

## DENTSU SOKEN INC. Financial Data

(Millions of yen)

Financial Results	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	78,267	56,771	79,783	83,423	91,024	100,679	108,679	112,085	129,054	142,608
Gross profit	22,364	16,843	26,127	25,708	30,123	33,390	37,472	40,016	46,786	51,780
Operating profit	4,478	2,122	6,488	5,489	8,239	10,075	12,189	13,736	18,590	21,028
Ordinary profit	4,966	2,526	6,704	5,642	8,197	9,648	11,502	13,224	18,354	21,244
Profit attributable to owners of parent	2,166	3,015	4,580	4,438	5,187	6,226	7,362	8,944	12,598	14,663
Gross profit margin (%)	28.6	29.7	32.7	30.8	33.1	33.2	34.5	35.7	36.3	36.3
Operating profit margin (%)	5.7	3.7	8.1	6.6	9.1	10.0	11.2	12.3	14.4	14.7

(Millions of yen)

Balance Sheets	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total assets	62,328	63,115	66,291	72,003	80,273	87,305	97,147	108,188	121,892	133,333
Net assets	40,499	41,997	45,027	47,800	50,966	54,882	59,587	65,471	73,871	82,971
Equity ratio	64.9	66.5	67.9	66.3	63.5	62.8	61.3	60.5	60.6	62.2
Return on assets (%)	8.2	4.0	10.4	8.2	10.8	11.5	12.5	12.9	16	16.6
Return on equity (%)	5.5	7.3	10.5	9.6	10.5	11.8	12.9	14.3	18.1	18.7

(Millions of yen)

Cash Flows	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Cash flows from operating activities	8,776	5,624	8,303	4,265	9,319	10,642	9,987	16,981	11,914	13,046
Cash flows from investing activities	-2,583	2,642	-34	-1,855	-3,353	-3,952	-3,230	-2,815	-3,132	-2,359
Cash flows from financing activities	-1,729	-1,619	-1,991	-2,363	-2,564	-3,260	-3,942	-4,461	-5,419	-6,702
Free cash flows	6,193	8,266	8,269	2,410	5,966	6,690	6,757	14,166	8,782	57,515

(Millions of yen)

Other Indicators	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Orders received	-	-	-	86,010	98,323	101,755	111,257	117,977	140,557	145,445
Backlog of orders	-	-	-	24,128	31,426	32,502	35,080	40,972	51,648	54,486
Capital expenditures	321	131	146	787	688	392	303	316	416	166
Research and development expenses	938	596	936	1,134	1,110	1,544	1,951	1,735	1,741	2,046
Depreciation	4,213	2,475	2,550	2,245	2,262	2,531	2,865	2,989	3,103	3,200

(Yen)

Per Share Data	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Profit per share	33.25	46.27	70.29	68.12	79.61	95.55	112.99	137.26	193.51	225.35
Net assets per share	621.07	644.11	690.55	733.08	781.64	841.85	914.08	1,004.41	1,134.80	1,275.10
Cash dividends per share	26.00	32.00	50.00	52.00	63.00	77.00	92.00	56.00	78.00	100.00
Dividend payout ratio (%)	39.1	34.6	35.6	38.2	39.6	40.3	40.7	40.8	40.3	44.4

(Millions of yen)

Segment Information	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Earnings</b>										
Financial Solutions	24,086	17,851	22,037	21,413	23,242	24,622	23,888	25,176	28,125	30,598
Business Solutions	14,934	11,177	16,965	17,033	16,810	19,289	22,100	14,958	18,608	23,107
Manufacturing Solutions	21,766	15,588	23,872	25,530	29,252	30,027	30,511	32,031	36,453	41,118
Communication IT	17,480	12,152	16,908	19,445	21,718	26,739	32,179	39,919	45,867	47,784
<b>Operating Income</b>										
Financial Solutions	-	1,441	2,110	1,821	1,794	1,516	1,411	1,494	1,611	3,498
Business Solutions	-	-30	1,666	-169	701	1,937	2,760	2,655	4,704	5,770
Manufacturing Solutions	-	-619	692	1,359	2,228	2,434	2,357	2,847	4,179	5,106
Communication IT	-	1,331	2,018	2,477	3,515	4,187	5,659	6,738	8,095	6,652

Environmental Data	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Greenhouse gas emissions* (t-CO <sub>2</sub> )	4,097	4,488	3,499	4,273	3,142	3,031	2,791	2,017	1,832	1,890
Energy consumption* (kl)	2,673	2,543	2,367	2,224	1,724	1,547	1,486	1,182	1,078	1,122

\*Non-consolidated

Talent data	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
number of employees (people)	2,502	2,559	2,635	2,716	2,783	2,879	3,117	3,240	3,388	3,652
Percentage of female managers* (%)	2.2	2.7	3.5	3.6	3.4	3.8	4.8	5.4	5.5	5.8

\*Non-consolidated