

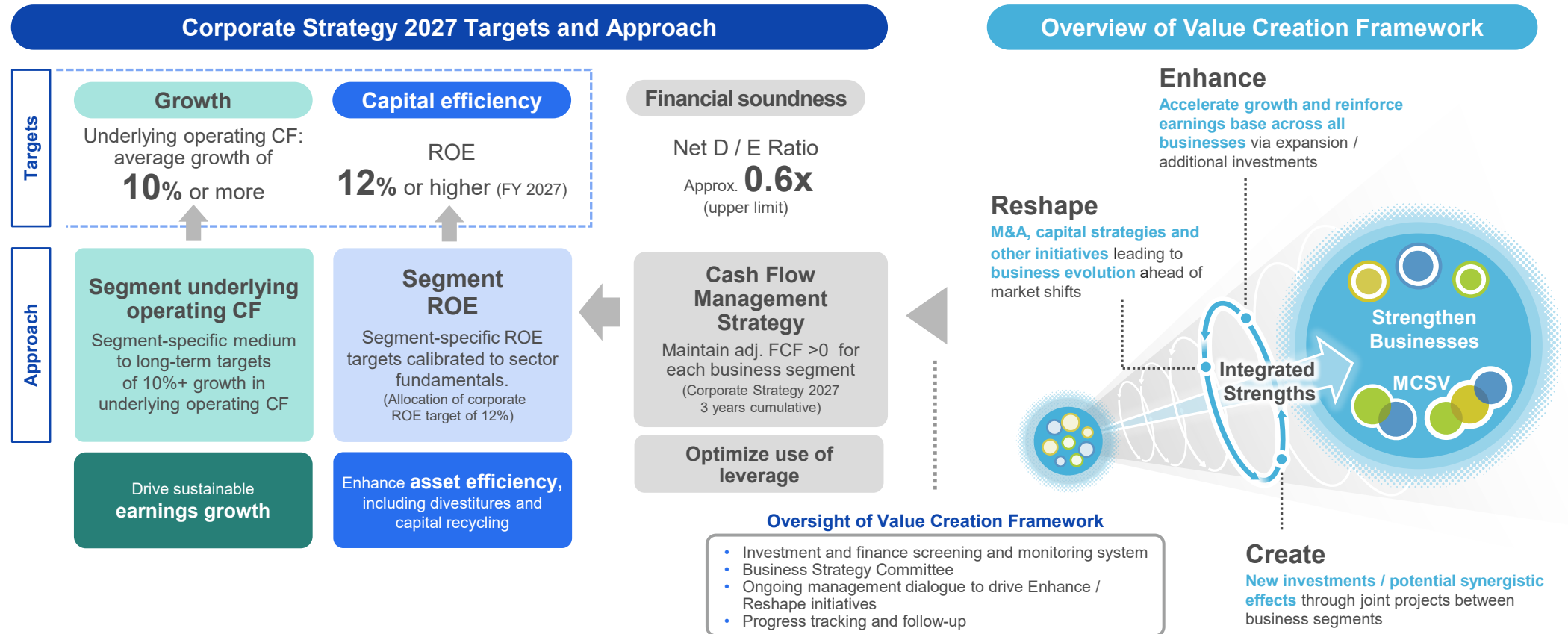
**MCSV** Creation Forum  
Investor Day 2026

**2 Initiatives to Drive Value  
Creation and Capital  
Efficiency**

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## 1. Operating Model Driving Sustainable Growth

- We established segment-specific targets for underlying operating CF and ROE across all business segments, backed by our cash flow management strategy, to drive both growth and capital efficiency.
- We expect to deliver our overall corporate targets through the operating model below.

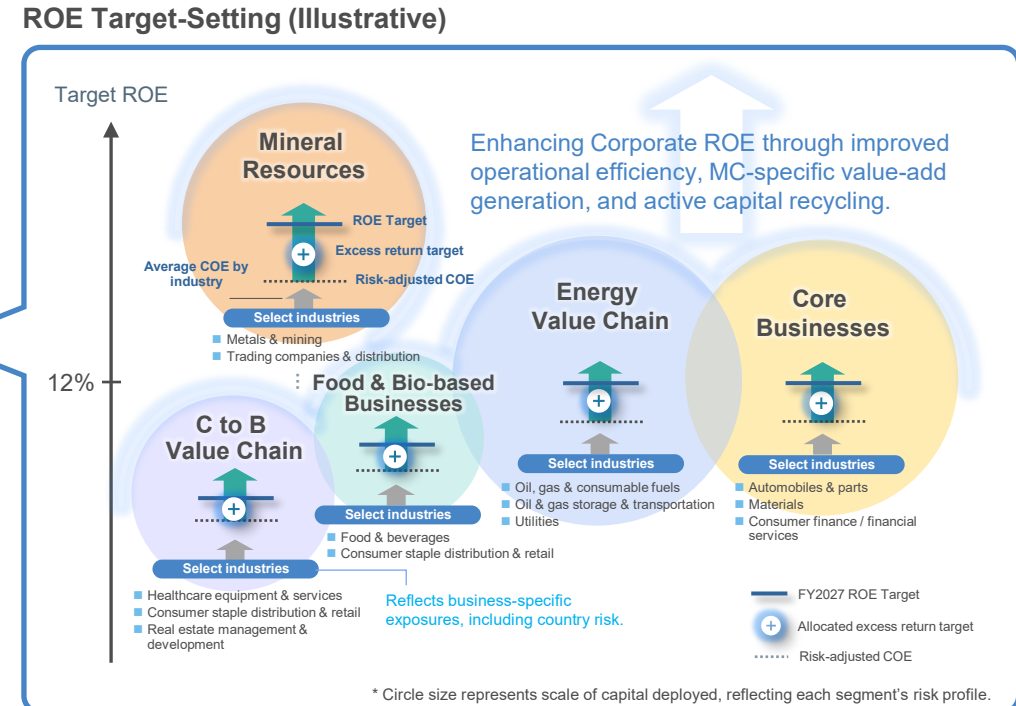
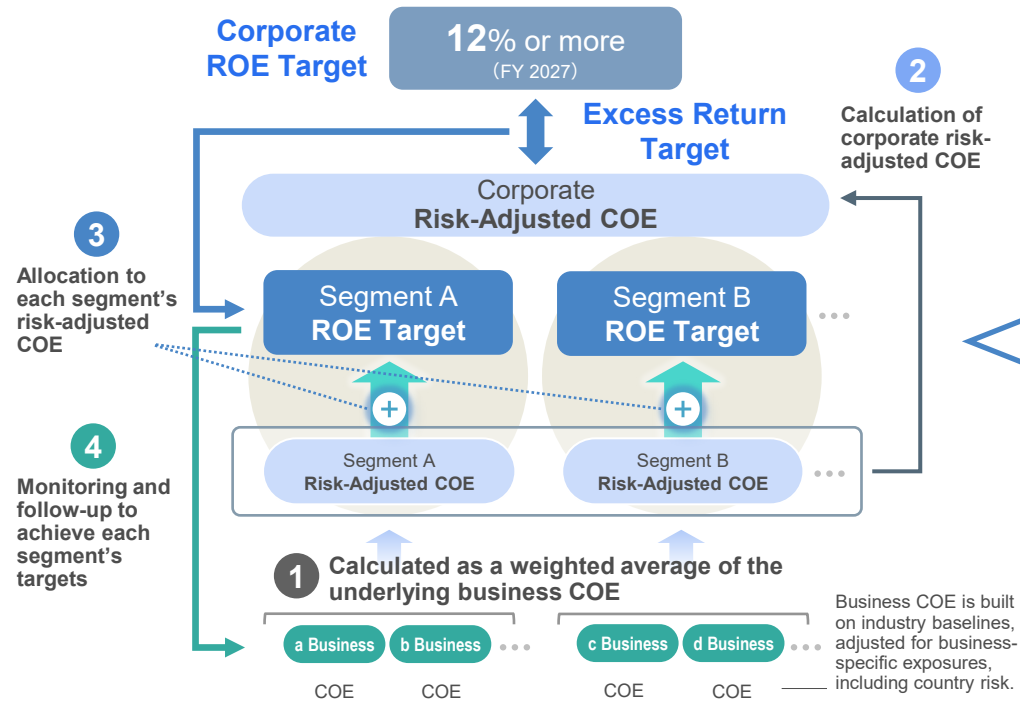


# 2

## 2. Operating Model for Setting and Managing ROE Targets

- We define the risk-adjusted cost of equity (COE) for both the company and individual segments based on their specific required rates of return.
- Segment-specific ROE targets are then set by allocating the excess returns necessary to achieve our corporate ROE target of 12% or higher.
- We established a monitoring and follow-up process to drive continuous improvement in rates of return across each business in line with these targets.

### Approach for Achieving the Corporate ROE Target



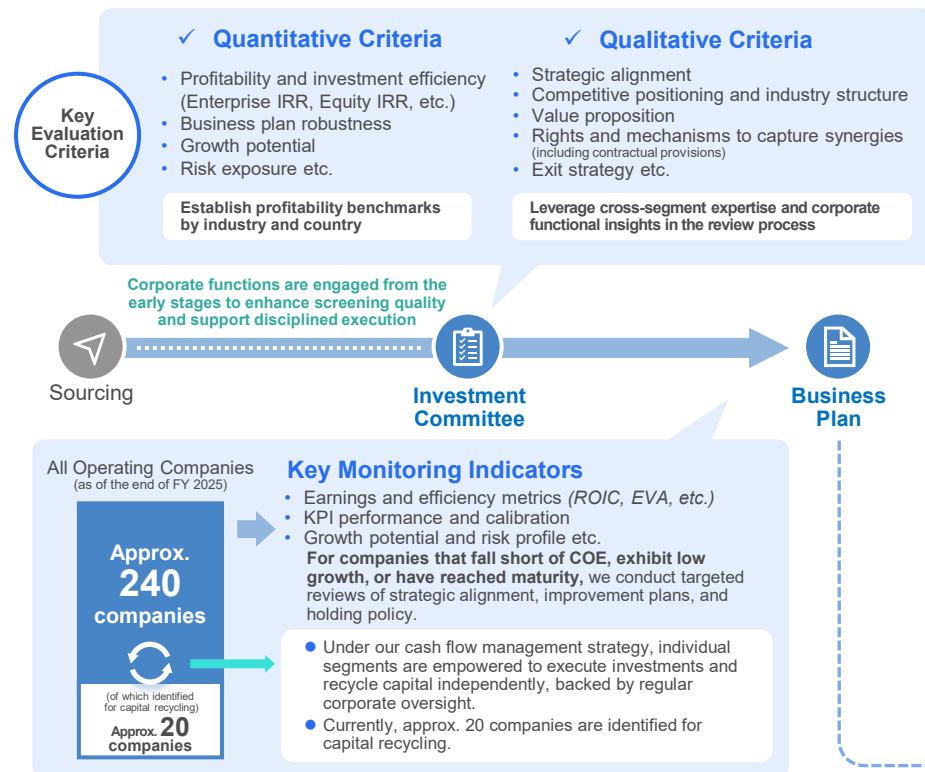
Note: Risk-adjusted COE is a notional figure using average COE by industry, adjusted for business-specific exposures, including country risk.

Note: This diagram presents operations by business area for IR communication purposes. Internally, actual ROE targets are set and monitored at the business segment level.

## 3. Business Management Cycle and Monitoring Process

- Individual investment and financing projects are evaluated with strict discipline from both quantitative and qualitative perspectives.
- We review all our investments annually to assess changes in the macro environment, strategic alignment, growth potential and capital efficiency. This drives continuous portfolio enhancement through targeted additional investments and active capital recycling.
- Beyond individual project reviews, management conducts annual discussions on each segment’s overarching business strategy and quantitative plans to ensure the delivery of our corporate targets.

### Investment Screening and Monitoring



### CS2027: Business Management Cycle

