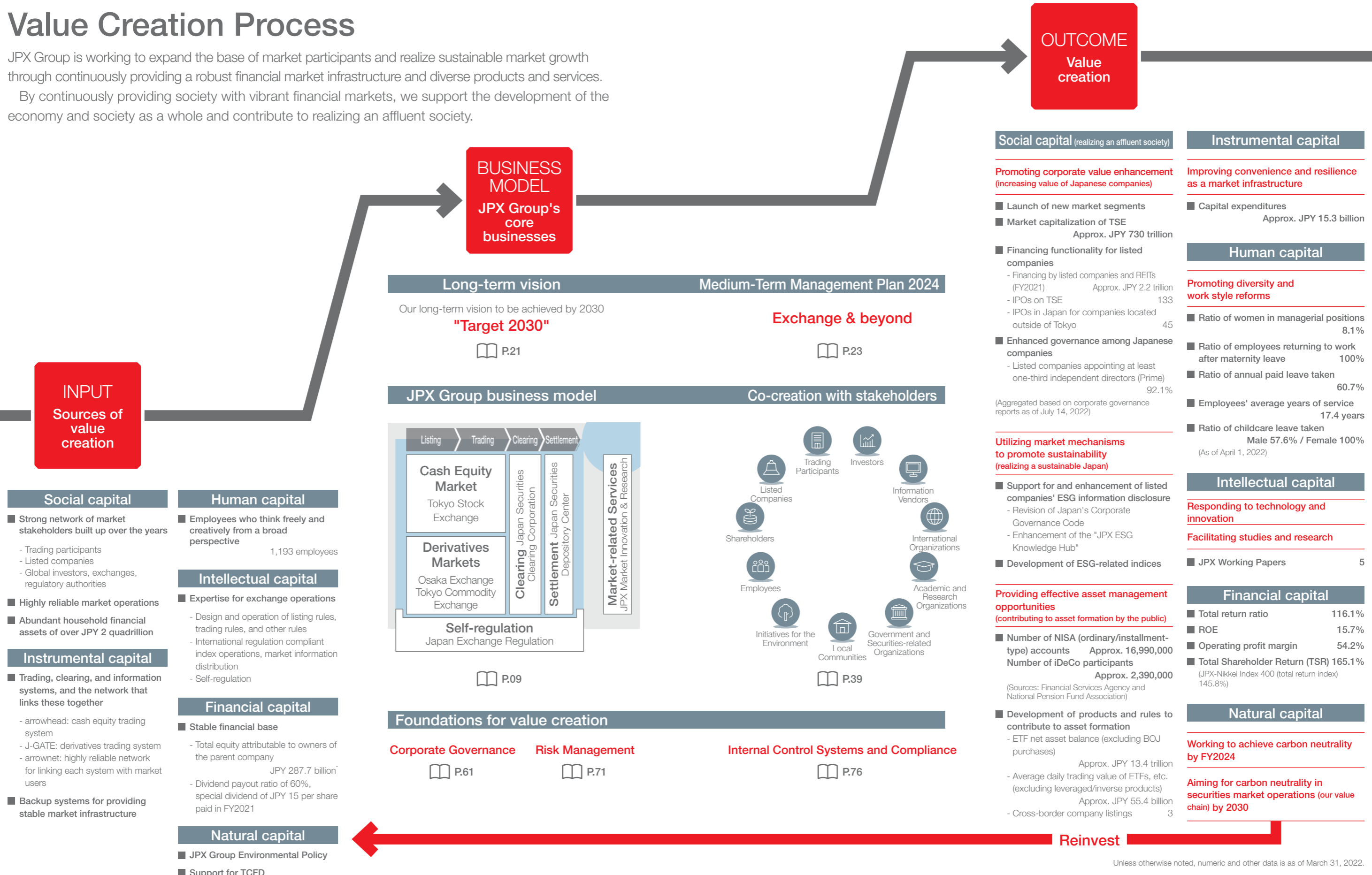


Value Creation Process

JPX Group is working to expand the base of market participants and realize sustainable market growth through continuously providing a robust financial market infrastructure and diverse products and services. By continuously providing society with vibrant financial markets, we support the development of the economy and society as a whole and contribute to realizing an affluent society.



INPUT Sources of value creation

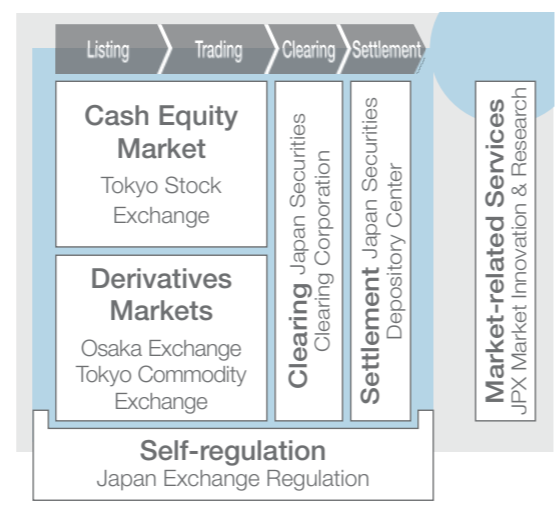
- Social capital**
 - Strong network of market stakeholders built up over the years
 - Trading participants
 - Listed companies
 - Global investors, exchanges, regulatory authorities
 - Highly reliable market operations
 - Abundant household financial assets of over JPY 2 quadrillion
- Human capital**
 - Employees who think freely and creatively from a broad perspective
 - 1,193 employees
- Intellectual capital**
 - Expertise for exchange operations
 - Design and operation of listing rules, trading rules, and other rules
 - International regulation compliant index operations, market information distribution
 - Self-regulation
- Financial capital**
 - Stable financial base
 - Total equity attributable to owners of the parent company
 - JPY 287.7 billion*
 - Dividend payout ratio of 60%, special dividend of JPY 15 per share paid in FY2021
- Natural capital**
 - JPX Group Environmental Policy
 - Support for TCFD

BUSINESS MODEL JPX Group's core businesses

Long-term vision Our long-term vision to be achieved by 2030 **"Target 2030"** P.21

Medium-Term Management Plan 2024 **Exchange & beyond** P.23

JPX Group business model Co-creation with stakeholders



Foundations for value creation

- Corporate Governance** P.61
- Risk Management** P.71
- Internal Control Systems and Compliance** P.76

OUTCOME Value creation

- Social capital** (realizing an affluent society)
 - Promoting corporate value enhancement (increasing value of Japanese companies)
 - Launch of new market segments
 - Market capitalization of TSE
 - Approx. JPY 730 trillion
 - Financing functionality for listed companies
 - Financing by listed companies and REITs (FY2021)
 - Approx. JPY 2.2 trillion
 - IPOs on TSE
 - 133
 - IPOs in Japan for companies located outside of Tokyo
 - 45
 - Enhanced governance among Japanese companies
 - Listed companies appointing at least one-third independent directors (Prime)
 - 92.1%
 - Utilizing market mechanisms to promote sustainability (realizing a sustainable Japan)
 - Support for and enhancement of listed companies' ESG information disclosure
 - Revision of Japan's Corporate Governance Code
 - Enhancement of the "JPX ESG Knowledge Hub"
 - Development of ESG-related indices
 - Providing effective asset management opportunities (contributing to asset formation by the public)
 - Number of NISA (ordinary/installment-type) accounts
 - Approx. 16,990,000
 - Number of iDeCo participants
 - Approx. 2,390,000
 - Development of products and rules to contribute to asset formation
 - ETF net asset balance (excluding BOJ purchases)
 - Approx. JPY 13.4 trillion
 - Average daily trading value of ETFs, etc. (excluding leveraged/inverse products)
 - Approx. JPY 55.4 billion
 - Cross-border company listings
 - 3
- Instrumental capital**
 - Improving convenience and resilience as a market infrastructure
 - Capital expenditures
 - Approx. JPY 15.3 billion
- Human capital**
 - Promoting diversity and work style reforms
 - Ratio of women in managerial positions
 - 8.1%
 - Ratio of employees returning to work after maternity leave
 - 100%
 - Ratio of annual paid leave taken
 - 60.7%
 - Employees' average years of service
 - 17.4 years
 - Ratio of childcare leave taken
 - Male 57.6% / Female 100%
- Intellectual capital**
 - Responding to technology and innovation
 - Facilitating studies and research
 - JPX Working Papers
 - 5
- Financial capital**
 - Total return ratio
 - 116.1%
 - ROE
 - 15.7%
 - Operating profit margin
 - 54.2%
 - Total Shareholder Return (TSR)
 - 165.1% (JPX-Nikkei Index 400 (total return index) 145.8%)
- Natural capital**
 - Working to achieve carbon neutrality by FY2024
 - Aiming for carbon neutrality in securities market operations (our value chain) by 2030

Unless otherwise noted, numeric and other data is as of March 31, 2022.

Figures as of the end of FY2021. *Calculated by deducting "default compensation reserve funds" from "total equity attributable to owners of the parent company" in the Consolidated Statement of Financial Position