

S (Social / Cultural)						
Risks			Opportunities			
Decrease in fossil fuel demand; business damage due to increasingly abnormal weather	Addressing Climate Change (Contribute to building a decarbonized society)					Increase in business opportunities in renewable energy, etc.
	1	2	3	4	5	
Labor shortages and outflow of personnel; harassment, mental health, and long working hours; increases in health-related costs	Cultivating a Motivating Workplace Environment					Improve labor productivity with IT tools; enhance work efficiency through flexible work systems; improvement in health and motivation; securement of superior human resources
	1	2	3	4	5	
Project delay and continuity risks due to human rights issues; compliance violations and data leaks	Respecting Human Rights					Business stabilization and recruitment through harmoni- ous coexistence with local communities; construction of a safe and secure product supply system
	1	2	3	4	5	
Decrease in creditworthiness when safety and health issues occur; destabilization of markets and the social security system	Contributing to Healthier and More Enriched Lifestyles					Increase in demand for products and services compati- ble with a non-contact society; increase in demand for food safety, security, and health promotion; expansion of personal consumption and information, financial, and distribution services
	1	2	3	4	5	
Occurrence of environmental issues and protest campaigns; industrywide structural exhaustion as competition drives down prices	Ensuring Stable Procurement and Supply					Increase in demand for resources in emerging countries; stable supply of environmentally friendly resources and raw materials
	1	2	3	4	5	
Lowering of corporate value assessment by investors; withdrawal of invested funds; exclusion from investment target; decline in stock prices	Maintaining Rigorous Governance Structure					Rising of corporate value assessment by investors; addition to investment targets; inflow of investment funds; increase in stock prices
	1	2	3	4	5	

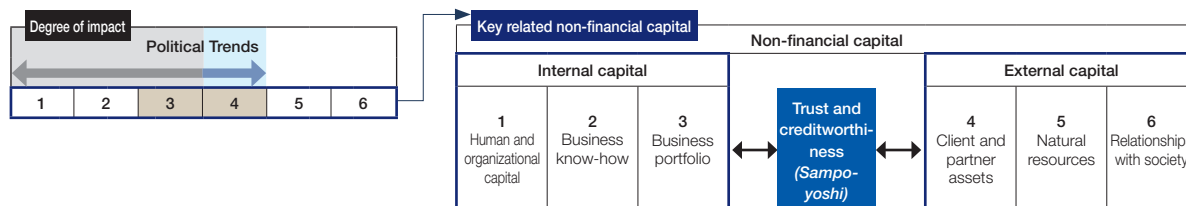
Provide products and services, create new businesses, and conduct asset replacement
based on “Sampo-yoshi” Group corporate mission, aiming to resolve social issues

T (Technological)						
Risks			Opportunities			
Obsolescence and extinction of existing business models from proliferation of new technologies such as AI and IoT; leaks of internal data due to cyber criminals	Evolving Businesses through Technological Innovation					
	1	2	3	4	5	6
			Creation and provision of innovative services and new business models; improve productivity and optimize overall supply chain through use of new technology			

By taking a market-oriented perspective to address rapid technological innovation and changes in consumer behavior,
advance the transformation of business models

Guide to understanding this page

Each macroeconomic factor displays the impact from risks and opportunities, as well as key related non-financial capital



➡ Page 38 Sustainable Value Creation through Capital Accumulation