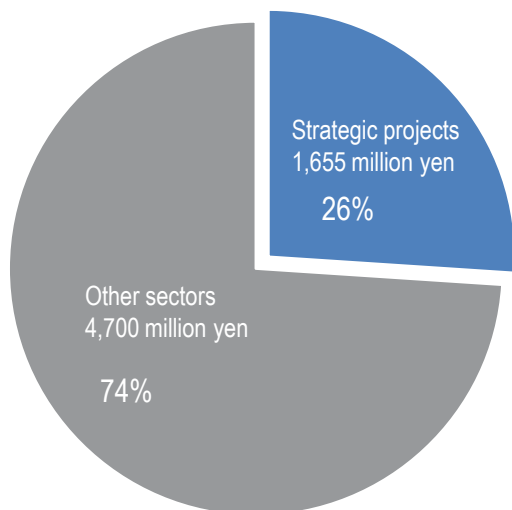


# Mechanization Investment Plan

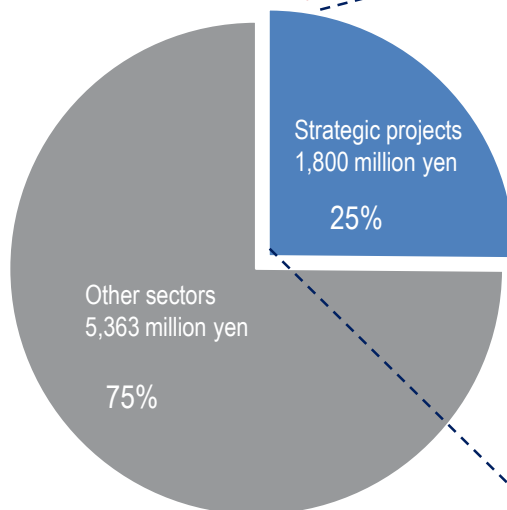
In the mechanization investment plan for FY 2023, mechanization investment for customer service and profit improvement measures, etc. accounts for approximately 25% of the total investment. We will continue to make strategic investments in order to achieve (1) expansion of our business foundation, (2) practice of ESG management, and (3) challenges for transformation, as set forth in the medium-term management plan “Value 2023.”

Actual Results of FY 2022 and the Mechanization Investment Plan for FY 2023

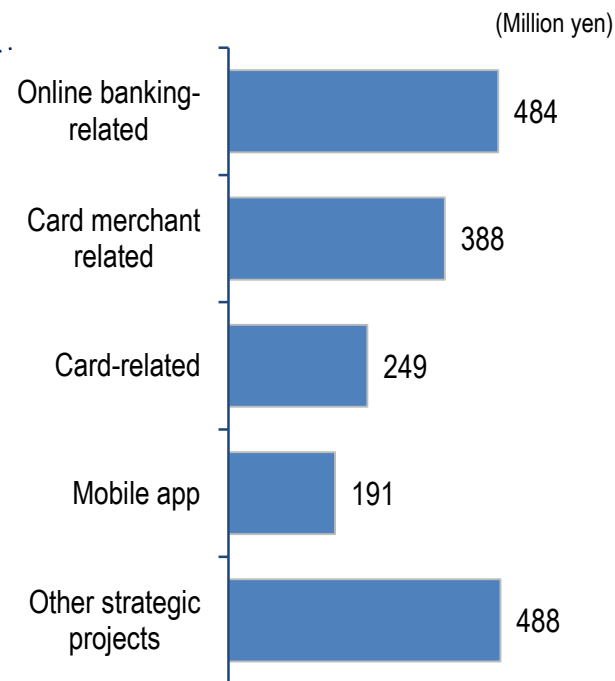
Results of FY 2022  
6,356 million yen



Plan for FY 2023  
7,164 million yen



Breakdown of Major Strategic Projects



Note: [Strategic projects]

Projects such as customer service improvement measures and profit improvement measures

[Others] Projects related to systems, risks, foundations, aging, renewal, etc.