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

Key Issues

for Management (Materiality)

Providing new (WOW!)

experiences using

Operating safe &

Building a resilient

social infrastructure

data/AI

platforms

Reinforcing

Fulfilling

human capital

responsibilities for

Reinforcing group

governance

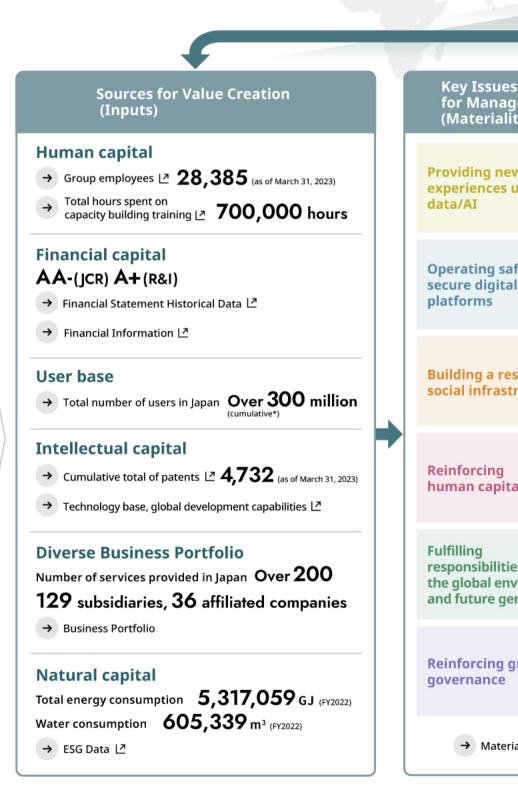
the global environment

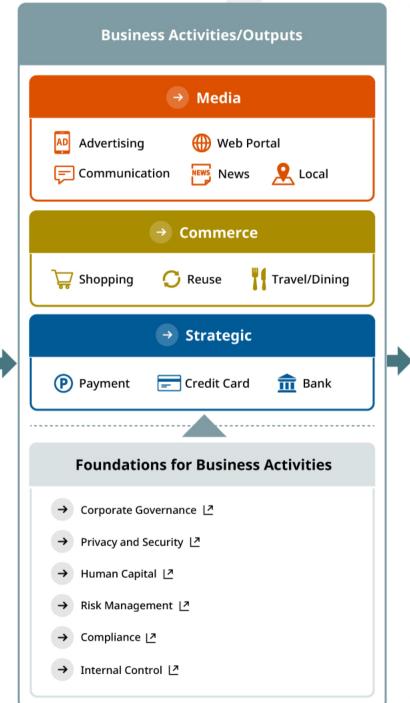
and future generations

→ Materiality 🛂

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 **Employees** Shareholders and other investors Users Partners Future generations Regional communities