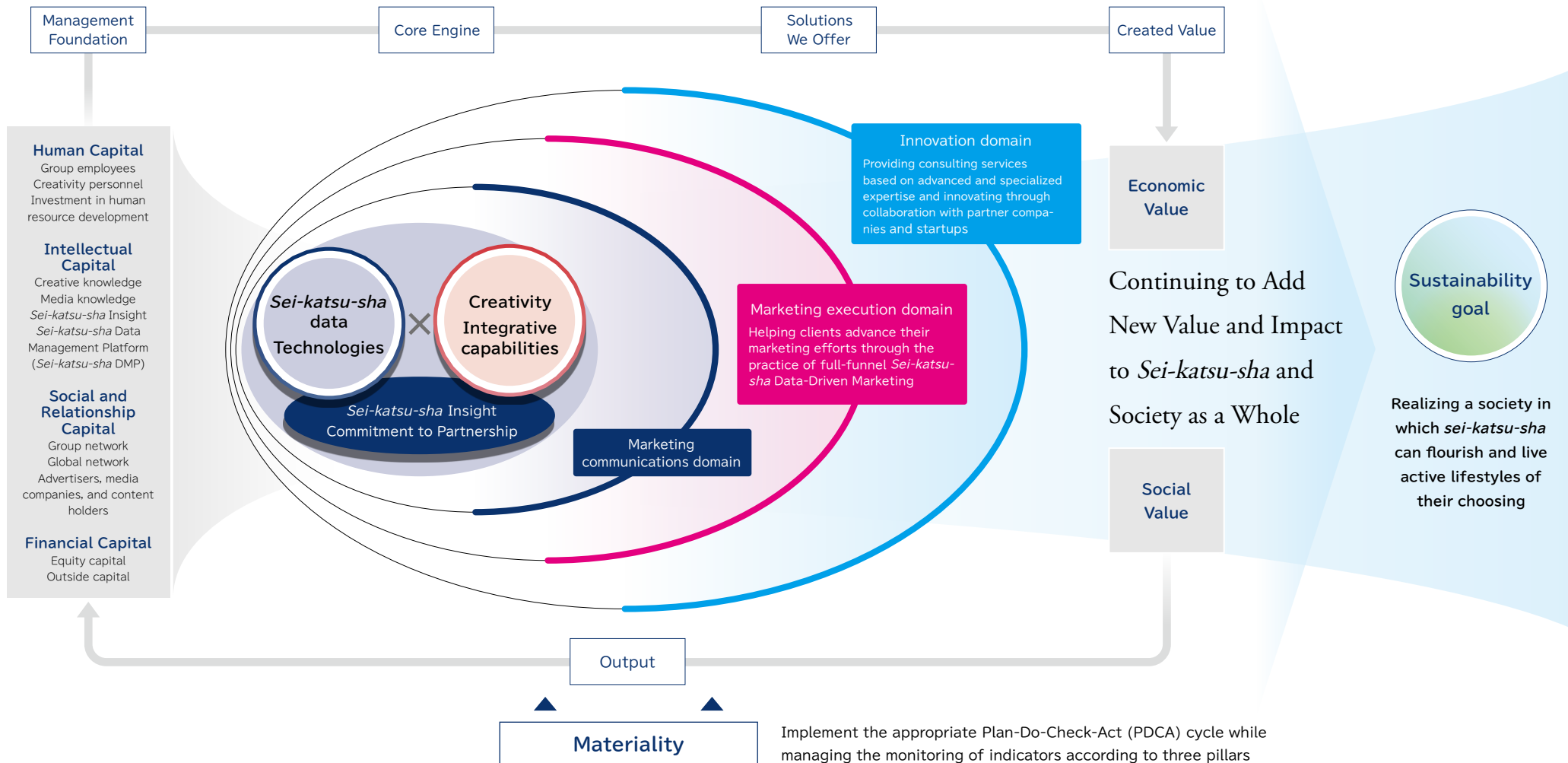


Value Creation Model

The Hakuholdo DY Group adheres to *Sei-katsu-sha* Insight and Commitment to Partnership as its policies and places these two policies at the center of its business development. Ascertaining the essence of the era and society itself, we will continue to create new value that contributes to the development of society as a partner to *sei-katsu-sha* while at the same time realizing sustainable business growth as a partner that leads dynamic innovation in the marketing activities and businesses of our clients.



Implement the appropriate Plan-Do-Check-Act (PDCA) cycle while managing the monitoring of indicators according to three pillars