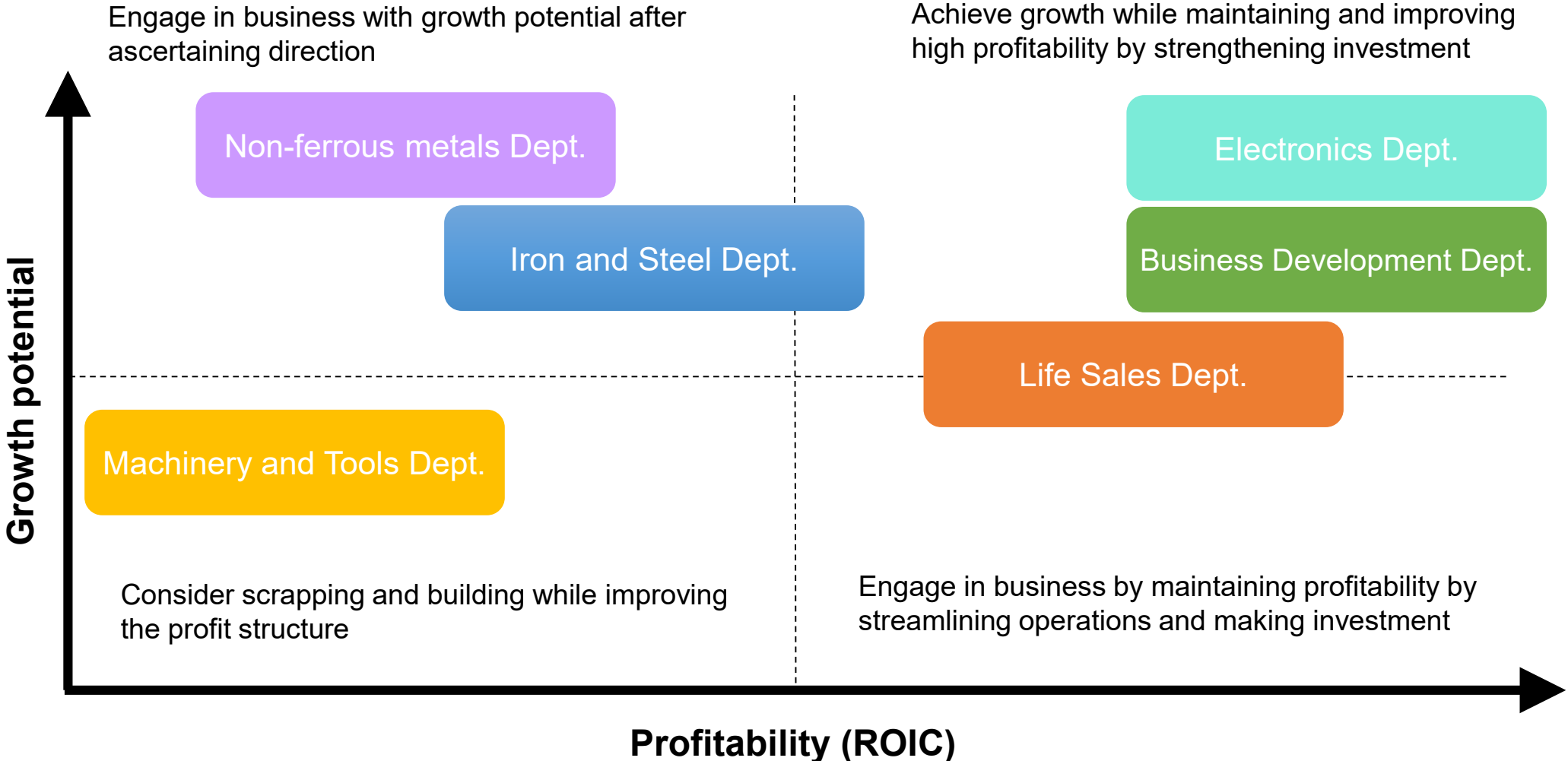


Optimization of Business Portfolio

From a medium- to long-term perspective, the Group will build an optimal business portfolio with focus on the **growth potential** and **profitability** of its businesses as described below.



Future Issues Based on Verification by Business Departments

<p>Profitability</p>	<p>Maintaining and improving profitability Electronics/Life Sales</p>	<p>Strengthening procurement partnership/Improving profitability Non-ferrous/Machinery and Tools</p>	<p>Formulate strategy for each business</p>
<p>Business expansion</p>	<p>Expanding sales regions and improving the functions of locations Iron and Steel/Non-ferrous/Electronics</p>	<p>Expanding into unexplored regions and sectors Electronics/Life Sales</p>	<p>Actively engage in investment activities such as M&A</p>
<p>Environment/Society</p>	<p>Spreading environmentally conscious products Business Development</p>	<p>Contributing to local communities and creating employment through investment, etc. Iron and Steel/Non-ferrous/Electronics</p>	<p>Promote ESG management</p>

Recognize and address the issues in each business department as part of the business portfolio strategy