

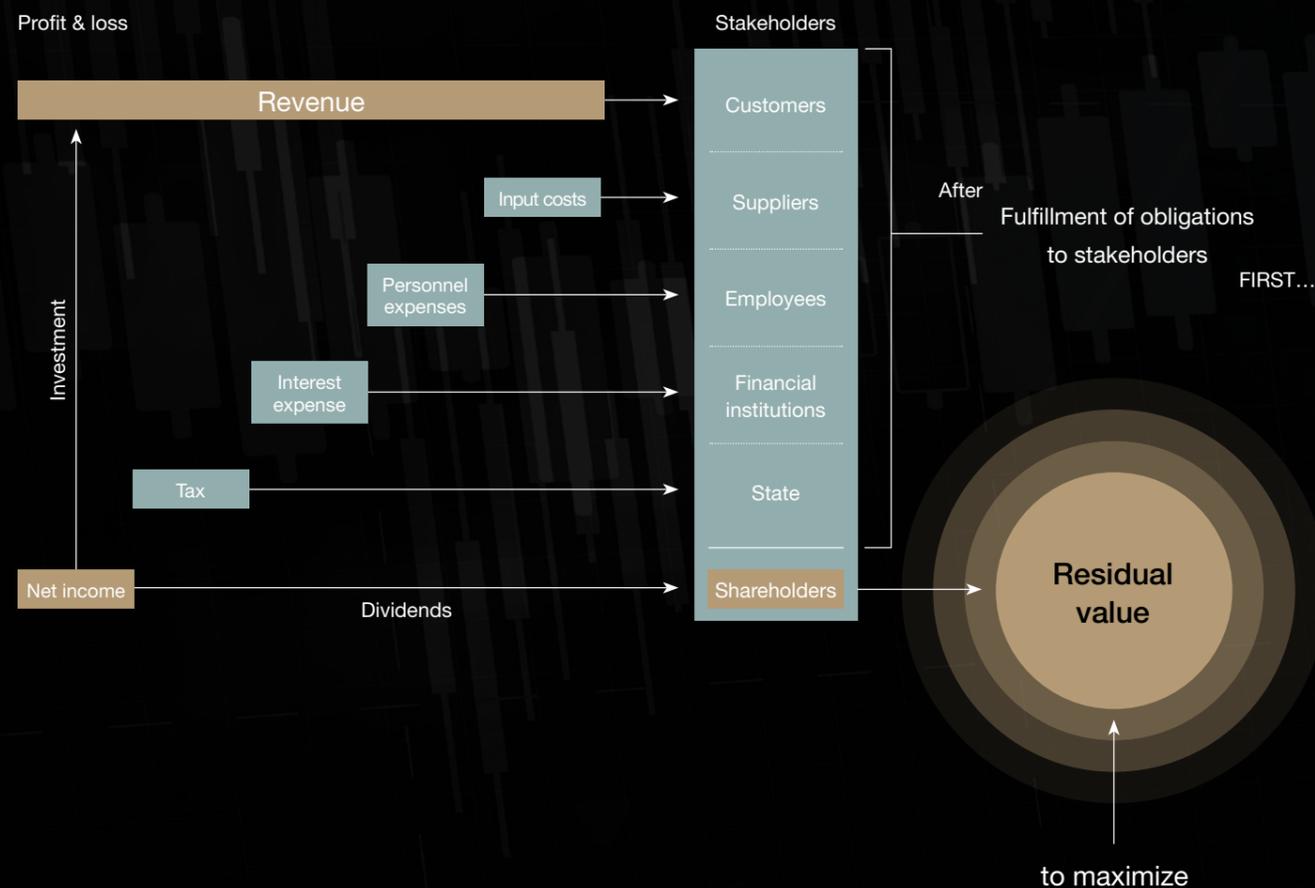
# Maximization of Shareholder Value (MSV) — Our Sole Mission

The diagram below shows the stakeholder relationships using a profit and loss statement. Fulfilling our obligations to all stakeholders first and foremost is the primary premise. These obligations include not only legal ones but also social, ethical and sustainability obligations.

MSV is about maximizing the residual value after fulfilling our obligations to all stakeholders. However, while obligations to stakeholders have upper limits, residual shareholder value has none.

$$MSV = M(EP\text{S}) \times M(PER)$$

Stock price equates to EPS (earnings per share) multiplied by PER (price-to-earnings ratio). Therefore, we pursue the maximization of both EPS and PER.



## Maximize EPS

Why do we maximize EPS instead of just earnings?  
We note that an earnings increase can sometimes result in EPS reduction if accompanied by less than ideal share issues which dilute EPS.

There are 2 pillars of EPS maximization:

1. Organic growth
2. Asset assembly

We strive to maximize both pillars through operational efforts as well as disciplined M&A accompanied by ideal financing.

## Maximize PER

PER basically reflects capital markets' expectation of the company's EPS growth. We focus on maximizing our PER by using a variety of IR activities, a carefully formulated finance strategy, sustainability initiatives, as well as assembling quality assets to raise our EPS growth potential.