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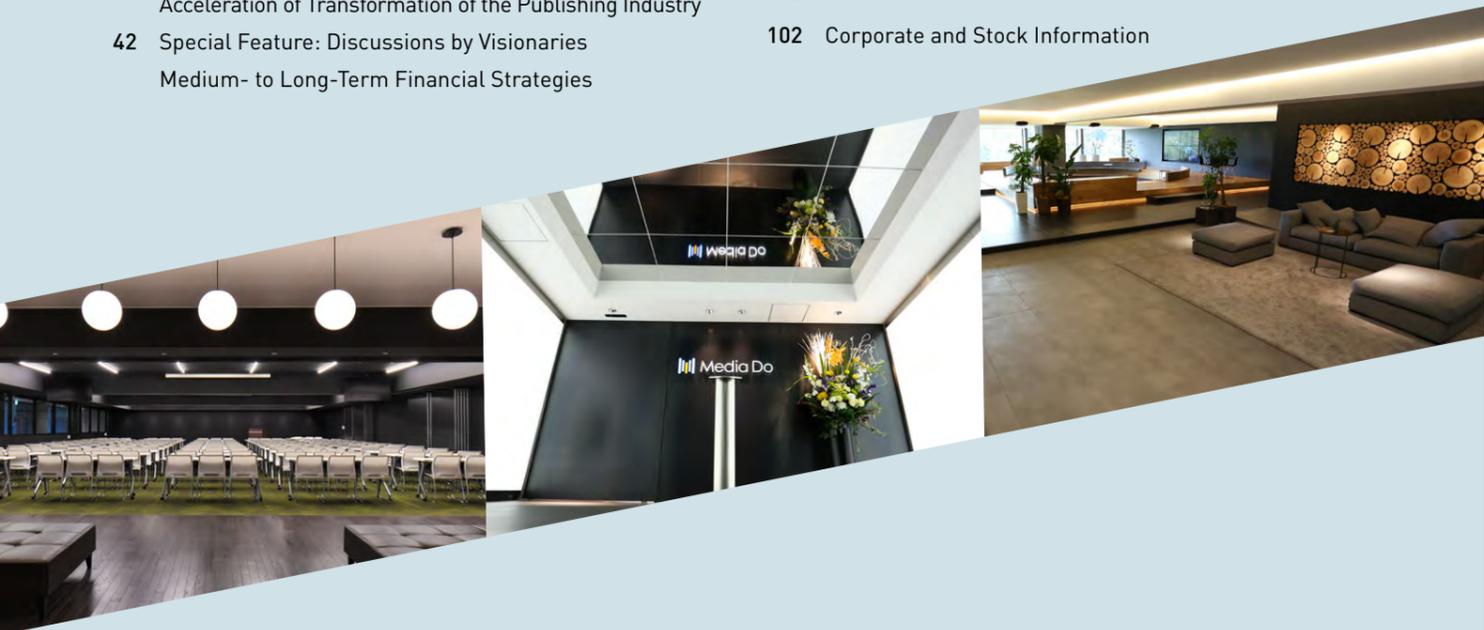
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Editorial Policy

MEDIA DO Report 2021 has been prepared as an integrated report to function as a tool for comprehensive communication with stakeholders. This report describes the strategic directives based on which all employees, united by a strong sense of conviction, will pursue the realization of our vision.

Unless otherwise noted, "the Company," when used in this report, refers to MEDIA DO Co., Ltd., and "the Group" refers to the conglomerate comprised of the Company and its consolidated subsidiaries and associates as well as jointly controlled companies.

Reporting Period

Fiscal year ended February 28, 2021 [Fiscal 2020]

This report includes information on some activities taking place before or after this period.

Cautionary Notice Regarding Forward-Looking Statements

Information on plans, forecasts, and strategies contained in this report are forward-looking statements that represent the Company's best judgments based on information available at the time of this report's publication.

It is possible that actual performance could differ materially from these forecasts due to a variety of factors. Risks and uncertain factors with the potential to impact performance include economic conditions, competition, foreign exchange rates and taxation, and other systems pertaining to the Company's operating environment.

Key Points of MEDIA DO Report 2021

POINT 01. Surpass

The COVID-19 pandemic changed how people perceive the physical and digital worlds and greatly transformed industry structures and consumer lifestyles. Viewing these changes as opportunities, the MEDIA DO Group will surpass existing frameworks and preconceptions to develop and supply products and services matched to the diverse values of equally diverse stakeholders.

- ➡ P.10 Message from the CEO
- ➡ P.16 Interview with the CBDO
- ➡ P.28-37 Growth Strategies of MEDIA DO

POINT 02. Shape

Japanese society is rapidly moving toward its Society 5.0 vision, and this trend is expected to give rise to various new services and forms of culture that take advantage of digital technologies. Seeking to support the development of the publishing industry against this backdrop, the MEDIA DO Group will build upon its competitive edge while also giving rise to a new publishing culture by undertaking and promoting digital transformation.

- ➡ P.10 Message from the CEO
- ➡ P.28-37 Growth Strategies of MEDIA DO
- ➡ P.38 Special Feature:
Discussions by Visionaries
Acceleration of Transformation of
the Publishing Industry

POINT 03. Connect

The MEDIA DO Group seeks to be a sustainable organization that generates value through coexistence and co-creation with its various stakeholders. Our goal is to form new connections between people and others and between people and content through the new opportunities for connection proposed by content in order to shape a more enriching future.

- ➡ P.46-71 MEDIA DO's Transformation
into a Sustainable Organization

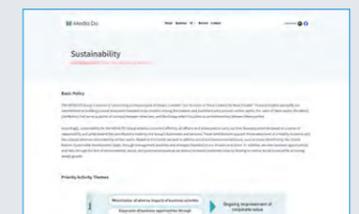
For More Information



Corporate website
<https://mediado.jp/english/>



Investor relations website
<https://mediado.jp/english/ir/>



Sustainability website
<https://mediado.jp/english/ir/sustainability/>