

Vision

To be at the forefront of people-centered transformations that shape society

Capabilities → p. 30

Our solutions are centered in the convergence of marketing, technology and consulting

FY2022 Highlights

Net revenue 1.1 trillion yen	Organic growth rate 4.1%*	Underlying operating profit 203.1 billion yen
Operating margin 18.4%*	Underlying dividend payout ratio 32.0%	Underlying ROE 15.1% * Ex Russia

Customer Transformation & Technology (CT&T)

We are well positioned in the fast-growth area of the market

CT&T reached **32.3%** of Group net revenue FY2022 and grew **+17.5%** YoY (cc)

What is CT&T:

High-growth business domain including the services related to marketing technology, customer experience management, commerce, system integration, and transformation & growth strategy.

CT&T expansion through organic growth and acquisitions

SHIFT7 Pexlify tag. omega.

EXTENTIA Ignition Point **AWARE SERVICES***

Materiality → p. 15

- Business ethics & Compliance and Data security
- Human capital development
- Innovation leadership
- Climate action
- DEI

Scale

Founded in Japan, now operating globally
c. 145 markets

Total Group employees (as of July, 2023)
c. 72,000 talents

Sustainability → p. 49

2030 Social Impact Targets

- Sustainable world
- Fair and open society
- Digital for good

Establishment of Group Sustainability Committee

→ p. 51

Independent and diverse board

→ p. 62

Medium-term Management Plan → p. 21

Transformation & Growth

Organic growth vs. FY2021 through FY2024 CAGR
4-5%

Customer Transformation & Technology to reach
50% of Group net revenue over time

Operations & Margin

17.0-18.0% operating margin through FY2023;
reaching **18.0%** in FY2024

Capital allocation & Shareholder returns

Capex investment in operations, capabilities and services;
c. 70 billion yen to FY2024

Disciplined M&A with
250-300 billion yen fund with focus on CT&T

Upper limit of 1.5x Net debt / Underlying EBITDA year end (non-IFRS 16 basis); indicative medium-term range of
1.0 to 1.5x

Progressive dividend, reaching **35%** payout ratio of underlying basic EPS by FY2024

Social impact & ESG

46% absolute reduction in CO₂ by FY2030;

100% renewable energy by FY2030 (in markets where available)

Improvement in employee engagement score
Diverse, equal & inclusive workforce;

Female leaders to reach **45%** by 2030