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

Scale
- Founded in Japan, now operating globally
- Total Group employees (as of July, 2023): c. 145 markets
- c. 72,000 talents

Materiality → p. 15
- Business ethics & Compliance and Data security
- Human capital development
- Innovation leadership
- Climate action
- DEI

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

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

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