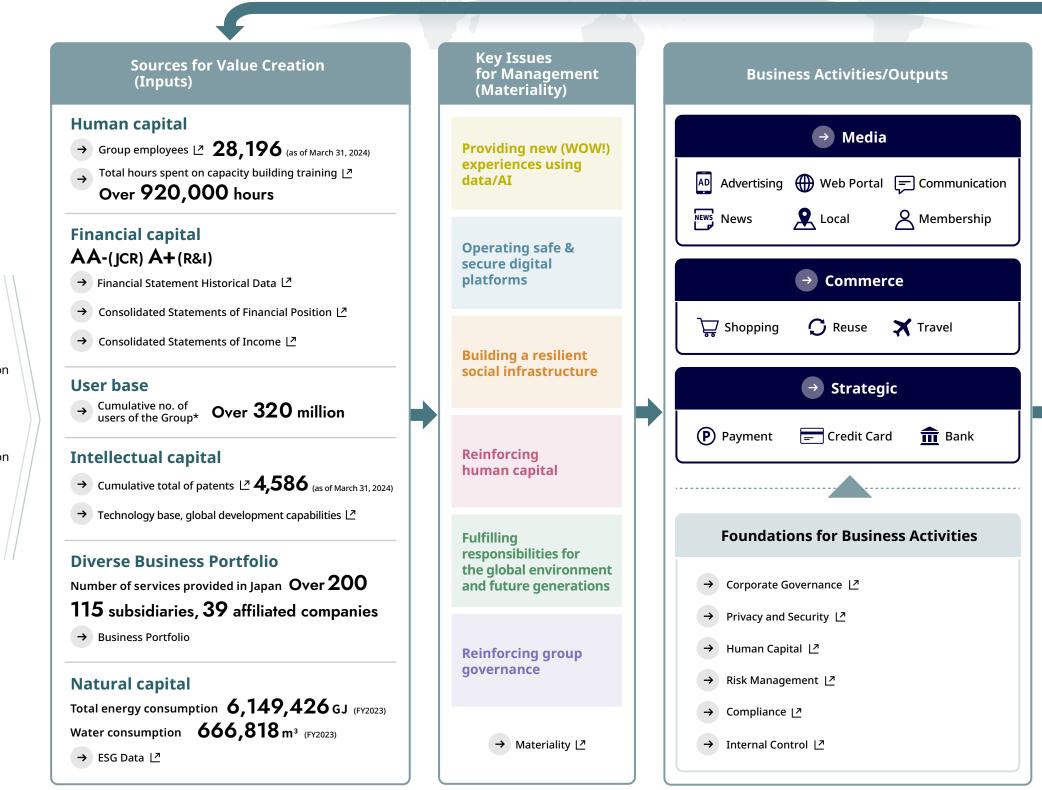
Mission

#### 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

### 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



#### Shareholders and other investors

Users

#### Partners

Future generations

Regional communities