

# Towards 2030 (Positioning of the New Medium-Term Management Plan)

## FY2026 Financial Goals

EBITDA

1 trillion yen or more

ROE

10% or more

EPS growth rate

15% or more (5-year CAGR)

### Composition of the phases of the New Medium-Term Management Plan

Completion of business structural reform (by FY2024)  
Dealing with unprofitable stores, optimizing personnel, etc.

Results of Group's strategic investment  
Last Mile / DX / Financial strategies, etc.

Execution of growth strategy

Ideal Group image for 2030

Present day

FY2026

Economic Value



Growth opportunity



Sustainability