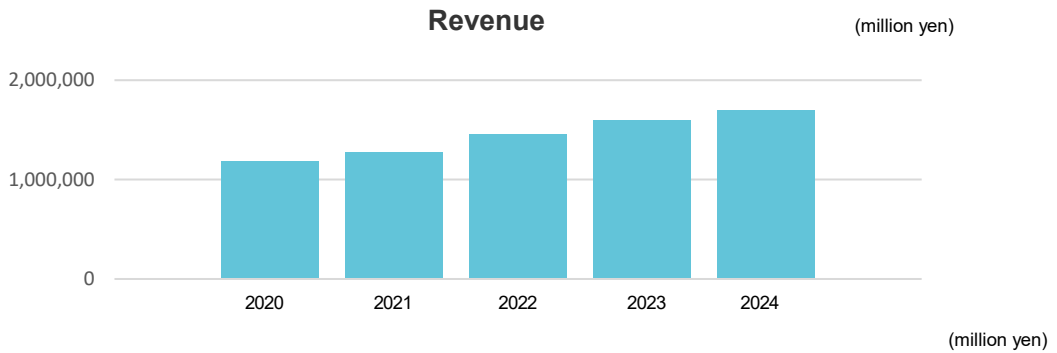
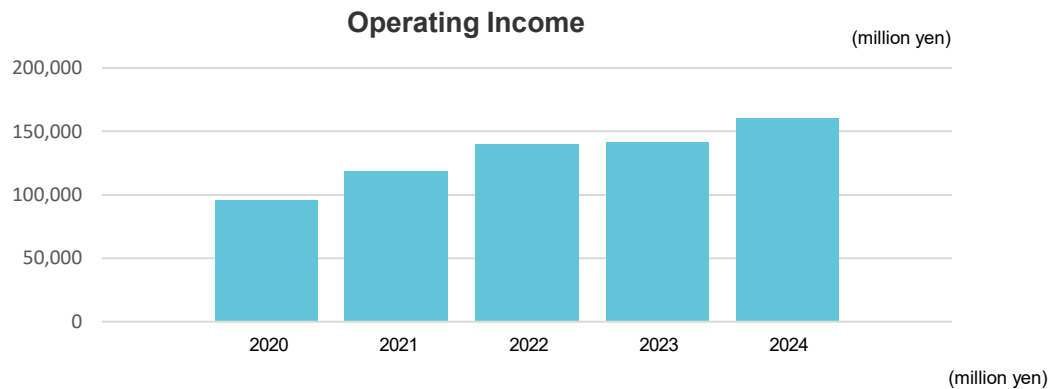


Financial Highlights

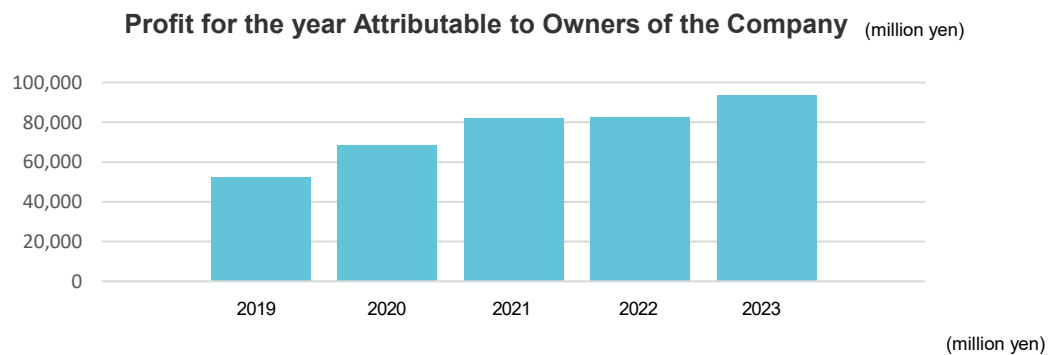
International Financial Reporting Standards (IFRS) have been applied from the fiscal year ended December 31, 2017.



	2020	2021	2022	2023	2024
Revenue	1,178,137	1,268,917	1,450,397	1,591,722	1,696,765



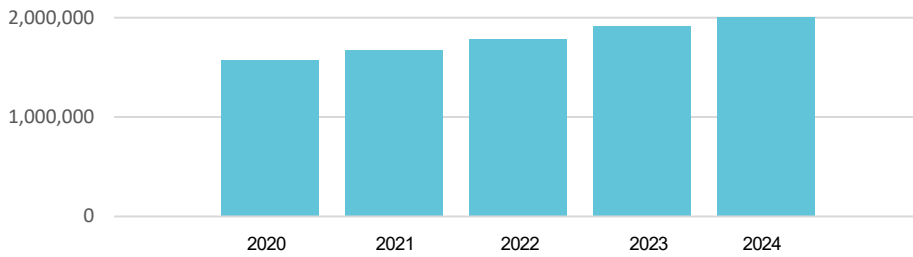
	2020	2021	2022	2023	2024
Operating Income	96,177	118,568	139,688	141,726	160,249



	2020	2021	2022	2023	2024
Profit for the year Attributable to Owners of the Company	52,212	68,676	82,317	82,743	93,495

Total Assets

(million yen)

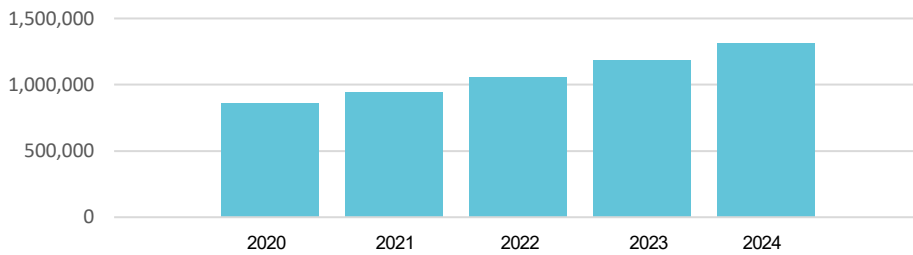


(million yen)

	2020	2021	2022	2023	2024
Total Assets	1,574,251	1,676,926	1,783,349	1,912,415	2,058,032

Total Equity

(million yen)



(million yen)

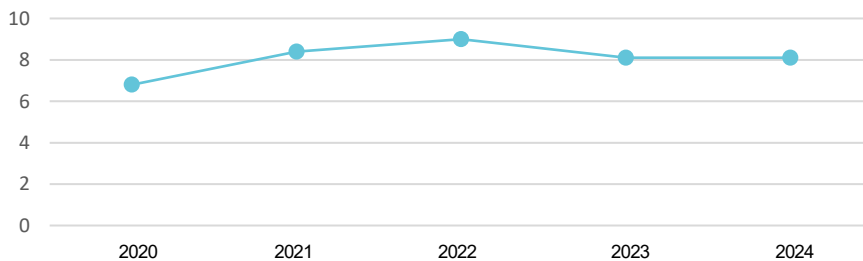
	2020	2021	2022	2023	2024
Total Equity	859,556	943,952	1,060,104	1,185,027	1,315,278

Financial Indicators

ROE

(%)

*Ratio of profit for the year to equity attributable to owners of the Company



(%)

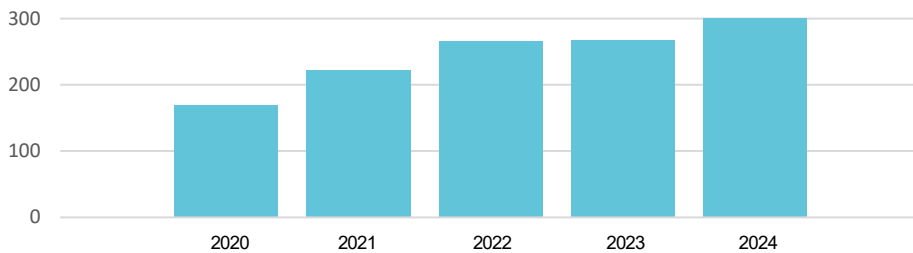
	2020	2021	2022	2023	2024
ROE	6.8	8.4	9.0	8.1	8.1

We manage our business with an eye on metrics such as cost of capital, stock price, ROE to drive capital efficiency, and more. In order to meet the expectations of our shareholders, the Company aims for 2.5 trillion-yen revenue by 2030 through exceeding market growth in our existing businesses and acquiring incremental gains from new growth investments, while also pursuing profit growth that outpaces sales growth. The Company also aims to achieve ROE 9% by 2030 at the latest through the profit growth and growth investment set out in our medium-term management plan.

Financial Indicators

Basic Earnings Per Share

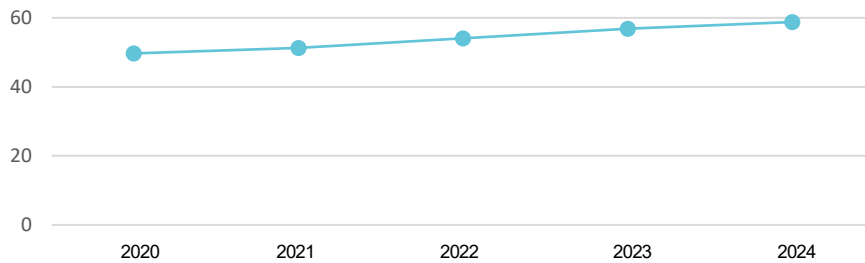
(yen)



(yen)

	2020	2021	2022	2023	2024
Basic Earnings Per Share	168.97	222.25	266.40	267.78	302.57

Ratio of Equity Attributable to Owners of the Company to Total Assets (%)

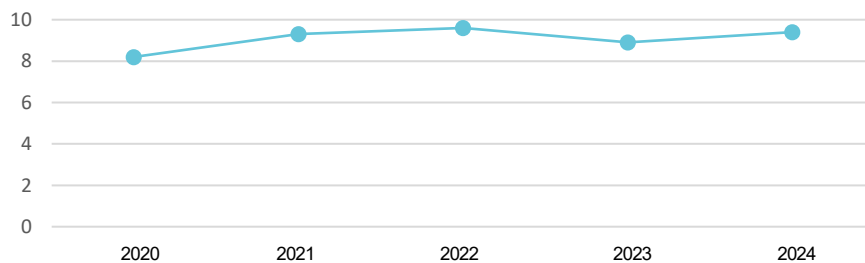


(%)

	2020	2021	2022	2023	2024
Ratio of Equity Attributable to Owners of the Company to Total Assets	49.7	51.3	54.1	56.9	58.8

Ratio of Operating Income to Revenue

(%)

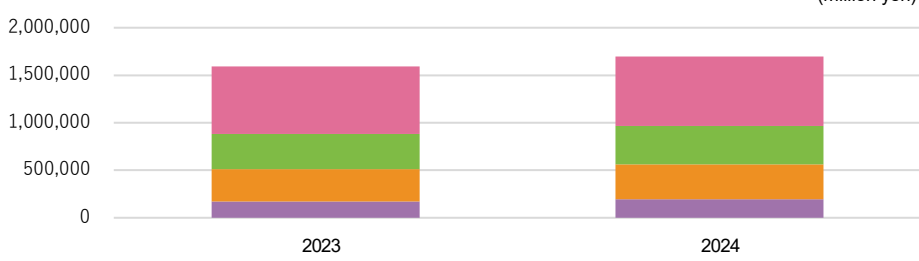


(%)

	2020	2021	2022	2023	2024
Ratio of Operating Income to Revenue	8.2	9.3	9.6	8.9	9.7

Business Segments

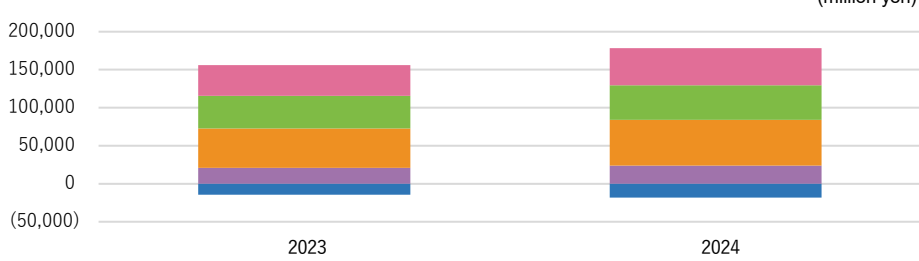
Revenue by Area



(million yen)

Year	2023	2024
Japan	708,141	731,814
APAC	371,435	402,049
Europe	339,274	368,081
Americas	172,871	194,819
Consolidated total	1,591,722	1,696,765

Segment Profit



(million yen)

Year	2023	2024
Japan	40,455	49,083
APAC	43,075	45,404
Europe	51,725	60,356
Americas	20,982	23,684
Reconciliation	-14,512	-18,279
Consolidated total	141,726	160,249

Breakdown by segment (FY2024)

