

# Sustainability

## Basic policy

We are working to practice CSV management in which our management strategy is directly linked to the Company’s sustainability. Establishing our Group vision with a goal of 2030, we aim to contribute to the achievement of the SDGs by making efforts to enhance social value through our business.

### Material issues and non-financial indicators

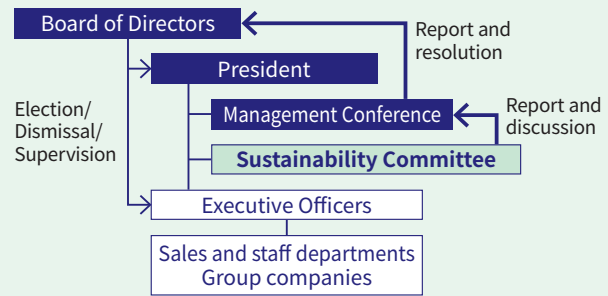
We have identified the material issues to achieve the Group vision. In establishing the new Group vision, we re-identified these material issues. We also set non-financial indicators in the Medium-term Plan 2025 to clarify the link between material issues and our business strategy.

See Medium-term Plan 2025 on **P.14** for non-financial indicators

Our material issues	
Business activities	Promotion of decarbonized society and circular economy <b>P.22</b>
	Promotion of establishment of social and ICT infrastructure <b>P.25</b>
	Creation of new services and businesses to resolve social issues <b>P.26</b>
Management foundation	Investment in human capital <b>P.27</b>
	Pursuit of corporate governance that supports improved corporate value <b>P.32</b>

## Sustainability implementation system

We established the Sustainability Committee, chaired by the president, an organization to discuss sustainability within the Group. In principle, the Sustainability Committee holds two meetings per year. It discusses the development of policies and plans relating to sustainability as well as the state of the implementation of the PDCA cycle. Results of the discussions are reported to the Management Conference and Board of Directors, and important matters are subject to resolutions of the Board of Directors.



### PDCA management

The Company monitors and reviews business activities under the PDCA cycle, from the management level to the employee level. The PDCA Committee continues monitoring important matters related to the management objectives, material issues and sustainability on a monthly basis. This ensures decision-makings are communicated to the employee level to make prompt actions. We have the PDCA cycle run surely at the employee level and a

variety of committees as well, thus ensuring the important management indicators and issues to be reported and shared in a timely and appropriate manner.

We also work on non-financial indicators continuously in a PDCA-based cycle by reflecting them in annual business plans and reviewing important issues and the implementation status at regular meetings. These matters are also reported to and discussed by the Sustainability Committee.

- Management objectives (financial indicators and non-financial indicators)
- Material issues
- Sustainability
- Environmental targets
- Other important issues

