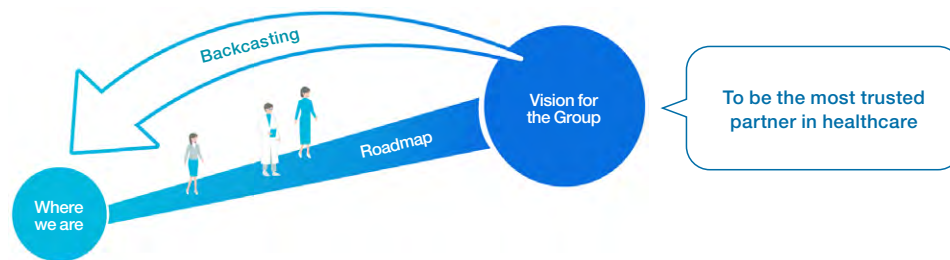


Evolving Management to Achieve Long-Term Vision 2035

Evolving our management approach to enhance corporate value

Backcasting from an ideal vision for the Group to create a roadmap

Our first step in formulating Long-Term Vision 2035 was to determine what kind of Group we want to become, and then backcasting from there to create a roadmap. We took a flexible approach in envisioning the future, bringing together the hopes and aspirations of both the next generation of employees and the management team. Our intention in doing so was to achieve a level of dramatic growth that would be impossible through discussions that were merely an extension of the past. We aim to enhance corporate value by putting strategies in place to bridge the gap between our vision for the future and the current reality.



Expanding financial and non-financial assets and pursuing a growth cycle

We consider non-financial assets to be assets with the potential to be converted into financial assets down the road. Our vision for 2035 is not simply to increase financial value, but also to achieve sustainable growth in corporate value by expanding human capital, customer assets, organizational assets, and other non-financial assets. To ensure that we can achieve this goal, we are exploring means of visualizing and implementing initiatives using non-financial indicators, such as organizational vitality and the degree of innovation.

Reference: Long-Term Vision briefing materials <https://www.nicho.co.jp/en/ir/library/vision.html>

Becoming a Group that continues to grow by shoring up existing businesses and exploring new businesses

We center our business portfolio around healthcare and peripheral areas. With this stance, we seek to achieve growth both by deepening our presence in existing businesses, including expanding the business portfolio, and by exploring new areas. To this end, we will enhance the value we provide our various stakeholders through a digital transformation strategy while also honing our competitive advantages and boosting profitability through the use of AI tools in our operations.

Expansion of business areas

