

Outline of Our Vision for Fiscal Year 2030



Our Vision for Fiscal Year 2030

Evolving into a “Comprehensive Supplier of Cordless Products” aiming for Sustainable Growth

- Establishing a robust business model and operational foundation with a focus on cordless products, separating from external factors
- Proactively implementing growth strategies that adapt to changing conditions and placing greater emphasis on capital-efficient management in a highly uncertain business environment

Key Financial Indicators

ROE	11% or greater
OPERATING MARGIN	15% or greater
IDEAL CASH LEVEL	Monthly sales equivalent TO 2 to 3 months

Key Initiatives

① Profitability Improvement

Promoting and expanding sales of the 40Vmax series to contribute to addressing social issues

- Expansion of Business Operation
- Establishing a global framework to identify users' potential challenges

② Strengthening Business Foundation

Supply Chain Resilience

- Manufacturing bases diversification
- Multi-polar supply chain network

③ Capital Efficiency Improvement

Balance Sheet Management

- **Appropriate cash allocation**
- Strengthening shareholder return
 - Increase dividends :consolidated payout ratio at 50% or greater
 - Equity capital control through flexible share buybacks to ensure it does not increase significantly beyond current levels