






2024–2026 Medium-term Business Plan

Materiality	Output	Metrics	Target	
			2026	2030
Adding excitement to life 	● High-quality products and services	No. of group customers	Increase rate 25% (vs. 2023)	*1
	● Exciting content	Customer survey* ² (level of excitement and emotional impact)	—	75%
Enhancing community vitality 	● Bustle of local areas	Traffic to facilities	10% increase (vs. 2023)	*1
	● Revitalization of local communities	Customer survey* ² (contribution to local communities)	—	80%
Creating a society that co-exists with the environment 	● Reduction of GHG emissions ● Circular business	Scope 1 and 2 emissions	-58% (vs. 2017)	-60% (vs. FY2017)
		Scope 3 emissions	—	Aim for -40%
		Renewable energy share in electric power used in business activities	55%	60%
		Food recycling rate	80%	85%
		Rate of new development properties that have obtained environmental certification	—	100%
		Customer survey* ² (degree of customer commitment to the environment)	—	55%
Increasing the number of value co-creation partners 	● Broad partnerships across industries and sectors ● Sustainable supply chain	No. of stakeholder co-creation projects	Over 400	Over 500 cases
		Results of human rights assessment (B rating or above)	35%	45%
Empowering diverse human resources to shine 	● Comfortable and rewarding work	Employee engagement	Employee satisfaction 70%	Set based on the achievement status in 2026
			Recommended value for work 60%	
		Ratio of female managers	31%	40%
		Gender pay gap	Gap reduction* ³	Set based on the achievement status in 2026
		Male employees taking childcare leave	95%	
		Employee turnover	Below 5.3%	

*1. We will consider indicators and targets that can be more closely linked to our business strategy to achieve materiality in our current medium-term business plan.

*2. The medium-term targets for 2030 were set based on the basic survey conducted in June 2024. A survey will be conducted in 2025 to verify the appropriateness of the targets.

*3. The gender pay gap for fiscal 2023 was as follows: 65.3% for all workers, 74.4% for regular employees, and 72.7% for non-regular employees.