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Increasing SC Group's Corporate Value over medium- to long-term

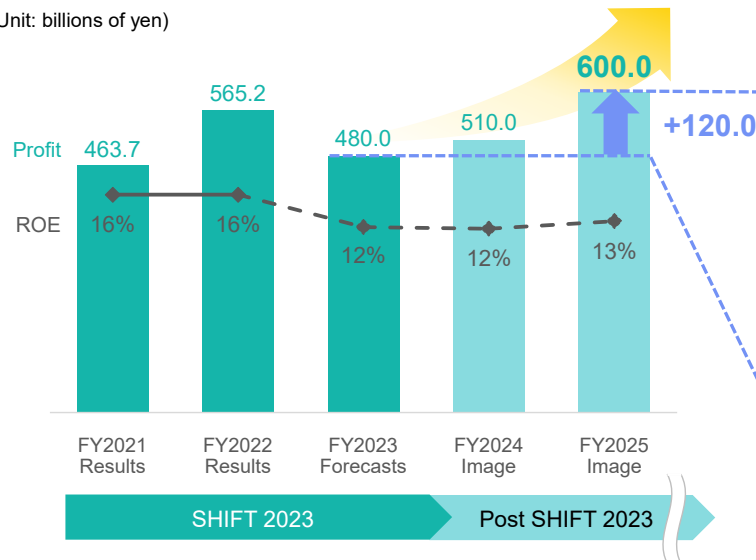
Representative Director, President and Chief Executive Officer, Masayuki Hyodo

Looking ahead to 2025

- By completing SHIFT 2023, we will establish an earnings base that ensures an ROE of 12 to 15% regardless of the external environment. By Linking this to further growth, we aim to achieve a profit of ¥600.0 bil. in FY2025.

Annual profit and ROE

(Unit: billions of yen)



Profit driver from FY2023 to FY2025

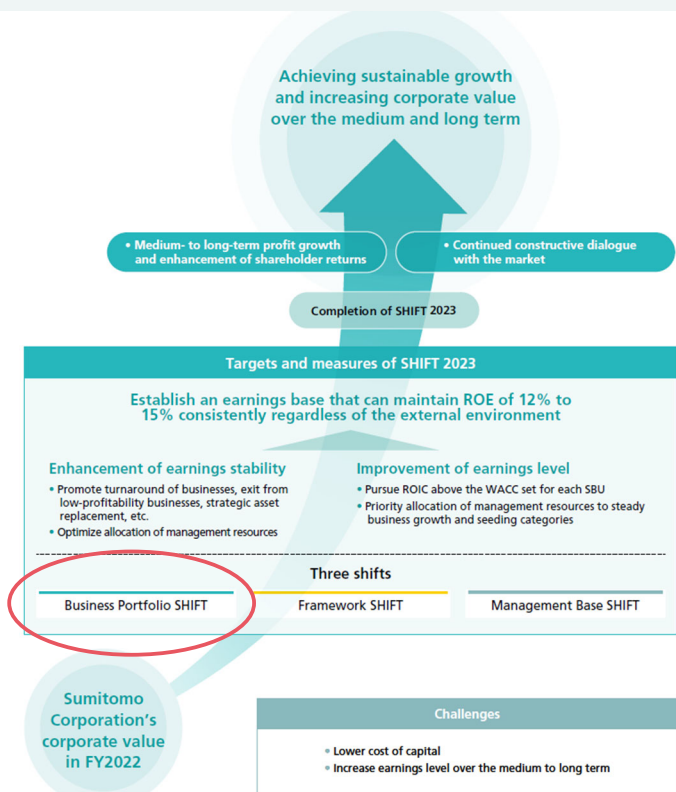
Non-mineral resources: +105.0

- Automotive sales & marketing business: strengthen sales in priority markets
- Construction equipment-related business: geographic/customer base/products expansion
- Overseas IPP/IWPP business: increasing earnings from existing businesses
- Overseas telecommunications business: generating revenue from an expansion of telecommunications areas
- Retail business: Improving profitability through shop refurbishment and DX, and expansion of revenue base
- Healthcare business: expanding the revenue base
- Agribusiness: area expansion, functional enhancement

Mineral Resources: +15.0

- Nickel mining and refining business in Madagascar
- Copper mining business in Chile

Achieving sustainable growth and increasing corporate value over the medium- and long-term



Pursuit of Economic Value and Expanding Non-financial Capital to realize Economic Value

- Maintain ROE of 12-15%, Improve profit "Stability" and "Growth"
- Businesses that sustainably generate Economic Value are those generate high social and environmental value
- Importance of expanding non-financial capital, that are source of social and environmental value creation getting higher than ever



Our Value Creation Model

