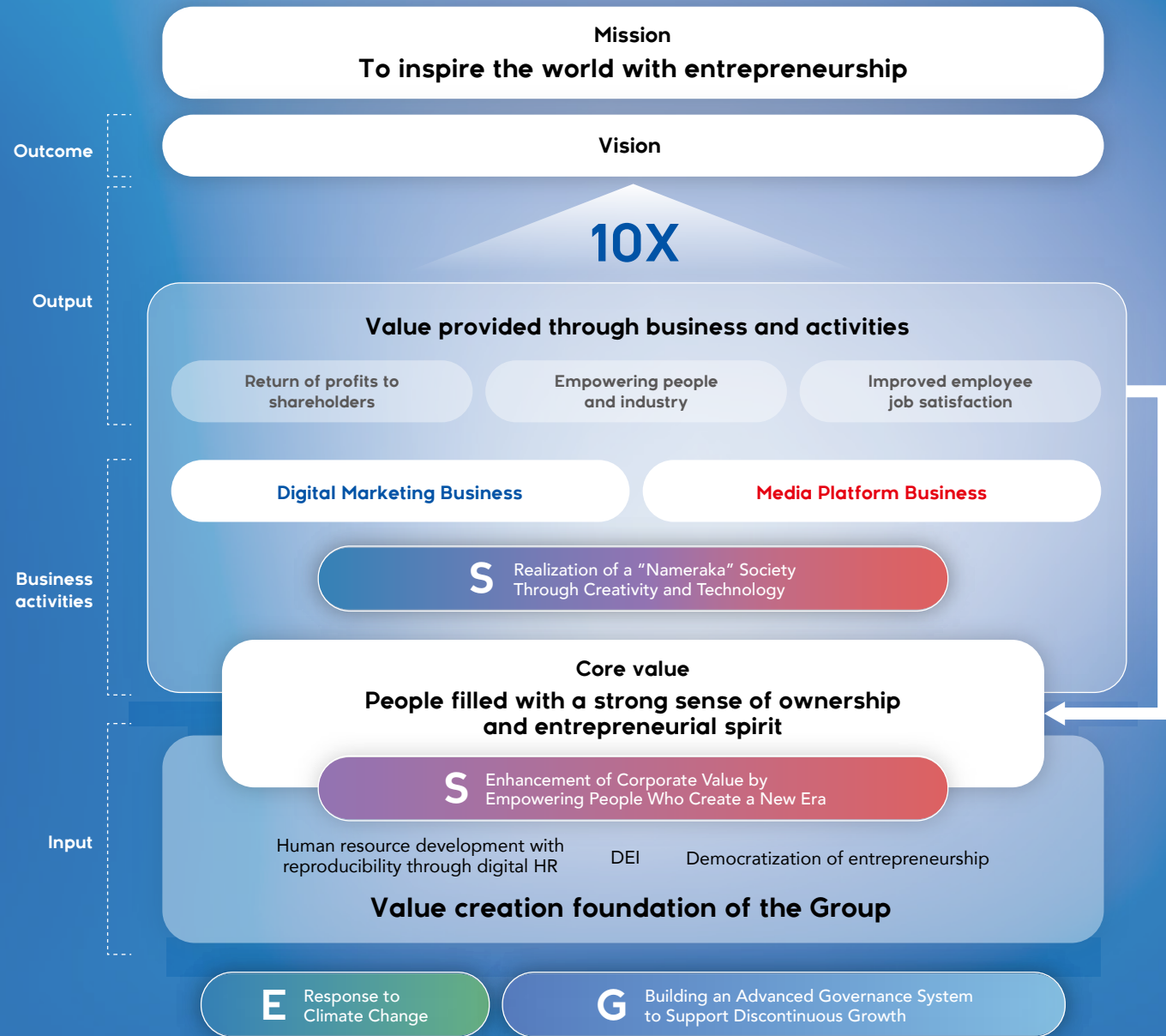


Value Creation Process to Realize Our Mission

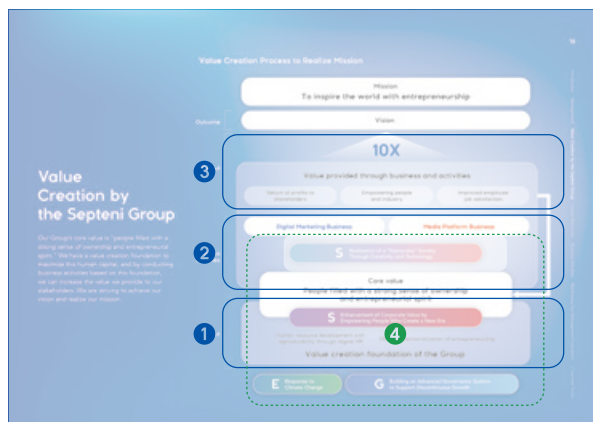
Value Creation by the Septeni Group

Our Group's core value is "people filled with a strong sense of ownership and entrepreneurial spirit." We have a value creation foundation to maximize this human capital, and by conducting business activities based on this foundation, we can increase the value we provide to our stakeholders. We are striving to achieve our vision and realize our mission.



Explanation of the Value Creation Process

In line with the establishment of the Sustainability Policy and the review of materiality announced in February 2024, we have updated the value creation process.



Human resources supported by the foundation promote business and increase the value provided to society

In the new value creation process, we aimed to more clearly express that all of our Group’s activities are based on people. Our value creation foundation, including our efforts to develop human resources through digital HR, will promote the active participation and growth of our people, our greatest asset. At the same time, we will firmly establish entrepreneurship as an organizational culture. Through this approach, entrepreneurship is also demonstrated in our businesses and activities, which leads to an increase in the value we provide to our stakeholders. It expresses that such a process leads to the realization of the mission and the achievement of the vision.

1 Input Value creation foundation to support the maximization of human capital

We utilize our extensive human resource database and technologies to optimize the development of human resources individually. Additionally, we are working to be a place where employees can perform their full potential and play an active role by promoting and supporting diverse work styles and encouraging each employee to develop and demonstrate entrepreneurship. We believe that the value creation foundation that supports the maximization of human capital will enable employees to “create a new era” and lead to the enhancement of corporate value.

Related page [▶ P22](#) Concept of Human Capital Management

2 Business Activities Creating a smooth society through business

Our Group, which is focused on the digital industry, aims to realize a “nameraka” society by having human resources with entrepreneurship demonstrate creativity and operate the businesses while utilizing technology.

Related page [▶ P43](#) Creating a “Nameraka” Society through Business

3 Output Value provided to society through business and activities

The value we provide through our business operations is aggregated into the phrase “empowering people and industry.” This is because we believe that we will be closer “to inspire the world” set forth in our mission

by supporting the empowerment of all stakeholders and industry as a whole, including the improvement of QOL of users who use the services we provide and the mutual development with our clients and partners. In addition, the enhancement of corporate value through the promotion of business activities leads to the return of profits to shareholders. Employees gain a sense of improvement in their job satisfaction through business activities, which is then reflected back into our core values.

4 Positioning of Materiality Aiming to accelerate value creation, achieve our vision, and realize our mission from the E/S/S/G perspective.

We have positioned “E: Response to Climate Change” as a prerequisite for sustained business operations, and “G: Building an Advanced Governance System to Support Discontinuous Growth” as a prerequisite for realizing discontinuous growth and a “nameraka” future, which supports the entire value creation process. “S: Enhancement of Corporate Value by Empowering People Who Create a New Era” is a materiality related to human capital, and the Group’s value creation foundation corresponds to its subcategory. Creativity and technology are the source of value for all of the Group’s businesses. By aiming for “S: Realization of a ‘Nameraka’ Society Through Creativity and Technology” in each of our businesses, we will expand the value we provide to people and industry through our businesses.

Related pages [▶ P21-31](#) Social —Human Resources—
[▶ P32-43](#) Social —Business Activities—
[▶ P44-51](#) Reinforcing Our Management Foundation

Promotion of Sustainability Management

Sustainability policy

Companies can only operate in a sustainable and healthy society. A globalized, diversified and complex society has many challenges, and the various impacts of these challenges cannot be considered separately from corporate activities. We believe that in order to continue our corporate activities and develop sustainably with our stakeholders, it is imperative that we actively address these challenges and continue to contribute to their resolution.

We believe that contributing to the resolution of social issues through our corporate activities is what is required of us by our stakeholders in order to realize our mission of "To inspire the world with entrepreneurship" and our Group vision, and we are promoting sustainability activities.

In our sustainability activities, we have set our Group's mission and vision as our basic policy, and we are actively promoting activities with the aim of achieving sustainable growth of the Group, improving corporate value, and realizing a sustainable society.

Sustainability promotion structure

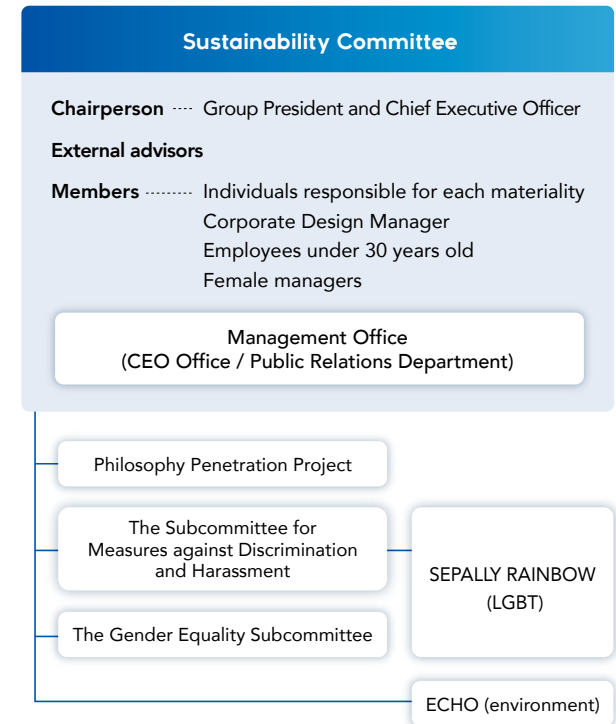
The Committee includes members such as employees under the age of 30 representing future generations, female managers, individuals responsible for each materiality, and external advisors, all contributing to vigorous discussions from various perspectives.

Furthermore, subcommittees have been established under the Committee to promote initiatives related to materiality within the Group, working towards solving issues and achieving KPIs.

Overview of Sustainability Activities



Sustainability Committee Organizational Chart



Materiality of the Septeni Group

Materiality identification process

We have been promoting sustainability activities by regularly reviewing the materiality we identified in 2016. However, in response to the revision of our Group's philosophy in October 2022, we have renewed our materiality.

In identifying the materiality, we extracted social issues mainly from international guidelines, and made a comprehensive judgment based on two axes: "expectations of stakeholders towards the Septeni Group" and "importance to the Septeni Group's business." We identified 29 issues with particularly high priority, categorized them into four major

Identification Process

STEP 1 Identification of issues

Identified social issues based on SDGs, ISO26000, and other international standards.

STEP 2 Confirmation of priority issues

We comprehensively assessed the identified social issues based on their importance to the Group's business and the expectations of stakeholders towards the Group, categorized them according to the ESG framework, and created a draft of materiality.

STEP 3 Collection of opinions at multiple meetings

Based on the draft, we conducted multiple rounds of opinion collection at the Sustainability Committee, Group Management Meeting, and Board of Directors.

STEP 4 Identification of Materiality

The collected opinions were compiled, and the final draft was created at the Sustainability Committee. At the Board of Directors, we confirmed the connection with the Group's philosophy, including the vision, and the validity as an important matter for the Group.

categories according to the ESG framework, and created a draft.

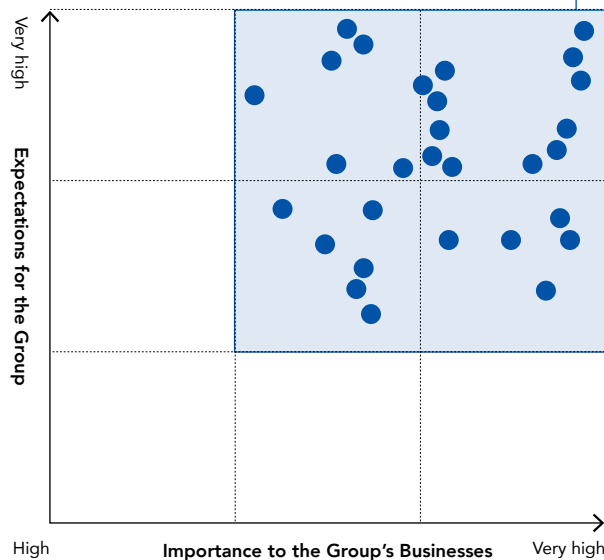
Based on the draft, we collected opinions several times at the Sustainability Committee, Group Management Meeting, and Board of Directors. The Sustainability Committee compiled the opinions from various places and created the final draft. At the Board of Directors, we confirmed the connection with the Group's philosophy, including the revised vision, and the appropriateness as an important matter for the Group.

By addressing the four materialities we have identified, we aim to achieve our Group's vision and realize our mission of "To inspire the world with entrepreneurship."

Confirmation of Priority Issues

Examples of priority issues

- Elimination of gender gap
- Improving productivity in Japan
- Creating a fulfilling workplace



Group Executive Officer in charge of sustainability



Yoko Miyazaki
Group Executive Officer

In the fiscal year ended December 2023, the second year of the formation of the Sustainability Committee, we adopted and established the mission and vision as a sustainability policy from the Group's philosophy revised in October 2022 with the aim of promoting more effective activities aimed at enhancing corporate value.

To date, we have conducted regular inspections of the materiality identified in 2016 as a priority theme in our sustainability activities. We have reviewed the materiality in response to revisions to the Group's philosophy, changes in social conditions, and changes in the expectations of our stakeholders toward the Group. We have set strategic KPI for each materiality, and by aggressively promoting activities in each ESG area, we will lead to the sustainable growth of our corporate value. Looking ahead, we will consider the visualization of value created through sustainability activities, and aim to improve the resolution of how our Group contributes to the realization of a sustainable and "nameraka" society.

Materiality of the Septeni Group

Materiality and KPIs

Materiality	Value Provided to Society	Subcategory of Materiality	KPI	Target	Target Achievement Timing
E Response to Climate Change	Climate change is threatening the future of our planet. Given that a sustainable and sound Earth and society are prerequisites for business operations, addressing climate change is of high importance and is also widely demanded by society and stakeholders. By continuously taking action against climate change, we aim to achieve a decarbonized society.	Reduction of GHG emissions and disclosure of information in accordance with TCFD recommendations	Scope 1 & 2 emissions	70% reduction compared to 2023	2030
S Enhancement of Corporate Value by Empowering People Who Create a New Era	As stated in the first clause of our vision, "To be a place where people are empowered to create a new era," we at the Septeni Group believe that our most valuable asset is our people. In our commitment to nurturing those who will shape the future, we are actively pursuing three themes. The first is enhancing the value of each individual through reproducible talent acquisition, placement, and development using HR technology. The second is creating an environment where each individual can play an active role in their own way by promoting Diversity, Equity, and Inclusion (DEI). The third is democratizing entrepreneurship by nurturing and establishing the entrepreneurship of each individual. Through these efforts, we aim to enhance human capital value, empower people who create a new era, and improve corporate value. In addition, within DEI efforts, we focus on initiatives related to women, who represent a majority among minorities, as we believe that addressing gender equity and inclusion leads to the realization of equity and inclusion for other attributes. Therefore, we aim to close the gender gap and have set the ratio of female managers as a KPI.	Human resource development with reproducibility through digital HR	Operation and accuracy improvement of HR value chain ^{*1}	Continuous implementation	Annually
		DEI (Diversity, Equity & Inclusion)	Ratio of female managers	30%	2030
		DEI (Diversity, Equity & Inclusion)	Understanding of unconscious bias	100%	2030
		Democratization of entrepreneurship	Number of people actively participating in events that nurture entrepreneurship ^{*2}	Year-on-year increase	Annually
		Democratization of entrepreneurship	Participation rate of employee stock ownership plan	Year-on-year increase	Annually
S Realization of a "Nameraka" Society Through Creativity and Technology	In the second part of our vision, we express our commitment "To open the door to a "nameraka" future with creativity and technology." Our goal is to realize a "nameraka" future by harnessing each employee's creativity, utilizing technology to create new value in the form of new businesses, services, and IP, and expanding opportunities for both industries and individuals.	Value creation leading to a "nameraka" society	Providing value and opportunities to society through business and services	Increase in recipients of value	2030
G Building an Advanced Governance System to Support Discontinuous Growth	By promoting both offensive corporate governance to pursue discontinuous growth and defensive corporate governance to pursue risk reduction, we aim to build advanced corporate governance system to create a new era and become a place to realize a "nameraka" future.	Efforts for discontinuous growth	Co-creation of supervision and execution	Realization of innovation board ^{*3}	2024
		Efforts for risk reduction	Ensuring and improving the effectiveness of the board of directors	<ul style="list-style-type: none"> • Continuous implementation of executive sessions • Continuous implementation of effectiveness evaluations 	Annually
		Efforts for risk reduction	Discussion of succession planning	Continuous implementation	Annually

*1 HR strategy designed as a consistent service from recruitment to onboarding to development, based on a talent database accumulated over more than 20 years

*2 "gen-ten," slogan contests, Group Sharing Meetings, prize essays, Hinerankai Awards, Diversity Month, Diversity Awards, philosophy-related events, cross-functional committees, etc.

*3 Board of Directors in which the supervising directors utilize their individual expertise to co-create value with the executive side in order to achieve discontinuous growth