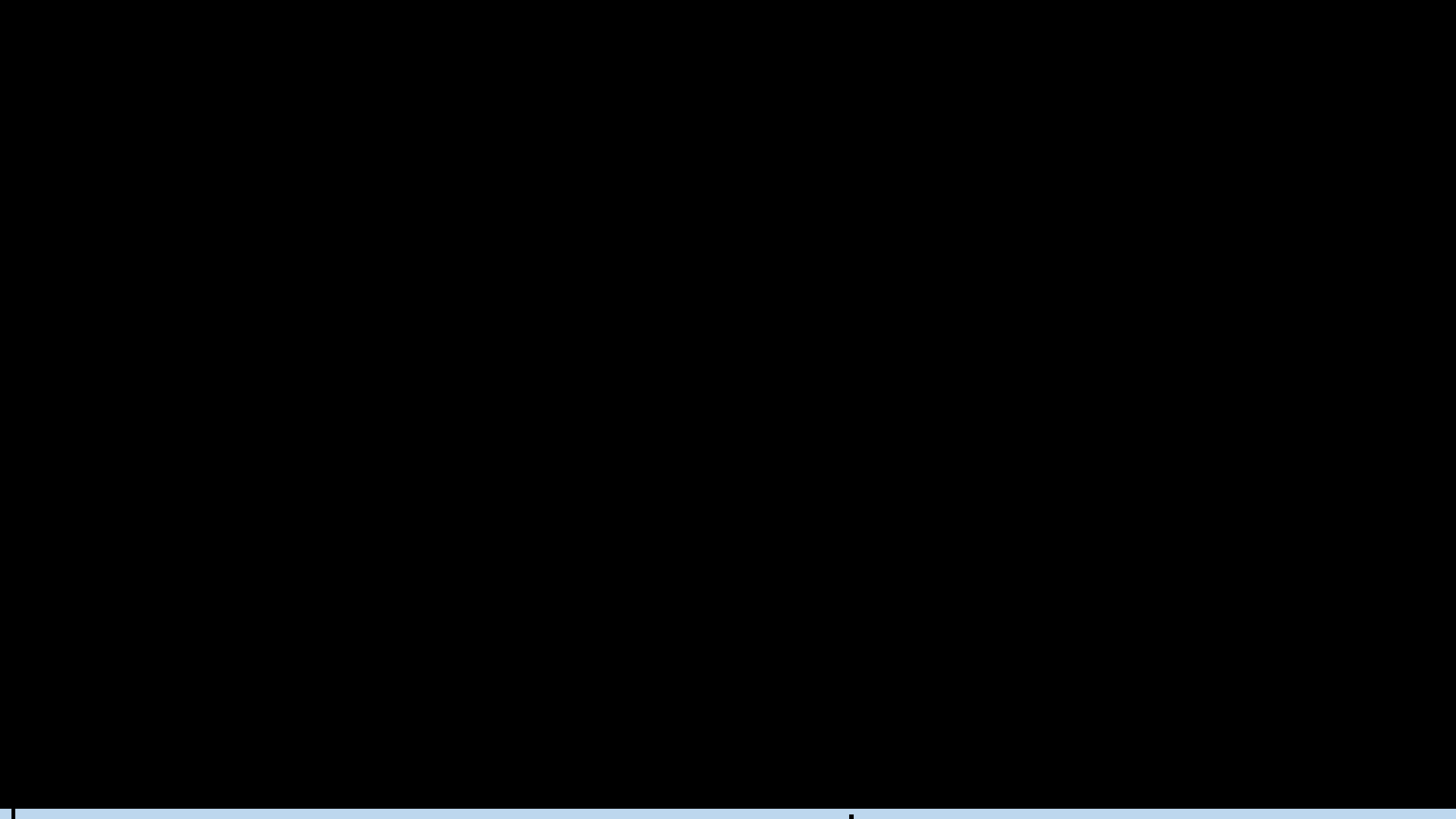




‡







1. Recognition of the current situation



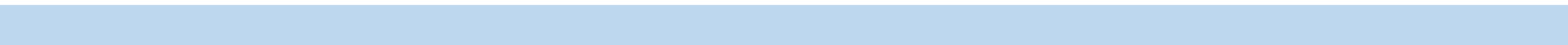
2. Progress of priority measures

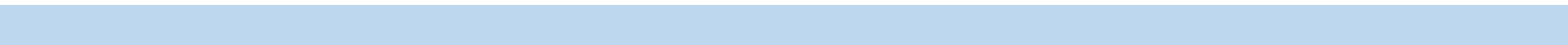
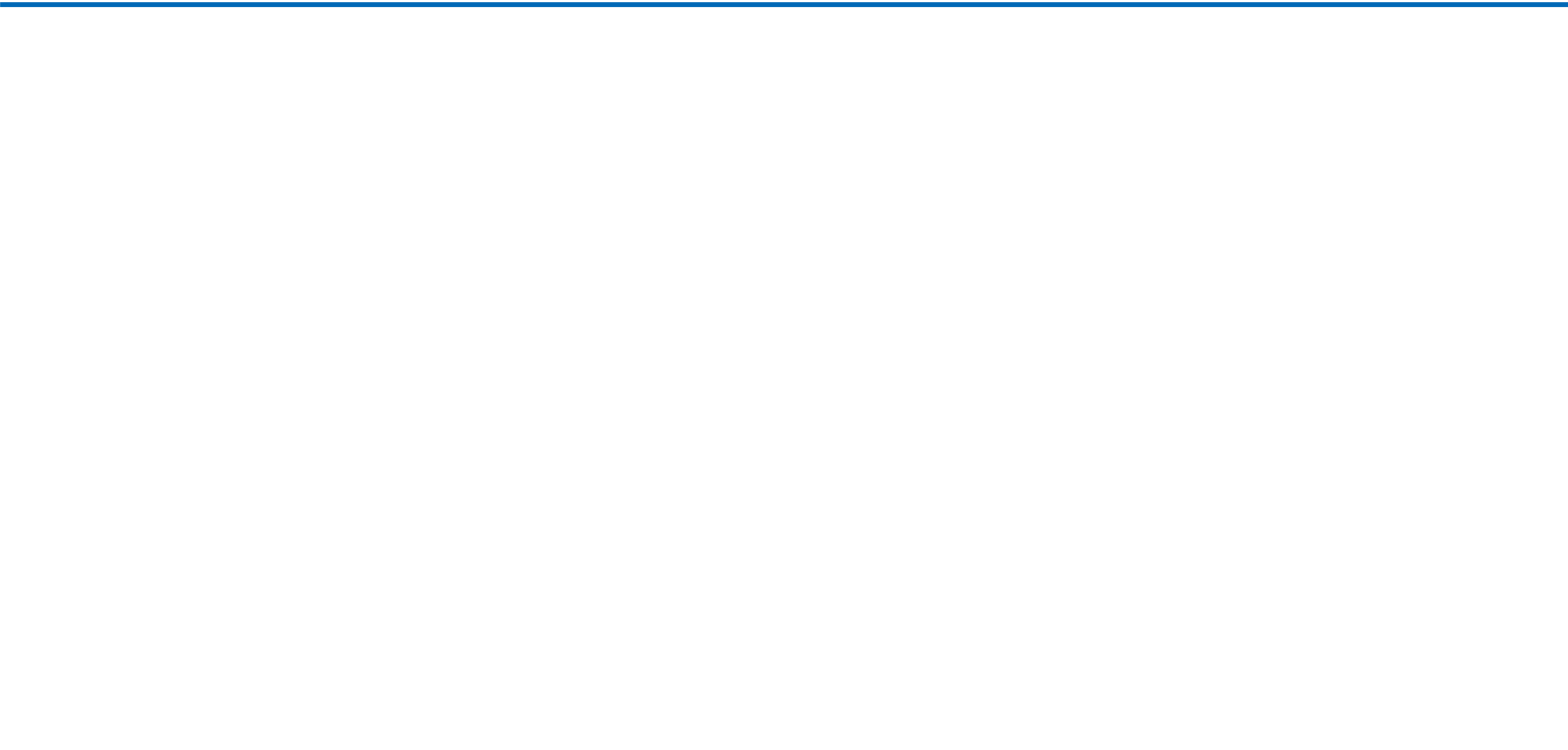


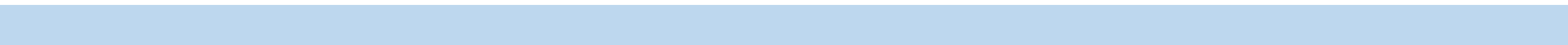
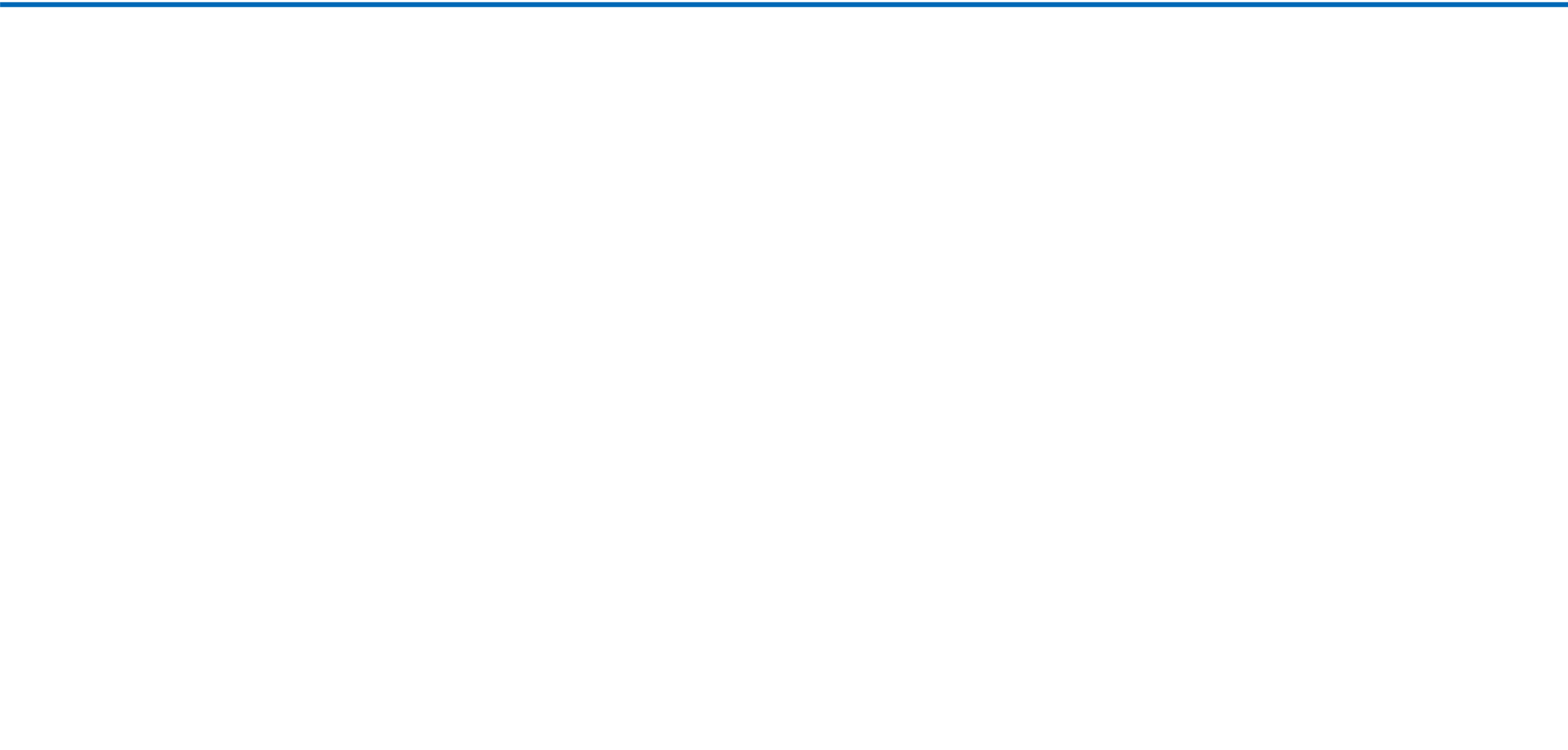
2. Progress of priority measures

(1) Maximizing revenues in existing businesses

Making steady progress in the initiatives for each business. In addition, increase profits by growing AI and data center markets







‡ FY23 Net sales and operating Income by segment
‡ FY22-25



Appendix

FY23, 25 ROIC by segment

Steadily optimize the business portfolio and achieve 5 ROIC least 6% by FY25



30%

Appendix

Changes from FY2023 – P/L



Net sales	1,066.3	1,066.3
Operating income	15.4	15.4
Margin	1.4%	1.4%
Interest revenues/expenses	(5.2)ses	

Appendix Changes from FY2023

B/S

(JPYG((()15(JP)-14(YG((()15(JP)-14(YG((()63 8b)11(i)-4(l)40(l)40(i)-4(o)-34(n)56())))) TJET0.502 g0 41 0 0 1 12.5 662.49 Tm0.2

[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

Appendix

Segments and Business Divisions
