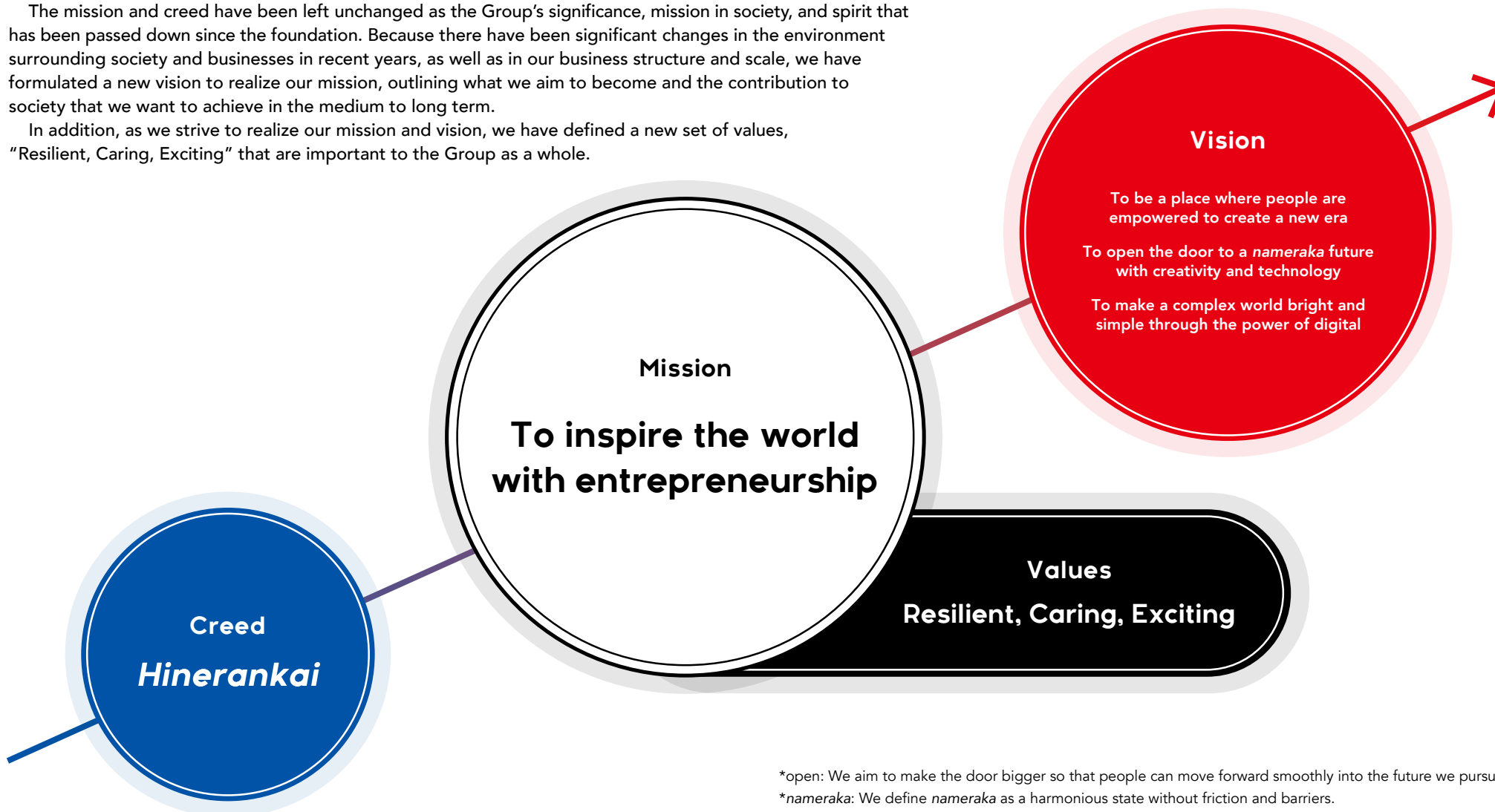


The New Group Philosophy

In October 2022, we revised the Group Philosophy.

The mission and creed have been left unchanged as the Group's significance, mission in society, and spirit that has been passed down since the foundation. Because there have been significant changes in the environment surrounding society and businesses in recent years, as well as in our business structure and scale, we have formulated a new vision to realize our mission, outlining what we aim to become and the contribution to society that we want to achieve in the medium to long term.

In addition, as we strive to realize our mission and vision, we have defined a new set of values, "Resilient, Caring, Exciting" that are important to the Group as a whole.



*open: We aim to make the door bigger so that people can move forward smoothly into the future we pursue.

**nameraka*: We define *nameraka* as a harmonious state without friction and barriers.

The New Vision

The newly formulated vision consists of three sections:

- i) what kind of environment (place) we create for human resources to develop,
- ii) what value those individuals will create with what core competencies, and
- iii) what kind of positive impact they will have on society as a whole and how they will "inspire the world."

Clause 1

To be a place where people are empowered to create a new era

It expresses our desire to position the Group as a place where people with a high sense of ownership and a strong entrepreneurial spirit grow through business and create a new era.

Clause 2

To open the door to a *nameraka* future with creativity and technology

Through creativity and technology, the source of the Group's business value, we aim to create a better future, broaden the "door to the future," pass through the door together with stakeholders, and coexist and prosper together.

Clause 3

To make a complex world bright and simple through the power of digital

It represents our stance to take on challenges in response to social issues while valuing the distinctive qualities of "Septeni."

Note: These are the examples of interpretation of the new vision. In our Group, each employee is encouraged to interpret and act on the vision from their respective standpoints and concepts.



Thoughts behind the Formulation of the New Group Philosophy

Koki Kaku, Head of the Corporate Design Office at Septeni Holdings Co., Ltd., who was the driving force behind the project, speaks about the thoughts that went into the new vision and what the Group aims to become.

The new vision formulation process

First, to find the Group's core words, we listened to the opinions of every single Group Senior Executive Officer, as well as Koki Sato, the Group's representative. We extracted words by asking various questions such as "What do you like about the Septeni Group?" and "What do people outside often say about us?" We also collected the thoughts and opinions of Group members evenly without bias toward their departments or seniority. Then we took the elements we had gathered and treated them as keywords, organizing them into two kinds of words: those that expressed the uniqueness (core competencies) of the Group, and those that represented the ideal state and the kind of worldview we wanted to realize as a group.

Keywords collected at the first stage of vision formulation

The Group's core competencies



The Group's ideals for the future



► Details are available in the Group's official notes.

Revising the Group's corporate philosophy! The road to a new vision https://note.com/septeni_group/n/n78fbb3977dd9 (*Only available in Japanese)

Our next step was to use the words we had organized as a basis to output a large number of prototypes to serve as specific vision phrases. Based on them, the members of the Corporate Vision Reformation Project, including Mr. Sato, held many discussions. The final phrase selected was one that Sato expressed in his own words.

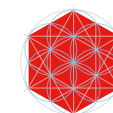
Reason for adding the values of "Resilient, Caring, Exciting"

The Group is made up of over 30 companies, each of which has its own management philosophy and code of conduct that suits it. In light of that, we simplified the values that the whole Group should prioritize and aimed to make them coexist with the philosophies of each company. This is why we changed the position of the "Septeni Way" code of conduct we had set up in the past and decided to use the words "Resilient, Caring, Exciting," which we had established as our corporate logo design concept, as the Group-wide values.

The aim of the new corporate philosophy

It goes without saying that our goal is for each Group company to expand its business based on its unique philosophy. However, at the same time, we believe there is an energy that can only be displayed and a world that can only be realized through group management. Through this renewal of our philosophy, I hope that every employee will strongly feel their identity as a member of

The newly formulated Group values



Resilient

- Stability
- Grit
- Courage



Caring

- Inclusiveness
- Cooperation
- Adaptability



Exciting

- Unconventionality
- Inspiration
- Originality

the Group once again, and that somewhere in their hearts, they will continue to harbor a desire to fulfill the Group philosophy through their individual business activities.

Koki Kaku

Head, Corporate Design Office
Septeni Holdings Co., Ltd.

