5G Innovations

BroadBand Tower, Inc.

(Securities Code: 3776)

Financial Results Briefing for the Fiscal Year Ended December 31, 2025

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I. Overview of Financial Results

Scope of Consolidation (as of the end of December 2025)

Computer Platform business

BroadBand Tower, Inc. and TSS LINK, Inc.

5G Innovations

Data Center
Cloud
Storage

TSS LINK

Development and sales of internal fraud prevention solutions (security products)

Consolidated subsidiaries

GiTV
GiTV Fund I / GiTV Fund II

GiTV
Global Innovation Technology Ventures

Investment

Media Solutions business

Japan CableCast, Inc. (JCC)

CABLECAST

Subscription management for Cable TV premium channels
Regional disaster prevention DX services

***Equity-method affiliates:**
CampusNavi TV Co., Ltd., Mobile Internet Capital, Inc., and Okinawa Cable Network, Inc.

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Overview of BB Tower's Services

Data centers

Cloud solutions

Data solutions

DELL Technologies
PLATINUM PARTNER

- **Four locations within Tokyo's 23 wards, one in Osaka**
  - Otemachi, Tokyo: Japan's internet hub
- **On-premises connectivity with Japan's three major IX* operators and mega-cloud providers**
  - Direct connection to IX* operators, which offer interconnection points for the internet, and to services such as Amazon (AWS) and Microsoft (Azure)

*IX: Internet exchange *Three major IX operators: JPIX, BBIX, JPNAP

- **c9, independently managed cloud service**
  - Reliable support and a high-bandwidth backbone network
- **Hybrid-cloud and multi-cloud solutions**
  - c9: Distributed processing on the public cloud and web application utilization, with data centers as the core system

- **Sales and support for Dell Technologies NAS products**
  - Comprehensive support, backed by 20 years of experience
- **Superna: ransomware solution**
  - Compatible with Dell Technologies Isilon/PowerScale

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Overview of JCC's Services

Content platform

JC-HITS　えんてれ

JC-HITS: Multi-channel distribution service

- Distribution of content, including video, audio, and electronic program guides (EPG) sourced from program suppliers, to cable TV operators

Entele: Cable-only channel

- General entertainment channel that supports local communities and connects different regions via cable TV stations nationwide

Information platform

JC-DATA　JC-SMART

地域・防災 DX

JC-data: Data broadcasting service

- Provision of data, such as weather and disaster-prevention information and lifestyle and entertainment information, to cable TV operators

JC-Smart: App for smartphones and tablets

- Provision of real-time disaster-prevention and daily living information during emergencies; serves as a portable disaster-prevention tool

Regional and Disaster Prevention DX Service: Distribution of disaster information to municipalities

- Full cloud migration of distribution facilities and system sharing with municipalities; distribution through various devices*

* Smartphones and tablets (JC-Smart), televisions and audio announcement terminals, and IP-based notification terminals

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Business Topics for the Fiscal Year Ended December 31, 2025

Computer Platform business

Data solutions won a mega project

- Won a large-scale project for Dell PowerScale/Isilon from a globally recognized, leading Japanese IP content provider

Signed building lease agreement and MOU regarding renewable power supply for Ishikari Renewable Energy Data Center

- Leased one data hall (approximately 570 square meters, equivalent to 190 racks) and provided services as a “DC in DC” operator, in addition to managing an entire data center facility under a building management outsourcing contract

Began a joint demonstration experiment for a new data platform that overcomes geographical limitations using IOWN

- Signed a joint research agreement with NTT EAST and began a collaborative demonstration experiment of storage systems for the next-generation IOWN communication platform between data centers in Tokyo and Hokkaido

Deployed NTT-ME’s data center interconnection services

- Deployed NTT-ME’s JPDC Cabling services at the New Otemachi Site, the core data center, to further strengthen connectivity

BroadBand Tower, Arrosoft, and Zadara formed a three-way partnership

- Established a partnership to jointly advance the deployment of the CloudAny inter-cloud migration and disaster recovery (DR) measures in the Japanese market

Media Solutions business

Expanded regional and disaster prevention DX services

- Began operating regional and disaster prevention DX services in Rusutsu Village and Rankoshi Town (Hokkaido), Aoki Village (Nagano Prefecture), and elsewhere; utilized television, a smartphone app, disaster-prevention DX tablets, and other resources to achieve precise and accurate information delivery

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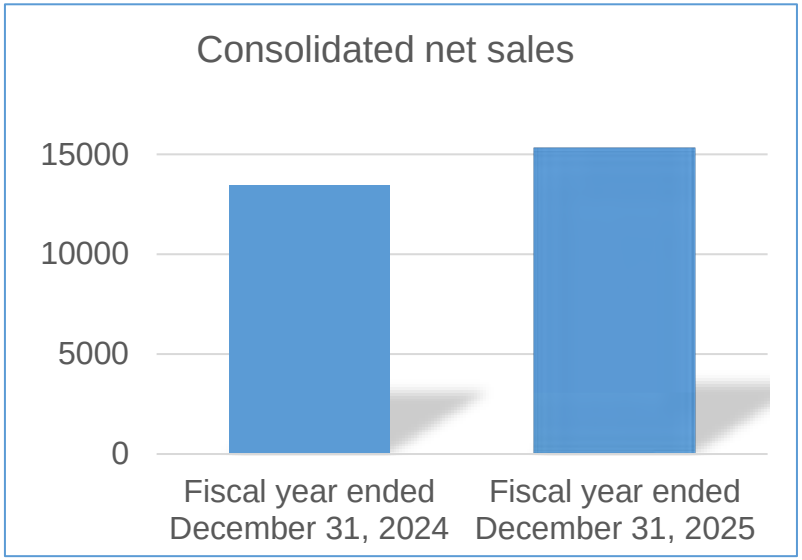
Performance Highlights (Net Sales, Operating Profit)

Consolidated sales: 13.9% increase; operating profit: 21.4% increase
A large project awarded by a globally recognized, leading Japanese IP content provider significantly contributed to an increase in sales and profit



(Millions of yen)	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025	Change	%
Consolidated net sales	13,423	15,289	1,866	13.9%
Consolidated operating profit	668	811	143	21.4%

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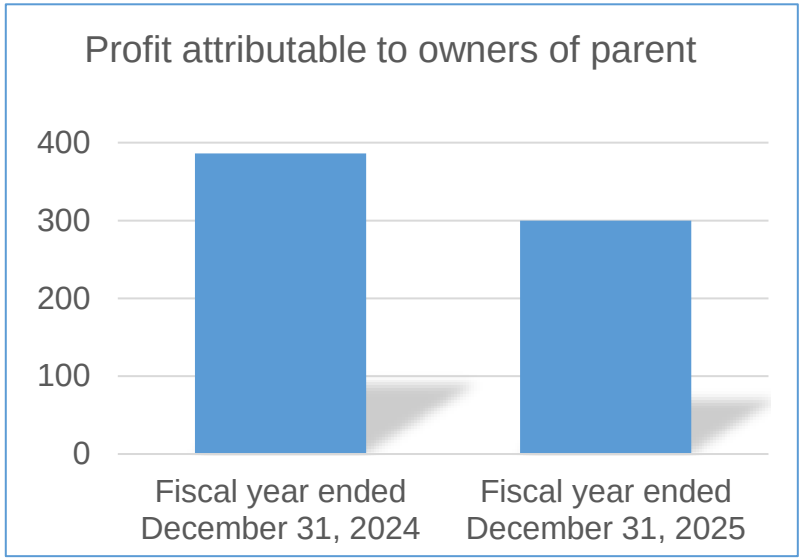
Performance Highlights (Ordinary Profit, Profit Attributable to Owners of Parent)

Consolidated ordinary profit: 12.3% increase; profit attributable to owners of parent: 22.3% decrease
Ordinary profit increased due to factors such an increase in operating profit. Profit attributable to owners of parent decreased due to extraordinary losses in the Computer Platform business, including impairment losses on fixed assets.



(Millions of yen)	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025	Change	%
Consolidated ordinary profit	809	909	100	12.3%
Profit attributable to owners of parent	386	300	(86)	(22.3%)

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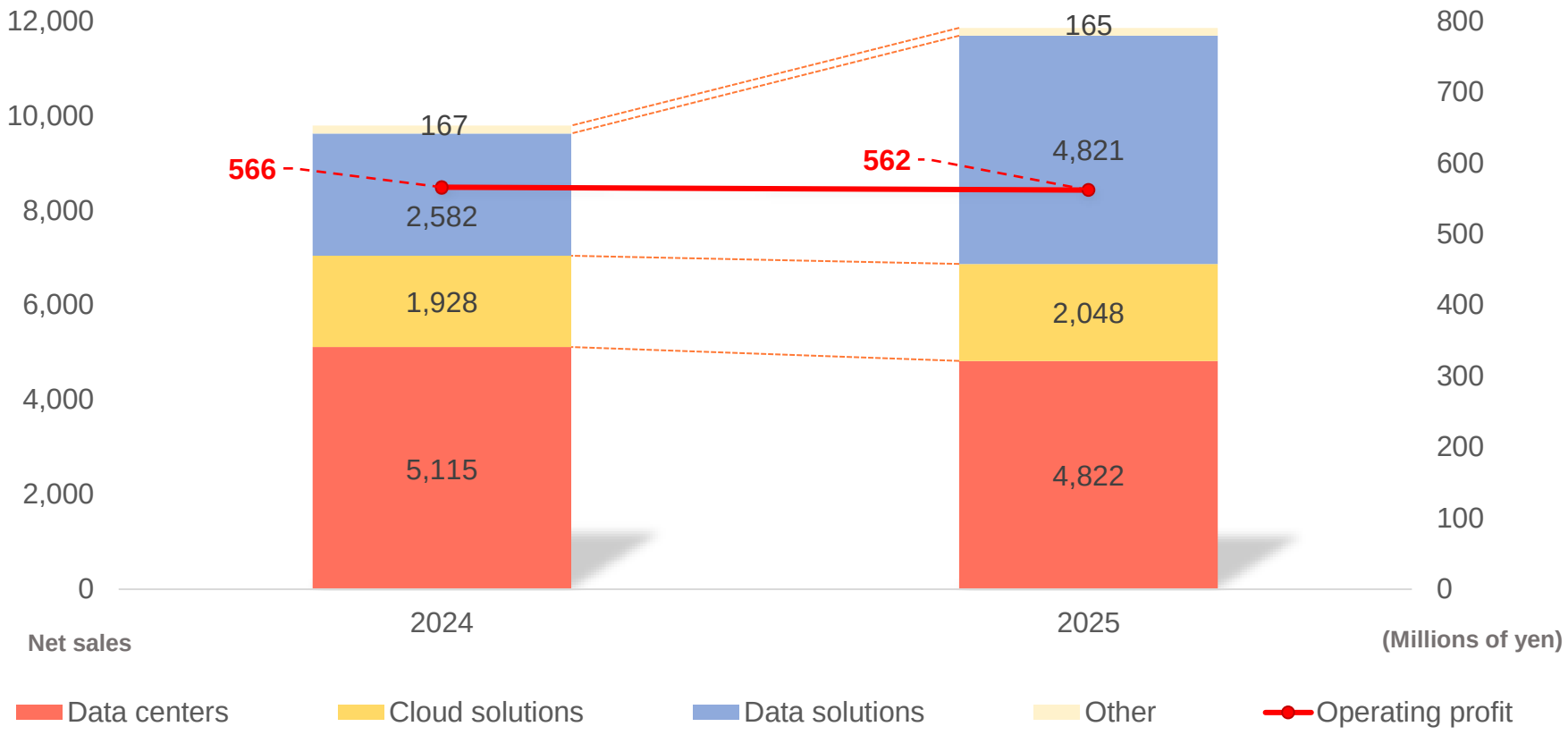
Computer Platform Business Segment (YoY)

Net sales increased by 21.3%; Operating profit decreased by 0.7%

Net sales increased significantly due to a large-scale data solution order from a globally recognized, leading Japanese IP content provider. Operating profit decreased as sales from data centers returned to normal levels.



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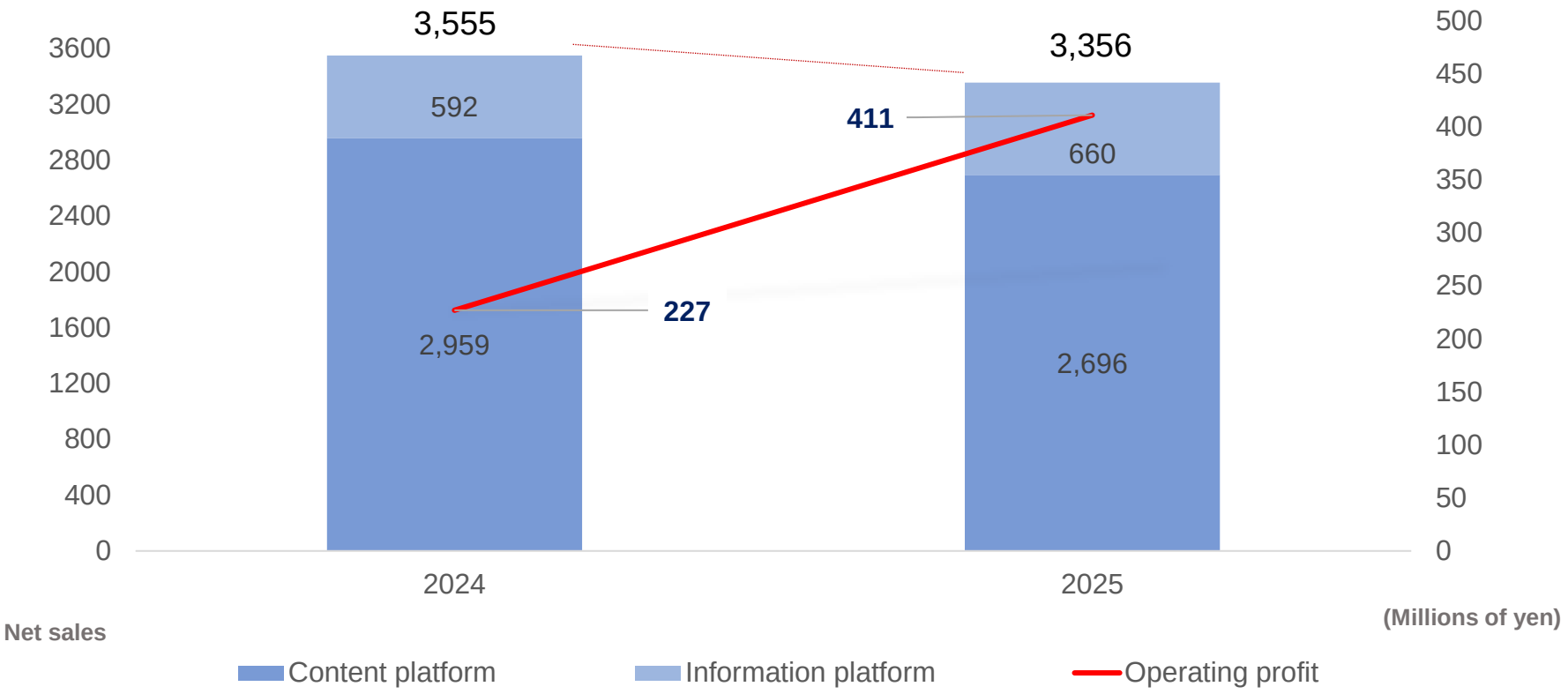
Media Solutions Business Segment (YoY)

Net sales decreased by 5.6%; operating profit increased by 81.2%

Net sales decreased overall due to a decline in content platform sales, even as information platform sales rose thanks to increased orders for regional and disaster prevention DX services. Operating profit increased, driven by higher information platform sales and cost reductions for the content platform.

Number of implementations of regional DX by local governments: 13 (as of the end of June 2025)



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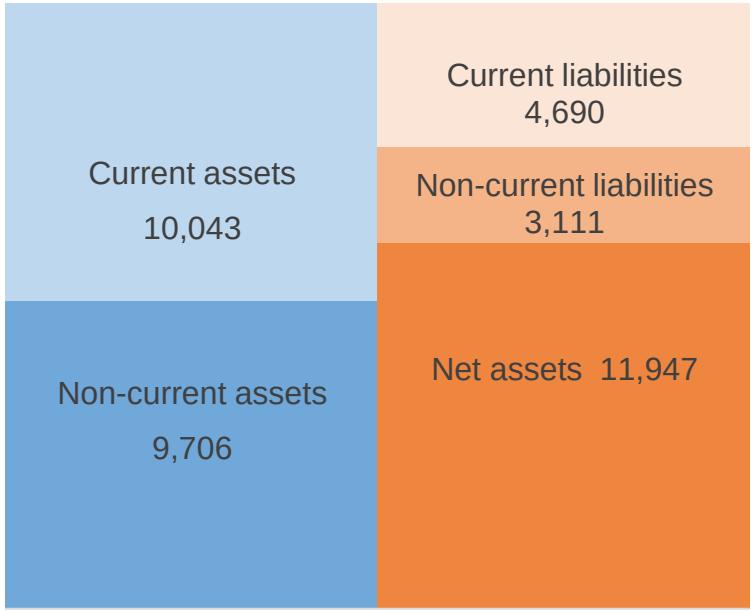
Summary of the Consolidated Balance Sheet

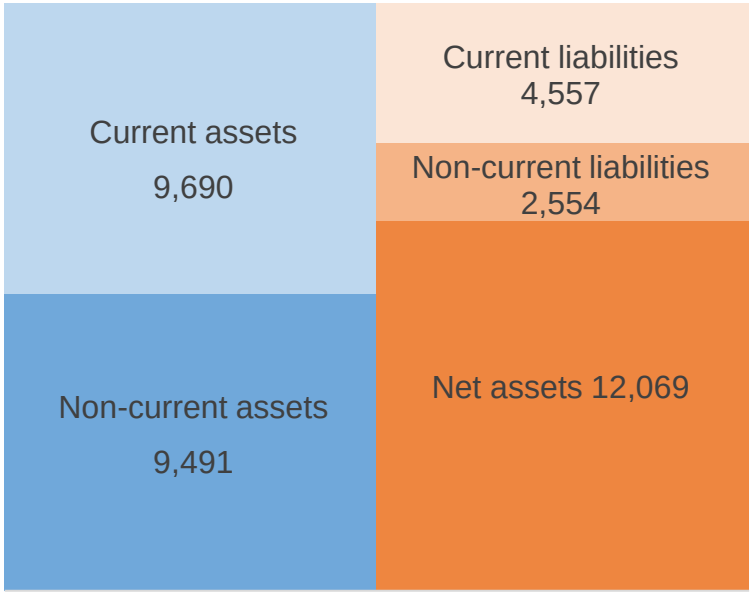
Total assets decreased due to a decline in cash and deposits, property, plant and equipment, and intangible assets, among other factors, despite an increase in accounts receivable-trade. Total liabilities decreased due to factors including repayments of borrowings, despite increases in income taxes payable and advances received. Total net assets increased due to factors such as the increase in retained earnings resulting from the recognition of profit attributable to owners of parent.
The equity ratio increased to 45.7%.

Fiscal year ended December 31, 2024



Equity ratio: 43.7%

Fiscal year ended December 31, 2025



Equity ratio: 45.7%

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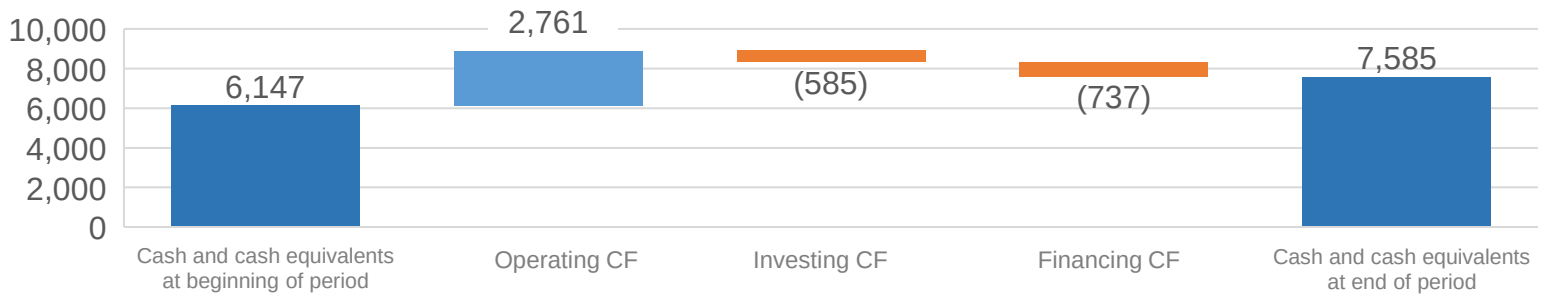
Summary of the Consolidated Cash Flows

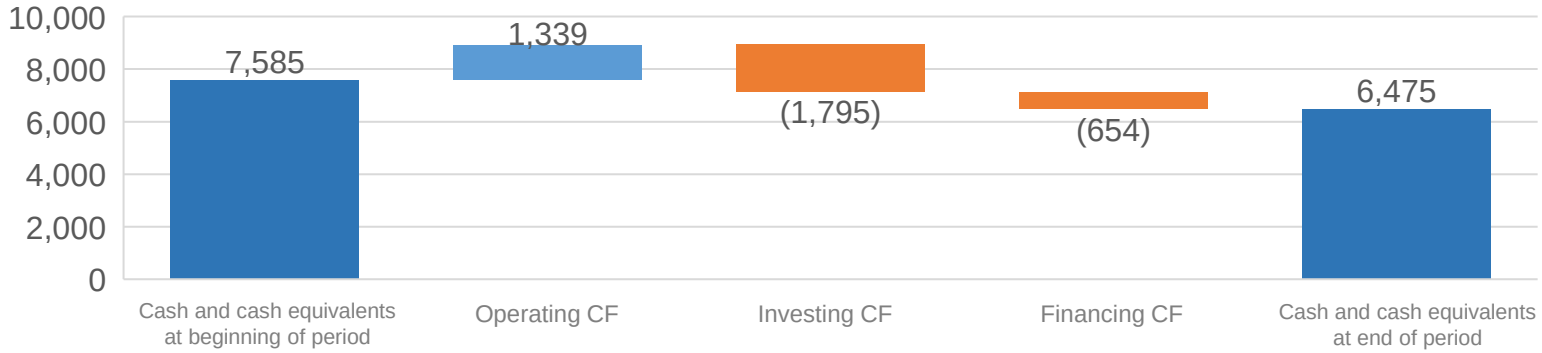
- **Cash flows from operating activities:** Inflows from profit before income taxes and depreciation (non-cash expense), etc.
- **Cash flows from investing activities:** Outflows due to payments into time deposits, acquisition of property, plant and equipment, etc.
- **Cash flows from financing activities:** Outflows due to repayments of long-term borrowings, dividends paid, etc.

Fiscal year ended December 31, 2024

(Million of yen)



Fiscal year ended December 31, 2025



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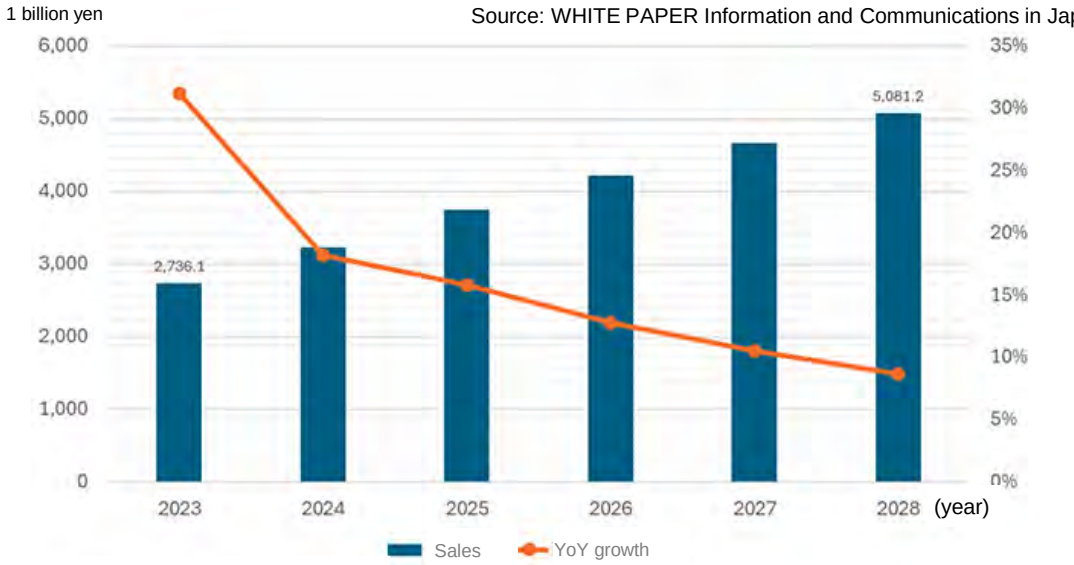
II. Market and Business Environment

Japan's data center market continues to expand



Trends and forecasts of the size of Japan's data center services market (by sales)

⇒ **Expansion and rapid change in demand brought about by the widespread adoption of generative AI**

Increase in data traffic	Expanding rapidly even though video streaming, web browsing, and other activities still hold a large share
Urban DCs = Network hubs	Function as traffic-aggregation points and as central hubs for high-speed, low-latency connections
Increasing demand for suburban DCs	The need for large-scale power sources, vast land, and high-efficiency cooling drives large-scale development
Complementary functions through DC role differentiation	Urban DCs: low latency and high connectivity Suburban DCs: large-scale power sources and high-efficiency cooling

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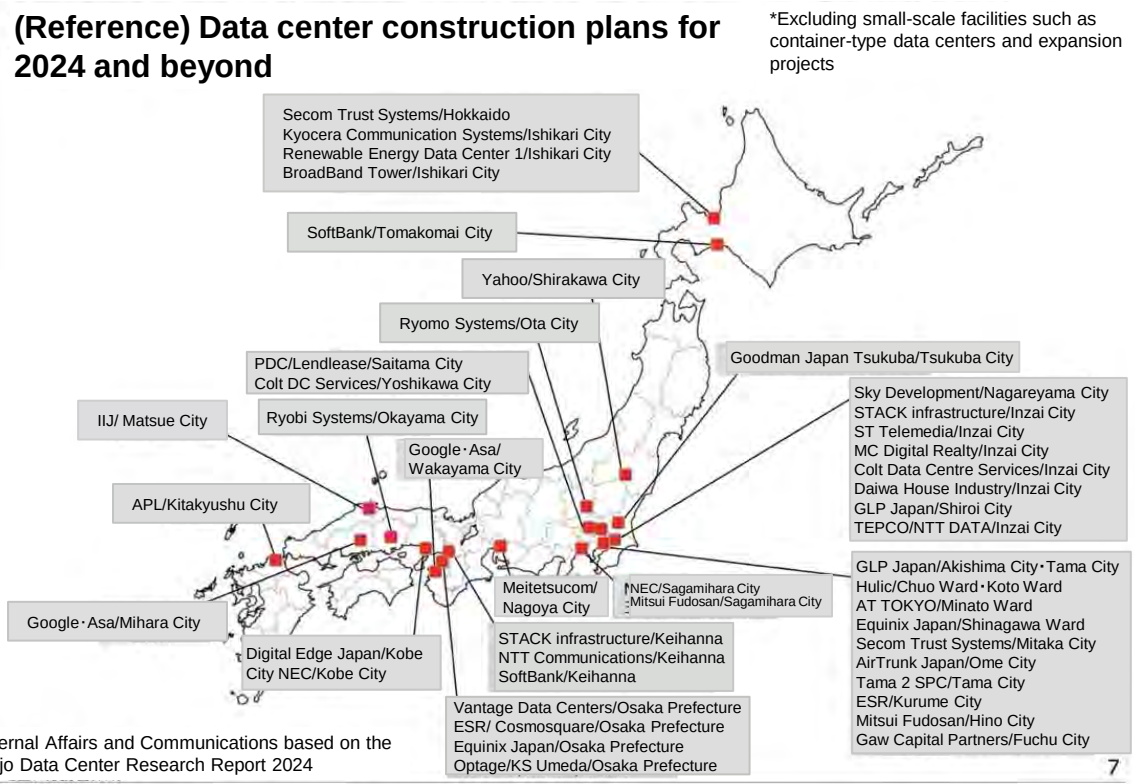
Data center construction plans spreading across Japan



⇒ In addition to business continuity planning (BCP) and disaster recovery (DR) measures, tight electricity demand and nationwide digital transformation are driving regional dispersion

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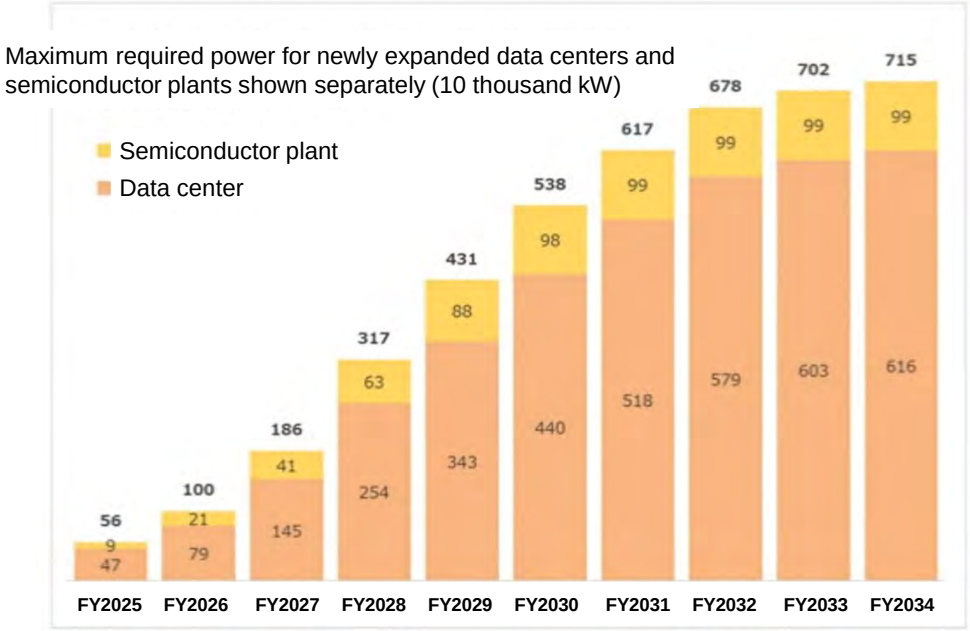
Domestic electricity demand is increasing due to structural shifts associated with rising demand for data centers



Appendix figure 1-3: Demand shown separately (maximum required power: nationwide total)

Source: Organization for Cross-regional Coordination of Transmission Operators, JAPAN, *Zenkoku oyobi kyokyu kuiki goto no juyo sotei* [Demand forecasts for the entire country and for each supply area] (FY2025)

Electricity demand is surging

As ICT devices increase in performance and become compact, racks are becoming more densely packed. In particular, AI training applications require a large-scale power source and high-density electricity.
Power consumption related to data centers is expected to grow to approximately 2.5 times its current level over the next 10 years.

Securing power is key to growth

Capabilities to access power sources and procure renewable energy determine the competitiveness of DC operators.

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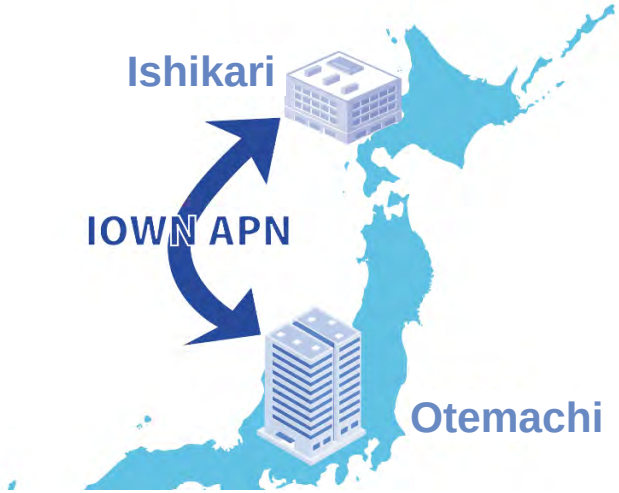
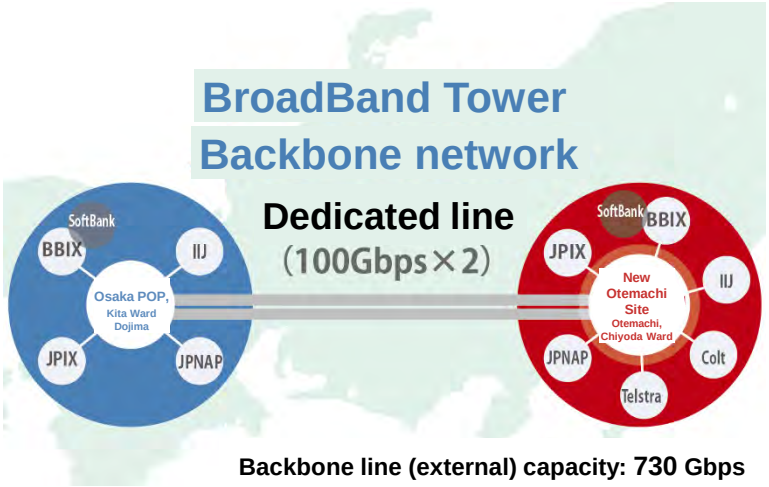
Data Center: Future Direction

(1) Complementary strategy of urban DCs x suburban DCs



(2) Core network functions of urban DCs



Backbone line (external) capacity: 730 Gbps

(3) Large-scale processing and DR by suburban DCs

Ishikari Renewable Energy Data Center 1; Construction photo taken in November
Courtesy of Ishikari Renewable Energy Data Center LLC No. 1

(4) Digital infrastructure to support the AI era

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Future Outlook for Data Centers

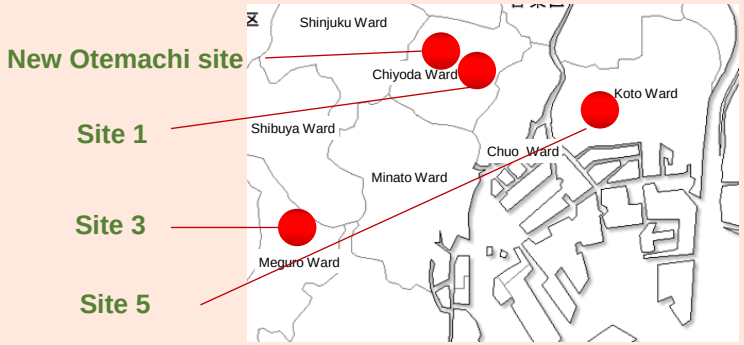
Becoming a data center operator equipped to support both network connectivity and power requirements

We will establish closed network connections to Internet exchanges (IX), which are interconnection points for the internet, and to mega cloud providers such as Amazon Web Services (AWS), Microsoft Azure, and Google Cloud Platform (GCP) through the New Otemachi Site and Site 1, which are core locations, using dedicated lines that connect to multiple data centers in Tokyo and to Dojima, Osaka's internet hub. Furthermore, using NTT-ME's JPDC Cabling services, we will also achieve redundant connections to data centers operated by various businesses. A connection to Hokkaido via IOWN is also being planned.

Urban data centers

Internet access hubs

With Tokyo's Otemachi, Japan's internet hub, as the core of our operations, we will have strong connectivity to destinations throughout Japan and around the world.



Suburban data centers

Information processing and disaster recovery (DR) centers

We will implement various measures, such as AI training and information processing, distributed storage, data backup, and protection against ransomware, while minimizing environmental impact.

Ishikari Renewable Energy Data Center

Opening in fall 2026

With Tokyo's Otemachi as the core of our operations, we will promote effective integration between electricity and communications (the "watt-bit" collaboration) to create new areas of growth

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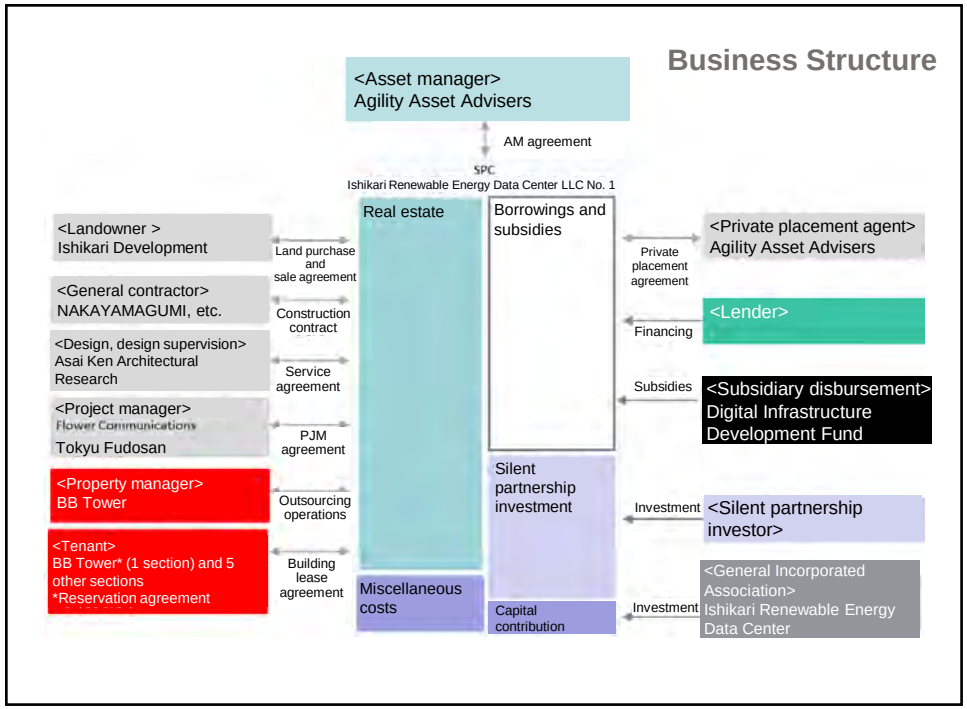
Future Outlook for Data Centers

Evolving into a next-generation business structure, driven by the increasing liquidity of the data center market

We have established operations under a basic agreement with Ishikari Renewable Energy Data Center LLC No. 1. We are pursuing an asset-light business model through collaborative frameworks with other companies and through special purpose companies (SPCs). Through business development leveraging our strengths in data center construction and operational capabilities, we will accelerate business growth without being constrained by scale or funding limitations, thereby gaining further business experience and expertise.

- **Consulting**
  Provide consulting services until completion
- **Property management**
  Provide overall facility management services after completion
- **Data center operation**
  Provide data center services as a “DC-in-DC” operator (190 racks)

*Executed lease agreement in November 2025



We will further promote our asset-light business model as we enter the era of data center liquidity

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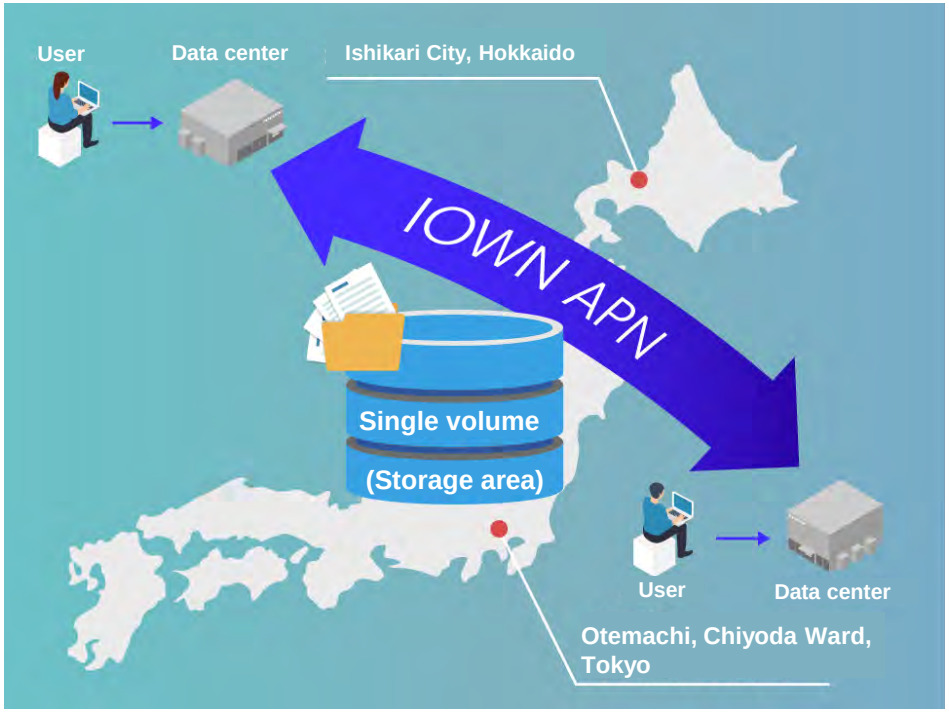
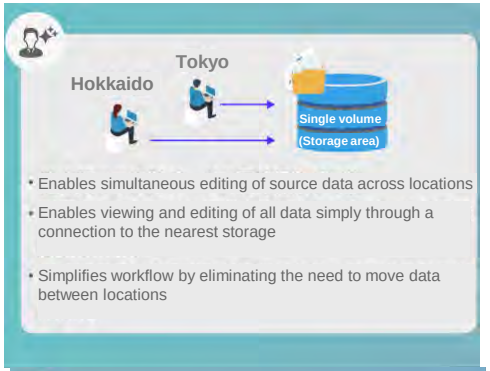
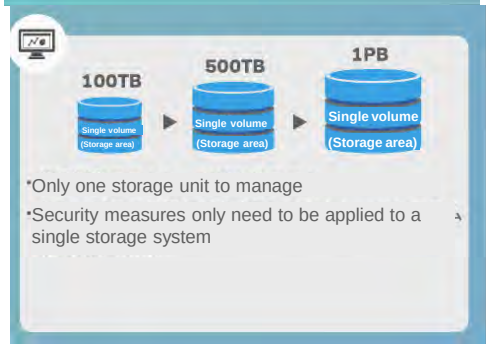
Use of IOWN®

Launched joint experiment with NTT East regarding data center interconnection between Tokyo and Hokkaido

We began a joint demonstration experiment on Monday, November 17, 2025, for a storage system using the All-Photonics Network (APN) of IOWN, the next-generation communication infrastructure proposed by NTT, Inc., based on the connection between the New Otemachi Site and the Ishikari Renewable Energy Data Center. We achieved a single storage volume with storage equipment installed across two locations in Tokyo and Hokkaido.







We proposed a high-speed connection between Tokyo and Hokkaido for the integrated operation of storage and systems

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As cloud adoption accelerates, the focus shifts to choosing the right support

Source: IDC Japan, Japan Public IT Cloud Services Forecast, 2025–2029 (JPJ52152425), February 2025

System configurations are becoming complex With the advancement of DX and the adoption of AI, the scope of cloud usage is expanding further, making multi-cloud and hybrid configurations standard practice

Operational workload and costs are increasing Monitoring, backup, and security measures are becoming increasingly complex and costly, making monitoring and operational services essential

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Future Outlook for Cloud Solutions

Developing high value-added solutions that meet the needs of the hybrid multi-cloud era

◇ We will propose our proprietary cloud c9 Flex in combination with public cloud services and data center services. Furthermore, through the provision of MSP services, cloud migration tools, and other offerings, we will support flexible operations and enhanced business continuity planning (BCP).

○ c9 Flex service N series

Leverages Zadara's platform to enable flexible service utilization

○ Amazon/Microsoft partner

Enables one-stop contracts for AWS, Azure, and other services

○ MSP monitoring and operation service

Provides 24/7 monitoring and operation

○ CloudAny

Provides cloud migration tools, enabling seamless system migration between various cloud platforms

Utilizing our insights into data center management and operations to become a business that customers choose for its support

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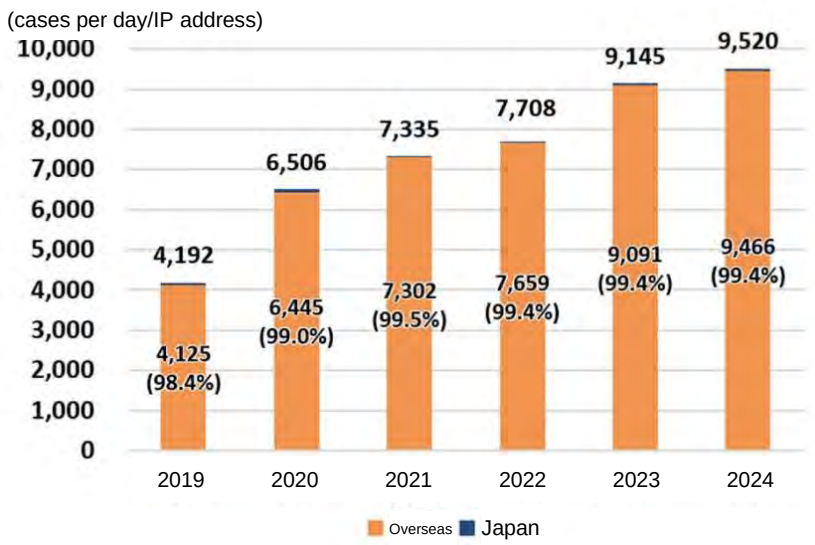
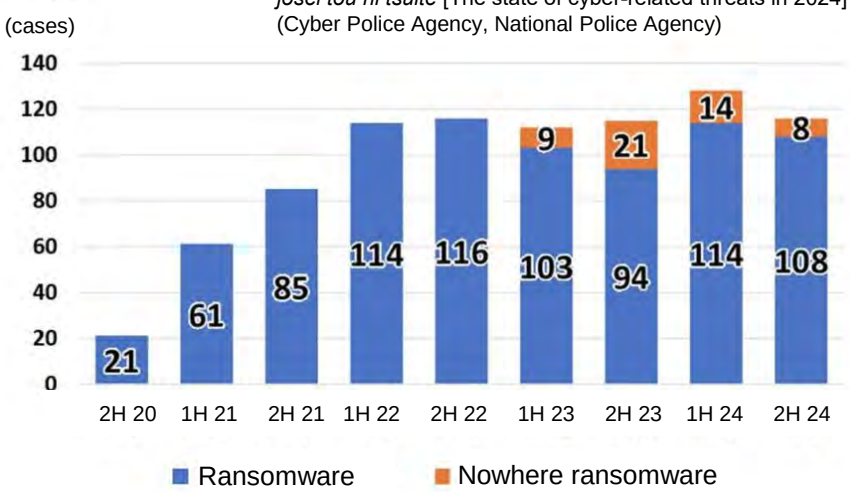
Increasing cyberattacks and persistently high ransomware damage



Cyberattacks

Source: *Reiwa 6 nen ni okeru saibaa kuukan o meguru kyoi no josei tou ni tsuite* [The state of cyber-related threats in 2024] (Cyber Police Agency, National Police Agency)



Ransomware attacks

(1) Corporate IT environments are shifting toward a hybrid model that combines on-premises systems with the cloud.
(2) The volume of data continues to grow due to factors such as the advancement of business systems and the increased use of video data. In particular, with rising demand for data backup associated with increased AI utilization, data analytics, and the growing impact of ransomware, investment in high-speed, high-reliability storage remains firm. Replacement demand is also steady.
(3) In the storage market, technological innovation is driving commoditization, making product differentiation increasingly difficult amid intensifying price competition. In this environment, differentiation through services such as operational support and maintenance is becoming increasingly important in winning orders.

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Future Outlook for Data Solutions

In addition to Dell PowerScale/Isilon and ransomware solutions, we will sell AI server products, offering a comprehensive proposal from generative AI utilization to data storage

We have a 20-year track record in handling Dell PowerScale/Isilon NAS storage products and are highly regarded for our comprehensive support. In addition to these products, we will also offer Dell Technologies' flagship AI server lineup. By aligning with data center needs, we will provide a one-stop solution encompassing product sales, maintenance, and service provision and operation to ensure stable profits.

- **Dell PowerScale/Isilon**
  Our core business, reaching new heights with 20 years of proven results
- **Superna**
  Embedded at the API level in Dell PowerScale/ Isilon
- **AI servers (Dell Technologies)**
  Turning the growing momentum for generative AI into real demand

We will propose solutions encompassing everything from data generation to accumulation, backed by our proven support capabilities

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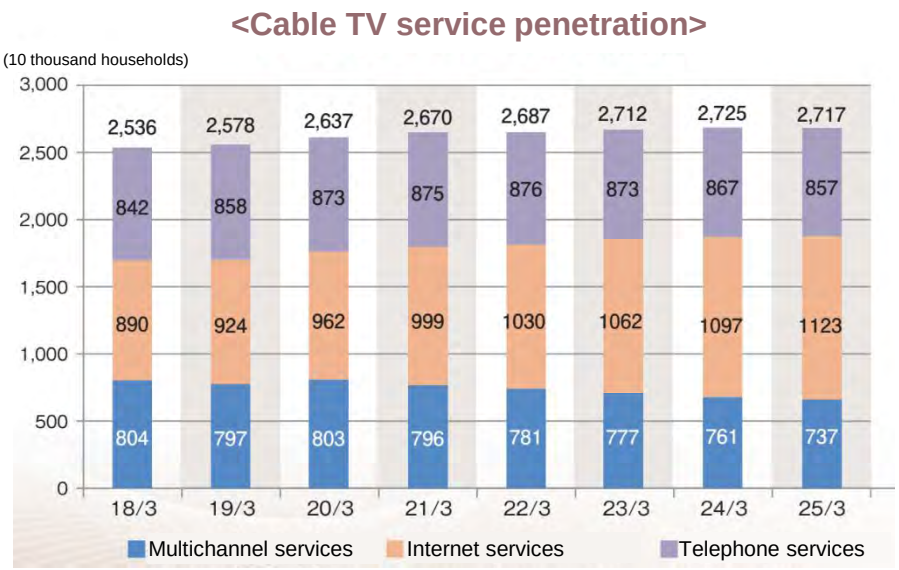
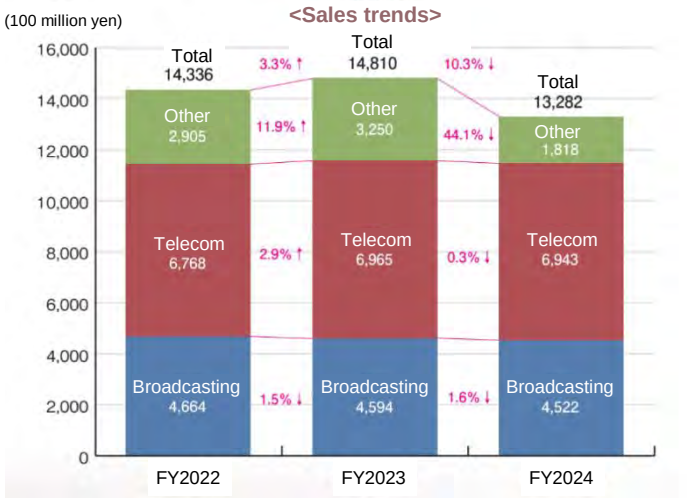
Broadcasting: little changed; Telecom: trending upward





Source: Japan Cable and Telecommunications Association Industry Report 2025

(1) As video streaming services continue to expand, the number of end users for cable TV multichannel broadcasting has either changed little or slightly declined. Viewership continues to shift toward OTT services such as Netflix and Amazon, creating an environment where traditional broadcasting services find it difficult to achieve meaningful growth in end user numbers.
(2) The revenue structure of cable TV operators has shifted from broadcasting to communications (internet). Driven by growing demand for high-speed internet, their primary revenue sources are moving toward communication services such as ISP offerings and fiber-optic connections.
(3) Regional DX initiatives that make use of cable TV networks (disaster-prevention functions and cooperation with local governments) are expanding. With the distribution of disaster-prevention information, evacuation information, and daily-life information by municipalities, the value of cable TV networks as regional infrastructure is being re-evaluated.

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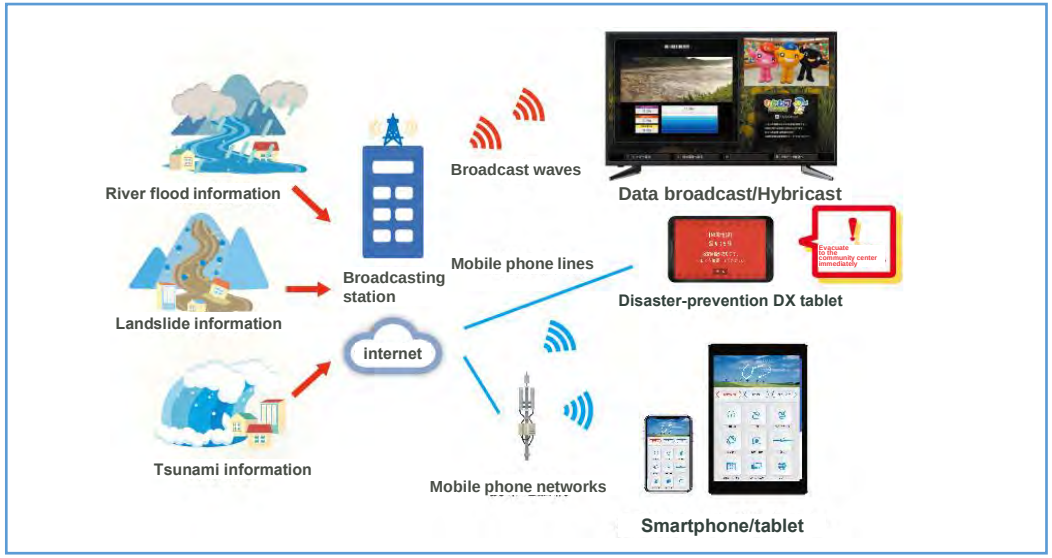
Collaboration and Initiatives With Municipalities in 2025

- **Regional and disaster prevention DX services were introduced in Kiyosato Town, Hokkaido**
- **Municipal information distribution expanded in Rankoshi Town, Hokkaido; Aoki Village, Nagano Prefecture, and other areas**
- **This is due to the increased use of the “new local economy and living environment creation grant” by municipalities**

Through collaboration with cable TV operators across the country, we will strive to further enhance our services and create new business opportunities.

Regional DX initiatives in Rusutsu Village and Rankoshi Town in Hokkaido

We developed and deployed a disaster-prevention DX tablet to strengthen disaster information transmission, and launched operations in April 2025



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Content platform

Maintaining profitability and enhancing efficiency

Information platform

Focusing on expansion of the growth area of regional and disaster prevention DX services

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III. Full-Year Earnings Forecast for the Fiscal Year Ending December 31, 2026

Full-Year Non-Consolidated Earnings Forecast

Non-consolidated net sales and profit are expected to decline for the fiscal year ending December 31, 2026

- Net sales are expected to decline because some data center contracts were canceled and because data solutions sales returned to normal levels, despite a projected increase in sales of cloud solutions in the Computer Platform business.
- Profit is expected to decline mainly due to reduced data center sales.
- Regarding data centers, we are receiving many inquiries from other customers as demand remains strong in the Otemachi area. We will seek to win orders and restore profitability at an early stage through sales activities.

(Millions of yen)

	Fiscal year ended December 31, 2025	Fiscal year ending December 31, 2026 (Forecast)	Change
Net sales	**11,760**	**9,800**	(1,960)
Ordinary profit	**587**	**185**	(402)
Profit for the period	**206**	**110**	(96)

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Consolidated net sales and profit are expected to decline for the fiscal year ending December 31, 2026

- Net sales are expected to decline due to lower sales in the Computer Platform business and lower sales of the content platform in the Media Solutions business.
- While profit is expected to decline due to factors in the Computer Platform business and the Media Solutions business, the venture capital fund business at consolidated subsidiary GiTV is projected to see an increase in profit.
- We will target a V-shaped recovery as a group for the next fiscal year and beyond.

(Millions of yen)

	Fiscal year ended December 31, 2025	Fiscal year ending December 31, 2026 (Forecast)	Change
Net sales	**15,289**	**13,400**	(1,889)
Operating profit	**811**	**500**	(311)
Ordinary profit	**909**	**490**	(419)
Profit attributable to owners of parent for the period	**300**	**100**	(200)

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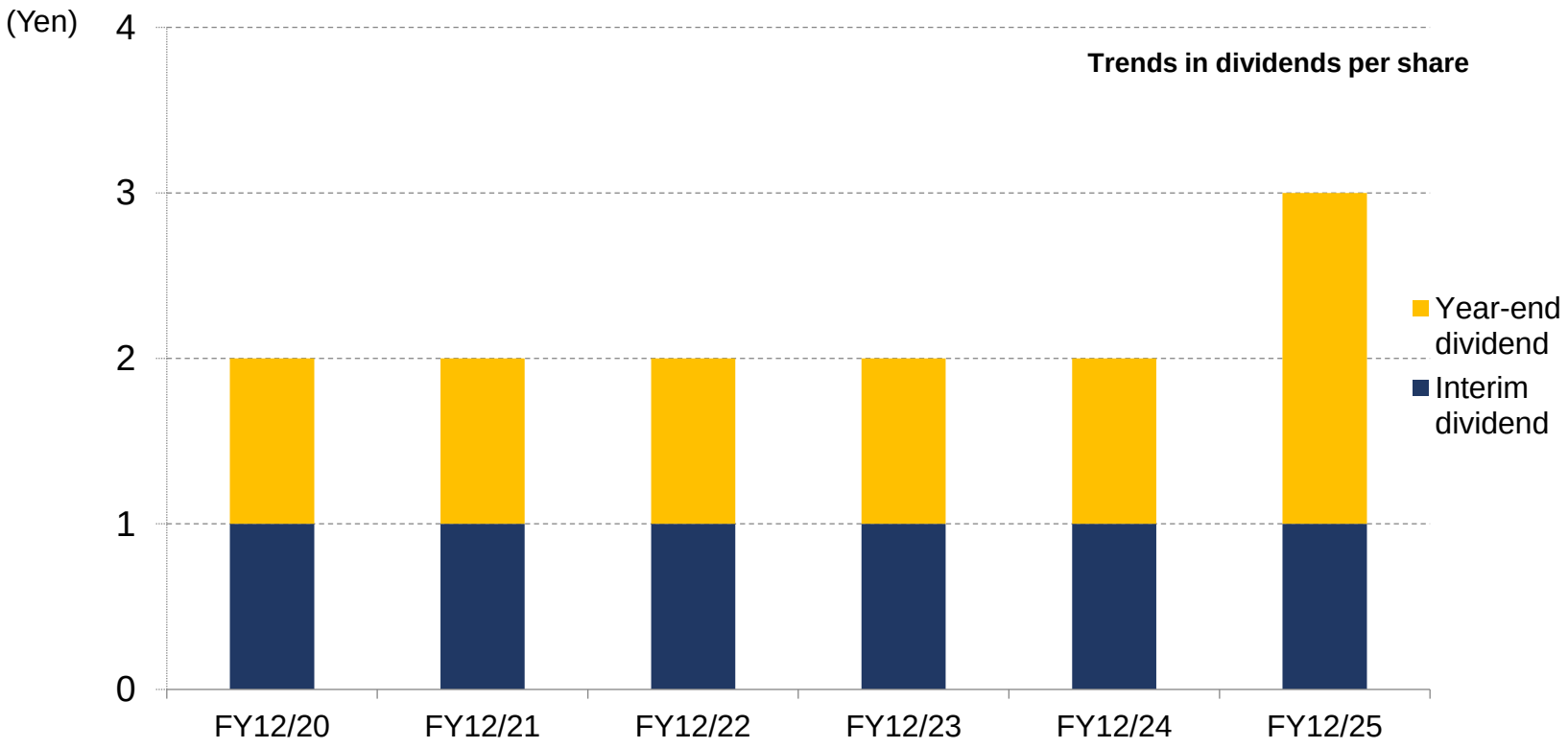
Ⅳ. Shareholder Return Policy

Shareholder Returns

During the fiscal year under review, both sales and profit progressed steadily, owing to the acquisition of major projects during the period. Furthermore, taking into account feedback from shareholders, including institutional investors, and with a view to enhancing shareholder returns, we paid a dividend of 3 yen per share for the full year (an increase), consisting of a year-end dividend of 2 yen and an interim dividend of 1 yen.

We will continue to strive for stable and continuous shareholder returns while comprehensively taking into account business performance and financial conditions.



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Appendix

Company Overview

As of February 2026

Name	BroadBand Tower, Inc.
Incorporated	February 9, 2000
Head office	HIBIYA PARKFRONT, 2-1-6 Uchisaiwaicho, Chiyoda-ku, Tokyo
Capital	3,478 million JPY
Business segments	Computer platform business Media solutions business
Representatives	Hiroshi Fujiwara, Chairman, President & Chief Executive Officer Mieko Nakagawa, Senior Executive Director & Member of the Board, Legal & Accounting Group
Sales	13,423 million JPY (FY12/24 consolidated)
Stock Exchange	Tokyo Stock Exchange Standard: 3776

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Corporate History

2000

2001

Company name changed to BroadBand Tower, Inc.

2002

2003

2004

Site 2 opens (Shinagawa Ward, Tokyo)

2005

Listed on the Hercules Market of the Osaka Securities Exchange
Site 3 opens (Meguro Ward, Tokyo)

2006

Executes a distributorship agreement and begins sales for Isilon (now PowerScale), a product of Isilon Systems (now Dell Technologies)

2007

Launches managed hosting service FlexHosting (now c9 Flex)
Nishiumeda Site opens (Fukushima Ward, Osaka City)

2008

2009

2010

Acquires the Preferred Partner Platinum status, the highest level (at the time) in the Isilon Partner Program

2011

2012

2013

Joines the Amazon Web Services Partner Network (APN)

2014

Becomes the first Japanese company to receive CSA STAR Certification for cloud security

2015

Site 5 opens (Koto Ward, Tokyo)
Executes a distributorship agreement for Scality's Scality RING and begins sales
Joins the Microsoft Azure Cloud Solution Provider (CSP) program

2016

Executes a Dell EMC Business Partner Program for Cloud Service Provider (CSP) agreement
Establishes consolidated subsidiary Global IoT Technology Ventures, Inc. (now GiTV, Inc.)

2017

Receives the Partner Services Quality (PSQ) Award from Dell Technologies Inc. (USA)
Japan CableCast Inc. becomes a consolidated subsidiary

2018

New Otemachi Site opens (Chiyoda Ward, Tokyo)

2019

TSS Link, Inc. becomes a consolidated subsidiary

2020

BroadBand Tower, Inc. marks its 20th anniversary

2021

Mobile Internet Capital, Inc. becomes an equity-method affiliate

2022

Changes listing to the Tokyo Stock Exchange Standard Market

2023

Signed a basic agreement with Ishikari Renewable Energy Data Center LLC No. 1 regarding the commercialization of Ishikari Renewable Energy Data Center

2024

c9 Flex V-series and N-series obtains the international cloud security standard ISO/IEC 27017 certification

2025

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Consolidated Profit and Loss Statement for the Fiscal Year Ended December 31, 2025

(Millions of yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025	YoY	
			Amount	%
Net sales	13,423	15,289	1,866	13.9
Cost of sales	10,098	12,014	1,916	18.9
Gross profit (loss)	3,325	3,275	(50)	(1.5)
SG&A expenses	2,657	2,464	(193)	(7.2)
Operating profit (loss)	668	811	143	21.4
Ordinary profit (loss)	809	909	100	12.3
Profit (loss) attributable to owners of parent	386	300	(86)	(22.3)

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Consolidated Balance Sheet for the Fiscal Year Ended December 31, 2025

(Millions of yen)

	End of December 2024	End of December 2025		End of December 2024	End of December 2025
Cash and deposits	7,595	6,975	Accounts payable – trade	1,005	933
Accounts receivable-trade	1,737	2,032	Short-term borrowings Current portion of long-term borrowings	1,288	1,213
Merchandise and finished goods	173	72	Income tax payable	182	222
Other	539	612	Other	2,214	2,188
Allowance for doubtful accounts	(2)	(2)	Total current liabilities	4,690	4,557
Total current assets	10,043	9,690	Long-term borrowings	1,646	1,151
			Other	1,464	1,403
			Total non-current liabilities	3,111	2,554
Property, plant and equipment	4,384	4,055	Total liabilities	7,802	7,112
Intangible assets	1,169	1,087	Total shareholders' equity	8,362	8,556
Investments and other assets	4,152	4,348	Accumulated other comprehensive income	271	211
Total non-current assets	9,706	9,491	Share acquisition rights	13	13
			Non-controlling interests	3,300	3,288
			Total net assets	11,947	12,069
Total assets	19,750	19,182	Total liabilities and net assets	19,750	19,182

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Consolidated Cash Flow Statement for the Fiscal Year Ended December 31, 2025

(1,000 yen)

	Fiscal year ended December 31, 2024	Fiscal year ended December 31, 2025	Change
Cash and cash equivalents at beginning of period	6,147,259	7,585,914	1,438,655
Cash flows from operating activities	2,761,918	1,339,541	(1,422,377)
Cash flows from investing activities	(585,807)	(1,795,769)	(1,209,962)
Cash flows from financing activities	(737,455)	(654,224)	83,231
Increase in cash and cash equivalents	1,438,655	(1,110,453)	(2,549,108)
Cash and cash equivalents at end of period	7,585,914	6,475,461	(1,110,453)
Free cash flow	2,176,000	(456,228)	(2,632,228)

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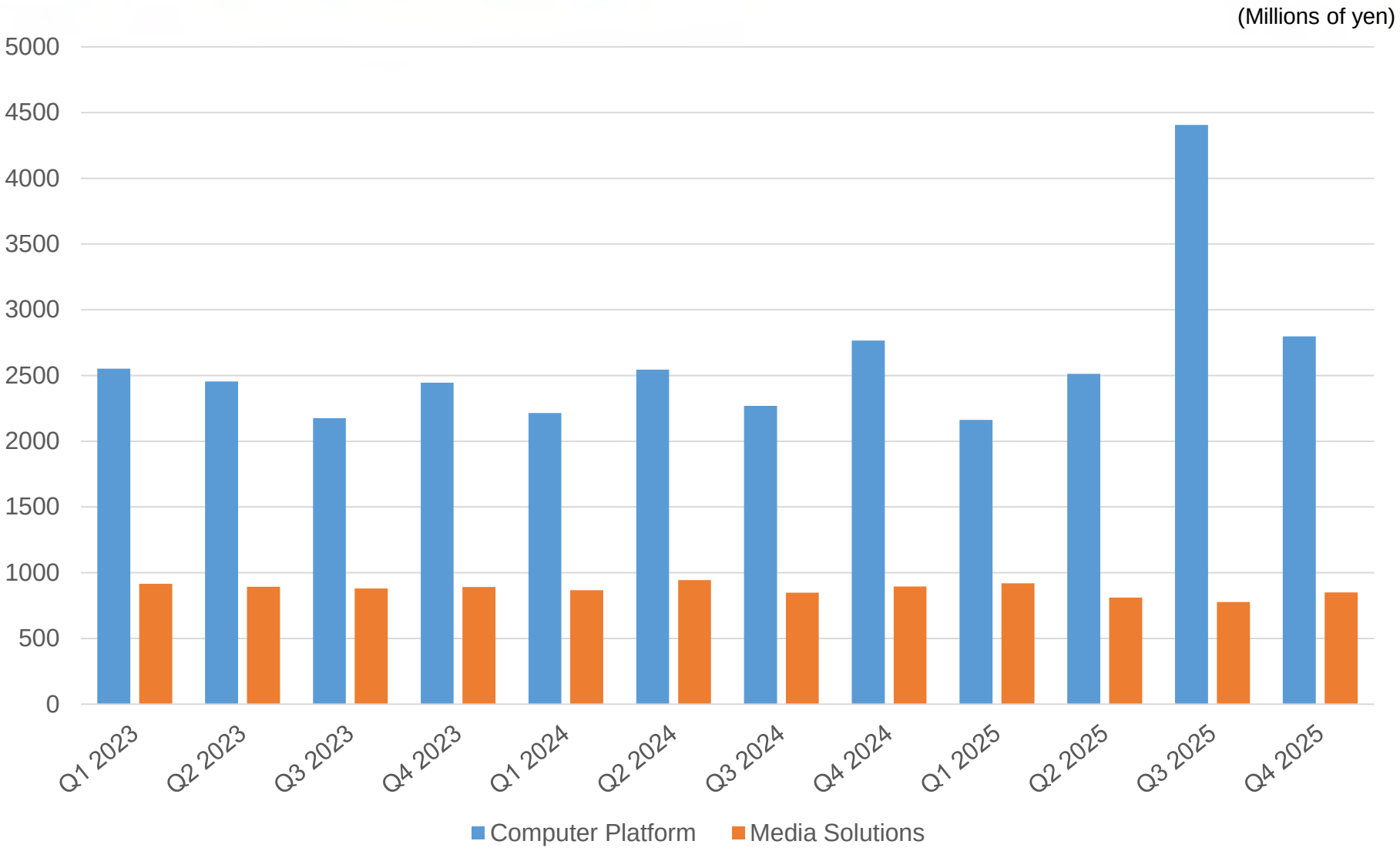
Sales trends by segment



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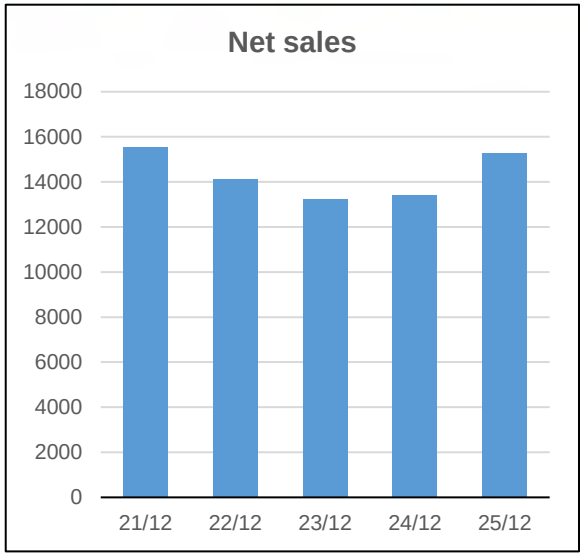
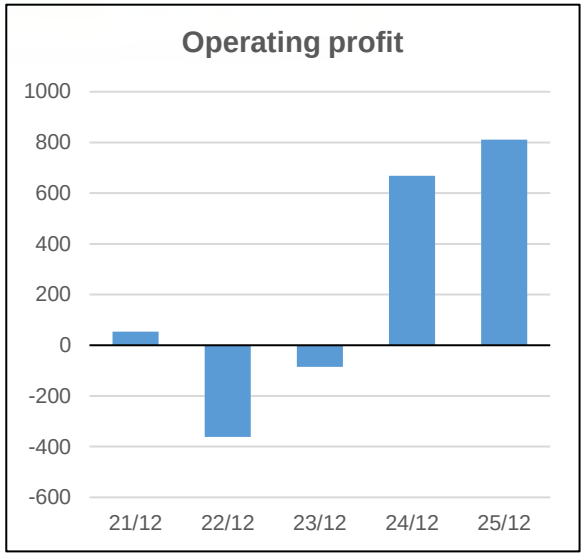
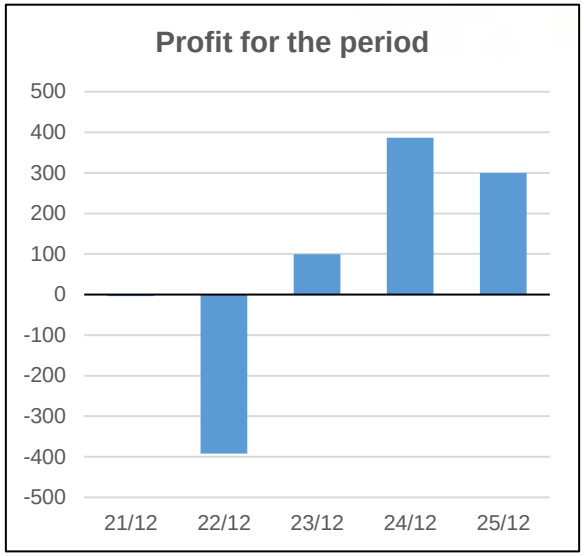
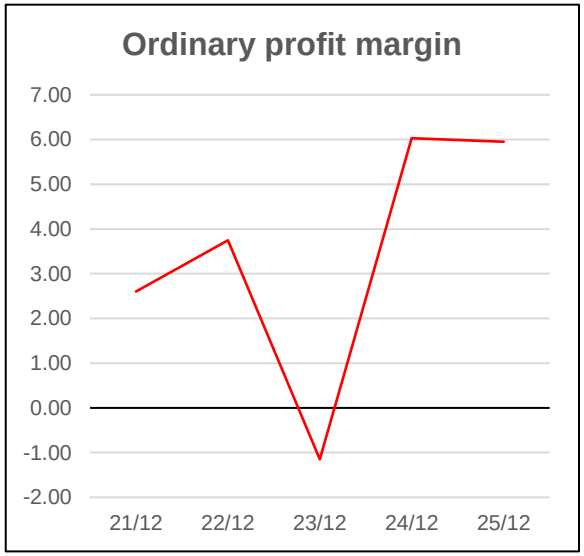
Key Management Indicators

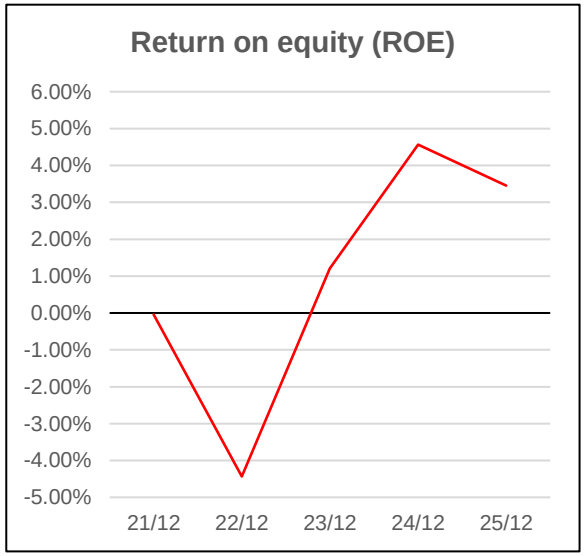
(Millions of yen)

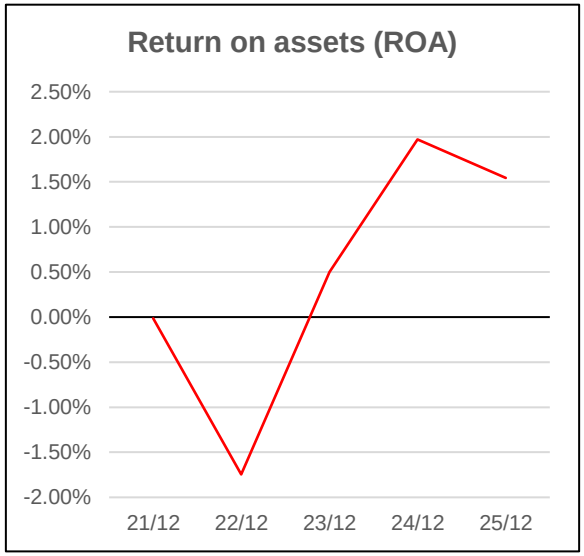












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Sustainability Initiatives

Policies	Action items	ESG
1. Climate change measures and environmental preservation	• Promotion of energy-saving and resource-conservation measures in the data center business • Proactive adoption and expanded use of renewable energy • Continuous promotion of businesses that contribute to lower environmental impact, such as solar power generation projects	E
2. Information security	• Operation of an information security management system based on international standards • Acquisition and maintenance of advanced security certifications for cloud services • Enhancement of response to cyber risks, and continuation of internal training and education	G
3. Policy and strategy regarding human resource development and the improvement of the internal company environment	• Recruitment and promotion of talent regardless of gender, nationality, educational background, or any other such considerations • Development of systems that enable flexible working arrangements and provision of a comfortable office environment • Continuous human resource development and support for skill enhancement • Enhancement of performance through the introduction of activity-based workplaces (ABW)	S
4. Information disclosure and communication	• Improvement of business activities through dialogue with stakeholders • Understanding of the response to international initiatives • Compliance with laws, regulations, and other requirements, and risk management	S
5. Legal compliance and risk management	• Compliance with governance-related regulations • Understanding of, and appropriate response to, social-related laws and regulations • Understanding of, and appropriate response to, environmental laws and regulations • Compliance with laws and regulations related to information security, and continuous strengthening of security systems	G

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5G Innovations

(Note)
The statements regarding the future contained within this document are based on the information currently available to the Company Group and certain assumptions that have been determined to be reasonable. The Company Group does not guarantee the validity of such statements as actual performance and other factors can result in significant deviations.