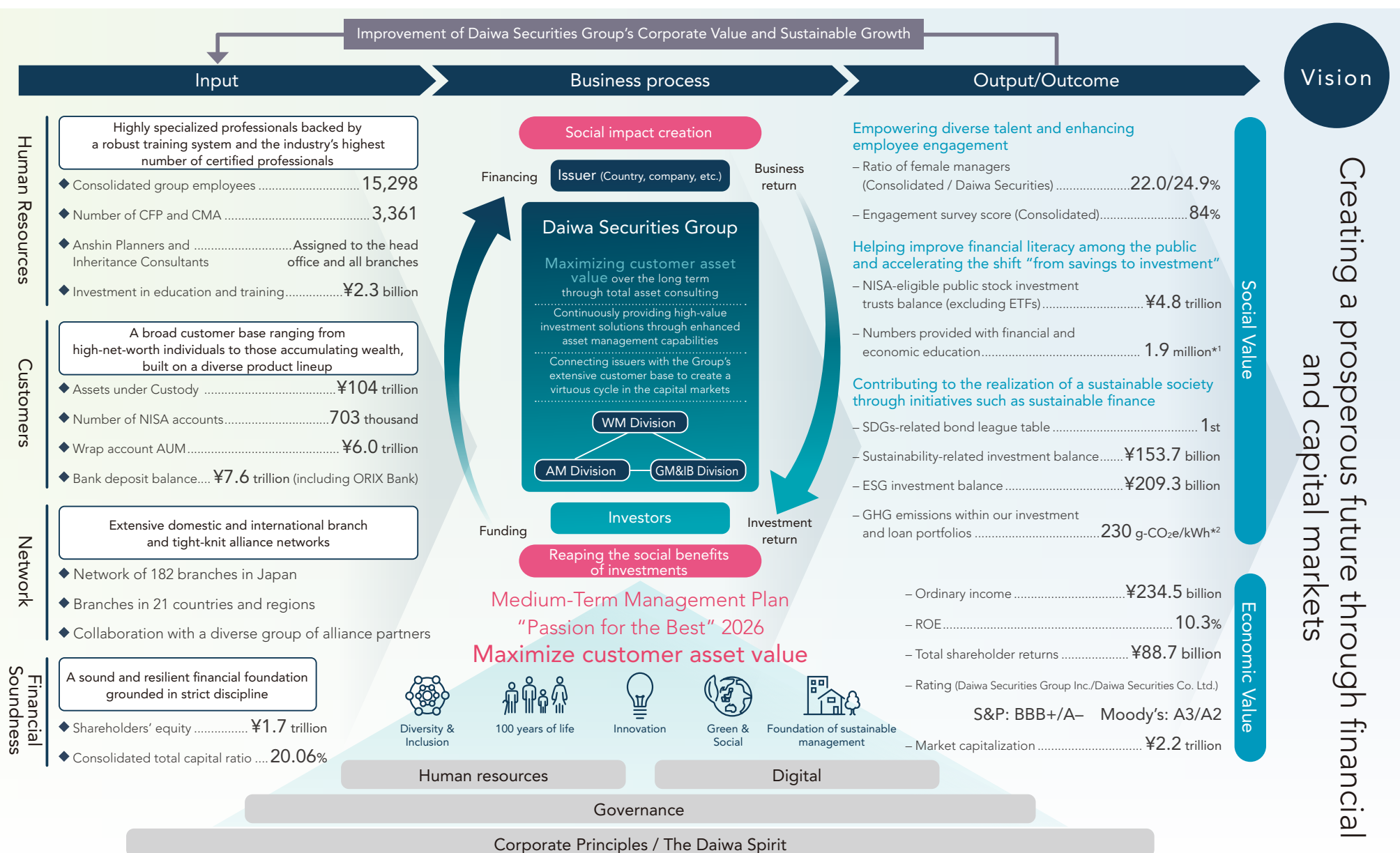


Value Creation Model



Note: Data reflects financial results for FY2025 or financial position as of March 31, 2026.

*1 Cumulative total for FY2005-FY2025

*2 Result for FY2024