

Mission

Create an amazing life platform that brings WOW! to our users.

External environment

- Low birthrates and an aging population
- Declining working population
- Work style reform
- Digital transformation
- Advent of 5G
- Uncertain international situation
- Economic growth in Asia
- Climate change
- Spread of infectious diseases

Sources for Value Creation (Inputs)

Human capital

- Group employees [28,196](#) (as of March 31, 2024)
- Total hours spent on capacity building training [Over 920,000 hours](#)

Financial capital
AA-(JCR) A+(R&I)

- Financial Statement Historical Data [↗](#)
- Consolidated Statements of Financial Position [↗](#)
- Consolidated Statements of Income [↗](#)

User base

- Cumulative no. of users of the Group* **Over 320 million**

Intellectual capital

- Cumulative total of patents [4,586](#) (as of March 31, 2024)
- Technology base, global development capabilities [↗](#)

Diverse Business Portfolio

Number of services provided in Japan **Over 200**
115 subsidiaries, 39 affiliated companies

- Business Portfolio

Natural capital

Total energy consumption **6,149,426 GJ** (FY2023)
Water consumption **666,818 m³** (FY2023)

- ESG Data [↗](#)

Key Issues for Management (Materiality)

Providing new (WOW!) experiences using data/AI

Operating safe & secure digital platforms

Building a resilient social infrastructure

Reinforcing human capital

Fulfilling responsibilities for the global environment and future generations

Reinforcing group governance

- Materiality [↗](#)

Business Activities/Outputs

→ **Media**

AD Advertising Web Portal Communication
NEWS News Local Membership

→ **Commerce**

Shopping Reuse Travel

→ **Strategic**

P Payment Credit Card Bank

Foundations for Business Activities

- Corporate Governance [↗](#)
- Privacy and Security [↗](#)
- Human Capital [↗](#)
- Risk Management [↗](#)
- Compliance [↗](#)
- Internal Control [↗](#)

Value to Be Created (Outcomes)

Creation of social value

- Provision of convenient and inspiring user experiences
- Provision of safe and secure IT services
- Disaster prevention/mitigation, pandemic responses
- DX for municipalities and medical services, online education
- Realization of a recycling-oriented society through reuse initiatives
- Using the power of IT to realize a low-carbon society
- Environmentally friendly service operations
- Achievement of carbon neutrality (Scope 1 & 2) by 2030

Enhancement of corporate value

- Developing and reinforcing human capital that creates diverse value
- Improvement of employee well-being

National and local governments

Employees

Shareholders and other investors

Users

Partners

Future generations

Regional communities