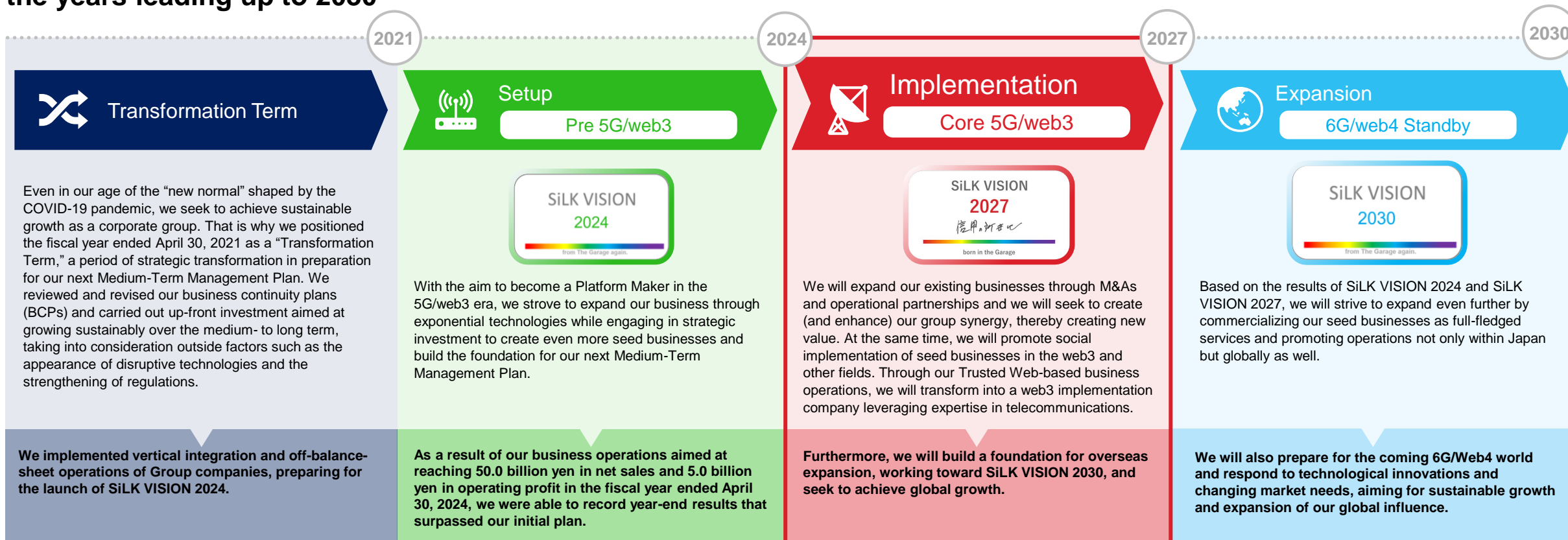# Roadmap to becoming a web3 implementation company leveraging expertise in telecommunications

Medium- to long-term growth vision for the years leading up to 2030

The FreeBit Group has positioned the solving of social issues, such as the global environment, an aging society, and the knowledge explosion, as the core of SiLK VISION, our Medium-Term Management Plan. We do not simply pursue profit, but seek to contribute to society through the expansion of the internet.

Three paradigms of the 21st century

Finite Earth　　Aging society　　Knowledge explosion

Formulating a decade-long plan for 2021 to 2030 to achieve medium- to long-term growth in the years leading up to 2030

2021　　　　**2024**　　　　**2027**　　　　**2030**

Transformation Term

Even in our age of the "new normal" shaped by the COVID-19 pandemic, we seek to achieve sustainable growth as a corporate group. That is why we positioned the fiscal year ended April 30, 2021 as a "Transformation Term," a period of strategic transformation in preparation for our next Medium-Term Management Plan. We reviewed and revised our business continuity plans (BCPs) and carried out up-front investment aimed at growing sustainably over the medium- to long term, taking into consideration outside factors such as the appearance of disruptive technologies and the strengthening of regulations.

We implemented vertical integration and off-balance-sheet operations of Group companies, preparing for the launch of SiLK VISION 2024.

Setup — Pre 5G/web3

SiLK VISION 2024
from The Garage again.

With the aim to become a Platform Maker in the 5G/web3 era, we strove to expand our business through exponential technologies while engaging in strategic investment to create even more seed businesses and build the foundation for our next Medium-Term Management Plan.

As a result of our business operations aimed at reaching 50.0 billion yen in net sales and 5.0 billion yen in operating profit in the fiscal year ended April 30, 2024, we were able to record year-end results that surpassed our initial plan.

Implementation — Core 5G/web3

SiLK VISION 2027
信用の打ち出し
born in the Garage

We will expand our existing businesses through M&As and operational partnerships and we will seek to create (and enhance) our group synergy, thereby creating new value. At the same time, we will promote social implementation of seed businesses in the web3 and other fields. Through our Trusted Web-based business operations, we will transform into a web3 implementation company leveraging expertise in telecommunications.

Furthermore, we will build a foundation for overseas expansion, working toward SiLK VISION 2030, and seek to achieve global growth.

Expansion — 6G/web4 Standby

SiLK VISION 2030
from The Garage again.

Based on the results of SiLK VISION 2024 and SiLK VISION 2027, we will strive to expand even further by commercializing our seed businesses as full-fledged services and promoting operations not only within Japan but globally as well.

We will also prepare for the coming 6G/Web4 world and respond to technological innovations and changing market needs, aiming for sustainable growth and expansion of our global influence.

Integrated report 2024

Review of the Medium-Term Management Plan SiLK VISION 2024 (May 2021 to April 2024)

SiLK VISION 2024

– Completed preparations for the 5G/web3 era –

SiLK VISION 2024 is the first stage of the FreeBit Group's decade-long plan. During this stage, we aimed to expand our business using exponential technologies as a Platform Maker for the 5G/web3 era. For three years, we focused on ambidextrous management, by steadily expanding our existing business and strategically investing to shift to 5G/web3. As a result of these efforts, we created numerous seed business and completed our preparations for the next Medium-Term Management Plan. We also far surpassed our targets for the fiscal year ended April 30, 2024, of 50.0 billion yen in net sales and 5.0 billion yen in operating profit.

Growth strategies and results

5G Infrastructure Support Business

<Strategies>
- Aim for growth that exceeds market growth rates through thoroughly efficient operation
- Promote support for next-generation technologies such as 5G/eSIM/eKYC/IP telephony

<Results>
- We cultivated new customers, lowered costs, and increased sales profits through the sale of products with high gross profit margins
- Next-generation technology support progressed at a steady pace

5G Lifestyle Support Business

<Strategies>
- Achieve KPIs and reduce costs
- Reinforce business in order to increase the number of customers, improve customer satisfaction, and grow market share
- Plan and implement new businesses

<Results>
- We achieved our KPIs and increased sales profit
- We improved our service quality and established deeper relationships with customers
- We launched new businesses

Enterprise/Creator 5G DX Support Business

<Strategies>
- Efficient operation and resource reallocation
- Expand influencer marketing using affiliate program participants
- Plan and implement new businesses

<Results>
- We increased per-person gross profit
- We expanded our business scale by increasing the number of affiliate customers
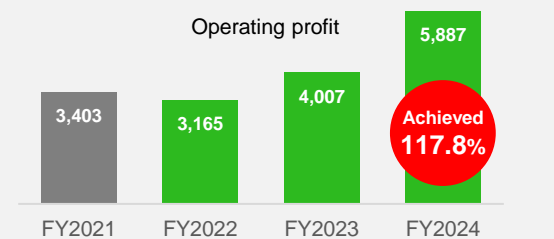- We launched new business services

Target achievement

<Target> Fiscal Year Ended April 30, 2024

Net sales: **50.0** billion yen/
operating profit: **5.0** billion yen

Net sales

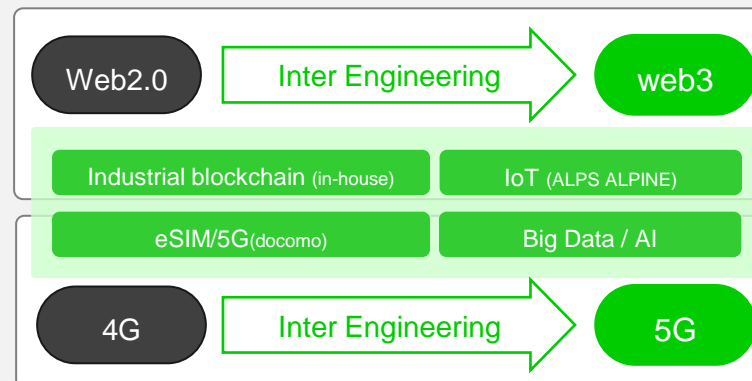| FY2021	FY2022	FY2023	FY2024
52,009	43,075	46,771	53,037 Achieved 106.1%
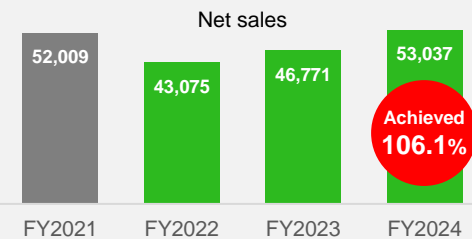
SiLK VISION 2024

<Achievements> Fiscal Year Ended April 30, 2024

Net sales: **53.0** billion yen/
operating profit: **5.8** billion yen

Operating profit

FY2021	FY2022	FY2023	FY2024
3,403	3,165	4,007	5,887 Achieved 117.8%

SiLK VISION 2024 (Millions of yen)

Preparation for 5G/web3 technologies

Web2.0 → Inter Engineering → web3

Industrial blockchain (in-house) | IoT (ALPS ALPINE)

eSIM/5G(docomo) | Big Data / AI

4G → Inter Engineering → 5G

TONE Chain
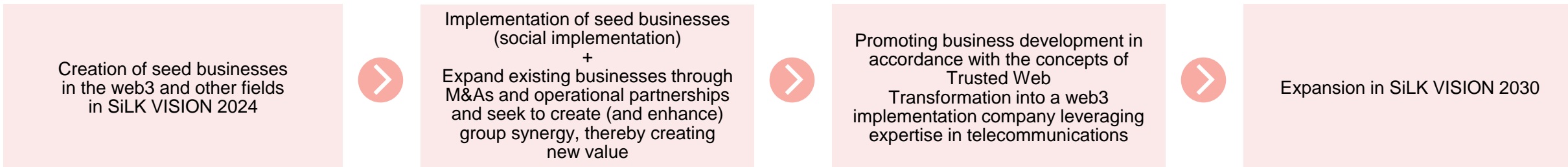**World's third largest scale L1 blockchain**

We have made steady technical progress, such as conducting a web3 service PoC using a mobile L1 blockchain developed in-house within the FreeBit Group and developing an edge computing LLM-based generative AI system to further strengthen smartphone-based decentralized infrastructure.

Outline of the Medium-Term Management Plan SiLK VISION 2027 (May 2024 to April 2027)
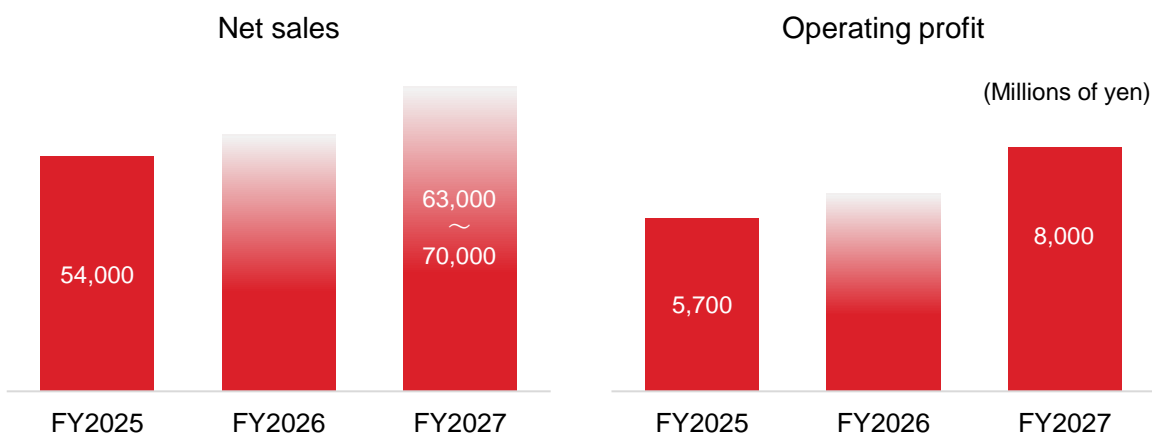
SiLK VISION 2027 信用の新せ born in the Garage

– To become a web3 implementation company leveraging expertise in telecommunications –

| Creation of seed businesses in the web3 and other fields in SiLK VISION 2024 | ❯ | Implementation of seed businesses (social implementation) + Expand existing businesses through M&As and operational partnerships and seek to create (and enhance) group synergy, thereby creating new value | ❯ | Promoting business development in accordance with the concepts of Trusted Web Transformation into a web3 implementation company leveraging expertise in telecommunications | ❯ | Expansion in SiLK VISION 2030 |

🎯 **Targets**

⟫⟫ **Transforming into a driving force in web3 implementation**

Targets

Fiscal Year Ending April 30, 2027 Net sales: 63.0 to 70.0 billion yen/ operating profit: 8.0 billion yen

Net sales

- FY2025: 54,000
- FY2026
- FY2027: 63,000 ~ 70,000

Operating profit

(Millions of yen)

- FY2025: 5,700
- FY2026
- FY2027: 8,000

SiLK VISION 2027

web3 / Trusted Web +Web2.0 Connector

IoT Sensing/Generative AI/ API Actuator

Communication x Core component x eKYC/ZEN/Generative AI (BPO)

Telecommunications business (5G/Fixed line for housing complexes)

Some examples

- Medical issues
- Insufficient housing issue for the elderly, etc.
- Supervising sensor
- Creator support, etc.
- Children/senior smartphone problems
- Smartphone development/control, etc.

High PER (exit from telecommunications business)

High profitability

We will achieve a higher level of profitability in our existing telecommunications business while solving various social issues by expanding business in the web3 and AI fields. Leveraging the technological capabilities of the FreeBit Group, a telecommunication-born group, we will aim to transforming into a driving force in web3 implementation, and, through these efforts, increase our corporate value.

Integrated report 2024

Growth strategies in the Medium-Term Management Plan SiLK VISION 2027

⊕ Growth strategies   Use hybrid methods that combine Web2.0 and web3 to achieve social implementation of web3 in a phased and complementary manner.

5G Infrastructure Support Business

5G Lifestyle Support Business

Enterprise/ Creator 5G DX Support Business

Anticipated new growth drivers

- Collaboration with GIGA PRIZE, new B2B platforms, Platform Maker services (web3, 5G, IoT, AI), DX, medical, IoT domains, etc.
- Develop proprietary web3 services (including IEO studies in communities), new credit services, etc.
- Challenge of solving social issues by providing a single-unit network for all households + α
- Expansion of creator DX business, overseas expansion centered around Asia
- Web3/AI technical implementation, assembly using core components

Growth of existing businesses

- Growth plan in line with MVNE (5G) business market expansion
- Maintain introduction of 5G Homestyle (GPG) averaging 150,000 units over three years
- Continuous growth of affiliate business
- Improving productivity and profits in the Internet marketing business

Careful social implementation for the entire customer market of the FreeBit Group, using hybrid methods

freebit

GIGA PRIZE

Full Speed

Web3 platform implementation process

Enhancing trust through a hybrid of Web2.0 and web3

- Multiple stage process
- Complementary
- Cooperation and Coordination

SiLK VISION 2027 信用の新また born in the Garage

Become a web3 implementation company leveraging expertise in telecommunications, and move toward SiLK VISION 2030

Integrated report 2024

Growth strategies in the Medium-Term Management Plan SiLK VISION 2027 – Collaboration among Group companies

Specific growth strategy initiatives

Establishment of a Value Creation Committee by FreeBit and GIGA PRIZE to assist in the web3 social implementation

👍 **Homestyle's "good for all parties** (residents, property owner/management company, and society)"/ideals

freebit × GIGA PRIZE × ALPSALPINE

FreeBit and GIGA PRIZE have established a Value Creation Committee for the three paradigms of "Finite Earth," "Aging society," and "Knowledge explosion." We are combining our technologies and expertise to tackle these social issues. Together with partner companies, we will expand our businesses that create new value.

Establishment of a Value Creation Committee

- Senior Advisor Mr. Yasutaka Yanase
- fb CEO and CTO Ishida
- fb CFO Shimizu
- GP President Sato
- GP Director Ueda
- Executive Director Shibata

Officer-class members from various fields (subcommittees)

Social implementation →

Three paradigms of the 21st century
- Finite Earth
- Aging society
- Knowledge explosion

LIVING TOWN MINATOMIRAI

First stage

Acquired local 5G license on May 28, 2024, for "LIVE! LIVINGTOWN," a social implementation experimental project in LIVINGTOWN MINATOMIRAI in which 5G, web3, AI, and IoT technologies are introduced in society using a vertically integrated approach.

[legend] Good for all parties | Ideals

- Customer base expansion and revenue source diversification
- Ensuring long-term business sustainability

web3	Data management system
Digitalization	Increase asset value of property
IoT device	Property energy management, remote monitoring, etc.

▶ Reduction of operating costs
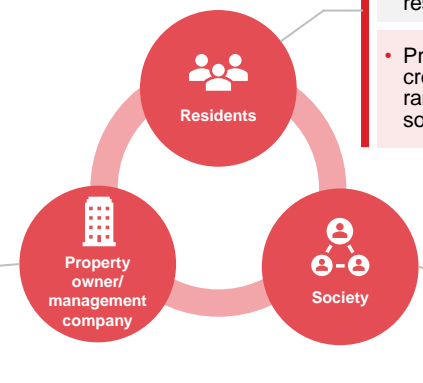
Residents

- Enrich lifestyles by offering a convenient IoT environment within residences
- Provide a highly secure, fast, stable internet environment, thereby creating a highly convenient residential environment that offers a wide range of smart home functions with an eye toward the issue of the aging society

Property owner/ management company

Society

- Address the issue of the digital divide
- Strengthen security and privacy protection
- Reduce environmental impacts

- Address the issues of the digital divide and create a stronger local community through digital platforms

🔍 Use web3 technologies to create a "good for all parties" society that offers a comfortable and secure living environment

Future developments

Short term
- Enhance research and development of new communications technologies, smart home services, web3 & LLM, etc.
- Lower network service prices
- Accelerate regional expansion by strengthening alliances with other business companies
- Enhance governance as a leading company

Bring together expertise from throughout the FreeBit Group to tackle various issues, thereby strengthening governance, adding more value, and providing residents with safer and more secure living environments

Long term
- Roll out services that provide living environments where everyone can enjoy long-term peace of mind, regardless of advances in the aging society
- Promote the deployment of IoT environments within residences and offer web3 services to provide greater convenience in day-to-day life, reduce environmental impact, and make digital transactions safer
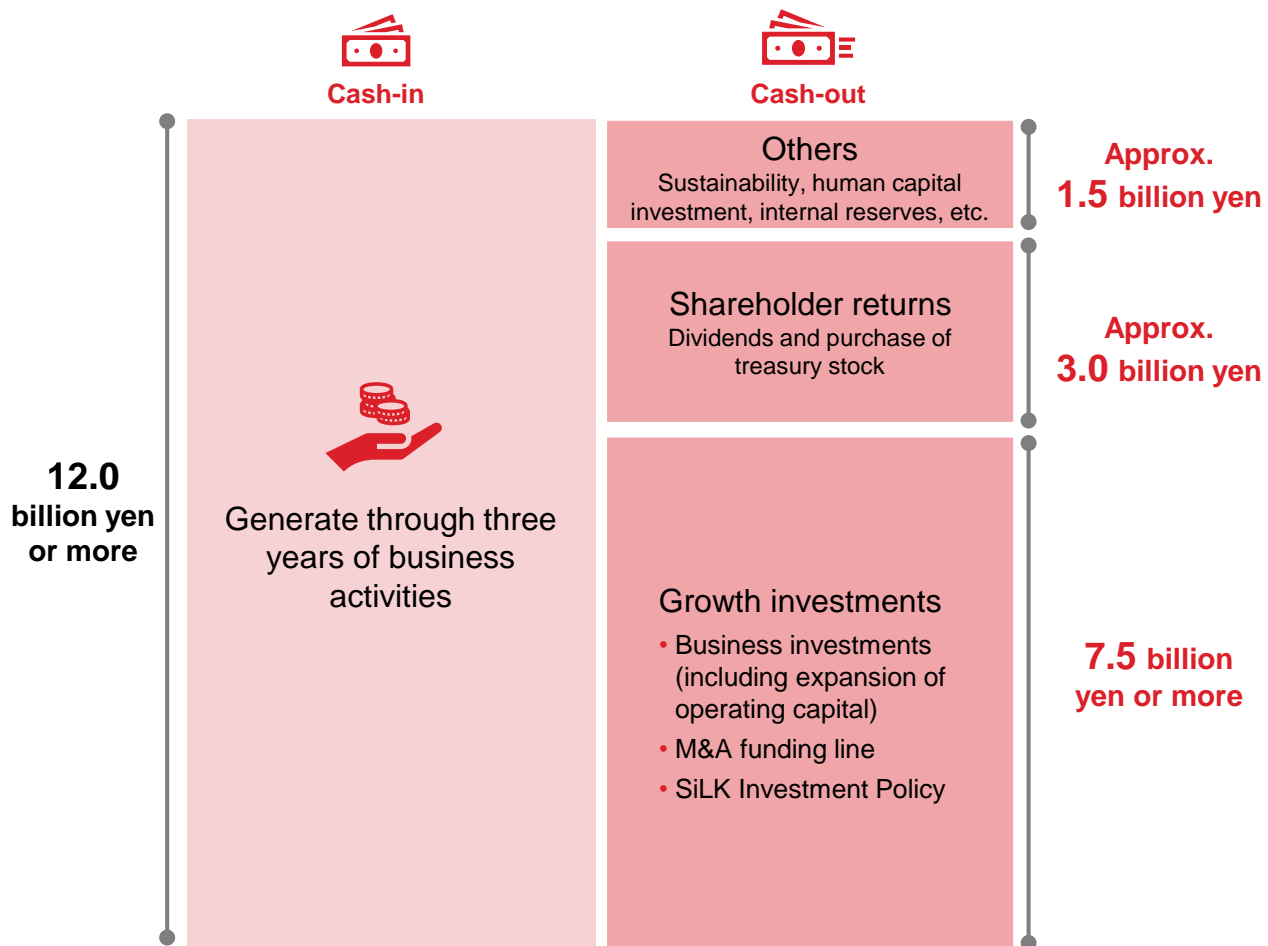
Promote the DX of society as a whole by providing services to protect the lives and lifestyles of residents

Contribute to the improvement of sustainability while increasing the corporate value of the FreeBit Group

Integrated report 2024

Financial strategies in the Medium-Term Management Plan SiLK VISION 2027
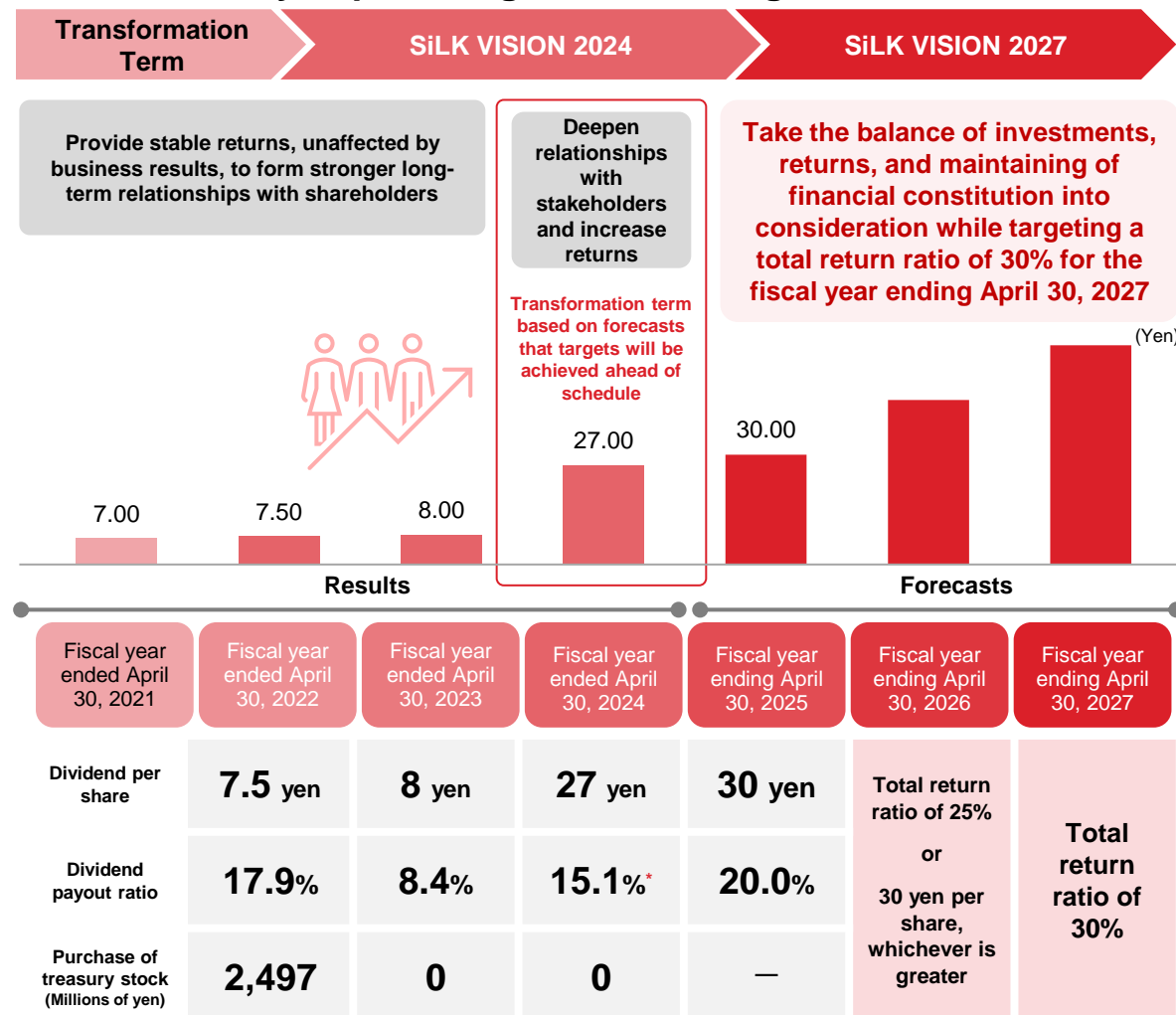
Financial strategies (Capital allocation for sustained growth)

Using the operating cash flow generated by business activities under SiLK VISION 2027, we will allocate capital with an eye toward balancing growth investments, shareholder returns, and maintaining a sound financial constitution, with the aim of achieving sustained growth and increasing our corporate value.

Cash-in

Cash-out

12.0 billion yen or more

Generate through three years of business activities

Others
Sustainability, human capital investment, internal reserves, etc.
Approx. **1.5** billion yen

Shareholder returns
Dividends and purchase of treasury stock
Approx. **3.0** billion yen

Growth investments
- Business investments (including expansion of operating capital)
- M&A funding line
- SiLK Investment Policy

7.5 billion yen or more

Policy of providing returns through dividends

Transformation Term → SiLK VISION 2024 → SiLK VISION 2027

Provide stable returns, unaffected by business results, to form stronger long-term relationships with shareholders

Deepen relationships with stakeholders and increase returns

Take the balance of investments, returns, and maintaining of financial constitution into consideration while targeting a total return ratio of 30% for the fiscal year ending April 30, 2027

Transformation term based on forecasts that targets will be achieved ahead of schedule

(Yen)

7.00 — 7.50 — 8.00 — 27.00 — 30.00

Results | **Forecasts**

	Fiscal year ended April 30, 2021	Fiscal year ended April 30, 2022	Fiscal year ended April 30, 2023	Fiscal year ended April 30, 2024	Fiscal year ending April 30, 2025	Fiscal year ending April 30, 2026	Fiscal year ending April 30, 2027
Dividend per share		7.5 yen	8 yen	27 yen	30 yen	Total return ratio of 25% or 30 yen per share, whichever is greater	Total return ratio of 30%
Dividend payout ratio		17.9%	8.4%	15.1%*	20.0%		
Purchase of treasury stock (Millions of yen)		2,497	0	0	—		

* Value after excluding the impact of change of fiscal period by the GIGA PRIZE Group: 15.8%

Enhancement of corporate value in the Medium-Term Management Plan SiLK VISION 2027

Management conscious of capital costs and corporate value

By implementing our Medium-Term Management Plan, we aim to secure an ROE (which has averaged 23.4% over the past three years) that exceeds our shareholder capital costs (currently 8 to 9%). At the same time, we strive to increase our corporate value by implementing initiatives to meet the growth expectations of the market and achieve a high price-to-earnings ratio.

Current situation

Target: SiLK VISION 2027

ROE

- Profitability
- Efficiency
- Financial leverage
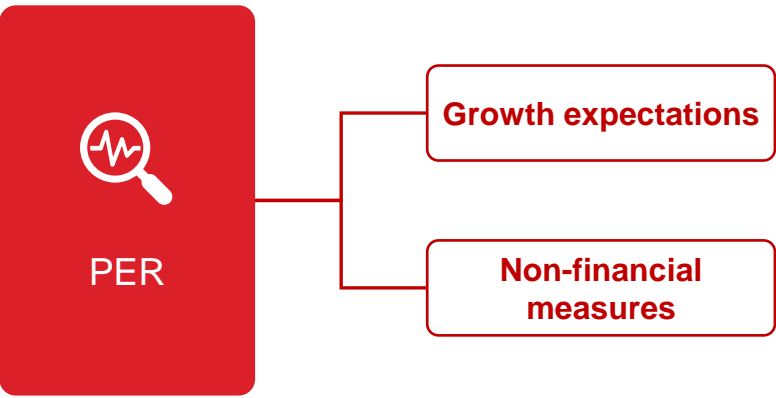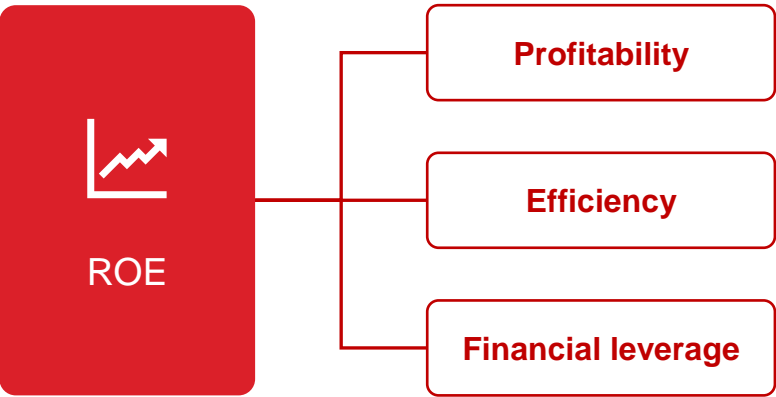
Average values during SiLK VISION 2024, the previous Medium-Term Management Plan

- Profit to net sales ratio: 4.2%
  ▶ Above the average for the information communications category

- Total asset turnover ratio: 1.3x
  ▶ Over 1x that of blue-chip companies

- Financial leverage: 4.2x
  ▶ Appropriate range for a growth company

- ROE: 23.4%
  ▶ Surpassing the 9.7% average (in FY2021) for Prime Market companies

- Increase profit to net sales ratio through ongoing growth investments while factoring in capital efficiency

- Increase dividends and promote the acquisition of treasury stock while taking into consideration the balance of investments and returns

Take the above into consideration while performing capital allocation and continue to maintain a high ROE following the previous three-year SiLK VISION 2024 plan

PER

- Growth expectations
- Non-financial measures

- PER of roughly 8x to 9x

- No clearly defined policy on investments and returns for medium-term growth

- Insufficient stakeholder recognition and understanding of the growth areas other than the telecommunications business that we have our sights set on

- Envisioned cost of shareholder's equity: 8 to 9%

- Achieve steady growth in existing businesses and communicate our Group-wide sustainable growth strategies in the 5G/web3/AI field, including seed businesses

- Enhance investor relations by enriching and expanding IR/PR content and focusing on communicating with the market

- Create a web3 stakeholder community through One Vision (the FreeBit Shareholder DAO)

- Carry out sustainability investments, including human capital investment

Integrated report 2024

Realization of stakeholder capitalism – One Vision

👍 One Vision's "good for all parties"

One Vision is a "good for all parties" model for sustainably creating a positive cycle of engagement with stakeholders
We have already begun using our proprietary services and technologies in initiatives involving our customers, shareholders, and companies/employees. In the future, we will expand these initiatives to extend to stakeholders throughout society.
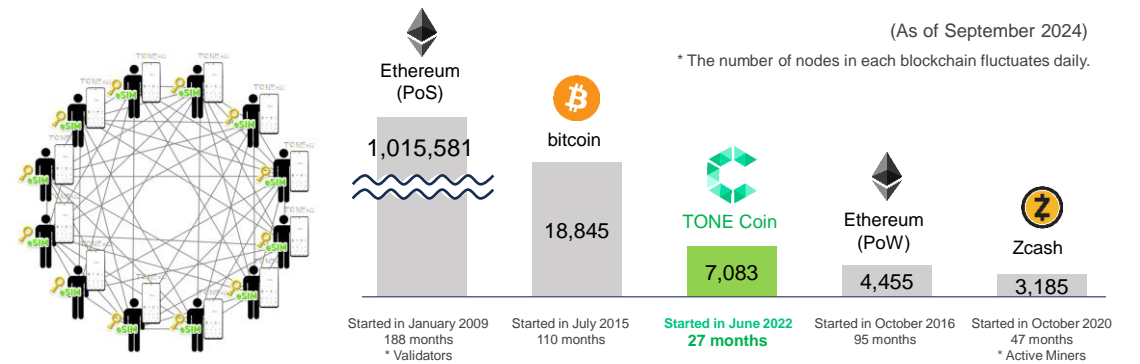

Local community

Business partners

TONE Coin

National and local Govern-ments

Customers

Customers and employees both contribute to services and reap the benefits of their contributions

Shareholders become customers and customers become shareholders, increasing our corporate value

OneVision

Financial institutions

Companies /employees

Shareholders

NPO NGO

Shareholders and companies both solve social issues

freebit
"freebit group" app

freebit 株主DAO
Shareholder DAO

🖥 FreeBit's sustainable technologies that support One Vision

Restoring the original distributed nature of the internet → Promoting decentralization/edge computing

2009
Web/Storage server
ServersMan

2022
L1 Blockchain
TONE Ware
TONE Coin

2024
LLM
TONE Ware
LLM x social issues related to social media

Building Blocks (Blockchain)
TONE Chain
EVM

Building Blocks (AI)
freebit Edge LLM
LLM

Invisible Computer

Pure functionality improvements to conventional smartphones

Smartphones with Japan-exclusive Functions (2010)

Super smartphones (node)

Dual screen smartphones

Foldable smartphones

Telephone manufacturer roadmap

Internet company roadmap

Cell phones (1987)

Flip phones (1999)

Smartphones (2007)

Tablet

PC

FreeBit's Servers Man, TONE Chain, and freebit Edge LLM, created through its initiatives for achieving decentralization through smartphones, are contributing to the restoration of the original, decentralized nature of the internet. These technologies are being connected to create trust for One Vision services and to realize them in a sustainable manner.

🏃 TONE Chain, an L1 blockchain with a low environmental impact

FreeBit believes that, theoretically, a mesh network of smartphones is the ideal decentralized infrastructure. In June 2022, it began offering TONE Chain, a layer 1 blockchain that embodies this approach. Since then, the number of nodes in the blockchain has steadily increased, making it the third largest blockchain in the world. As it consists entirely of smartphones, it has a lower environmental impact and decentralizes decision-making.

(As of September 2024)
* The number of nodes in each blockchain fluctuates daily.

Ethereum (PoS)
1,015,581

bitcoin
18,845

TONE Coin
7,083

Ethereum (PoW)
4,455

Zcash
3,185

Started in January 2009
188 months
* Validators

Started in July 2015
110 months

Started in June 2022
27 months

Started in October 2016
95 months

Started in October 2020
47 months
* Active Miners

Realization of stakeholder capitalism – One Vision

One Vision for

Customers

TONE Coin

▶**Participation by TONE Mobile users in this verification experiment has grown TONE Coin to have the third largest number of nodes in the world**

TONE Chain | Ethereum-compatible layer 1 blockchain that runs on smartphones using freebit web3 Blocks

TONE Coin |
• Unique point service that operates on TONE Chain
• The TONE Coin app starts automatically in the background while a smartphone is charging, and users receive TONE Coin as sealing payment
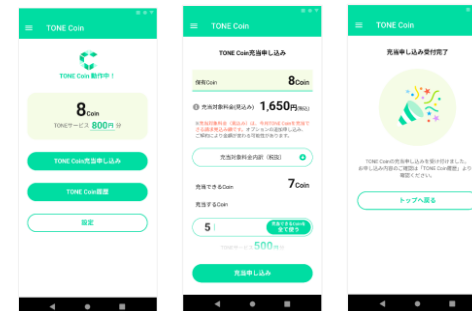
TONE Coins received as sealing payment can be converted into real value by exchanging them. TONE Mobile usage credits at a rate of 100 yen per TONE Coin (as of February 1, 2024)

Shareholders

freebit
株主DAO

Shareholder DAO

▶ **The FreeBit Shareholder DAO, a decentralized autonomous organization that uses TONE Chain, has been provided to shareholders as a web3 starter kit**
▶ **This is a new form of shareholder returns for the web3 era, in addition to conventional shareholder dividends and shareholder benefits**

Potential experiences

Earn TONE Coins for sealing	Community interaction through the dedicated shareholder bulletin board	Participation in the FreeBit Group's pioneering verification experiments (participation rights are planned to be rolled out in stages)
Users can participate in TONE Chain sealing using the FreeBit Shareholder DAO app ➢ They can receive TONE Coins as compensation	There is a dedicated shareholder bulletin board in the app and we manage a new community in which people can talk to other shareholders and IR staff	**TONE Care** **TONE Lifelog** **TONE Camera**

Employees

freebit

freebit group

▶ **TONE Chain functions have been added to the "freebit group" internal employee app, and employees receive TONE Coins as sealing payment**
▶ **We offer benefit programs based on the number of TONE Coins employees have saved**

One Vision Health Style | • Subsidies for use of personal gym trainers, use for lunch money, upgrades to medical checkups, etc.

One Vision Work Style | • Additional remote work availability, etc.

One Vision Career Style | • Access to career development workshops, etc.

We are collecting ideas from employees and updating the contents of these programs on a rolling basis

Through One Vision, we are providing support programs that help employees enjoy good health and work proactively and autonomously while creating working environments that offer more fulfilling working styles

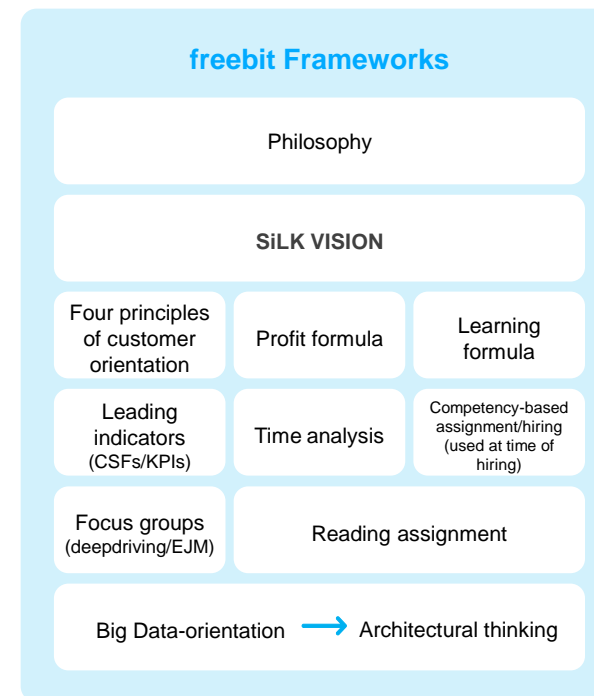*Integrated report 2024*

Human capital management supporting web3 implementation

The FreeBit Group is taking on the challenges to achieve the social implementation of web3, led by our purpose of "Being The NET Frontier!" We have embedded web3 concepts in the workstyles and methods used by all of our employees, and our aim is to create a company in which our employees can update themselves. We will introduce new human resource systems and structures that help our employees update themselves as they work toward the realization of our purpose.

Purpose

Update Everyday
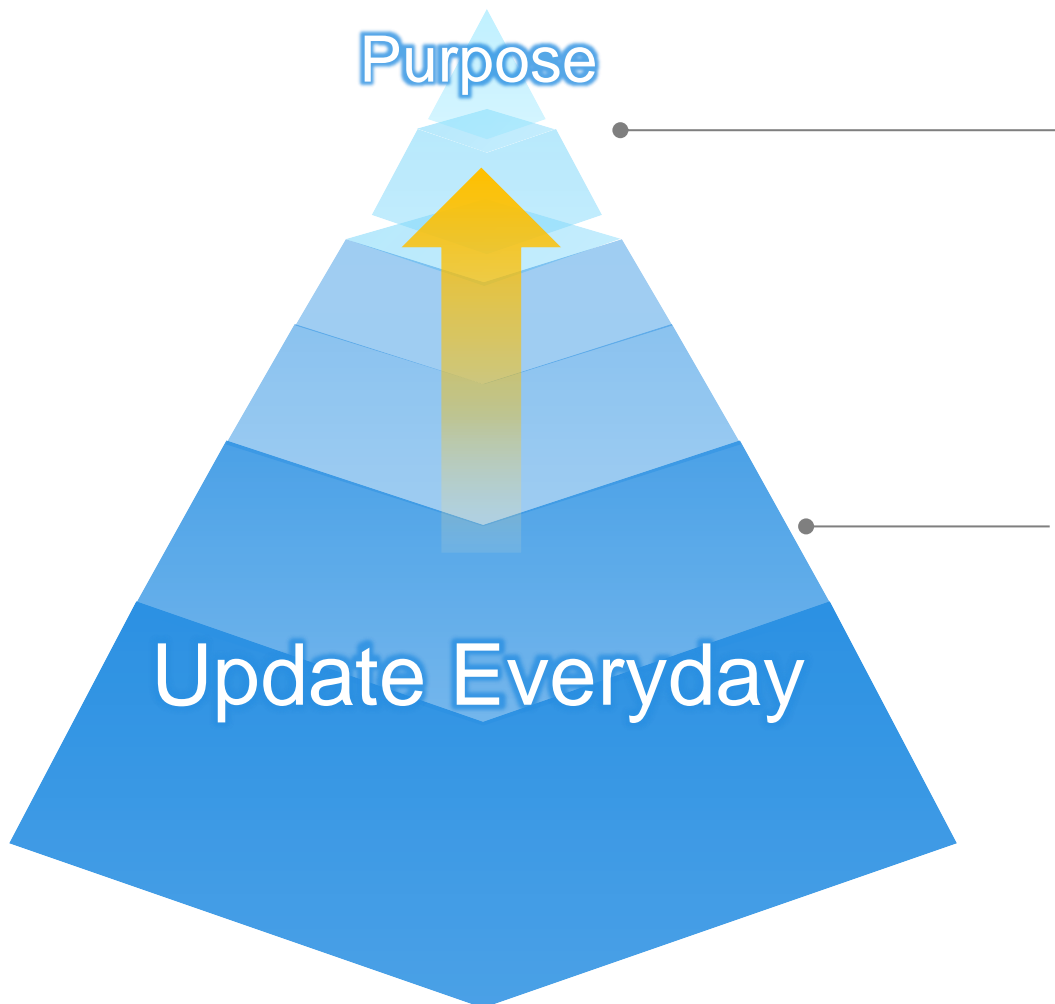
Being The NET Frontier!
Expanding the Internet and Contributing to Society

More open
– "Open you a bit"

More sustainable
– "Sustain you a bit"

More inclusive
– "Team you a bit"

More engaged in constantly learning
"Improve you a bit"

More engaged in ownership
– "We all lead a bit"

freebit Frameworks

Philosophy

SiLK VISION

Four principles of customer orientation	Profit formula	Learning formula
Leading indicators (CSFs/KPIs)	Time analysis	Competency-based assignment/hiring (used at time of hiring)
Focus groups (deepdriving/EJM)	Reading assignment	

Big Data-orientation → Architectural thinking

Human capital management supporting web3 implementation – Interview with the CHRO

"Business architects" to drive the FreeBit Group's human capital management

What is business architect?

Based on its corporate philosophy of "Being The NET Frontier!," the FreeBit Group develops entirely new services for society, with new technologies as its base. For us to develop unprecedented services from the ground up, it is essential that we adopt what is called "architectural thinking."* This mindset means taking a holistic view of abstract concepts from scratch. Business architects are individuals who can transform abstract overall concepts into specific service components and drive the development of specific solutions.

The FreeBit Group's approach to human capital management

Human capital management positions human resources as highly important management resources. For us, it means hiring and nurturing the human resources required to make our future vision a reality, and developing organizational environments conducive to their success. We place particular emphasis on human resources who can adopt and promote architectural thinking, and so the key to human capital management at the Company is how we can recruit more of these types of personnel.

Although the shortage of IT engineers is becoming increasingly problematic, our proactive use of new technologies such as web3 and AI is helping to attract numerous outstanding human resources to our organization. Moving forward, we will enhance our technology-related communications and aim to acquire engineers both in Japan and abroad.

We have a culture in which we strive to develop autonomous personnel, even entrusting new graduates in their first year at the Company to lead projects. That said, in terms of management and other areas, there is still plenty of room for improvement. Our policy going forward is to quickly overcome these weaknesses to further enhance our human capital.

Developing environments in which employees can independently continue to update their skills and careers

We are focusing on developing environments where each and every one of our employees can independently continue to update their skills and careers. In training, we emphasize the improvement of team management skills, and we have created training programs for management as well as employees who wish to go on to management in the future.

We also understand the importance of our employees' work-life balance and are proactively introducing systems that give employees more choices in how they work. In addition to flextime systems (which includes core hours), we also have a flexible work system that enables employees to continue working as full-time employees with reduced hours, to allow them to engage in childcare or nursing care.

Maximizing the value of our human resources to become a web3 implementation company

Autonomous human resources are essential to becoming a web3 implementation company. Increasing the number of individuals who can take ownership of the problems and issues facing the Company or the team is directly linked to maximizing the value of our human resources. To continue to provide new services and value, it is also important to develop business architects.

To develop these kinds of human resources, we boldly give new graduate hires and junior human resources authority and responsibility and entrust them with the planning and development of new services. There are many outstanding junior employees with new ideas, who are not constrained by preconceived notions. We think that giving these employees platforms to flourish is the fastest way to nurture outstanding human resources.

Another way to maximize the value of our human resources is the utilization of AI. Automating various tasks that were previously undertaken by human hands will enable people to focus exclusively on strategic tasks and fundamental problem-solving. We are also concentrating on the creation of internal environments that can cater to these changing styles of work.

Koichi Tomomatsu
Director and CHRO

Integrated report 2024

*Source: "Architectural Thinking" by Isao Hosoya and Kohki Sakata

Human capital management supporting web3 implementation – Measures to incorporate diverse perspectives

Becoming a company where it is natural for women to flourish. A path will open for anyone who challenges

S.I.
Sixth year at the Company
Planning Department, TONE
Business Division

Ikuko Wada
Director and CSO
General Manager of Group
Corporate Planning Division

R.Y.
Fifth year at the Company
New Business Development Department,
DX Business Division

Fujita Health University
PHR App

Our approach to promoting women's success

Wada ：In Japanese society, there are still many challenges to ensuring that women succeed in the workplace. The ratio of women in management is still low, and childcare leave and flextime systems are not being adequately implemented. At our company, however, without having to expressly promote women's success, there are already equal opportunities for both men and women to succeed. Here, success depends on the individual's values and mindset toward their work and career, and I believe that there is no doubt that women are well placed to succeed.

I was able to rise from an administrative employee to a company director, and that may be because I was blessed with opportunities and an environment conducive to success. That said, based on the belief that the Company's growth leads to my growth, I have always poured everything into roles that I believed were beneficial to the Company, regardless of my position or job title. One of the biggest attractions of our company is that with a proactive mindset and the right sense of curiosity and endeavor, everyone can broaden their platforms for success.

Initiatives at the FreeBit Group

S.I. ：At our company, I feel there are equal workplace opportunities for both men and women. There are many female section managers and development staff, and they are all very proactive in presenting their opinions and giving instructions. In fact, in my day-to-day work I am rarely conscious of my position as a female employee as everyone is treated equally.

R.Y. ：While many men are working here, I think that the environment is also supportive of women's success. Many of the management-level employees are parents themselves, and so everyone is very understanding of employees who have returned to work after taking childcare leave, as well as those who are using flextime and paid leave systems to take their children to and from daycare centers and to attend school events. We have an environment where it is easy to balance work and childcare.

Promoting diversity and women's success and becoming a web3 implementation company

S.I. ：I am involved in planning operations within the mobile business. Through our TONE Mobile service, we aim to provide a service that solves social issues such as smartphone addiction, fraud, and loneliness. Utilizing the characteristics of web3, like transparency and reliability, I hope to create a platform that people of all ages can use with peace of mind.

R.Y. ：I am in charge of new businesses that make use of decentralized apps running on a blockchain network. My aim is to use the expertise I have accumulated through past projects to provide new business opportunities and value in as many fields as possible. This is not limited to Japan, but overseas, too.

Wada ：I believe that increasing the number of women in management and executive positions, and incorporating ideas and perspectives unique to women, will help to drive sustainable management . This is why I would like our female employees to engage in more proactive communication and acquire the capabilities required to do so. I hope that the number of women in management will increase as many as possible, and that they will take responsibility for corporate management and business operations.

Human capital management supporting web3 implementation – For high levels of expertise

Becoming a web3 implementation company through a development environment that always allows for new challenges

Updating job fulfillment and skill levels

M.O.：The greatest attraction of our company is that we are always ready to take on new challenges. As long as you have ambition and drive, the Company will give you opportunities to try new things. I work in pioneering fields that have a major impact on society, and it is incredibly fulfilling to feel firsthand that the projects I am involved in are benefiting society.

P.J.：At our R&D department, we set our own ambitious targets and the organization supports our efforts to achieve them. Each time I design or develop a new service or product, or find a solution to a difficult problem, there is both a huge sense of achievement and a sense that my skills are improving.

P.J.
15th year at the Company
Research and Development
Department, NN Engineering
Division

M.O.
Fifth year at the Company
Research and Development
Department, NN Engineering
Division

Initiatives to become a web3 implementation company

M.O.：In my third year at the Company, I was invited by President Ishida to join the web3 business. To me, it felt like a future-oriented field in which I could take center stage and continue to be passionate about over the long term. I still remember the huge sense of excitement I felt when I first got involved in new concepts like crypto assets and NFTs. It was also inspiring to see other Japanese people of similar ages working in the field, and this gave me a strong desire to get involved and succeed. Today, we have enabled the visualization of system architecture to ensure that all team members can go about development from the same perspective, and we are striving to ensure consistency as we drive projects forward. Moving ahead, we will aim to standardize system structures and promote the Company-wide development of products that use web3 technologies to create further value.

P.J.：I have been working on web3 technologies since the Company first got involved in the field. Currently, I am working on improving the scalability of blockchain solutions. I give importance to designing new products and services and writing high-quality source code based on the web3 paradigm, as well as sharing these results with other team members through team meetings.

Providing value to stakeholders through web3 technologies

M.O.：I believe that using web3 technologies will enable us to provide innovative value in fields where there were previously significant security-related obstacles and fields where creating new services has been a challenge, like the medical industry. I am also very interested in the potential impact of web3 token incentives on community-based activities. By visualizing individual contributions and utilizing tokens that may enhance participants' engagement, I aim to create new experiences.

P.J.：Web3 technologies have so many advantages. I think they are particularly outstanding in their decentralized architecture, user control, transparency, security, and censorship resistance. If we can make full use of these advantages, I believe we can provide customers and society with new, secure, and transparent experiences in which individuals can take the initiative. Using web3 technologies, we will aim to create a future in which individuals can take the lead in contributing to societies and communities in a more significant manner.