

Value Creation Process

Corporate philosophy

Making corporate activities more efficient and convenient

Values

Product appeal: Services that delight customers/
Organizational strength: Teams that leverage diversity

INPUT Capital

-  Financial capital

-  Social and relationship capital

-  Intellectual capital

-  Human capital

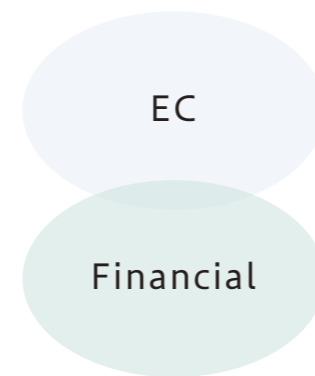
-  Natural capital

BUSINESS MODEL Business Activities

Competitive advantage

- Understanding customers
- Utilizing technology
- Data assets

Business domains



Management base

Governance/Service soundness

OUTPUT Services/Products

Services to solve social issues

- Change inefficient systems to efficient ones
- Create and support fair trade opportunities



Wholesale transactions website



Inter-company settlement



Online receivables guarantee



Rent guarantee

Important issues (materiality) for value creation

- Contribution to global environment and recycling-oriented society
- Provision of an environment in which diverse individuals can fully demonstrate their capabilities
- Sustainable growth realized together with stakeholders
- Secure, safe, and equitable organizational management

OUTCOME Impact on Society

Value co-created with stakeholders

Providing fulfilling time for people

Creating free time by improving productivity through greater efficiency

Borderless business opportunities

Realizing freer and faster business operations through expansion of a fair trading environment without physical and psychological barriers

Supporting foundation

Sustainable global environment and society