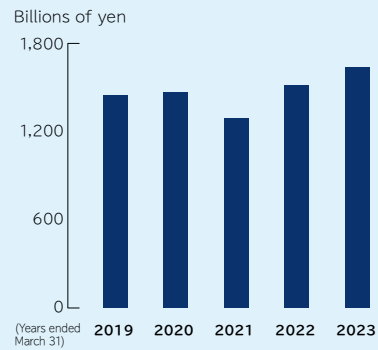


Key Figures

(Fiscal 2022)

Evolving Marketing

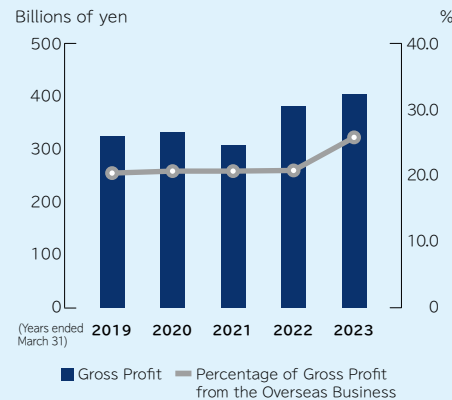
Billings



Gross Profit in the Marketing Execution Domain^{*5}

Annual Growth Rate^{*7}
+9.6%

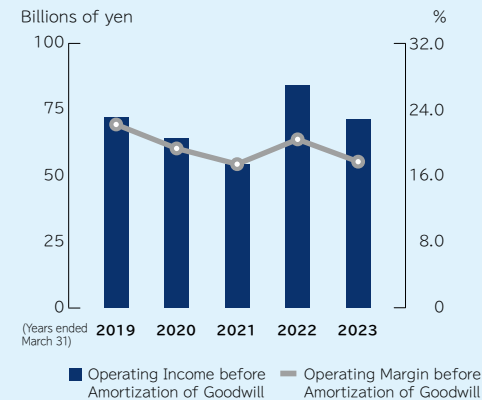
Gross Profit / Percentage of Gross Profit in the Overseas Business Domain^{*1}



Billings in the Internet Domain^{*6}

Annual Growth Rate^{*7}
+15.2%

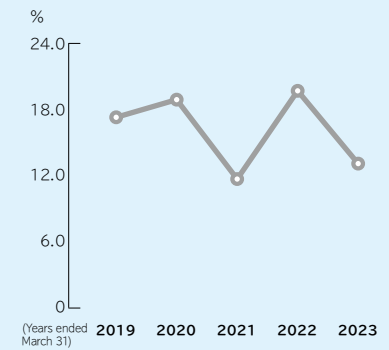
Operating Income before Amortization of Goodwill^{*2} / Operating Margin before Amortization of Goodwill^{*3}



Gross Profit in the Overseas Business Domain

Annual Growth Rate^{*7}
+26.6%

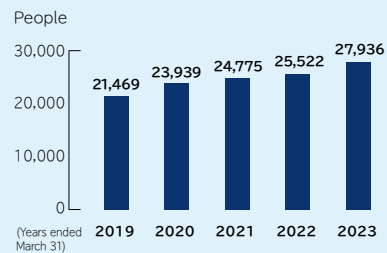
ROE before Amortization of Goodwill^{*4}



^{*1} Indicates the percentage of consolidated gross profit accounted for by the overseas segment
^{*2} Operating income before amortization of goodwill is operating income that excludes amortization of goodwill resulting from business acquisitions
^{*3} Operating margin before amortization of goodwill = Operating income before amortization of goodwill ÷ Gross profit
^{*4} ROE before amortization of goodwill = profit attributable to owners of parent excluding amortization of goodwill (including portion for equity-method affiliates) ÷ equity capital (average of fiscal year-start and fiscal year-end)
^{*5} Covers domestic operations and excludes pandemic-related BPO business
^{*6} Based on external billings from domestic operations
^{*7} CAGR, using fiscal 2020 as the base year

Human Resource Management

Number of Group Company Employees



Percentage of employees who felt they have grown from the previous year^{*1}

72.0%

Investment in education for human resource development (Amount per employee)^{*2}

¥2.16 billion (¥238,000)

Average hours of training per employee per year^{*2}

19.7 hours

Ratio of female employees in management positions^{*2}

11.5% /
Fiscal 2030 target **30%**

Period: April 1, 2022 to March 31, 2023
 Coverage: ^{*1} Hakuholdo, Hakuholdo DY Media Partners
^{*2} Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, Hakuholdo DY Media Partners, D.A.Consortium, IREP, SoldOut

Key Figures

Harmony with *Sei-katsu-sha* and Society as a Whole

■ Progress on Disclosure According to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

Item	Target	Base year (fiscal 2019)	Results for fiscal 2022	Progress in fiscal 2022
Scope 1 and Scope 2 CO ₂ emissions*1	Reduction of 50% by fiscal 2030 (compared with fiscal 2019), carbon neutral by fiscal 2050	11,174 tons	6,959 tons	37.7% reduction
Scope 3 CO ₂ emissions*1	Reduction of 30% by fiscal 2030 (compared with fiscal 2019)	30,063 tons	17,747 tons	41.0% reduction
Introduction of renewable energy*1	60% by fiscal 2030, 100% by fiscal 2050	0%	1.8%	1.8%
Energy conservation*1	Reduction of 30% (compared with fiscal 2019)	5,372 kl	2,858 kl	46.8% reduction
Waste reduction*2	Maintain an average reduction of 50% or more (compared with fiscal 2019)	486 tons	228 tons	53.1% reduction
Recycling rate*3	85% or higher	82.2%	79.0%	79.0%

*1 Total values for Hakuholdo, Daiko Advertising, YOMIKO ADVERTISING, Hakuholdo DY Media Partners, and HAKUHODO PRODUCT'S
 *2 Waste volume and waste reduction targets for Hakuholdo head office in Tokyo
 *3 Recycling rate at Hakuholdo head office in Tokyo

External Assessment of Sustainability

■ Assessments and commitments through environmental surveys

CDP Climate Change Questionnaire*1



Assessment A-

EcoVadis*2

YOMIKO ADVERTISING



Hakuholdo



■ Selected as Constituent of the ESG Investment Index

FTSE Blossom Japan Sector Relative Index*3



*1 CDP: A not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts
 *2 EcoVadis: A research institute that provides platforms for examining policies, initiatives, and results related to corporate sustainability
 *3 FTSE Blossom Japan Sector Relative Index: An index designed to measure the performance of Japanese companies that demonstrate strong ESG practices relative to their sector peers

Creativity

Highly acclaimed in domestic and international advertising awards

62nd ACC TOKYO CREATIVITY AWARDS*1

4 grand prizes, **10** gold, multiple other awards

Cannes Lions International Festival of Creativity 2023*2

4 gold, **5** bronze awards

ADFEST 2023 (Asia Pacific advertising festival)

5 gold, **3** silver, **4** bronze awards

Spikes Asia 2023*3

1 grand prize, **2** gold, **11** total awards

*1 Largest advertising festival in Japan
 *2 World's largest advertising festival in the field of advertising and communication
 *3 Starting as a regional Cannes Lions Festival in 2009, Spikes Asia is one of the largest advertising festivals in the Asian region.