

Cost Reductions

Efforts aimed at drastic cost reductions

- ▶ Improve business operation efficiency
 - Gradual concentration of locations aimed at a shift to a single center per block (region) system
 - Reduction of line opening backyard costs
- ▶ Reduction of marketing costs based on the full-scale operation of the Hikari Collaboration Model

<Cost Reduction Results and Plans>

*Compared to FY2011 cumulative cost reduction amount

