

# Sustainability Statement

## Achieving Sustainability for All Stakeholders of the INFRONEER Group and Our Planet by Providing Optimal Infrastructure Services

In view of the ways in which society is changing, the INFRONEER Group has formulated the INFRONEER Group Sustainability Statement (IGSS). The IGSS is our compass, showing our vision for society and the social value we can deliver and guiding us along a path toward achieving them. It describes INFRONEER's vision, mission, and value (VMV) for the future in specific terms.

As an integrated infrastructure service company, we provide a diverse range of services across the globe, which enables us to contribute to solving issues in various settings, create value, and achieve sustainability.

We know it is difficult to predict the future, which is why we depict a future vision for society and incorporate it into our medium- to long-term strategies.

But we cannot realize the kind of society INFRONEER envisions alone. We will therefore find more allies who support the IGSS and work together to take on challenges.

- 1 We strive to realize a symbiotic society where we can coexist with the planet and its people.
- 2 We strive to simultaneously pursue three types of social value, namely, "functional value," "environmental value," and "convivial value\*" in addition to economic value through a virtuous cycle of applying INFRONEER's strengths.
- 3 We will enhance our execution capabilities by refining our growth drivers that bolster INFRONEER's strengths to create social value.

\* Conviviality is a term that means "a state of festivity and liveliness." It is a concept introduced by Austrian philosopher Ivan Illich (1926–2002). The term has the meaning of creating and enjoying together a society where people can express their inherent abilities in a creative manner through relationships with others and nature.

### INFRONEER's Vision for Society

As an integrated infrastructure service company, INFRONEER will provide optimal infrastructure services across the globe and work with its stakeholders to realize a symbiotic society like the following.

#### with the Earth

**A society in which there are no trade-offs between the global environment and economic activities and that is in harmony with nature**

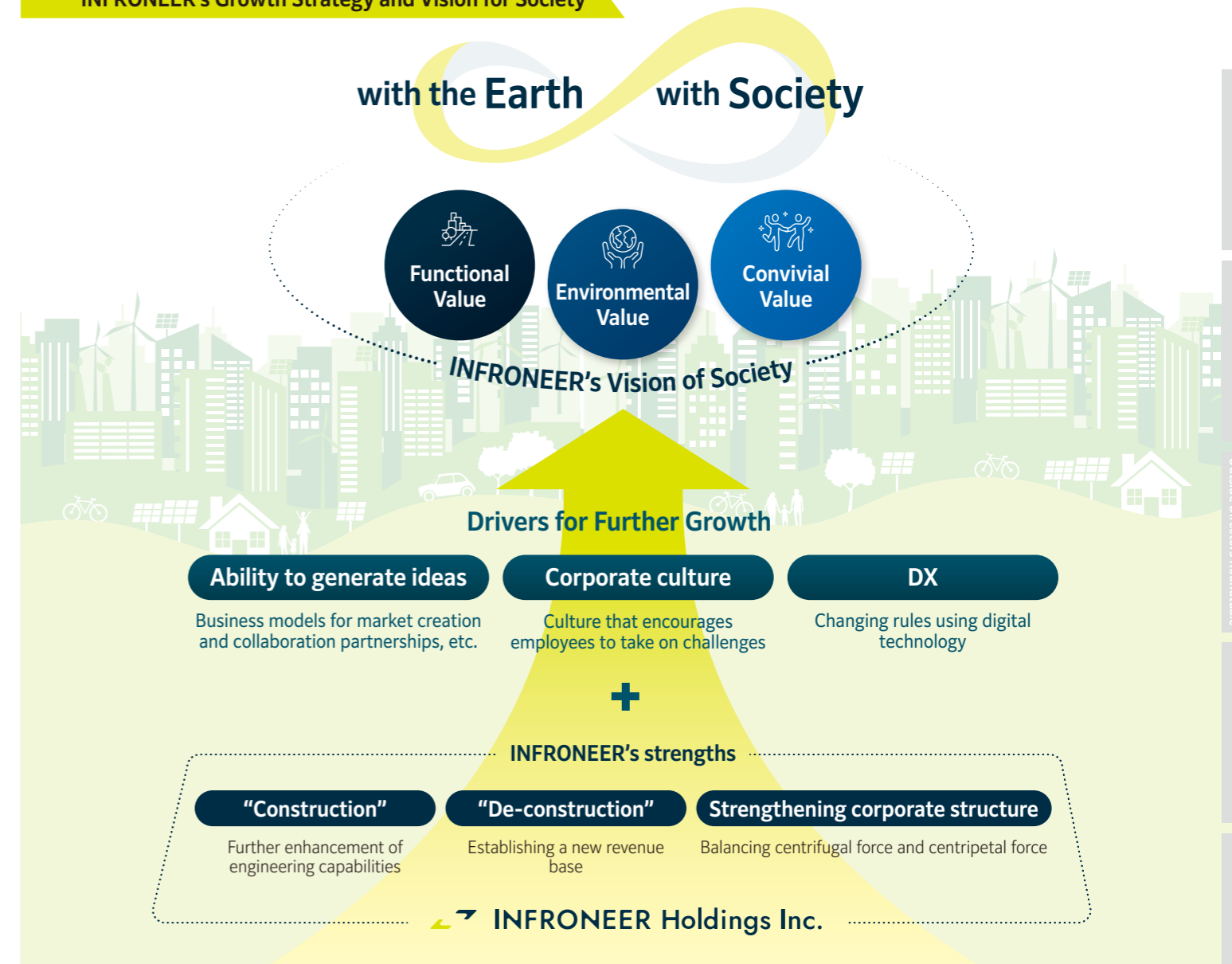
It is a society that can achieve the goals of both environmental conservation and economic development at the same time, instead of sacrificing the environment in the pursuit of economic growth, and complements each other. By achieving harmony with nature, an abundant natural environment and economic opportunities can be provided to both present and future generations.

#### with Society

**A society where individual diversity is respected and personal well-being is achieved**

It is a society where people with diverse characteristics and values can enjoy good mental and physical health throughout their lives while acknowledging each other's differences. We strive to create a society where people support and cooperate with each other to create more prosperous and healthy communities, which will lead to the sustainable development of society.

## INFRONEER's Growth Strategy and Vision for Society



### Social Value Created by INFRONEER

By operating businesses that contribute to the sustainable development of society, INFRONEER can deliver three types of value to society as a whole.

#### Functional value that enables the safe, secure, and sustainable use of infrastructure

<Examples of social issues to be solved> Aging infrastructure, insufficient financial resources, energy supply instability (self-sufficiency rate, renewable energy adoption rate), shortage of workers

#### Environmental value provided to communities through the circulation and development of natural resources

<Examples of social issues to be solved> Abnormal weather, stable energy supply, destruction of biodiversity, achievement of carbon neutrality

#### Convivial value of respecting the joys of each other's lives and enjoying life together

<Examples of social issues to be solved> Declining birthrate and aging population, regional challenges, promotion of safe towns and comfortable living, diversity

### Growth Drivers to Create Social Value

INFRONEER's infrastructure service business creates new value for the future by taking an out-of-the-box approach. We believe infrastructure can play a part in transforming lifestyles and culture, depending on how it is managed and operated. INFRONEER strives to create "functional value," "environmental value," and "convivial value" by leveraging its strengths to achieve further growth.