Steppingstones to Medium- to Long-Term Value Creation

While achieving our short-term targets, we reinforce measures in fields of strength, make advances in environmental businesses, and evolve businesses based on a market-oriented perspective. In such ways, we lay steppingstones for a solid growth trajectory over the medium to long term.

Corporate
Value

Cost of
Capital

Created
Value

Created
Value

Growth
Rate

POINTS

Building on Our Existing Strengths

► Page 58

By acquiring further business opportunities and maximizing synergies in fields and regions where we have strengths, we will take a medium- to long-term perspective as we enhance corporate value.

Viewing Environmental Issues as Business Opportunities

► Page 59

We intend to resolve social issues in a manner that contributes to the enhancement of our corporate value. By taking full advantage of our strengths as a general trading company, we will expand and actively promote environmental businesses.

Realizing Our "Sampo-yoshi" Philosophy through the Multifaceted Business Development

► Page 60

In the storage battery business, we aim to harness a market-oriented perspective and an ecosystem that shares value among all stakeholders as the driving force. We leverage our strengths as a general trading company to achieve sustainable increase in value.

Initiatives and Systems Supporting Sustainable Growth

To increase the sustainability of value creation through lowering the cost of capital, we will continue to step up sustainability initiatives, pursue a human resource strategy directly linked with the enhancement of corporate value, and make advances in our corporate governance system.



POINTS

Addressing Climate Change

► Page 66

We will lay appropriate forward-looking foundations by conducting scenario analyses to determine impact on individual businesses. And we will continue to shore up our robust earnings base, centered on consumer-related businesses.

Human Resource Strategy Directly Linked with the Enhancement of Corporate Value

► Page 70

By clearly identifying our human resource strategy as our management strategy, we will take advantage of our strength in "individual capabilities" to achieve increases in labor productivity, generating sustainable increases in corporate value in a positive cycle.

Transition of the Corporate Governance System

► Page 72

We will continue advancing toward an effective and transparent governance system as a foundation for sustainable increases in economic and social value.