



SUSTAINABILITY REPORT 2024



## Creating a Business for the Future

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### Editorial Policy

#### ■ Purpose of Issuance

We view the pursuit of sustainable growth, taking into account our impact on the environment and society, as a core corporate responsibility. Through this sustainability report, we aim to ensure transparency regarding our initiatives, achievements, and challenges, and to provide stakeholders with relevant information.

#### ■ Reporting Period

FY2024 (August 1, 2023 to July 31, 2024)

\* Includes activities before and after the specified period.

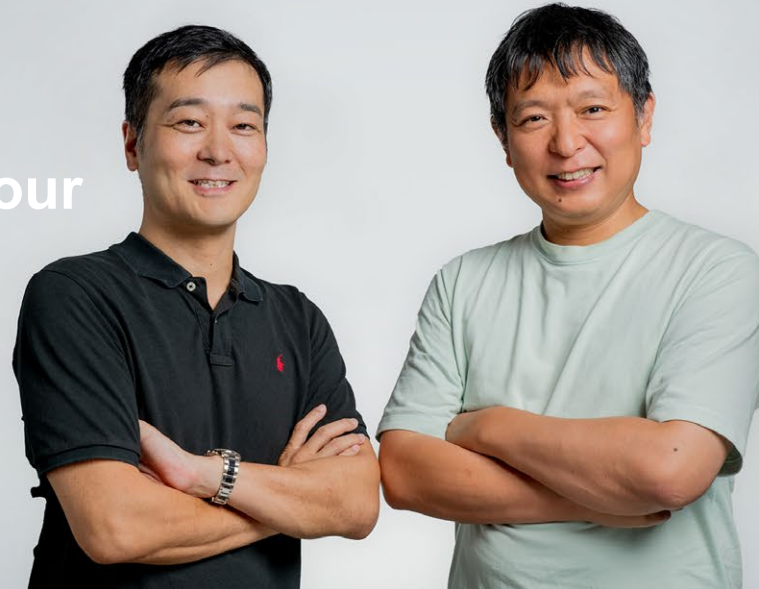
#### ■ Scope of Report

i-mobile Co., Ltd. and its consolidated subsidiaries

# Message from Representative Director

**Accelerating sustainability initiatives through our business activities**

**Toshihiko Tanaka**  
Representative Director, Chairman



**A company that grows together with society**

**Tetsuya Noguchi**  
Representative Director, CEO

## **Towards Achieving a Decarbonized Society**

We are facing various social issues such as climate change and an aging society, while the global movement toward building a sustainable society is accelerating.

The Group promotes regional revitalization through our Hometown Tax Donation business by creating sustainable gifts in return in cooperation with municipalities, in order to achieve a sustainable society. Furthermore, to achieve a decarbonized society, we launched Green Energy business and will strive to increase our solar power facilities by leveraging the relationships we have built with municipalities.

We will continue to accelerate our sustainability initiatives from the medium- to long-term perspective, in order to enhance management transparency and gain the trust of our shareholders, and other stakeholders.

## **In Pursuit of a Sustainable Future and Business Growth**

In order for the Group to continue growing, it is a key business challenge to enhance our corporate value by contributing to a sustainable environment and society.

In the FY07/24 (17th FY), we established the Sustainability Committee and engaged in discussions among senior management on environment, society, and governance, while promoting disclosures based on TCFD recommendations, and disclosures related to human capital management. As part of these activities, we are building a comfortable work environment and relocated to environmentally-friendly offices.

In future, we aim to achieve both a sustainable society and continuous growth in our corporate value by achieving profitable business growth while ensuring the sustainability of society and the global environment.

Under the vision of “Creating a Business for the Future,” i-mobile’s basic management policy is to provide high-satisfaction services to users and client companies by “Enhancing User Experience with Internet Marketing,” in response to trends in the business environment and changing customer needs, while continuing to maximize our corporate and shareholder value. In order to achieve this, we have articulated three core values to be maintained as guiding principles: “Smile,” “Growth,” and “Team.”

# Vision

Creating a Business for the Future

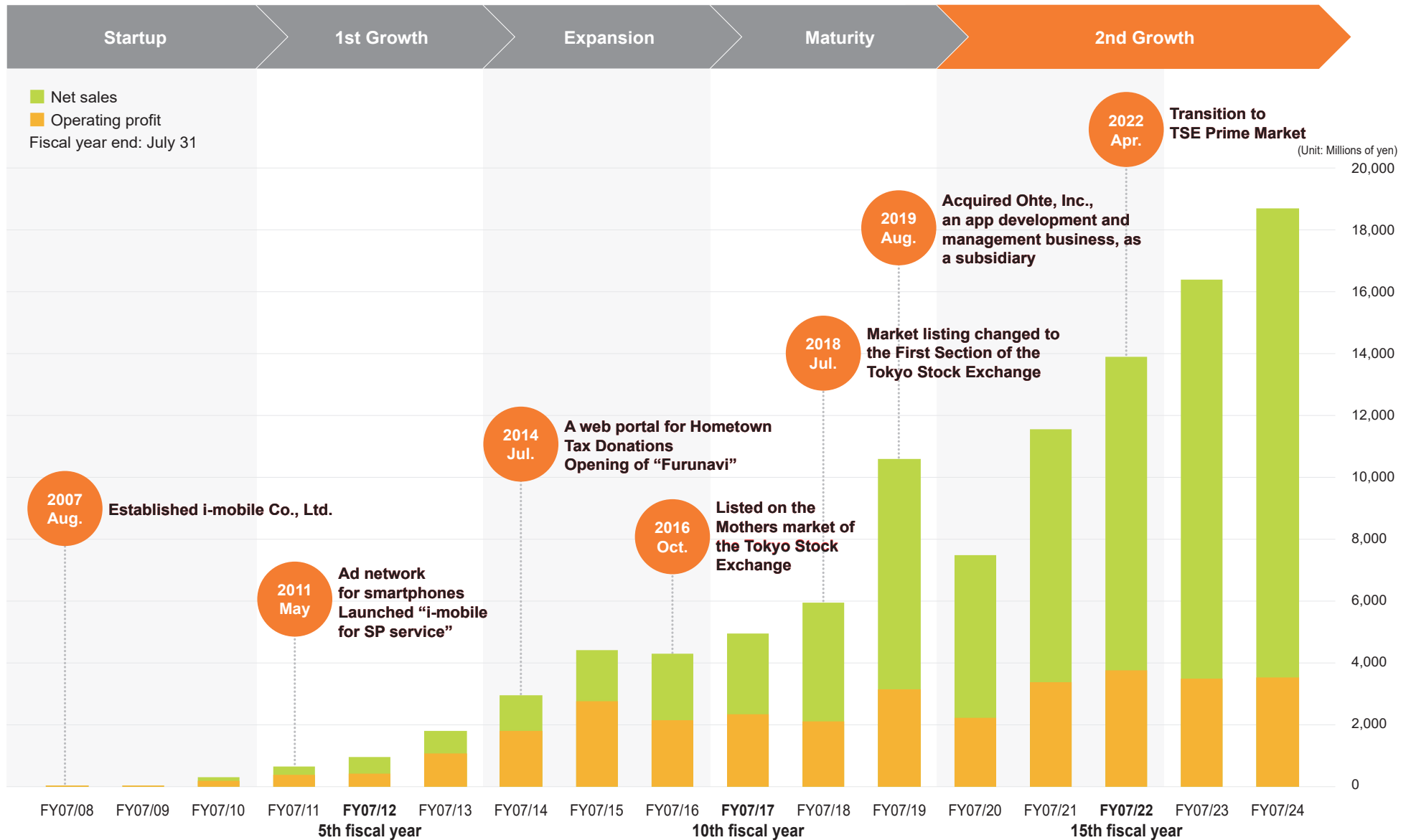
# Mission

Enhancing User Experience with Internet Marketing

# Values

Smile × Growth × Team

# Growth Trajectory



Sustainability  
 ESG Management  
 Environment  
 Social  
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# Approach to Sustainability

## Basic Policy on Sustainability

To realize the Group Vision **“Creating a Business for the Future,”** we are committed to sincerely addressing social issues and solving them by leveraging our unique marketing capabilities and the know-how we have accumulated over the years.

By doing so, we aim to achieve long-term, stable development and continuously enhance our corporate value as an attractive company for all the Group’s stakeholders.



In addition to contributing to the resolution of social issues through our business activities, the Group supports the promotion of SDGs with our use of the “corporate version of Hometown Tax Donations.”

In particular, the Hometown Tax Donation business “Furunabi” links regions and urban areas with our unique marketing know-how to realize regional revitalization and sustainable society through local government tax donation system.

The i-mobile Group will continue to drive forward activities that enhance its corporate value through its business activities.

# Materiality in Sustainability

The Group recognizes that our contributions to a sustainable environment and society are an important management issue which not only improve business growth but also enhance our corporate value. In our non-business activities, we aim to resolve the following four materialities (key issues) related to Sustainable Development Goals (SDGs).

## Priority Issue 1: Improving people's QOL

The Hometown Tax Donation system is expected to have a ripple effect beyond the donations themselves. We aim to improve people's quality of life by bringing companies closer to regional issues.



## Priority Issue 3: Developing sustainable cities

We contribute to safe and sustainable urban development through effective collaboration with municipalities, approaches to local issues faced by communities, and proactive support for natural disasters.



## Four Materialities on Sustainable Development Goals (SDGs)



## Priority Issue 2: Creating social value

Leveraging our speed, creativity, and unique technological capabilities cultivated over the years, we aim to continuously create new value for the market and contribute to technological innovation.



## Priority Issue 4: Creating local appeal

By creating a new regional brand, we will add value to the appeal of the area and revitalize regional development.



\*QOL: Abbreviation for Quality of Life. One of the indicators to measure "quality of life" from a social perspective.

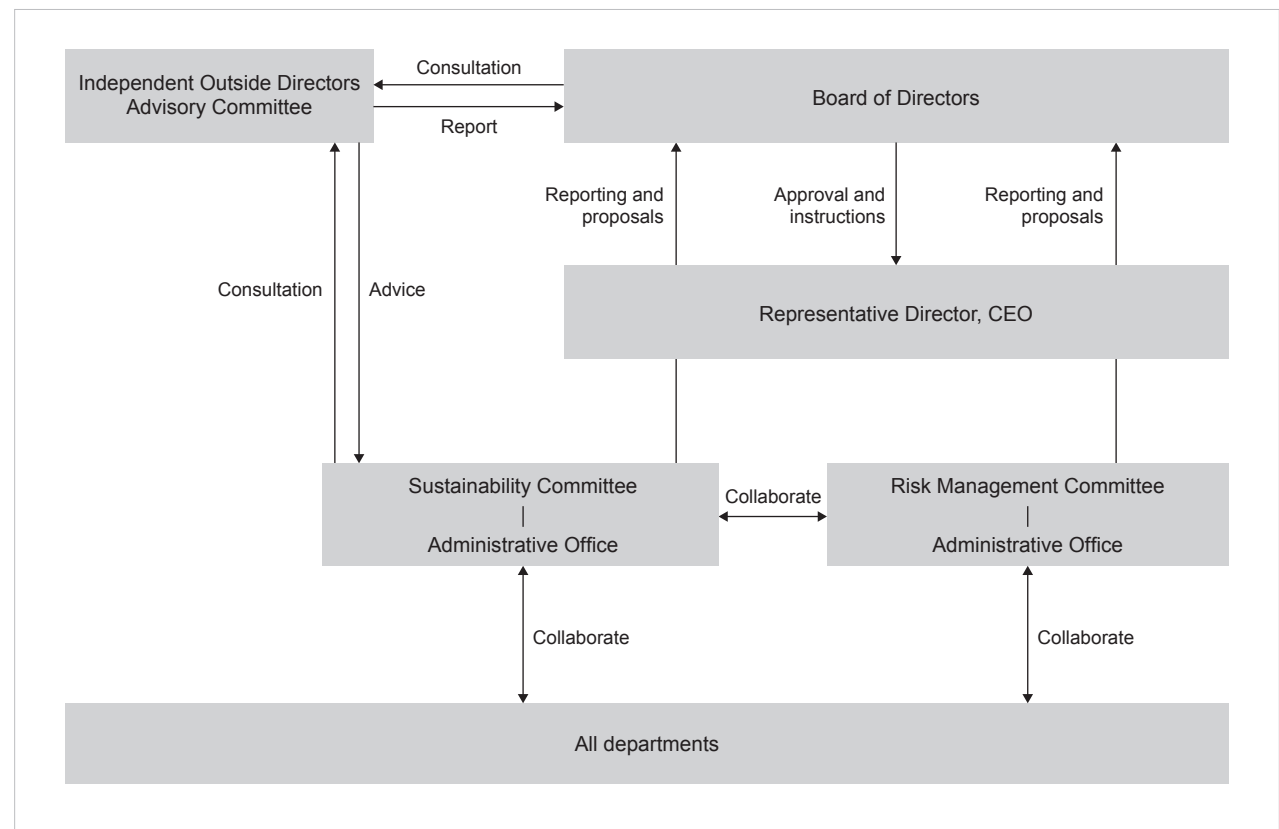
## Sustainability Promotion Structure

The Group recognizes that enhancing our corporate value through our contribution to a sustainable environment and society is as important a management issue as business growth, so we have established a Sustainability Committee, chaired by the Representative Director, CEO, under direct management control to promote this as a company-wide initiative.

The committee identifies sustainability issues and sets targets, determines and implements activities, evaluates and identifies new issues, etc., with a focus on risks posed by climate change and opportunities for management reform in the Group. Based on this, it will devise and execute strategies to solve social issues, and enforce high transparency in disclosure of information.

Matters discussed and reported by the Sustainability Committee are reported as necessary to the Board of Directors by the Representative Director, CEO, who chairs the committee, and matters to be resolved by the Board of Directors are discussed with the Independent Outside Directors Advisory Committee, which consists of independent outside directors, and are decided by the Board of Directors after receiving a report from this committee.

In making decisions on important matters, the Independent Outside Directors Advisory Committee is consulted before proceeding with discussions.





# Stakeholder Dialogue



**Customers and Users**

We will continue to provide services that satisfy many people as we leverage our strengths in speed and creativity.

- Provision of user friendly services
- Customer support and customer service by the Sales Department
- Increase awareness through advertising and promotional activities via media

**Community and Society**

We will contribute to achieving regional revitalization and a sustainable society by resolving local issues through our business activities.

- Solar sharing (utilization of abandoned farmland)
- Disaster relief activities (Furunavi disaster relief support)
- Solving social issues through industry-government-academia collaboration (Hometown Tax Donation Regional Revitalization Collaboration Lab)

**Business Partners**

We will build mutually beneficial relationships with our business partners by ensuring fair and transparent business relations.

- Dialogue with partners through day-to-day business activities
- Collaboration with local companies and producers
- Google Certificated Publishing Partner (GCPP)
- Complete severance of all relationships with antisocial forces

**Employees**

We will support employee growth through investments in human capital, while leveraging strengths such as strong cooperation and enthusiasm.

- Training and development system
- Use of motivation management tools
- Assistance with members' communication expenses
- Support for company club activities
- Internal Reporting System

**Shareholders and Investors**

We will promote highly transparent management by timely and appropriate disclosure, and provide appropriate shareholder returns.

- Conducting dialogue through the holding of shareholder meetings and shareholder communications
- Listing on the Tokyo Stock Exchange
- Business results briefing for individual investors
- Business results briefing for institutional investors / Media handling

**National and Municipalities**

We will build partnerships to solve social issues while complying with laws and regulations, and maintaining sound and appropriate relationships.

- Marketing support for municipalities through the Hometown Tax Donations
- Conduct comprehensive partnership agreements with municipalities
- Support activities for the sound development of the system through the position of Vice President of the Hometown Tax Donations Association

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## Message from the Outside Director



### ■ Sustainability management

I believe that sustainability management is the essence of a company's existence — to be a company that is needed by society. i-mobile aims to solve social issues and revitalize local communities through the Hometown Tax Donation business.

Amid the decline in rural areas with young people moving to the cities, if the Hometown Tax Donations initiative helps people stay in their local areas, we can nurture talent to support these areas. Furthermore, if

we can support the development of a mechanism that generates a sustainable income for municipalities, it would indeed be an integral part of sustainability management. For a company, hiring someone means taking responsibility for that person's life. Ultimately, hiring person is a form of social contribution itself, and I believe that revitalization of rural areas and employment creation are crucial for society.

### ■ The role of an outside director

I believe it is important to motivate managers and that through these efforts, we can maximize the benefits for shareholders, employees, customers, and society as a whole. An excessive level and extent of governance can impact corporate growth, so it is crucial to maintain governance that is both effective and appropriately balanced. Essentially, there is a need for someone in a versatile role who can oversee governance and advise on important matters that need to be communicated, while also helping to motivate the founder, representative director, as well as the executive directors.

### ■ i-mobile Board of Directors

The Board of Directors has a non-oppressive atmosphere, where people can freely share their viewpoints. In addition, an Independent Outside

Directors Advisory Committee consisting of independent outside directors has been established to discuss a wide range of issues and provide feedback to the Board of Directors. There have been discussions on the restructuring of the business portfolio and future development of core businesses, which have also been used to formulate our medium- to long-term strategies. I believe it is desirable for outside directors to ensure that each resolution is made after they have received feedback on whether it is in the best interest of shareholders, employees, customers, and society.

### ■ Future growth of the i-mobile Group

It is also important to build a long-term business portfolio that does not rely on the Hometown Tax Donation business, and I believe that diversifying the business portfolio is a key challenge. Furthermore, strategic investments are needed to secure and develop management talent that can drive problem-solving initiatives forward. i-mobile is a company that contributes to solving social issues through its business activities. I believe that the key is to promote human capital management, to create a company where employees want to work for i-mobile in the medium- to long-term, and to be recognized as a model company by society.

# Sustainable Development - ESG Management

## i-mobile's ESG Management

The Group is committed to ESG management from a medium- to long-term perspective.

The group recognizes that, beyond business growth, enhancing sustainable corporate value by contributing to a sustainable environment and society is a critical management issue. Guided by our vision to continuously “Creating a Business for the Future,” we are strengthening our efforts in environmental, social, and governance (ESG) areas, and tackling ESG-driven management from a medium- to long-term perspective, while actively working on solutions to social challenges.

### Our ESG



**Environment**



**Social**



**Governance**

Starting on the next page, we will introduce the Group's initiatives.

## Environmental Policy (Social Background and Awareness of Issues)

While we believe that the negative impact of our business on environmental issues such as climate change, air and water pollution, and biodiversity is limited, we are committed to boldly pursuing expansion that contributes to both future business growth and the resolution of environmental challenges. Our goal is to balance the realization of a sustainable society with ongoing enhancement of our corporate value.

## Indicators and Targets

### We aim to achieve net-zero CO<sub>2</sub> (carbon dioxide) emissions across our entire value chain by 2050

The Group has calculated CO<sub>2</sub> emissions as an indicator for managing climate-related risks and opportunities. Through the promotion of Green Energy and peripheral businesses, as well as emission reductions at our head office and other facilities, we aim to achieve net-zero CO<sub>2</sub> (carbon dioxide) emissions across our entire value chain by 2050, contributing to a decarbonized society.

### CO<sub>2</sub> emissions results

(Scope of aggregated data: the Group as a whole, Unit: t-CO<sub>2</sub>/kWh)

Items	Scope of Verification	Fiscal year ended July 31, 2023 (August 2022 to July 2023)	Fiscal year ended July 31, 2024 (August 2023 to July 2024)
Scope 1	Company's direct emissions	0	0
Scope 2	Company's indirect emissions from energy sources	149.39	180.87

\* For Scope 3, we will collect and analyze the necessary data and consider disclosing the information sequentially.

## Endorsement of the TCFD recommendations

### Information disclosure based on TCFD recommendations

Under the corporate vision of “Creating a Business for the Future,” we regard environmental and climate change as a key management issue. In December 2021, we endorsed the TCFD<sup>\*1</sup> recommendations and joined the TCFD Consortium<sup>\*2</sup>.

\*1 TCFD (Task Force on Climate-related Financial Disclosures): <https://www.fsb-tcfid.org/>

\*2 TCFD Consortium: <https://tcfid-consortium.jp/>

# Strategy

We conducted a scenario analysis of the Group to identify “transition risks” and “physical risks” related to climate change.

In the scenario analysis, two scenarios (2°C scenario and 4°C scenario) were established based on scientific evidence from the Intergovernmental Panel on Climate Change (IPCC), the International Energy Agency (IEA), and other organizations. The main “opportunities” and “risks” for the Group in relation to climate change, based on the scenarios set, are as follows.

## ■ Impact on business from climate-related change “opportunities”

Items	Factors	Impact on Business
Resource Efficiency	<ul style="list-style-type: none"> <li>• Demand for energy saving (water and electricity)</li> <li>• Buildings with good energy efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced operating expenses through web conferencing</li> <li>• Reduced SG&amp;A expenses through paperless operations</li> </ul>
Energy sources	<ul style="list-style-type: none"> <li>• Use of low-carbon energy sources</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of solar power generation business                             <ul style="list-style-type: none"> <li>✓ Expansion of PPA business through solar power generation</li> <li>✓ Expansion into Municipality Support business</li> <li>✓ Horizontal expansion into related businesses (M&amp;A and business partnerships considered)</li> </ul> </li> </ul>
Products and services	<ul style="list-style-type: none"> <li>• Development and expansion of low-carbon products and services</li> <li>• Climate change adaptation</li> <li>• Widespread use of electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Increase revenue by planning sustainable gifts in return to attract new, highly eco-conscious customers                             <ul style="list-style-type: none"> <li>✓ Start providing renewable electricity as a gift in return for Hometown Tax Donation</li> </ul> </li> <li>• Expand EV recharging stand business</li> </ul>
Market	<ul style="list-style-type: none"> <li>• Investor/Customer Evaluation</li> <li>• Entry into new businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Gain a competitive advantage from environmental measures</li> <li>• Launch projects that make use of network with municipalities</li> <li>• Develop new businesses by strengthening cooperation with other companies</li> </ul>
Resilience	<ul style="list-style-type: none"> <li>• Promotion of earthquake preparedness</li> <li>• Resource substitution and diversification</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen our business continuity with a Business Continuity Plan (BCP)</li> <li>• Conduct BCP awareness training for employees</li> </ul>

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■ Impact on business of climate-related “risks,” and measures to address them

	Categories	Factors	Impact on Business	Risk Severity Very large to very small	Countermeasures (vs. driver)
Transition Risks (2°C)	Policy, Laws and Regulations	National carbon emission targets/policies	• Additional costs incurred in responding to them	Small	<ul style="list-style-type: none"> <li>• Promote switch from fossil fuels electricity to renewable energy electricity</li> <li>• Reduce CO<sub>2</sub> emissions through energy saving, energy creation, and renewable energy procurement</li> <li>• Reduce CO<sub>2</sub> emissions in the supply chain</li> </ul>
	Market	Energy mix changes	• Risk of rising electricity bills	Small	<ul style="list-style-type: none"> <li>• Decrease in electricity charges through active use of renewable energy</li> <li>• Installation of energy-saving equipment in offices</li> </ul>
	Technology	Introduce systems and services that address climate change	• Increased costs associated with environmental compliance, environmental performance will become a criterion for service use, and a decline in non-compliance	Small	• Utilize government and municipal subsidies to introduce environmental systems (e.g., switching servers and PCs), and deploy services at an early stage to reduce risks
	Reputation	Changes in customer reputation	• Failure to respond to changes in behavior and values due to heightened environmental awareness will lead to a decline in reputation and deterioration in the profitability of the business	Small	<ul style="list-style-type: none"> <li>• GX (green transformation) of current services</li> <li>• Develop new sustainability-related services</li> </ul>
		Changes in investor reputation	• Exclusion from investment and increased financing costs with a decline in reputation and market valuation from investors	Small	<ul style="list-style-type: none"> <li>• Create new business opportunities for a decarbonized society</li> <li>• We will actively participate in initiatives, etc., and secure our reputation by obtaining high scores from evaluation agencies through ongoing communication and efforts, while further promoting disclosure of non-financial information</li> <li>• Conduct third-party reviews or audits</li> </ul>
Physical Risks (4°C)	Chronic	Changes in rainfall and weather patterns (increasing frequency and larger-scale occurrences of severe weather events)	• Increased corporate operating costs due to the need for constantly responding to natural disasters, droughts, etc.	Small	(As a response based on the company's BCP) <ul style="list-style-type: none"> <li>• Consider office and data center locations and implement network redundancy in anticipation of natural disasters</li> <li>• Plan for fully remote work in the BCP</li> <li>• Maintain emergency power generators to ensure safety of employees</li> </ul>
	Acute	Extreme weather events and natural disasters	• Losses and decreases in sales opportunity due to stagnant operations caused by company infrastructure shutdowns	Large*	
• Develop sales strategies tailored to the situation of ad spaces self-restraint			Small	• Formulating sales strategies tailored to the status of ad spaces self-restraint and related, etc.	

\*Assuming a complete server shutdown

# Our Approach to Achieving a Sustainable Society

The Group views business activities related to climate change as a significant opportunity for revenue growth. We will promote businesses such as the green energy sector and related businesses (leveraging synergies with existing businesses, as well as expanding businesses through M&A and business partnerships).



<sup>\*1</sup> It shows the paradigm shift potential of the gas station market, which is said to be about 5 trillion yen due to the market growth and increase of EVs (BEV + PHEV), and the structural change of the electricity market, which is said to be about 20 trillion yen due to the government's goal to reduce greenhouse gas emissions by 46% in FY2030

<sup>\*2</sup> Agrivoltaics refers to the initiative of installing solar panels on agricultural land, to share sunlight for both "agriculture" and "power generation."

# Risk Management

The Group has established a Sustainability Committee for the purpose of formulating, implementing, and evaluating strategies to solve social issues, conducting highly transparent information disclosure, raising employee awareness of sustainability through educational activities, and promoting sustainability as a company-wide initiative.

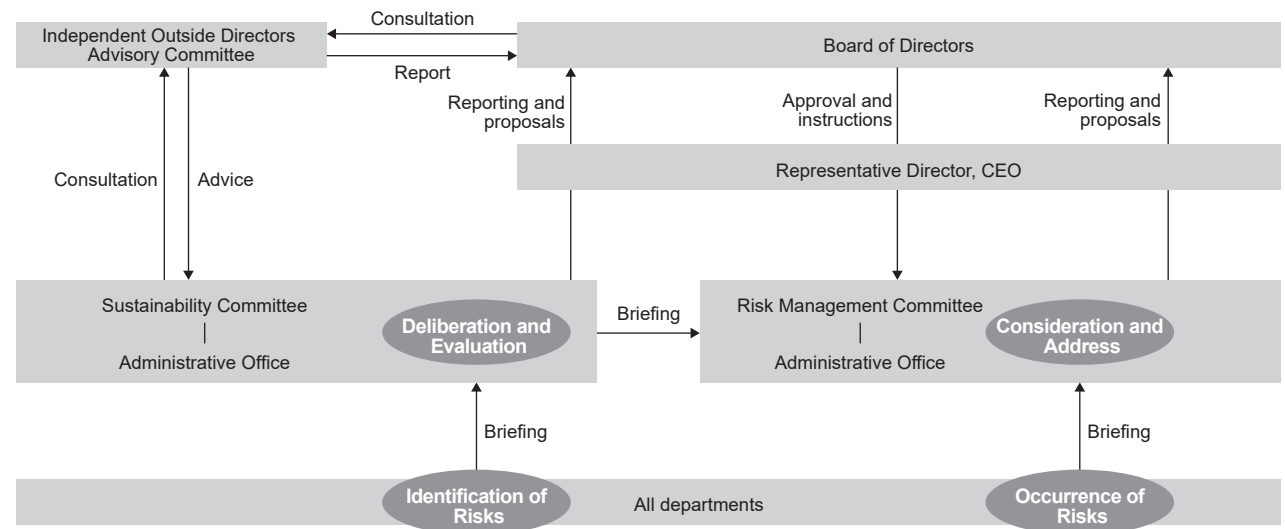
The Group deliberates on and evaluates risks to be addressed through the Sustainability Committee after they are identified by each division.

Risks assessed by the Sustainability Committee are reported to the Risk Management Committee, which is responsible for company-wide risk management, and these are reported along with other risks to the Board of Directors once a quarter. Risks assessed by the Sustainability Committee as highly significant in terms of urgency and business impact are reported to the Board of Directors by the Chairman of the Sustainability Committee.

The Board of Directors deals appropriately with

risks through instructions as necessary to reevaluate, redesign and strengthen measures that address them, including considering and discussing whether to switch to a temporary task force of the Risk Management Committee.

For information on the Sustainability Committee, please also refer to the section on the “Sustainability Promotion Structure.” (Refer to page. 7)



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## Our Initiatives to Solve Environmental Issues

### Expansion of revenue from business activities

#### Green Energy Business

We are engaged in two businesses: solar power generation business and EV recharging stand. In the solar power generation business, we are mainly installing solar sharing power (agrivoltaics) plants. For the EV recharging stand business, we are installing EV recharging facilities by utilizing the partnerships with municipalities and lodging facilities developed through the Hometown Tax Donation business.



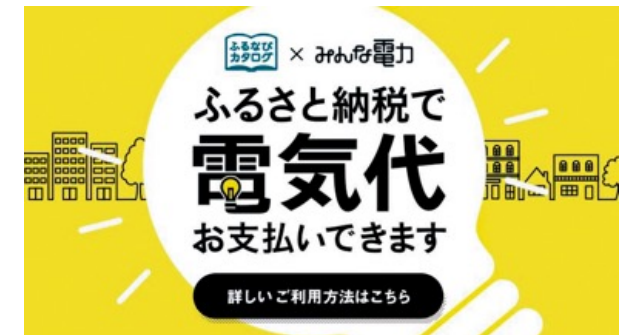
#### Furunavi Crowd funding

A key feature is that the use of donations is clearly defined for each project. Donors can select and donate to projects with which they feel empathy, thus reflecting their wishes more directly than conventional hometown taxation.



#### Unique gifts in return for renewable energy

Catalog points issued through the "Furunavi Catalog" can be exchanged for electricity points that can be used to pay for electricity from "Minna-Denryoku", which is electricity derived from renewable energy sources.



### Cost reductions through efficiencies aimed at lowering environmental impact.

#### Reduced CO<sub>2</sub> emissions through web meeting

By adopting web conferencing, we are able to reduce both transportation costs and carbon emissions associated with traveling by public transport or car.

#### Reduced SG&A expenses through paperless operations

By promoting paperless operations, we have been able to reduce SG&A expenses, and furthermore, we are solving global environmental resource issues.

#### Relocated to the office with high environmental performance

In July 2024, we relocated our head office to a building that uses CO<sub>2</sub>-free electricity derived from renewable energy.

## Initiatives to achieve a sustainable society through business

We are committed to providing social opportunities and solving social issues through our business and other corporate activities, as well as promoting human capital management in order to realize “Creating a Business for the Future.”

### 1 Solving social issues through business activities

- Hometown Tax Donation business
- Green Energy business (renewable energy)

### 2 Solving social issues through the use of the corporate version of Hometown Tax Donations

- Participation in public-private partnership platforms
- Addressing social issues with the Hometown Tax Donation Regional Revitalization Collaboration Lab

### 3 Promotion of Human Capital Management

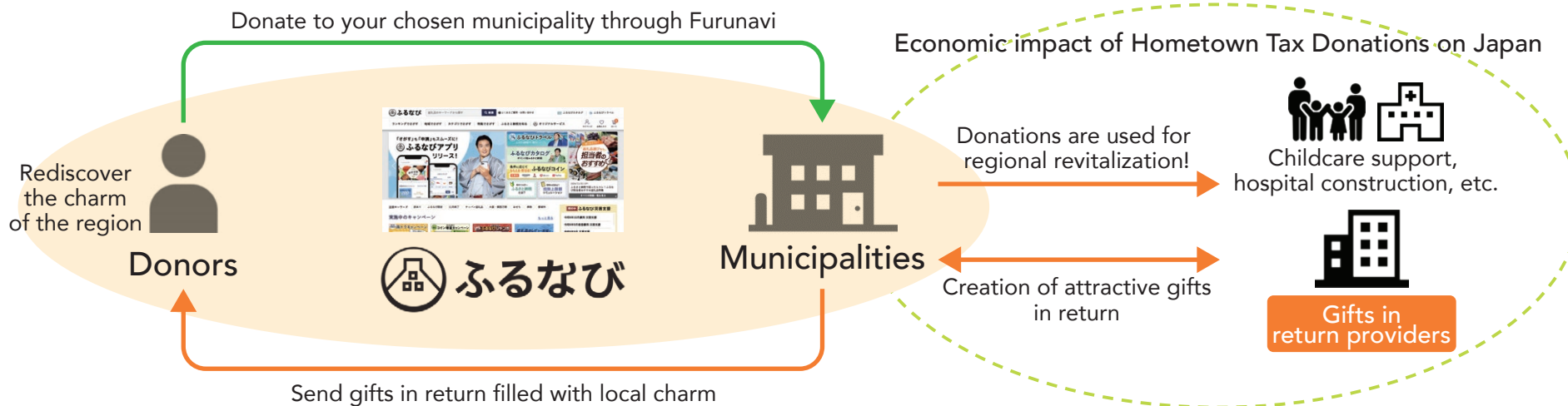
- Initiatives toward human capital management
- Sustainable growth through the promotion of IP Strategy



# Realizing regional revitalization through the Hometown Tax Donation business

## ふるなび Hometown Tax Donation web portal “Furunavi”

The hometown tax donation system is designed to promote contributions to hometowns by giving taxpayers an option to choose their hometowns or other regions they wish to support or show appreciation.



## ふるなびクラウドファンディング

Crowdfunding-type hometown tax donation is the system in which municipalities, or individuals and organizations authorized by municipalities, raise funds through the Hometown Tax Donation system. Use of donations for each project is clearly defined, and as donors can select projects which resonate with them, their wishes are reflected more directly.



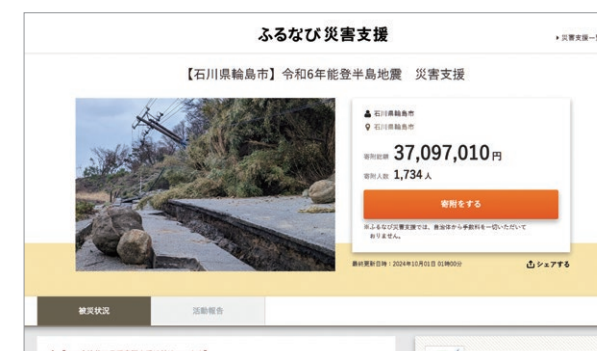
# Realizing regional revitalization through the Hometown Tax Donation business

## ふるなび災害支援

This is a website where affected municipalities or municipalities that accept proxy applications raise funds for reconstruction through the “Hometown Tax Donation” system when a disaster occurs in Japan.



When a disaster occurs, it is possible to quickly deliver support to the municipalities that truly need it.



You can choose the municipality to donate to and provide support for reconstruction.



(Corporate version of Hometown Tax Donations x SDGs)

We aim to solve social issues and promote regional revitalization through collaborations between industry, government, and academia.



### Sent rice to single mothers and children

So far, approximately 61 tons of “Tsukubamirai City Rice” have been harvested and shipped to a total of 12,335 households of single mothers and children sponsored by the NPO Single Mothers Forum, thanks to the corporate version of Hometown Tax Donations and funds raised through the three-year Furunabi crowdfunding campaign to support single mothers and children.



Children smiling as they receive rice

# The realization of a carbon-neutral society through the green energy business

## Solar power generation business

Solar power generation is an environmentally-friendly energy that, when generating electricity, does not emit CO<sub>2</sub>, which is one of the greenhouse gases. We aim to achieve a sustainable, circular economy through environmentally friendly and sustainable “green energy.”



## Solar sharing

We are working to revitalize local communities through solar sharing (agrivoltaics), where solar panels and agriculture are on the same land. Solar sharing simultaneously solves the social issues of food self-sufficiency rate and energy self-sufficiency rate.



## EV recharging stand business



In order to aim for carbon neutrality by 2050 for a decarbonized society, we have started installing EV recharging stand utilizing the partnerships with local governments and lodging facilities developed through the Hometown Tax Donation business. When EV (electric vehicle) run on electricity as their energy source, there are no CO<sub>2</sub> or nitrogen oxide emissions because they do not burn fossil fuels.



# Contributing to solving municipal issues through the corporate version of Hometown Tax Donations

i-mobile supports regional revitalization as a business while promoting sustainability through the corporate version of Hometown Tax Donations combined with SDGs.

## Participation in public-private partnership platforms

The Cabinet Office established the SDGs Public-Private Partnership Platform for Regional Revitalization, which aims to promote initiatives toward achieving the “Sustainable Development Goals (SDGs)” and further advance the “Futuristic Eco-Cities” concept, thereby contributing to greater regional revitalization.

By participating in this platform, our company will further strengthen collaboration with local governments and a wide range of stakeholders, and contribute to the achievement of sustainable development goals (SDGs) that aid in regional revitalization.



## Corporate version of Hometown Tax Donations x SDGs

We aim to solve social issues and promote regional revitalization through collaborations between industry, government, and academia.



### \* What is the corporate version of Hometown Tax Donations?

A regional revitalization initiative by local governments to give a boost to local revitalization efforts through corporate “donations”. This initiative allows us to make a significant contribution toward achieving Sustainable Development Goals (SDGs).  
[https://www.chisou.go.jp/tiiki/tiikisaisei/kigyou\\_furusato.html](https://www.chisou.go.jp/tiiki/tiikisaisei/kigyou_furusato.html)

## Specific examples of initiatives



Conduct comprehensive partnership agreements with each municipality to promote the corporate version of Hometown Tax Donations.



企業版ふるさと納税  
株式会社アイモバイルが寄付  
昨年7月21日、株式会社アイモバイル(東京都)が名護市企業版ふるさと納税制度を利用し、名護市に5百万円寄付した。同社は個人版ふるさと納税サイト「ふるなび」を運営しており、同サイトに登録している自治体の観光産業への支援を目的に、今回の寄付に至った。

同年11月2日、名護市役所を訪れた同社の田中俊彦代表取締役会長は「名護市の観光を支援したい。寄付金は観光に関する事業に活用していただきたい」と話した。

渡具知武豊名護市長は「ご寄付に感謝したい。頂いた寄付金は、名護市の魅力向上のために活用していくと謝意を述べた。

Supporting Tourism in Nago City, Okinawa

## i-mobile’s approach to promoting human capital management

For the Group to continue growing sustainably, we need to view employees as our irreplaceable “capital” and believe that the organization can achieve sustainable growth by maximizing their value through personal development and enhancing their well-being. To that end, we promote strategic investment in “human capital,” which overlaps our management strategy with our talent strategy.

### i-mobile’s HR Policy

**“Let’s Sync Growth Together!”**  
**As our Company grows, so do we.**

Based on our vision, “Creating a Business for the Future, ” we aim to continue “Enhancing User Experience with Internet Marketing”.

The source for achieving this is “people”.

A change in one person’s behavior leads to a change in the company.

We will create an environment where employees can feel the growth of the company through their own personal development.

To maximize the performance of each individual, we will provide a safe and secure environment where everyone can thrive by understanding each other and building solidarity with their peers.

## Initiatives toward human capital management

The Group conducts initiatives on environmental improvement and work styles aiming to create a comfortable workplace where all employees can maximize their performance in solving social issues through our business.

### Policy on human resources development and in-house environmental improvements

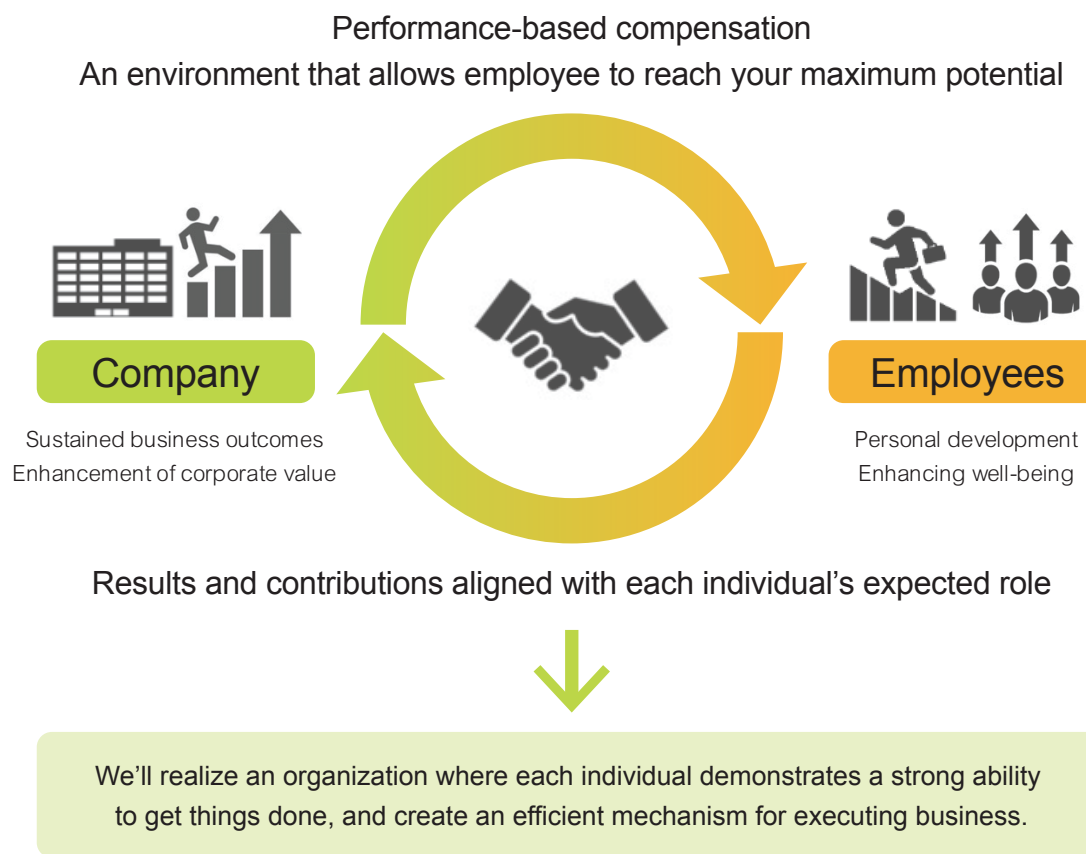
The Group believes that it is essential to align our management and human resources strategies and leverage our strengths in strong cooperation and passionate commitment to our work, thereby enhancing the sum of abilities such as “experience, knowledge, qualifications, thinking, and sensibility” and realizing the Group vision, “Creating a Business for the Future.”

We have also established values of “Smile × Growth × Team” as part of our Code of Conduct, and based on these values, we have established systems that create a comfortable work environment, support employees’ growth, and enhance communication among employees and between departments.

### Towards the promotion of diversity

At i-mobile Group, employees with diverse backgrounds including nationality, gender, age, disabilities, and values.

We are committed to promoting diversity, as we believe that actively promoting competent human resources without discrimination is essential for corporate growth.





### Indicators and targets for human resource development and internal environmental improvement

Materiality	Indicators	Results (current fiscal year)	Objectives	
Diversity	Status of Employees	Male-female ratio	Men: 140 (64.5%) Women: 77 (35.5%)	Our goal is to secure human resources with diverse ideas and values, and to maintain a safe and secure working environment for everyone.
		Hiring ratio by type	New graduates: 25 (11.5%) Mid-career: 192 (88.5%)	
		Percentage by age	20s: 24.9% 30s: 47.9% 40s: 24.9% 50s: 2.3%	
		Percentage of foreign employees	0.9%	
		Percentage of disabled employees	1.4%	
	Status of Executives	Hiring ratio by type for executives	New graduates: 13.6% Mid-career: 86.4%	
		Percentage by age for executives	20s: 9.1% 30s: 36.4% 40s: 50.0% 50s: 4.5%	
		Ratio by final education of executives	High schools: 15.9% Vocational schools: 4.5% Junior colleges: 2.3% Universities: 70.5% Graduate schools: 6.8%	
		Year of joining ratio for executives	Less than 1 year: 6.8% 1 to 3 years: 6.8% 3 to 5 years: 4.5% 5 to 10 years: 45.5% More than 10 years: 36.4%	
		Percentage of female managerial staff	15.9%	
Performance/ Opportunities	Engagement Scores*	Response rate	91.0%	90.0%
		Overall score	74	71
		Personal growth score	69	69
		Human relations score	78	77
		Turnover rate	Turnover rate	9.3%
	Entry-level Job Satisfaction	Average entry-level survey scores	4.5	4.5 or higher
		Percentage of high scorers (% of score 4 or higher)	92.0%	100%
	Holding of Study Sessions/ Seminars	Total number of times held	9	12 or more
		Total number of participants	250	450 or more
		Total course hours	17,580 minutes	-
Workstyle Support	Childcare leave take-up	Women	100%	100%
		Men	40.0%	60.0%
	Resumption rate after parental leave	Women	80.0%	100%
		Men	100%	100%
	Gender Pay Gap	Gender pay gap	All workers: 71.4% Full-time employees: 71.9% Non Full-time employees: 43.7%	All workers: 75.7%
	Paid vacation take-up	Paid vacation take-up	84.1%	Maintain current high levels
	Health checkup rate	Health checkup rate	90.3%	100%
	Stress Checkups	Response rate	74.4%	80.0%
		Percentage of high-stress persons	7.9%	Less than 10.0%

\* Engagement score: Measurements of employee engagement visualized using engagement survey tools.

## Realize sustainable growth through the promotion of IP Strategy

We consider our intellectual property to be not only patents, copyrights, and other narrowly-defined property, but also customer networks, know-how, brands, and other intellectual assets acquired through our business. We also believe that these assets can be effectively combined and utilized, leading to business growth and increased profits.

As part of our IP strategy described above, we invest in acquiring and training personnel to create and expand these intellectual properties and promote the acquisition of patents, trademarks, and other intellectual property rights, as well as advertising to enhance brand value while investing in the establishment of an information security system to ensure confidentiality.

### Our Achievements

- More than 1,400 participating municipalities
- More than 2.5 million Furunavi members
- Achievements of our contribution to solving social issues
- Brand and service recognition in TV commercials, etc.
- Development and provisions of unique gifts in return
- Know-how in online marketing



### Our Intellectual Property

- Intellectual property (intellectual assets) in the broad sense
  - Customer networks
  - Know-how
  - Brand
  - Business track record
  - Public confidence
  - Human capital
- Intellectual Property in the strict sense
  - Patent rights
  - Trademark rights

## Corporate Governance

### Basic Philosophy

Under the Group Vision “Creating a Business for the Future,” we are focusing on corporate governance to achieve long-term and stable growth and to continuously improve our corporate value as an attractive company for all our stakeholders, including end users, clients, shareholders, employees, business partners, society and local communities, on whom we place great importance.

### Corporate governance structure

The Company has established a General Meeting of Shareholders, a Board of Directors, an Audit & Supervisory Committee, and an Accounting Auditor as governing bodies pursuant to the Companies Act. We have adopted a “Company with an Audit & Supervisory Committee” as our institutional design because we believe that it will further strengthen supervisory functions and can enhance our corporate governance system by having audit & supervisory committee members who are directors with voting rights on the Board of Directors.

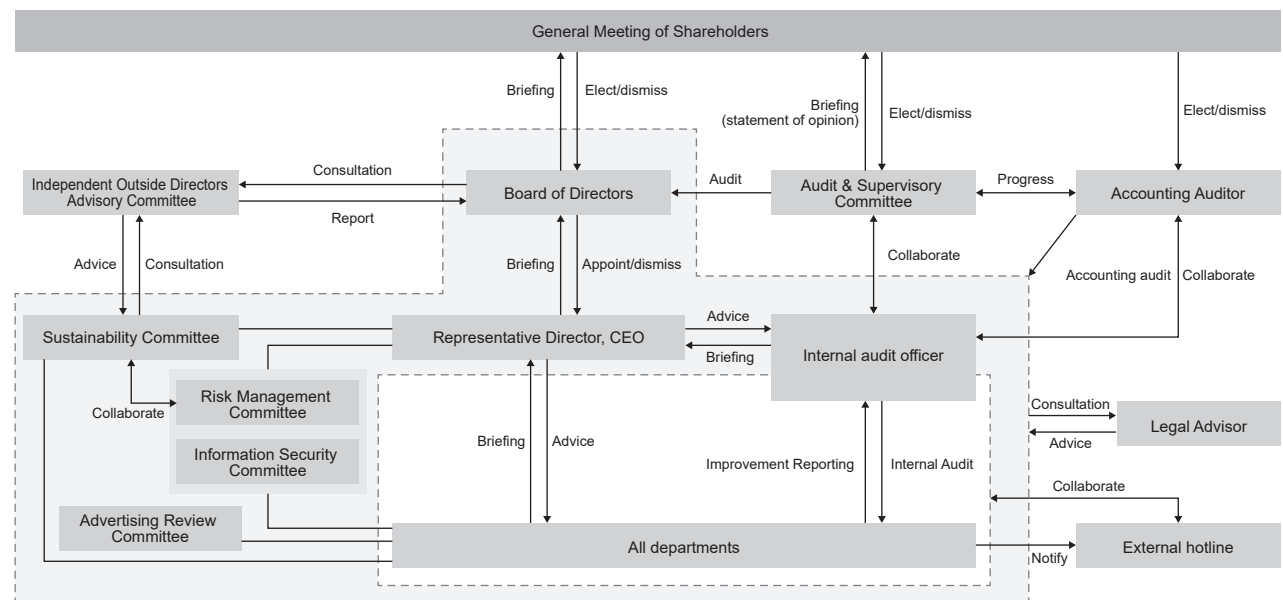
The Audit & Supervisory Committee is composed of three independent outside directors, who provide advice based on their respective insights and fulfill the oversight function over the execution of directors’ duties from a professional perspective. We have

also established the Independent Outside Directors Advisory Committee as a voluntary advisory body to verify the independence and objectivity of the Board of Directors and the legality of its execution, as well as to ensure management transparency and strengthen accountability.

### Board of Directors

The Company’s Board of Directors consists of ten directors (including six independent outside

directors), who make decisions on important matters related to the execution of our business operations and who supervise directors’ execution of their duties in accordance with Board of Directors Regulations. In addition to regular monthly meetings of the Board of Directors, extraordinary meetings of the Board of Directors are held as needed to make prompt management decisions.



**Audit & Supervisory Committee**

The Audit & Supervisory Committee consists of three independent outside directors (including one full-time Audit & Supervisory Committee member) who attend meetings of the Board of Directors and other important meetings, and who conduct effective audits of directors and Board of Directors' performance, as well as of other overall group management duties, in accordance with Audit & Supervisory Committee Regulations. The Audit & Supervisory Committee meets once a month to discuss audit policies, audit planning, and other important matters, and to share the details of the Committee's audits and internal audits.

**Independent Outside Directors Advisory Committee**

Our Independent Outside Directors Advisory Committee consists of six independent outside directors (including three Audit & Supervisory Committee members) and, in accordance with its regulations, reports to the Board of Directors on matters it is asked to advise the Board of Directors on, and deliberates on matters related to the nomination of directors and compensation of directors, and other matters related to corporate governance at the Company and its subsidiaries. The committee reports the results of its deliberations to the Board of

Directors and offers its opinions as necessary. The Independent Outside Directors Advisory Committee meets once a month and as needed to ensure the independence and objectivity of the Board of Directors' roles and functions, and the transparency of management, as well as to strengthen accountability.

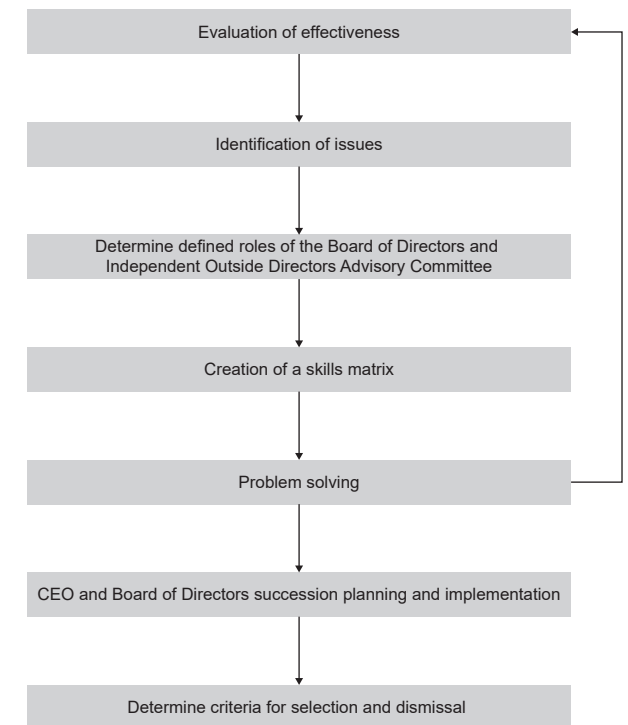
**Efforts to improve Board of Directors Effectiveness**

The Company's Articles of Incorporation stipulate that the Company shall have no more than 11 Directors (no more than 7 Directors who are not Audit & Supervisory Committee Members and no more than 4 Directors who are Audit & Supervisory Committee Members), and the Board of Directors shall be composed of Directors with an emphasis on diversity and a balance of knowledge, experience and abilities to ensure that the Board functions properly and contributes to the Company's sustainable growth and enhancement of corporate value over the medium- to long-term.

**Improve the effectiveness of the Board of Directors by PDCA cycle**

Each year, the Company analyzes and evaluates the effectiveness of the Board of Directors as a whole,

and the Board of Directors and the Independent Outside Directors Advisory Committee discuss and implement measures to address the issues identified in the analysis and evaluation. Furthermore, we use the PDCA cycle, in which the progress of the Board of Directors is reviewed by each organization, to continuously improve the functions of the Board of Directors.



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**Evaluation methods**

The Company conducts a questionnaire survey of each individual director once a year and reports the results of the evaluation and analysis to the Board of Directors in order to analyze and assess the overall effectiveness of the Board of Directors.

The content of the questionnaire for the fiscal year ended July 31, 2024, is as follows.

**Overview of the evaluation of effectiveness for the fiscal year ended July 31, 2024**

1. Subjects: All directors (nine persons)
2. Method of execution: Questionnaire conducted in September 2024 (5-point scale and free-answer questions, name required)
3. Question details:
  - (1) Composition of the Board of Directors
  - (2) Holding of Board of Directors meetings
  - (3) Operation of the Board of Directors
  - (4) Roles and Responsibilities of Board of Directors
  - (5) Support for Directors

**Results of evaluation**

In the above evaluation of the Board of Directors' effectiveness, we evaluated that the general

composition, operation, and other Board systems are in place and functioning properly.

However, we have come to the realization that the Board of Directors should prioritize the following points.

**Key themes identified for continued improvement in FY2025**

- Deepening of discussions at Board of Directors on critical proposals and management strategies
- Discussion of strategies for securing and developing senior management candidates
- Design of management's performance-linked compensation scheme
- Consideration and discussion about human resource strategies

We will continue to implement measures to expand the discussion time on medium- and long-term management issues and on matters that are not progressing satisfactorily.

## Director Profiles



### Toshihiko Tanaka

Representative Director, Chairman

Following a career at an IT company and an ad agency, he co-founded the Company in 2007 and became its Representative Director, CEO. He has driven the business with outstanding foresight. He has served as the Representative Director, Chairman since 2017, leading multiple projects aimed at creating new businesses.



### Tetsuya Noguchi

Representative Director, CEO

Following a career at IBM Research Laboratory in Japan and a foreign consulting firm, Noguchi founded his own tech company. In 2007, he co-founded the Company and became its Director and CTO. He developed a unique ad delivery system for the Company, which has driven the Company's growth. In 2017, Noguchi became the Representative Director and CEO.



### Yasuhiro Fumita

Executive Managing Director, CFO

Fumita served as Senior Manager of product planning and corporate planning at listed companies in the large retail, IT, and TV shopping industries. At the Company, he manages overall administrative departments along with management and capital strategies based on his in-depth knowledge of management strategy and corporate operations.



### Yoshinori Mizota

Director

Mizota has been involved in the Company since the startup phase. With his expertise in marketing and extensive knowledge, he has contributed to the Company's growth as the head of its online advertising business.



### Yukio Todoroki

Outside Director, Audit & Supervisory Committee Member (Full-time)

Todoroki served as Outside Audit and Supervisory Committee Member of Yahoo Japan Corporation (currently LY Corporation) and Managing Director of SBI Securities Co., Ltd. He contributes to monitoring functions based on his extensive experience as an officer of listed companies. Certified public tax accountant.



### Kunihiro Tanaka

Lead Outside Director

Tanaka founded SAKURA Internet Inc. and listed the company on TSE Mothers after around six years. He will provide oversight and advice on the Company's management and overall operations based on his extensive experience as an entrepreneur.



### Satoshi Shima

Outside Director

Shima served as a member of the House of Representatives and Senior Vice President of the CEO's office at SoftBank Group Corp. He will provide oversight and advice on the Company's management and overall operations based on his well-versed in public policy and management strategy.



### Masumi Sai

Outside Director

Sai became independent after working as a market economist at Daiwa Securities. Subsequently, she served as an outside director of Kaonavi, Inc. and other companies. She is well-versed in corporate finance and provides supervision and advice on the Company's management and overall operations.



### Tadatsugu Ishimoto

Outside Director, Audit & Supervisory Committee Member

Ishimoto established Mentor Capital Tax Corporation after engaging in international taxation and M&A advisory services. He has extensive knowledge and experience in the fields of taxation and accounting. He contributes to monitoring functions based on his wealth of experience as an outside director. Certified public tax accountant.



### Akira Takagi

Outside Director, Audit & Supervisory Committee Member

Takagi served as Outside Auditor & Supervisory Board Member of the Company after working for a major audit firm and law office. He contributes to monitoring functions based on his experience in accounting, internal control and legal matters. Certified public accountant.

# Composition of the Board of Directors

## Skills matrix

\*The years of service include the years of service as Audit & Supervisory Board Member prior to the transition to a Company with an Audit & Supervisory Committee.

Name	Attendance at BOD's meetings	Years of service	Expertise (◎ indicates an area of expertise expected from Outside Officer)						Audit & Supervisory Committee
			Corporate Management	Business Strategies	Sales, Industry	IT, R&D	Corporate Planning, Finance, Administration	Legal, Risk Management	
Toshihiko Tanaka	18/18 (100%)	17 yrs	●	●	●				
Tetsuya Noguchi	18/18 (100%)	17 yrs	●	●	●	●			
Yasuhiro Fumita	18/18 (100%)	3 yrs	●	●			●	●	
Yoshinori Mizota	18/18 (100%)	9 yrs		●	●				
Kunihiro Tanaka	Outside Independent 17/18 (94%)	8 yrs	◎	●	●	●			
Satoshi Shima	Outside Independent 18/18 (100%)	6 yrs	◎	●	●		●	●	
Masumi Sai	Outside Independent —	—	●				◎		
Yukio Todoroki	Outside Independent 18/18 (100%)	5 yrs			●		◎	◎	●
Tadatsugu Ishimoto	Outside Independent 18/18 (100%)	9 yrs			●		◎	●	●
Akira Takagi	Outside Independent 18/18 (100%)	9 yrs			●		◎	●	●

Outside Outside Director Independent Independent Director

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### Professional Skills Expected of Directors

Items	Professional Skills	Reasons
<b>Corporate Management</b>	Experience in corporate management and expertise in management strategy	The reason is: to enhance corporate value through sustainable growth, the members of the Board of Directors who have experience in decision-making and leadership, and a wealth of expertise and experience in the formulation and execution of medium- to long-term management strategies in addition to knowledge of overall corporate management are necessary.
<b>Business Strategies</b>	Expertise in business strategy and marketing	The reason is: to accurately grasp changes in the business environment and market trends, and continue to provide services that meet the needs of customers and users, the members of the Board of Directors who have a wealth of expertise and experience in promoting business strategies and marketing strategies are necessary.
<b>Sales, Industry</b>	Expertise in sales strategy and industry-related knowledge such as online ads	The reason is: to continue to provide high value-added services and respond quickly to the needs of customers and users in the rapidly changing society, the members of the Board of Directors who are familiar with the characteristics of the industry and have a wealth of expertise and experience in developing and implementing sales strategies are necessary.
<b>IT, R&amp;D</b>	Expertise in technological strategy and R&D in IT	The reason is: to enhance corporate value through technological innovation, the members of the Board of Directors who have a wealth of knowledge and experience in promoting efficient business operations, technological strategy, and R&D with incorporating cutting-edge digital technologies, in addition to new technological knowledge of the Internet industry are necessary.
<b>Corporate Planning, Finance, Administration</b>	Expertise in corporate planning, M&A and financial accounting, managerial accounting, and corporate activities including HR strategies	The reason is: to enhance corporate value through improving competitiveness and efficient money management, the members of the Board of Directors who have a wealth of expertise and experience in corporate planning, finance, and administration, enabling them to build a solid financial foundation with accurate financial reporting and make well- balanced decisions on investment and shareholder returns while developing our greatest asset, "human resources," and improving employee engagement, are necessary.
<b>Legal, Risk Management</b>	Expertise in legal and compliance-related matters for risk management, and knowledge of politics and government affairs	The reason is: to realize sustainable enhancement of corporate value through stable business operations, the members of the Board of Directors who have an ability to promote intellectual property strategies, the establishment of an appropriate governance structure, and a wealth of expertise and experience in risk management as well as in- depth knowledge of law, politics, and public administration are necessary.

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### The reasons for electing the Independent Outside Director

Name	Position	The reasons for electing
Kunihiro Tanaka	Lead Independent Outside Director (Chair of the Independent Outside Directors Advisory Committee)	Kunihiro Tanaka is an Outside Director with no potential conflicts of interest with general shareholders. With extensive experience in general management, the Company appointed him as an independent director, possessing independence from the Company's management, to provide practical and objective advice while properly supervising our business operations and to further strengthen the Company's corporate governance.
Satoshi Shima	Independent Outside Director	Satoshi Shima is an Outside Director with no potential conflicts of interest with general shareholders. With extensive experience as a member of the House of Representatives of Japan, his background provides him with broad insight into various business activities in growth companies, including new businesses. The Company appointed him as an Independent Director, possessing independence from the Company's management, to provide practical and objective advice while properly supervising our business operations and to further strengthen the Company's corporate governance.
Masumi Sai	Independent Outside Director	Masumi Sai is an Outside Director with no potential conflicts of interest with general shareholders. Along with expertise in corporate governance and corporate finance, she has extensive experience as an economist with broad insight, and has been appointed, based on that knowledge and experience, as an independent director to strengthen our corporate governance by supervising the Company's operations and advising general management.
Yukio Todoroki	Independent Outside Director, Audit & Supervisory Committee Member (Full-time)	Yukio Todoroki has extensive experience as auditor of listed companies and possesses broad insight. He has been appointed as a full-time Audit & Supervisory Committee Member, based on that knowledge and experience, to provide advice or recommendations as necessary for deliberation of bills, etc. Due to him satisfying the criteria for independent directors as stipulated by the Tokyo Stock Exchange, we determined that he has no potential conflicts of interest with general shareholders and therefore designated him as an independent director.
Tadatsugu Ishimoto	Independent Outside Director, Audit & Supervisory Committee Member	Tadatsugu Ishimoto is a certified public tax accountant who we expect to apply his professional knowledge and experience to strengthen the Company's auditing system. Due to him satisfying the criteria for independent directors as stipulated by the Tokyo Stock Exchange, we determined that he has no potential conflicts of interest with general shareholders and therefore designated him as an independent director.
Akira Takagi	Independent Outside Director, Audit & Supervisory Committee Member	Akira Takagi is a certified public accountant who we expect to apply his professional knowledge and experience to strengthen the Company's auditing system. Due to him satisfying the criteria for independent directors as stipulated by the Tokyo Stock Exchange, we determined that he has no potential conflicts of interest with general shareholders and therefore designated him as an independent director.

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## Criteria for selection and dismissal, and Directors' compensation

### Director selection and dismissal policies and procedures

The Company has established the Independent Outside Directors Advisory Committee as an advisory body for the selection and dismissal of directors, selection and dismissal of representative directors, and decisions on compensation and other matters, whose membership is composed of independent outside directors.

In appointing senior management (directors and executive officers) and nominating candidates for directors, the Board of Directors shall select suitable candidates and make decisions after consulting and reporting to the Independent Outside Directors Advisory Committee. Furthermore, the Board of Directors will select candidates for the Board of Directors after obtaining the results of consultations and opinions of Audit & Supervisory Committee. The Board of Directors also deliberates and decides on the dismissal of senior management and directors in accordance with the same procedure.

### [Qualifications and independence criteria for independent outside directors]

The Company appoints as independent outside directors those who satisfy the criteria for independence set forth by the Tokyo Stock Exchange and who possess a wealth of experience and deep insight in corporate management

and various specialized fields, as well as personal qualities appropriate to the role.

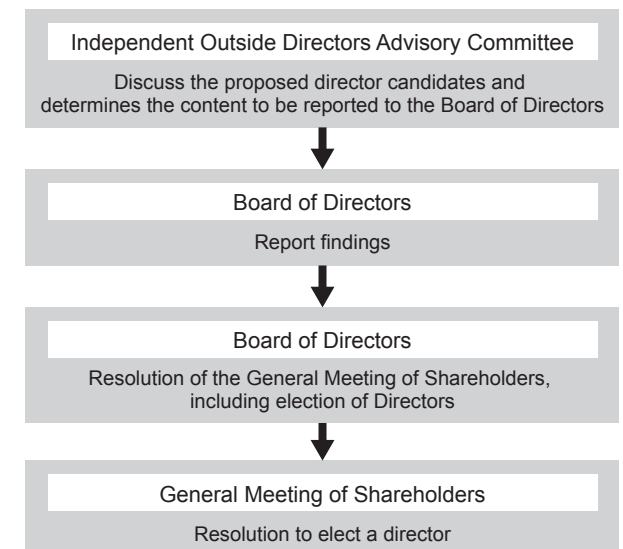
The appointment of outside directors and Outside Auditor & Supervisory Board members is also based on the condition that they do not receive more than 10 million yen per year in compensation from the Company, other than remuneration for their service as directors.

### Criteria for election of directors Directors who are not Audit & Supervisory Committee members

The Company's Articles of Incorporation stipulate that there shall be no more than seven directors who are not Audit & Supervisory Committee members. The Company has seven non-Audit & Supervisory Committee members on the Board of Directors, and in addition to appointing individuals with diverse experience in the Company's sales, human resources, and other divisions, we have added independent outside directors with wide-ranging experience, and invited individuals who were involved in management at other companies. The Board of Directors has an appropriate number of individuals from diverse backgrounds possessing a good overall balance of knowledge, experience, and ability to effectively fulfill their roles and responsibilities.

### Directors who are Audit & Supervisory Committee members

The Company's Articles of Incorporation stipulate that there shall be no more than four directors who are Audit & Supervisory Committee members. The Company has three Directors who are Audit & Supervisory Committee members. In electing candidates for Directors who are Audit & Supervisory Committee members, more than half of the candidates are Outside Directors, and the Company appoints candidates with appropriate knowledge and experience in finance, accounting and legal matters who can properly audit the execution of duties by Directors and perform them fairly and efficiently.



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**Criteria and procedures for the Board of Directors for the election and dismissal of senior management and for the nomination of candidates as directors**

In nominating and appointing senior management (internal directors and executive officers), the “Independent Outside Directors Advisory Committee,” which is composed entirely of independent outside directors of the Company, reviews whether the candidates are qualified to fulfill their duties and responsibilities based on a comprehensive assessment of their character, experience, abilities, and knowledge. The results of the review are reported to the Board of Directors for its decision. When nominating candidates for internal directors, the Independent Outside Directors Advisory Committee reviews potential candidates based on selection criteria. These criteria include possessing the character and insight necessary to fairly and effectively perform their duties, comprehend the business environment and operating resources, and recognize the Group’s social responsibilities and mission, to achieve sustainable growth and enhance the Group’s corporate value. The committee submits the results of its review to the Board of Directors.

The criteria for the appointment of outside directors are that they satisfy the criteria for independence set forth by the Tokyo Stock Exchange and the criteria for the

amount of transactions with the Company as stipulated by the Company, that they have a wealth of experience and deep knowledge of corporate management and various specialized fields, and that they are suited to the role. In addition, the Audit & Supervisory Committee shall be composed of a majority of outside directors and at least one person with in-depth experience of finance and accounting.

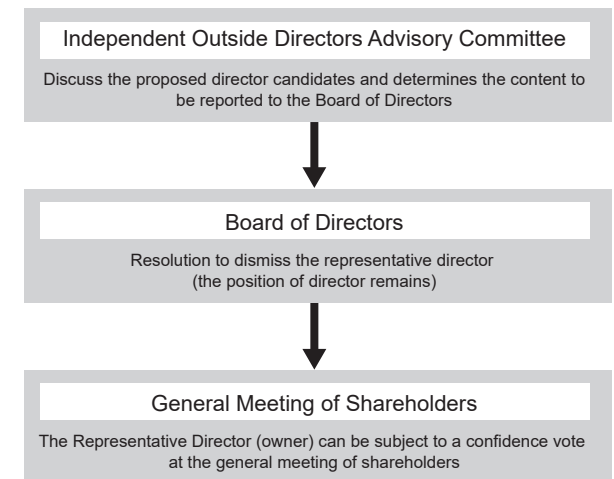
**[Criteria for dismissal of directors]**

The criteria for dismissal of directors are, in addition to cases where the criteria for the appointment of directors are not met, if serious facts are found that violate laws and regulations or public order and morals in connection with their duties, and also where smooth operation of the Group’s business is seriously impaired by rumors, damages, or other causes, and where a director is seriously impaired in the performance of his or her duties due to illness or other causes.

If a director meets or is suspected of meeting any of the above criteria for dismissal, the Board of Directors will determine whether or not the director should be dismissed upon receiving a report from the Independent Outside Directors Advisory Committee.

**Succession planning**

The Group recognizes the importance of Succession



Plan to systematically develop candidates for senior management (directors and executive officers) in order to achieve sustainable, medium- to long-term growth for the Group as a whole. The Company formulates, operates, and reviews succession plans based on the opinions of the Independent Outside Directors Advisory Committee. Specifically, the Company provides employees who are candidates for senior management with opportunities to acquire knowledge and experience in management by appointing them as directors and representatives of subsidiaries, thereby fostering their development into individuals suitable for senior management positions within the Group.

### Remuneration for Directors and Other Officers

Remuneration, etc. of directors (excluding directors who are members of the Audit & Supervisory Committee) is set within the maximum compensation amount approved at the General Meeting of Shareholders, with the specific details of such compensation, etc. entrusted to the discretion of the Representative Director, CEO, following a resolution of the Board of Directors. The Representative Director, CEO, reviews details of compensation, etc., in accordance with the policy for determining individuals' compensation resolved by the Board of Directors,

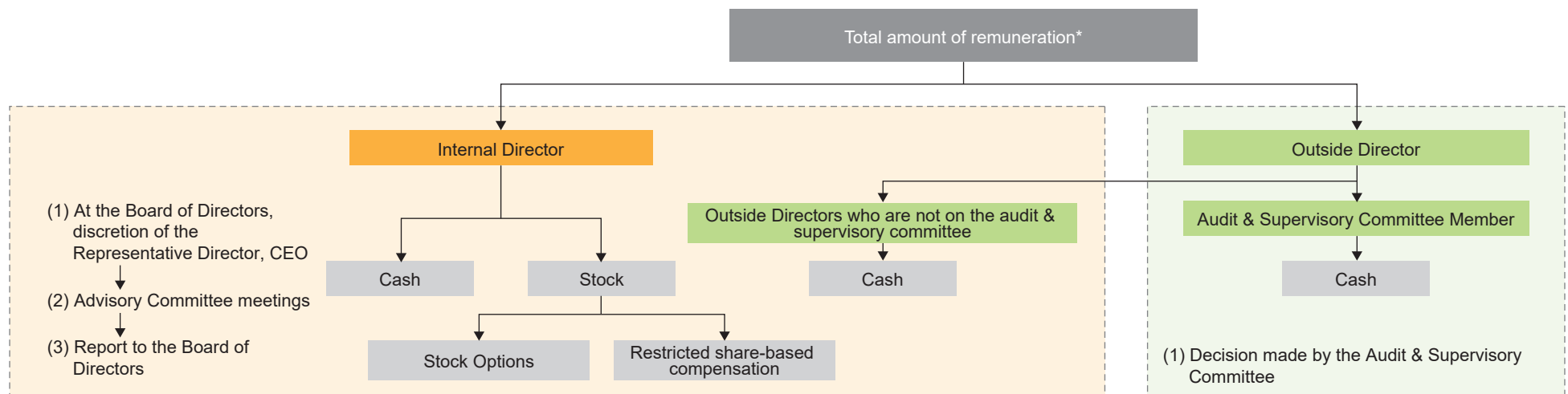
and consults the Independent Outside Directors Advisory Committee, a voluntary body consisting of six independent outside directors, before making their decision based on the committee's report. Remuneration, etc. for Directors who are Audit & Supervisory Committee members is determined through discussions among the Directors who are Audit & Supervisory Committee members, within the scope of the remuneration limit approved at the General Meeting of Shareholders.

& Supervisory Committee) work on self-development in order to properly fulfill their expected roles and responsibilities.

The Company also offers training opportunities and covers related expenses to ensure that its directors (including Audit & Supervisory Committee members) and directors of its consolidated subsidiaries can fulfill their expected roles and responsibilities, taking into account their knowledge and experience.

### Director Training

The Company's directors (including members of the Audit



\* At the shareholders meeting, it was resolved that the maximum compensation for directors (excluding directors serving as Audit & Supervisory Committee members) shall not exceed 400 million yen per year, and that stock options in the form of new share acquisition rights shall be separately capped at up to 80 million yen per year, and restricted share-based compensation set at up to 100 million yen per year. It was also resolved that the maximum compensation for Directors serving as Audit & Supervisory Committee Members shall not exceed 30 million yen per year.

## Information security system, Internal control

### Basic Philosophy

The Group strives to maintain and improve information security by ensuring that information is not leaked (confidentiality) or falsified (integrity), and is available at any time (availability), in order to protect information assets from various threats and fulfill our social mission for the sustainable development and growth of the company.

### Information security management system

We have established and are operating a cross-departmental Information Security Committee, in order to respond to diverse security risks on a company-wide basis. The Information Security Committee is headed by the Representative Director, CEO who holds regular meetings with department heads and convenes additional meetings as needed.

### Education and training

At the time of joining the company and once a year, we encourage information security awareness through e-learning that enables the entire Group to gain knowledge on information security, as well as on how to keep up with the latest information and legal revisions.

### Onboarding training

Face-to-face training and e-learning are provided for mid-career hires (including temporary staff and outsourced workers) to learn about general information security.

### Training for all employees

Once a year, we conduct an e-learning program for management and all employees (including temporary staff and outsourced workers) to learn about general information security.

### Commitment to protection of personal information

The Group obtains users' personal information in its Consumer Service and Online Advertising businesses, and has obligations as a business operator handling personal information in accordance with the "Act on the Protection of Personal Information." In order to comply with these obligations, the Group takes the utmost care in handling personal information and transaction data, and believes that it has established an adequate system for the protection of personal information by managing its network, establishing and observing its own privacy policy, and conducting checks through internal audits.

### Obtaining third-party certification

The Information Systems Division has obtained ISO/IEC 27001:2013 certification, which is an international standard for information security management systems (ISMS), and a third-party certification considered the global standard for information security management.

**Internal reporting system**

**(1) Problems that can be reported**

General wrongful or unjust conduct by the company (e.g., law violations, power harassment, sexual harassment, etc.)

**(2) Who can use the service**

Group executives and employees (including contract and part-time employees)

**(3) Reporting point of contact**

	Contact Person	Full-Time Audit & Supervisory Committee Member	
Contact Person	In-house Contact Person	Human Resources Planning Department Labor Relations Person	Head of Internal Auditing
	External Contact Person	Outside Social Insurance Labor Attorney	Outside Counsel
	Main Area of Responsibility	Reporting and Consulting on Human Resources and Labor Relations	Reporting and Consulting on matters other than the left

**(4) Means of reporting**

Internal: No restrictions (direct consultation with point of contact and internal phone calls are acceptable)

Outside the company: Email

\*Anonymous consultations are also available.

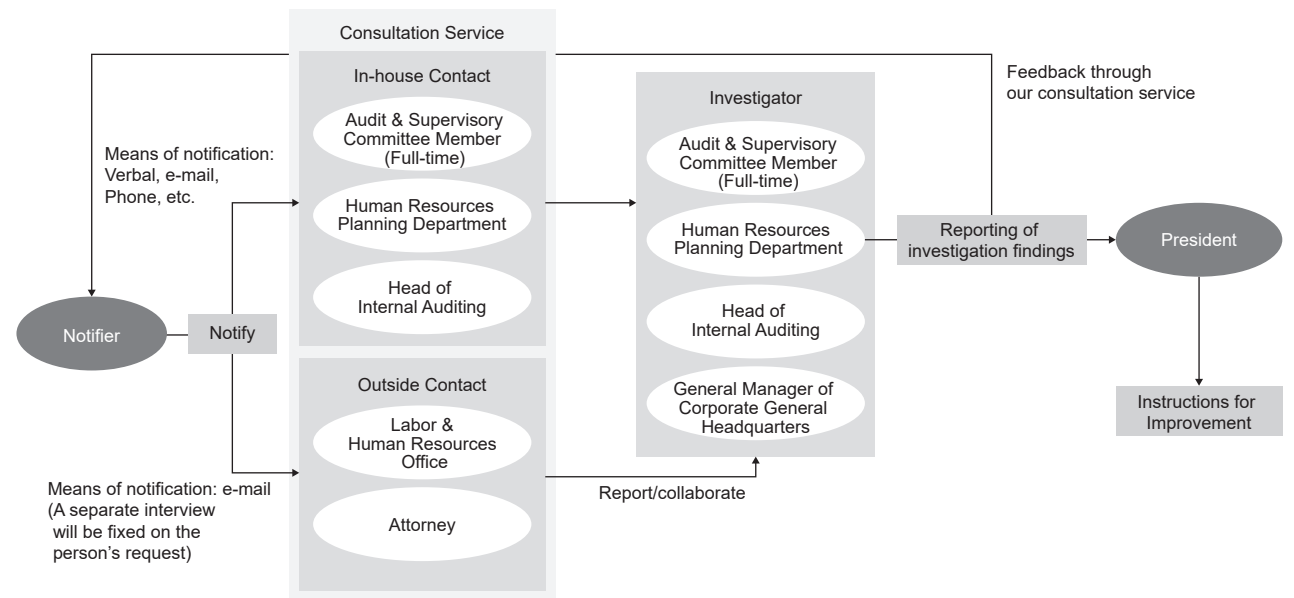
**(5) Protection for those who report or consult with the company**

#1 An employee will not be disadvantaged by the company (negative personnel evaluations, dismissal, demotion, etc.) for reporting or consulting with the company.

#2 Bosses and employees who retaliate or harass others for reporting or consulting with them shall be subject to disciplinary action.

#3 The Company shall take full account of the privacy of the person concerned when investigating the details of any report or consultation.

#4 The point of contact will provide feedback to the individual on the outcome of the company's response to the content of the report (if the contact person was provided with contact information).



**Basic policy for building an internal control system**

By the resolution of the Board of Directors, the Company has established a Basic Policy for Building an Internal Control System. Based on this policy, it has established various internal rules and regulations, etc., ensuring thorough compliance with them and effective functioning of its internal control system.

For more information, please refer to the Corporate Governance Report PDF.

**Corporate Governance Report**

<https://www.i-mobile.co.jp/ir/governance/index.html>

**Diversity philosophy and policy**

The Company believes that human resources are the source of a company's competitiveness and that it is important for diverse human resources to recognize each other's different values, enhance organizational capabilities, and help grow the company together. To ensure diversity, we are committed to diversity management that makes the most of diverse human resources regardless of gender, nationality, age, sexual orientation, disability, or recruitment method, and appoints people with the required abilities.

**Adoption of anti-takeover measures**

None

**Policy shareholdings**

The Company's basic policy is not to have policy shareholdings unless it is deemed that they will contribute to the maintenance and improvement of the Company's corporate value. In exercising voting rights, the Company will assess each proposal to determine whether it contributes to the enhancement of the relevant company's medium- to long-term corporate value and shareholder interests, taking into account the significance of the Company's ownership. The Company does not currently have any policy shareholdings.

## Topics



### Started our information disclosure based on the TCFD\* recommendations

We established the Sustainability Committee in July, 2023 to promote the Group's sustainability activities. In May 2024, we determined our environmental policy by identifying sustainability issues, setting targets for them, determining and implementing activities, evaluating those activities and identifying new issues.



\*We endorses the TCFD recommendations December 2021



### Participated in “DecokatsuSupport Team” led by the Ministry of the Environment

We promote Dekokatsu through our “Solar Power Generation business”, “EV recharging stand (Furunavi EV Charge) business,” and “Electricity gifts in return (Electricity Points).”



### A certain level of recognition was achieved by answering to the CDP\*s climate change questionnaire

A certain level of recognition was achieved by answering to the CDPs\* 2023 climate change questionnaire.

\* International non-profit organization (NGO) based in the United Kingdom which runs a disclosure system for environmental information. It is widely recognized with respect to environmental information disclosure for corporations.



### The policy on human resource development and in-house environmental improvements has been renewed

We continue to make strategic investments in “Human capital”, including training programs for human resource development. We have disclosed our human capital management on our corporate website.



<https://www.i-mobile.co.jp/sustainability/index.html>



### Awarded “Hataraku Yell 2024” for the second straight year

In April 2024, the Company was certified for the second consecutive year by the Committee for Employee Welfare Awards and Certifications as a company dedicated to enhancing and utilizing employee welfare programs.



### Relocated to the office with high environmental performance

To achieve (1) increased productivity through flexible work styles, (2) enhanced creativity by strengthening cooperation among employees and departments, and operational efficiency, and (3) providing a safe and secure working environment, we relocated our head office in July 2024.

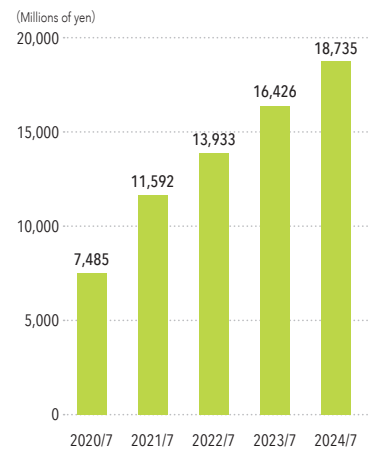




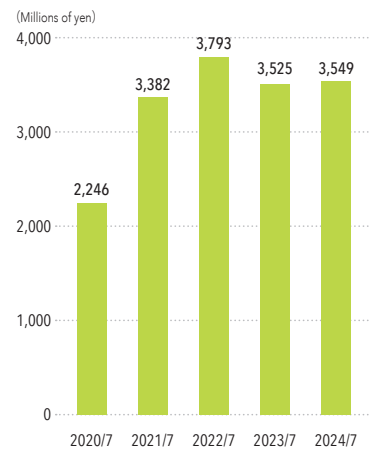
# Financial and Corporate Information

## Consolidated Financial Highlights

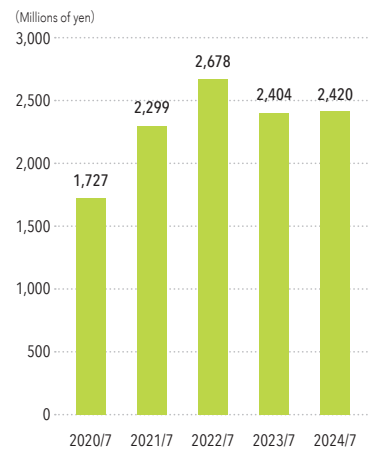
### Net Sales



### Operating profit

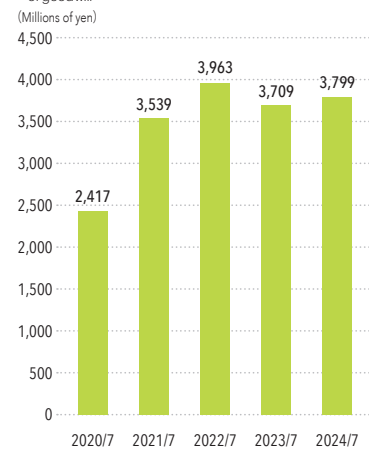


### Profit attributable to owners of parent



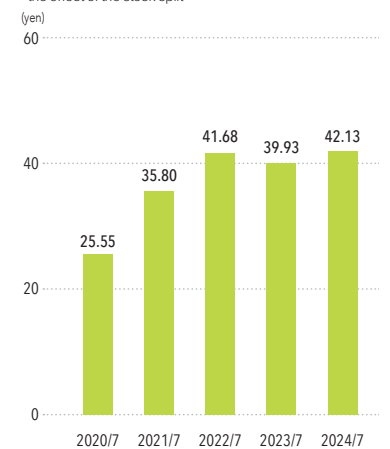
### EBITDA\*

\* EBITDA=Operating profit + Depreciation + Amortization of goodwill

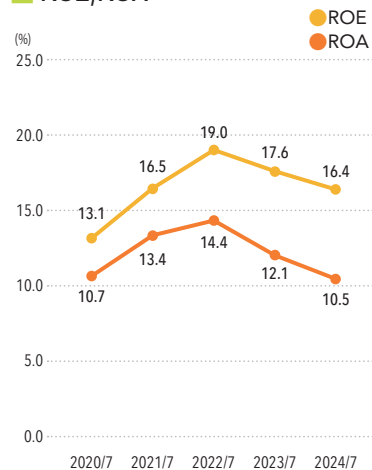


### Basic earnings per share

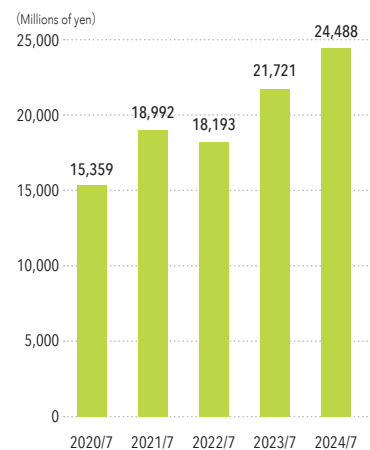
\* The dividend amounts in this document takes into account the effect of the stock split



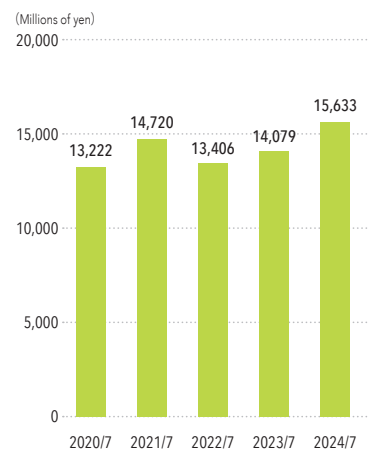
### ROE/ROA



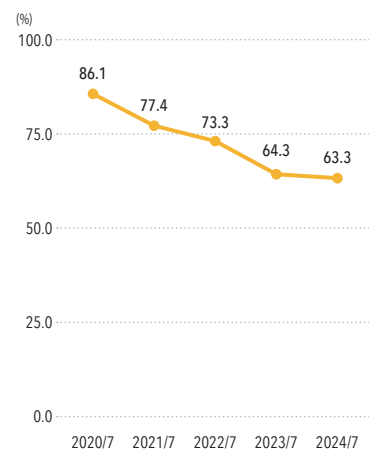
### Total assets



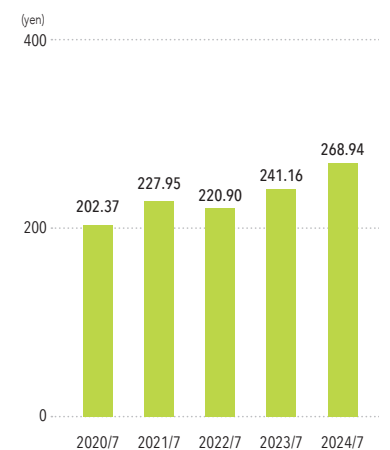
### Net assets



### Equity-to-asset ratio

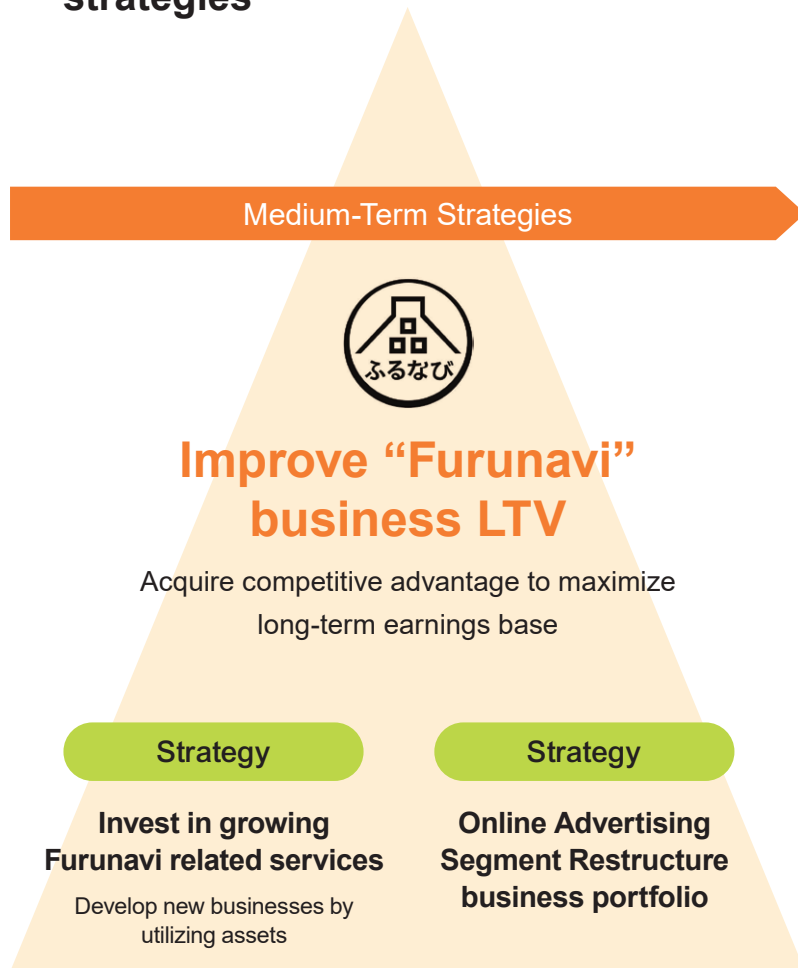


### Net assets per share



# Three-year medium-term management plan highlight

## ▶ Three-year medium-term business strategies



## ▶ Business Growth Loop



Sustainability

ESG Management

Environment

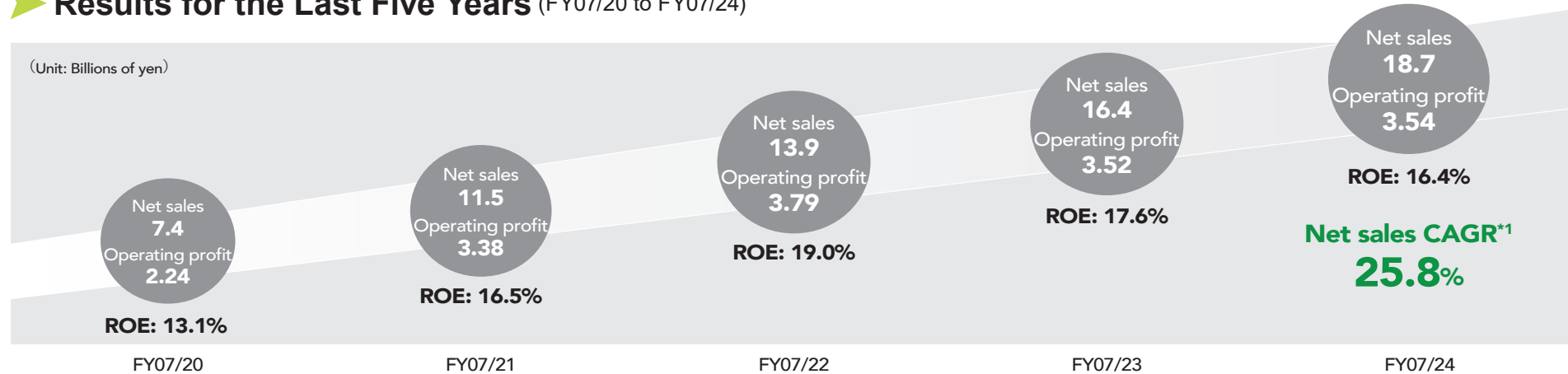
Social

Governance

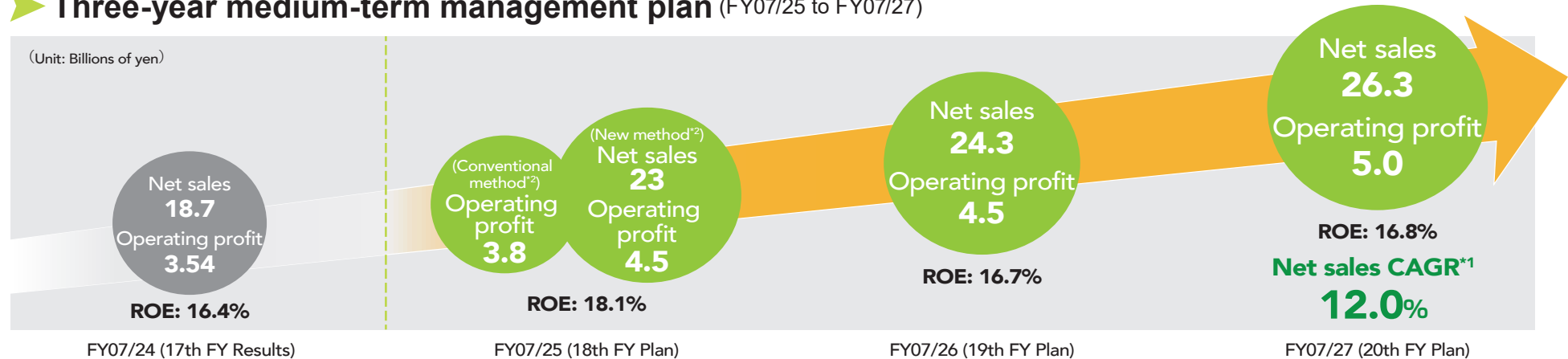
Topics

Financial and Corporate Information

## Results for the Last Five Years (FY07/20 to FY07/24)



## Three-year medium-term management plan (FY07/25 to FY07/27)



\*1 CAGR: Compound Annual Growth Rate

\*2 In the Consumer Service business, revenue has been recorded each time a municipality approves (accepts) a donation, and depending on the timing of the municipality's approval (accepts), there have been cases where revenue was shifted to the next fiscal period. In the fiscal year ending July 31, 2025, due to changes in contracts with municipalities, a special factor is expected to occur, whereby sales that were previously shifted to the next month (next fiscal year) at the end of the fiscal period will be recorded in the current month (during the current fiscal year).

## Our service Consumer Service Business Segment

### Hometown Tax Donation business

Making Hometown Tax Donation more accessible and convenient  
**Hometown Tax Donation web portal “Furunavi”**



The portal supports Hometown Tax Donation to municipalities throughout Japan, listing a wide variety of gifts in return. Furunavi provides unique services, including a one-stop service handling everything from suggesting Hometown Tax Donation plans to processing applications.

Help from your Hometown Tax Donation Concierge  
**Furunavi Premium**



Concierge service for those with annual incomes of 20 million yen or more. A dedicated concierge handles the entire process from proposing a donation plan to applying on your behalf.

Enjoy traveling with Hometown Tax Donation  
**Furunavi Travel**



The Furunavi original service issues travel points based on the amount of Hometown Tax donated, which can be used to stay at hotels and inns in the donating municipality.

Send your opinions directly  
**Furunavi Crowd Funding**



Crowdfunding-type hometown tax donation by municipalities or individuals/organizations authorized to raise funds through the Hometown Tax Donation system.

Enjoy dishes made with local specialties from the donating municipality.  
**Furunavi Gourmet Experience**



The “experience-based Hometown Tax Donation” offers an opportunity to enjoy local specialties prepared at restaurants in urban areas, with the aim of promoting attractive regional products.

Restaurant discounts for Furunavi members only  
**Furunavi Gourmet Points**



You can earn points by booking tables at restaurants and posting reviews, and then use the accumulated points, with a value of 1 point = 1 yen, when you make your next reservation.

Points service for Furunavi members only  
**Tamaru Mall by Furunavi**



You can get an Amazon gift card by signing up for shopping, accommodation, restaurant reservations, free interviews, seminars, etc. thorough the Tamaru Mall by Furunavi.

### Green Energy business

**Green Energy**



**Promoting a decarbonized society with marketing and technology and achieving regional revitalization**

We will approach the four SDGs materialities by promoting power generation business projects using renewable energy such as solar power, and by leveraging the partnerships with municipalities and lodging facilities that we have cultivated through our Hometown Tax Donation business.

# Our Service Online Advertising Business Segment

## Ad Platform business

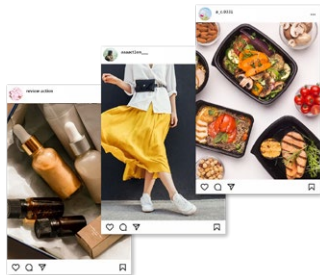
### Ad Network business



Providing programmatic ads (display, native, and video advertising)



### Influencer Marketing business



Providing influencer marketing and performance-based advertising



# Action

### Media Solution business



As a Google Certified Publishing Partner (GCPP), we provide solution services for maximizing media revenue. The Company is a GCPP App Specialist certified organization, selected from a carefully chosen group of partners.



Certified Publishing Partner  
Apps Specialist

## App Operation business

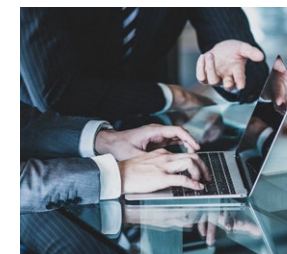
Ohte, Inc.



Smartphone app service provider including its design, development, and operation



## Ad Agency business



Online ad agency specializing in web marketing

# CYBER CONSULTANT

Sustainability

ESG Management

Environment

Social

Governance

Topics

Financial and Corporate Information

## ► Corporate Profile

<b>Company name</b>	i-mobile Co.,Ltd.
<b>Representative Director, CEO</b>	Tetsuya Noguchi
<b>Head office</b>	Kandenfudosan Shibuya building, 8F, 3-26-20 Shibuya, Shibuya-ku Tokyo 150-0002
<b>Established</b>	August 17, 2007
<b>Listed market</b>	Prime Market, Tokyo Stock Exchange (Securities code: 6535)
<b>Share capital</b>	152 million yen (as of July 31, 2024)
<b>Employees</b>	219 (consolidated, as of July 31, 2024)
<b>Group business lineup</b>	Hometown Tax Donation platform business (Furunavi) Furunavi Travel business Furunavi Restaurant PR business Loyalty Points Service business Ad Network business Influencer Marketing business Agency business Media Solution business App Operation business, etc.
<b>Group company</b>	Cyber Consultant, Inc. Ohte, Inc.

### Corporate Website

[https://www.i-mobile.co.jp/ir/library/english\\_disclosure.html](https://www.i-mobile.co.jp/ir/library/english_disclosure.html)



### IR Website

<https://www.i-mobile.co.jp/ir/index.html>



## ► Status of shares

<b>Total Number of Shares Authorized to be Issued</b>	174,000,000 shares
<b>Total Number of Shares Issued</b>	58,147,188 shares (incl. 526,800 treasury shares)
<b>Number of Shareholders</b>	12,051

## ► Major Shareholders

Name of shareholder	Number of shares held (thousand shares)	Shareholding ratio (%)
T-net Co., Ltd.	12,480	21.66
Asahi Co., Ltd.	12,000	20.83
Toshihiko Tanaka	4,606	7.99
Tetsuya Noguchi	4,395	7.63
The Master Trust Bank of Japan, Ltd. (Trust account)	3,852	6.69
Custody Bank of Japan, Ltd. (Trust account)	800	1.39
Yoshihisa Yamashita	593	1.03
Hideo Nakamura	399	0.69
SMBC Nikko Securities Inc.	361	0.63
STATE STREET BANK AND TRUST COMPANY 510597	337	0.59

Notes: The shareholding ratio, the number of shares held to the total number of shares issued, is rounded to the nearest hundredth.  
In addition to the above, the Company holds 526,800 treasury shares.  
The shareholding ratio is calculated excluding treasury shares.

Creating a Business for the Future 

