



New Long-Term Management Plan

VISION 2023

Challenging ourselves for the BEST solution

November 6, 2018
Sanyo Trading Co., Ltd.

What is **VISION2023**?

Sanyo Trading aims to be a company that provides optimal solutions to customers to raise value added in niche areas and demonstrate its presence.

VISION2023 is a long-term plan with a milestone to be achieved in five years. The plan is formulated for the Company to continue its business as a healthy company, following the basic policies of **VISION2020**, the current long-term management plan.

Sanyo Trading will follow its management mission as a fundamental principle, slogan, business mission and credo to continue to improve the corporate value.

Overview of **VISION2023**



Management Mission and Slogan

Management Mission

With an unwavering and enterprising spirit and a free and open corporate culture, we will supply the best solutions in a flexible and timely fashion, working to realize a process of "co-creation" by which we contribute both to the sustainable development of the international community and the happiness of our employees.

Slogan

Challenging ourselves for the BEST solution

Purpose (1) Group that rises to challenges and provides the best solutions

Item	Challenge
Corporate structure	Challenging ourselves for the BEST solution
	Strengthening the Company's foundation
	Environment that provides job satisfaction

Providing the best solutions to customers, the core of the management mission, is qualitatively the most important challenge for the Company. Each solution will solidify its future.

While maintaining a free and open corporate culture and complying with laws and regulations, we will strengthen the Company's foundation, leveraging IT, promoting ESG activities and strengthening the financial base.

Lastly, we will invest in human resources and will develop the working environment based on the belief that job satisfaction is part of the happiness of our employees, as mentioned in the management mission. In this way, we will strengthen the corporate structure based on the management mission.

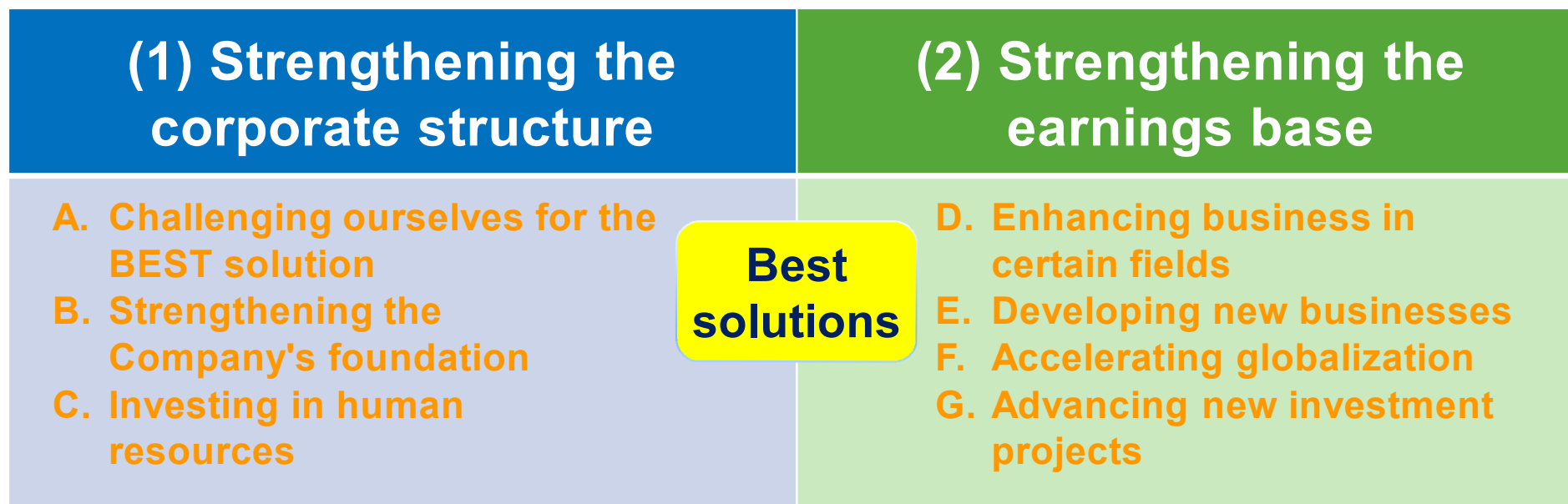
Purpose (2) Continuous earnings growth (numerical targets)

Item	Target (Fiscal year ending September 30, 2023)
Consolidated ordinary income (2023)	7.5 billion yen
ROE	15%
Growth rate (sales) at overseas offices	10%/year

Numerical targets for 2023 for continuous earnings growth are consolidated ordinary income of 7.5 billion yen, ROE of 15% and annual global growth rate of 10%.

Basic Strategy

VISION2023 consists of two basic strategies, **strengthening the corporate structure and strengthening the earnings base**, and seven strategies (A to G) under the basic strategies.



Basic Strategy (1): Strengthening the Corporate Structure

Strategy A	Challenging ourselves for the BEST solution We will build a corporate structure to challenge ourselves for the BEST solution, as the slogan says, under the management mission, business mission and credo.
Strategy B	Strengthening the Company's foundation Maintaining a free and open corporate culture, a flexible organizational structure and compliance with laws and regulations, we will use IT, advance ESG activities and strengthen the financial base.
Strategy C	Investing in human resources We will increase investment in human resources for enhancing the education and training of employees, increasing job satisfaction, safety and health, and flexibly utilizing diverse human resources.

Basic Strategy (2): Strengthening the Earnings Base

Strategy D	Enhancing business in certain fields We will pursue and enhance high value-added business, taking advantage of our strengths in niche areas in addition to the main business domains.
Strategy E	Developing new businesses We will launch new projects to promote new businesses that are feasible by 2023.
Strategy F	Accelerating globalization We will accelerate globalization, making our bases in the U.S., China and Thailand hubs. We will aim for annual growth of 10% at overseas bases.
Strategy G	Advancing new investment projects We will promote investment in projects that are related to the Company's business domains and are expected to contribute to the following (i) synergies with the existing businesses, (ii) future growth and (iii) globalization.

Domain of Each Business Unit

Business Unit	Solution (Philosophy)
Industrial Products Business Unit	Provide cutting-edge technologies that change society, leveraging agility, knowledge and just-in-time systems, and contribute to social development primarily in the filed of mobility.
Rubber Business Unit	Contribute to the development of the rubber industry worldwide by providing timely services with a pioneering spirit based on the trust and achievements accumulated over many years.
Chemical Business Unit	Contribute to the development of the fine chemical industry by providing optimal solutions, leveraging a wide range of technological knowledge and specialty products in niche areas, and actively making investments.
Machinery & Environmental Business Unit	Seek superior technologies and facilities overseas in the fields of powder processing and woody biomass and provide them, thereby contributing to advancing food safety and renewable energy.
Scientific Instruments Business Unit	Contribute to technological progress and people's health by providing equipment that contributes to the development of science, healthcare and industry.