

Sei-katsu-sha Insight

Sei-katsu-sha Insight is the foundation of our thinking and planning. It reminds us that consumers have heartbeats and are more than just shoppers performing an economic function. These unique, autonomous individuals that we refer to as *sei-katsu-sha* live in an increasingly diverse society. We believe that deeper insight into their lives is the source from which new value springs. That is why we make it our business to know *sei-katsu-sha* better than anyone else and to use that knowledge to make media a stronger bridge between advertisers and *sei-katsu-sha*.

Sei-katsu-sha Insight Community

The *Sei-katsu-sha* Insight Community is an activity platform that spans the Hakuholdo DY Group, in which each employee understands and applies the Group's *Sei-katsu-sha* Insight philosophy to create new value.

Amid the pandemic-driven changes that swept the global landscape and rapid advances in digitalization, *Sei-katsu-sha* Insight is essential for expanding business, enhancing competitiveness, and creating new services and businesses. Through community engagement, we aim to incorporate *Sei-katsu-sha* Insight into our work methods and internal communications, fostering a distinctive organizational culture that embodies the spirit of the Hakuholdo DY Group.

Currently, we are recruiting members from the seven major companies in Japan and considering specific *Sei-katsu-sha* Insight activities to implement. The team implementing these activities will consist of representatives from each company, with a focus on young employees, with implementation committee members at the officer and division head level supporting these representatives. Community managers will also be involved.



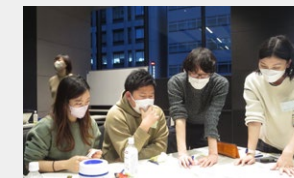
Interview

Participating in the *Sei-katsu-sha* Insight Community (IREP)

IREP has a user-centric culture, which I believe has similarities to *Sei-katsu-sha* Insight. However, through training and discussions with colleagues from Group companies, I found it refreshing and fascinating to actively express my opinions and clarify my thoughts on this topic.

In order to leverage *Sei-katsu-sha* Insight in IREP and use it as a tool, I think each individual needs to gain a better understanding of how to apply it to their work. To this end, we have created a platform for internal dialogue, called *Sei-katsu-sha* Data Dialogue in IREP, which aims to attract volunteers and provide an opportunity for discussions.

Through ongoing dialogue, we will continue to increase the number of employees who can experience *Sei-katsu-sha* Insight. We also plan to continue conducting workshops that provide tips on how to incorporate insights into our business operations.



Sei-katsu-sha Insight Community participants

Interview

Moving onto a New Stage That Seeks to Combine Digital Capabilities with *Sei-katsu-sha* Insight (IREP)

We believe *Sei-katsu-sha* Insight will be essential as IREP expands its integrated marketing business from a digital foundation. By participating in the *Sei-katsu-sha* Insight Community, we aim to incorporate its precepts within our company and apply its methods to advance our skill development programs, further enhancing our human capital. We are committed to achieving sophisticated integrated marketing with a digital focus.



Tetsuya Kurosu

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Sei-katsu-sha Insight
 Community Implementation
 Committee Member