

3-1 FY2023 Results of Major Initiatives and Value Creation Narrative

	Priority Measures	Initiatives
Creating a future for future generations together	Help realize a carbon-neutral society	Kesou
	Innovate for sustainable consumption and living	
	Support future generations to “create businesses”	
Creating happiness for individuals	Support individuals in pursuing their interests	HERALBONY Supportive Investment
	Support the personalities of individuals	
	Support the health of individuals	
	Support individuals in utilizing their money	
Creating an ecosystem for co-creation	Provide venues for co-creation	Human Capital Investment
	Innovate workstyles and organizations	