

# 01

## Realization of a “Nameraka” Society Through Creativity and Technology

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Consolidated Earnings Highlights

Revenue  
¥28,284 million

Non-GAAP operating profit  
¥3,197 million

Profit attributable to owners of parent  
¥5,526 million

Basic earnings per share (EPS)  
¥26.65

Year-end dividend per share  
¥31.35

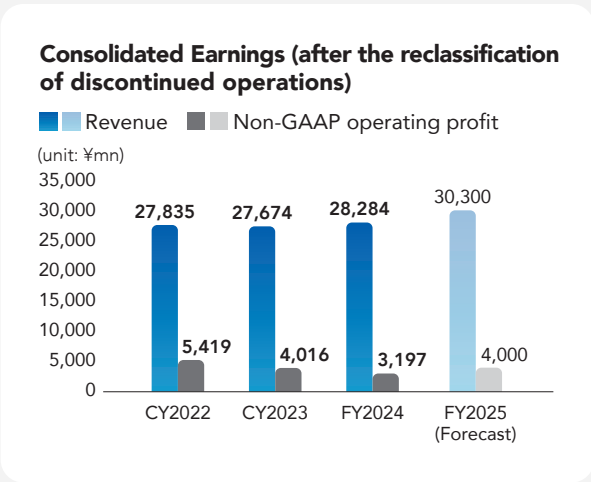
Net sales (reference)  
¥145,996 million

Consolidated earnings

Net sales increased by 5.8% year-over-year, and revenue grew by 2.2% year-over-year, both reaching record highs\*. Non-GAAP operating profit decreased by 20.4% year-over-year, due to revenue conversion from increased headcount lagging behind plan. Profit attributable to owners of parent increased significantly by 47.9% year-over-year due to factors such as the sale of subsidiary shares, and EPS also expanded.

Meanwhile, recognizing the decline in revenue to net sales ratio and productivity as short-term challenges, we have been working on improvements. The revenue to net sales ratio has been steadily improving each quarter, having bottomed out in the first quarter of the fiscal year ended December 2024. As there is still room for improvement in productivity, we are planning and implementing measures such as utilizing generative AI, adjusting hiring numbers, and internal staff reallocation to convert our increased headcount into revenue growth.

\*For comparison, figures 2021 and prior years represent the simple sum of the January–December periods before the discontinued operations reclassification, while figures for 2022–2023 represent the simple sum of the January–December periods after the reclassification.



Digital Marketing Business overview

Starting from the fiscal year ended December 2024, we have categorized the Digital Marketing Business into three areas. This fiscal year, the Marketing Communication Area, which handles digital advertising sales and operations, as well as online and offline integrated marketing support, led the business. Revenue increased by 3.5% year-over-year, while Non-GAAP operating profit decreased by 6.4% year-over-year.

Media Platform Business overview

Beginning in the fiscal year ended December 2024, we enforced stricter discipline in business management based on our newly implemented business continuity criteria. This resulted in the deconsolidation of three companies and the optimization of costs. Having reached a milestone in our business portfolio review, in the fiscal year ending December 2025, we reclassified the business units previously categorized under this segment into Marketing Communication Segment and Other Business.

Significant enhancement of shareholder returns

Driven by organic business growth and the deepening of our collaboration with the Dentsu Group since January 2022, our capital structure has transformed significantly, leading to a strengthened financial foundation. As a result, we have updated our shareholder return policy. To enhance shareholder returns in our capital allocation strategy, we significantly increased our target payout ratio to 100% for the fiscal year ended December 2024. Further contributing to this, gains from the sale of subsidiary shares resulted in the annual dividend per share of ¥31.35.

# Mid- to Long-Term Vision

**We aim to build a business portfolio that provides comprehensive support centered around digital marketing.**

Due to the rapidly changing business environment and high uncertainty in making a medium-term outlook for the digital marketing industry in which we operate, we have decided to discontinue the publication of our rolling medium-term business policies, effective from the fiscal year ending December 2025.

Instead, we have established a new mid- to long-term vision: to generate net profit of ¥10 billion by 2030, creating a company that achieves both high growth and high shareholder returns.

Furthermore, we will focus on acquiring and strengthening capabilities, including those in areas adjacent to digital marketing, and promoting alliances. This will enable us to achieve our long-term vision, to build a business portfolio that provides comprehensive support, from strategy planning to execution, centered around digital marketing to solve client challenges.

**Our focus is on maintaining continuity of focus and generating synergies.**

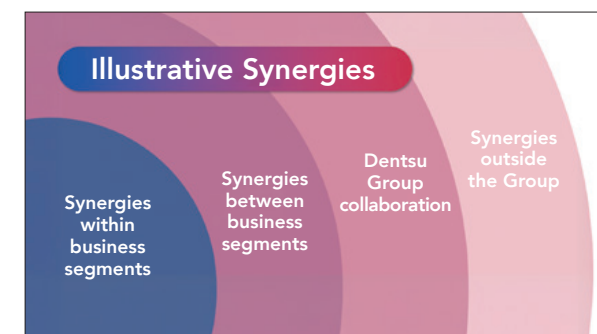
We will continue to pursue our medium-term theme of “Focus & Synergy” established in the fiscal year ended December 2024. This involves refining our existing businesses (=Focus) through organizational restructuring and rigorous portfolio management, while simultaneously working to create synergies.

We will create synergies across four layers: within business segments, between business segments, with the Dentsu Group, and with external partners. This will allow us to enhance the value we provide to clients, while also acquiring broader capabilities centered around digital marketing, thereby advancing our operations toward achieving our medium- and long-term visions.

## Mid- to Long-Term Vision and Milestones



## Medium-Term Theme



## Mid- to Long-Term Vision

### We aim to achieve a net profit of ¥10 billion.

By combining the strengthening of each business segment's strengths, growth through synergy creation, and growth investments including alliances with external partners and M&A, we continue aiming to outperform market growth and have set a target of achieving ¥10 billion in operating profit by 2030. Further incorporating equity in earnings of affiliates, we aim to achieve a net profit of ¥10 billion by 2030.

### Balancing high growth and high returns

We aim to balance proactive growth investments to achieve high growth with strong shareholder returns. In the fiscal year ended December 2024, we positioned this as a preparatory period for advancing strategic growth investments, optimizing resource allocation toward our growth strategy while maintaining an appropriate cash position.

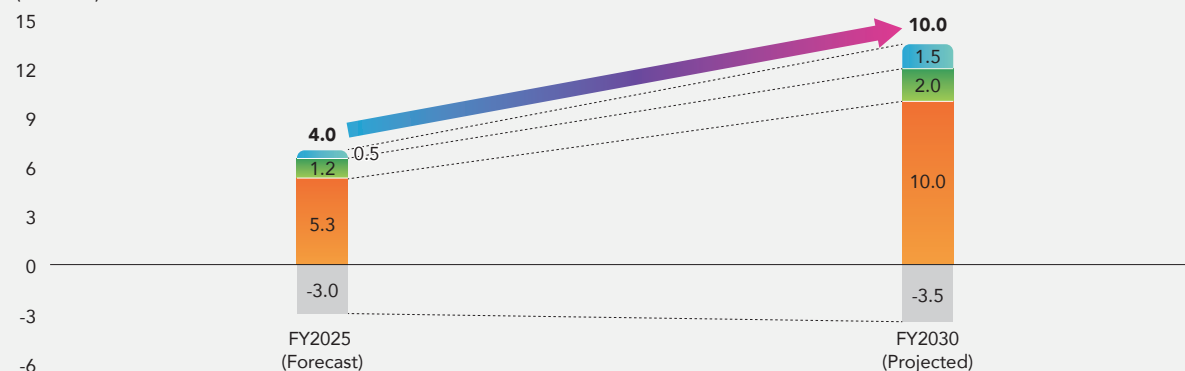
From the fiscal year ending December 2025 onward, we aim to expand our shareholder base and increase shareholder and corporate value while maintaining an appropriate balance between stability in shareholder returns and growth investments. Our dividend policy sets a minimum annual dividend per share of ¥18. If 50% of the profit attributable to owners of parent per share (EPS) exceeds the minimum dividend of ¥18, we will pay a dividend based on 50% of the profit attributable to owners of parent per share. We will also continuously evaluate and flexibly execute share repurchases, taking into comprehensive consideration factors such as the tradable share ratio and market conditions.

In line with our goal of achieving ¥10 billion in net profit by 2030, we will steadily increase EPS and progressively improve ROE.

#### Segment Profit

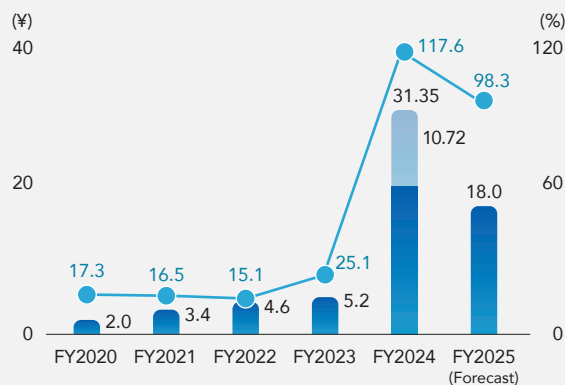
Marketing Communication Segment Direct Business Segment Data & Solutions Segment  
Other Business, elimination, corporate

(unit: ¥bn)



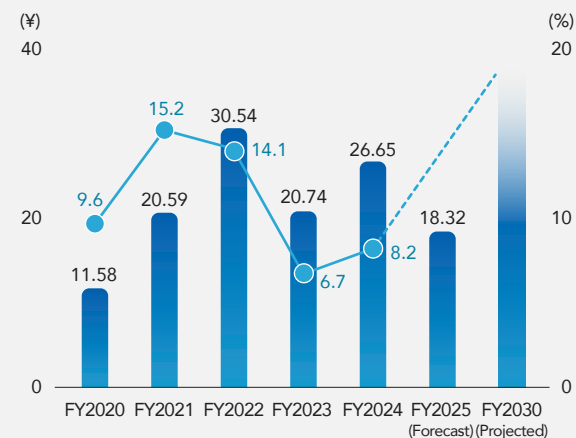
#### Annual Dividend Per Share

Dividend per share  
Gain on sales of shares of subsidiaries  
Dividend payout ratio



#### EPS/ROE

EPS ROE



## Mid- to Long-Term Vision

### Policy for the fiscal year ending December 2025 based on the mid- to long-term vision

To achieve our mid- to long-term vision, starting in the fiscal year ended December 2025, we changed our reportable segments to match our organizational structure, thus further promoting area management.

To accelerate synergy creation in line with our medium-term theme of "Focus & Synergy," we have established four focus points. While implementing these initiatives, we will strive to improve profitability and productivity, which are short-term challenges. Our goal is to continue revenue growth through the expansion of each business segment and achieve a V-shaped recovery by returning to operating profit growth.

Within our core Marketing Communication Segment, we have identified three areas for strategic reinforcement: Sports & Entertainment Area, Consulting Area, and Content & IP Area. We will strengthen our capabilities in these areas by leveraging existing assets.

Our policy for M&A and alliances is to actively explore and pursue them with a primary focus on strengthening our existing businesses, including segments other than the Marketing Communication Segment. In line with this, we have already begun collaborating with external partners.

▶ Please refer to the following for more details on the reportable segment changes.  
[https://www.septeni-holdings.co.jp/en/ir/irnews/Sc\\_241224\\_en.pdf](https://www.septeni-holdings.co.jp/en/ir/irnews/Sc_241224_en.pdf)

#### New Business Area Topics

##### Consulting Area

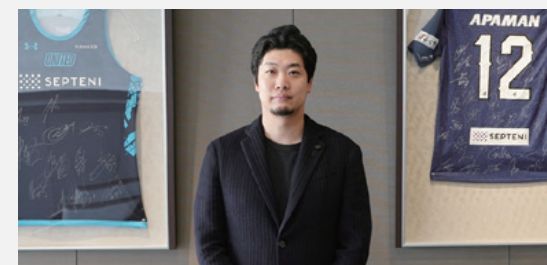
Entered into a capital and business alliance agreement with beBit, Inc.



▶ Please refer to the following for more details on the capital and business alliance.  
[https://note.com/septeni\\_group/n/nc6cfccfa312](https://note.com/septeni_group/n/nc6cfccfa312)  
 (Only available in Japanese)

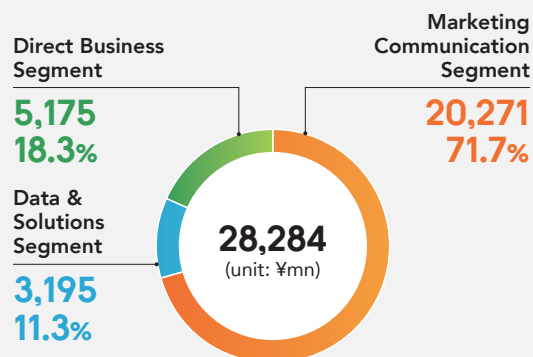
##### Sports & Entertainment Area

Established SEPTENI SPORTS & ENTERTAINMENT, Inc.



▶ Please refer to the following for more details on its founding.  
[https://note.com/septeni\\_group/n/nc68266738015](https://note.com/septeni_group/n/nc68266738015)  
 (Only available in Japanese)

#### Consolidated Revenue Composition\*



IFRS, fiscal year ended December 2024

\*Figures for Other Business and elimination/corporate are not shown.

#### FY2025 Focus Points

- Strengthening focus through group reorganization and intra-business synergies
- Creating inter-business synergies by strengthening sales functions
- Further development of collaboration with the Dentsu Group
- Preparation and promotion of alliances with external partners





### Executive Officer Dialogue (Marketing Communication Segment)

## The key to further growth: Delivering integrated marketing that drives the growth of clients' businesses

In today's world, with increasingly diverse client needs and rapid technological advances, there is a pressing need for companies to reinvent their marketing activities. Here, Yusuke Shimizu and Daisuke Suefuji, the executive officers in charge of our Marketing Communication Segment, the Group's core business, talk about the outlook and strategy for enhancing the value we provide to clients, as well as specific initiatives.

### Establishing a foundation for growth beyond 2025 through organizational restructuring and operational enhancement

**Shimizu:** Since 2018, I have served as representative director and president of SEPTENI CO., LTD. and Septeni Japan Inc., a core company of the Septeni Group. Until now, I have been in overall charge of the internet advertising business, but going forward, I will also be responsible for acquiring new capabilities and providing strategic support for business growth more than before.

**Suefuji:** So far I have been mainly in charge of overseas operations, but in April 2025, I was appointed as

representative director of SEPTENI CO., LTD. and Septeni Japan Inc. I am mainly responsible for front-line areas such as building relationships with clients and understanding their needs, as well as supporting executives in the Marketing Communication Segment. As Mr. Shimizu commits himself to new areas, I will cover existing areas, and together we will contribute to the expansion of the Marketing Communication Segment as a whole.

**Shimizu:** With the restructuring of the Group's management structure in 2024, young talent has been added to the ranks of the executive officers in charge of the Marketing Communication Area and the executive officers of operating companies. As our internet advertising business is now in its 25th year, the

Group boasts a wealth of human resources with great potential and a wide range of skills. On the other hand, managing an entire organization requires not only specialized knowledge but also varied levels of experience. As we enter the second year of the new management structure and begin to implement the plans we prepared in 2024, I hope to work with Mr. Suefuji to create an environment where every member of the Group can perform to the best of their abilities and where the new management team can grow as leaders for the next generation.

**Suefuji:** One of our strengths as a Group is a culture that encourages young employees to play an active role, but when dealing with clients and other stakeholders, it is sometimes necessary to have a

multifaceted perspective and management experience. Therefore, I take on the role of connecting the older and younger generations, filling in any shortcomings I see in the team as a whole, collaborating with the next generation of management, and working hard to further energize the organization.

**Shimizu:** We proceeded with organizational restructuring in line with changes to our management structure in the fiscal year ended December 2024, which also involved some operating companies shifting from other business areas to the Marketing Communication Area. One of these companies, Delight Tube, Inc., has developed FUKURO AI, which enables the use of generative AI with high levels of security and privacy protection, and this has been rolled out to all of our Group companies in Japan. By incorporating this tool into workflows in this area, we have been able to improve operational efficiency and lay the foundation for increased productivity.

**Suefuji:** With the use of generative AI in the Internet industry expected to grow significantly, the fact that we were able to introduce the same system throughout the entire company, rather than having each Group company work on it individually, will be a great asset going forward. Such initiatives represent an embodiment of the Group's theme of "Focus & Synergy." By establishing a foundation for 2025 and beyond in terms of both frameworks, in the form of organizational structure, and operations, including the utilization of generative AI, we have put in place the mechanisms to drive profit growth.

### Becoming an organization that delivers integrated marketing with a focus on execution

**Shimizu:** The value we offer our clients is maximization of advertising effectiveness and integrated marketing,

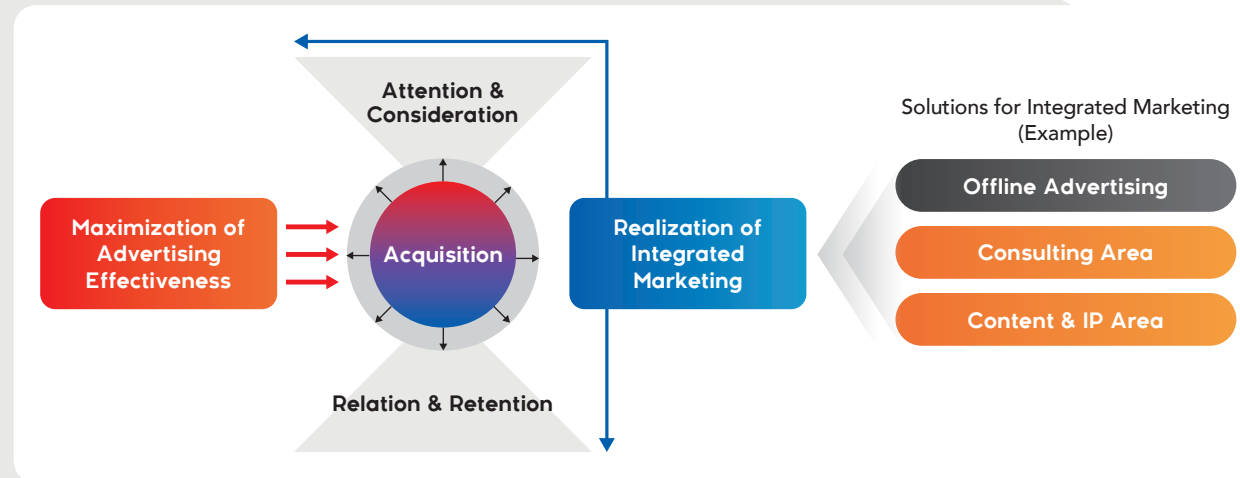
and these two elements form our competitive strategy. Integrated marketing is a marketing approach that, in response to increasingly complex client issues, unifies fragmented parts of organizations and missions using our unique digital-first approach. For example, there are growing needs, both implicit and explicit, for solutions that bridge the gap between acquiring new users and CRM (customer relationship management) by addressing fragmentation of personnel, departments, business processes, and necessary data. The integrated proposals we have been working on in collaboration with Dentsu Group in the context of online and offline media can also be considered an important agenda item within integrated marketing.

**Suefuji:** Integrated marketing is one of our distinctive strengths, and I believe that how we develop it further to enhance its added value will be a key point going forward. In addition to the knowledge and expertise we have built up over more than 20 years since launching our internet advertising business in 2000,

joining the Dentsu Group has enabled us to incorporate a wider range of capabilities into our proposals to clients. By effectively combining the strengths of Septeni and the Dentsu Group, we have the potential to cover areas that other companies find difficult to tackle. This will enable us to further develop potential clients we have not yet reached.

**Shimizu:** One of the four layers of synergy creation that our Group has set as a medium-term theme is further advancement of collaboration with the Dentsu Group. This is because we have become capable of pursuing more diverse forms of synergy creation, not limited to integrated online and offline proposals. So, what lies at the heart of our competitive strategy is execution power—or in other words, the maximization of advertising effectiveness. We are also stepping up parallel initiatives in this regard, such as the application of generative AI. I believe that maximizing the effectiveness of digital advertising while achieving integrated marketing is what our clients fundamentally want from us.

### Illustration of Integrated Marketing



**Suefuji:** Synergy creation between business segments can be also expected to make a significant contribution to the maximization of advertising effectiveness. The Direct Business Segment, centered on Dentsu Direct Inc., differs in its capabilities from the Marketing Communication Segment. For example, it handles television and other offline advertising, as well as working in the area of direct sales, delivering products directly to users. In addition, the Data & Solutions Segment, which includes engineering units, has been developing marketing solutions that are sold and utilized by the Marketing Communication Segment. Most recently, collaboration between business segments has begun, with engineers in the Data & Solutions Segment building the infrastructure for utilizing client data for generative AI, and the Marketing Communication Segment providing support and coordination for using that infrastructure to maximize advertising effectiveness.

### Linking changes in the external environment to opportunities for our own growth

**Shimizu:** Changes in client business and the market environment brought about by the rapid evolution of technology create new opportunities for us, but also entail risks. Given these circumstances, we are working



to ensure that we do not lose sight of the basic premise of our business operations. This means aligning our integrity with the client business growth-focused approach we have long emphasized in our internet advertising business. Looking at the potential for future growth, I believe that we can still identify many new opportunities by engaging diligently with our clients and the advertising market. Particularly as business conditions become more complex, the importance of human resources who are not bound by conventional ways of doing things and who can actively facilitate business operations is increasing. For our Group, which attracts a diverse range of human resources under its mission "to inspire the world with entrepreneurship," this represents an advantageous situation. In addition, as we search for new business opportunities, there are more and more chances to capture business in adjacent fields, starting with the Marketing Communication Area. We are in the process of thinking about and implementing ways to combine existing marketing communications with generative AI, consulting, content/IP, and other elements into new initiatives that will be valuable to clients.

**Suefuji:** In the Sports & Entertainment Area, since 2020 we have been working on sports club management and support for team growth by providing support in the digital domain. To further develop these initiatives, in January 2025 we established a new company, Septeni Sports & Entertainment, Inc. Our activities to date have shown us that Japan has much room for further development in this area compared to other countries. Many sports clubs and other organizations are facing challenges in promoting themselves and attracting audiences. By combining user (fan) information with the power of digital technology, it should be possible to create new value for IP owned by each team as well as for real-world matches and events.



**Shimizu:** In the Content & IP Area, a new trend has emerged in which vertical, short-form videos are now consumed as content by all age groups. To address this, it is necessary to make use of vertical video, tie in with platforms, and acquire new techniques of expression. First, we will work with our partner companies to acquire production expertise in short dramas, which we will then deliver to users by crossing over into the Marketing Communication Area. Meanwhile, in the Consulting Area, we have also launched a business collaboration with beBit, Inc., a leading UX and data consulting company. Both of these initiatives are in line with our goal of further maximizing the effectiveness of advertising and improving execution. A cross between the Marketing Communication Area and adjacent areas is just what integrated marketing represents, and I want to see us implement this as one of our four layers of synergy, "creating synergy with external partners."



# Business Segment Overview    Marketing Communication Segment

The Marketing Communication Segment provides comprehensive DX support through integrated marketing services centered on digital advertising sales and operations.

### Growth Strategies

#### Focus

- Enhancing value provided by maximizing advertising performance
- Refining competitiveness through the utilization of specialized personnel and technology to realize integrated marketing

#### Synergy

- Promoting capability expansion in adjacent areas, both through vertical development within the Group and alliances outside the Group, to establish a position that enables the provision of a wide range of solutions to client challenges

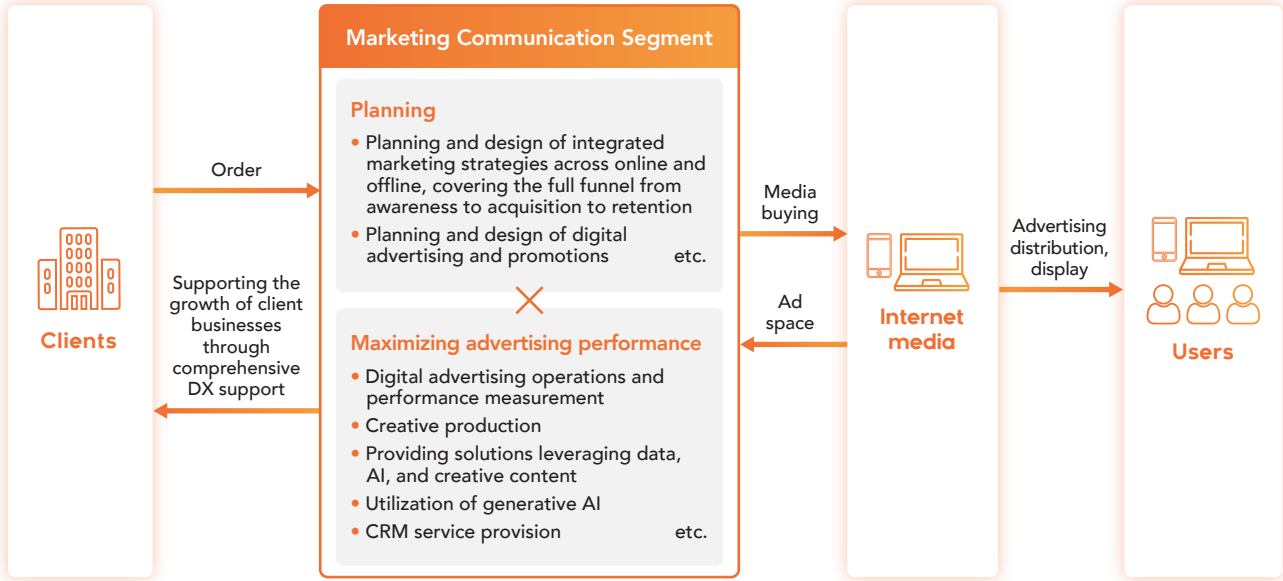
### Strengths

- Knowledge and expertise in the digital advertising area
- Support in solving challenges through integrated marketing
- Expansion of capabilities through partnerships with the Dentsu Group

### Opportunities

- Advancement of DX across society and industries
- Growing need for a wide range of solutions to address increasingly complex client challenges

### Business Model



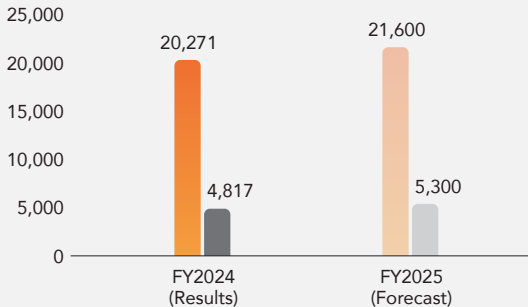
In the fiscal year ended December 2024, synergies among the business companies, which were reorganized into the Marketing Communication Segment, made steady progress. This led to an increase in support for clients in the digital advertising area utilizing generative AI and the provision of CRM services.

In the fiscal year ending December 2025, we will focus on two key areas: enhancing the essential value proposition of digital advertising by maximizing ad performance, and strengthening our competitive advantage by realizing integrated marketing. Furthermore, by expanding our capabilities in adjacent areas, we will contribute to achieving our mid- to long-term vision.

### Revenue and Non-GAAP Operating Profit

Legend: Revenue (orange bar), Non-GAAP operating profit (grey bar)

(unit: ¥mn)





## Generative AI Initiatives

The evolution of AI has the potential to bring about major changes in various areas of business. The Septeni Group is actively engaged in the use of generative AI, exploring its possibilities while developing services for client companies and improving the efficiency of internal operations.

### The Rapid Spread of Generative AI and Its Use by Japanese Companies

Generative AI has been rapidly spreading around the world since the emergence of ChatGPT in November 2022. However, according to the "2024 White Paper on Information and Communications in Japan" released by the Ministry of Internal Affairs and Communications, the percentage of Japanese companies using generative AI for business purposes is 46.8%, which is lower than the United States (84.7%), China (84.4%), and Germany (72.7%). Factors include a lack of understanding of the technology, implementation costs, resistance to changing business processes, and concerns about the risk of information leaks. On the other hand, there are expectations that harnessing the potential of generative AI will improve operational efficiency and create new business models. With Delight Tube, Inc., a company engaged in AI-driven marketing, taking the lead, the Septeni Group is actively working to provide services that utilize generative AI and improve the efficiency of internal operations.



Nanase Eguchi

Business Production Department  
Delight Tube, Inc.

## Septeni Group Initiatives

Delight Tube supports business development through content marketing, including the management of owned media, YouTube channels, and social media accounts for companies and brands. In January 2024, it launched FUKURO AI, a generative AI business that works to solve marketing issues faced by companies through support for businesses and brands utilizing AI. Within that team, I am responsible for both client support, from sales to delivery of FUKURO AI, and internal support, such as promoting its use within the Group.

Although many companies are interested in utilizing generative AI, its introduction and utilization faces three major obstacles.

To address these issues, Delight Tube provides comprehensive, hands-on support to each company, including assistance in establishing internal guidelines, streamlining proposals based on consultations about business operations, and training to promote utilization.

- 01:** Concerns about security, such as data management and leaks of confidential information
- 02:** Lack of know-how on how to utilize generative AI
- 03:** Generative AI is introduced, but does not catch on (no progress in knowledge sharing, tools are not utilized)

Although some people have unrealistic expectations of generative AI, believing that it can do anything, the system is only capable of performing at most 90% of tasks, so in order to make effective use of generative AI, it is extremely important for humans to perform the remaining 10% appropriately. I believe that, once this point is understood, effectively incorporating generative AI will lead to improved operational efficiency and productivity.

## Corporate Use Cases

Below are some examples of projects Delight Tube has been involved in.

We offer solutions tailored to each client, both independently and in collaboration with group companies such as Septeni Japan's Generative AI Division and Dentsu Direct, harnessing the strengths of each company.

### Product creative production for the e-commerce site of sportswear manufacturer DESCENTE

Examples of creative work for some clothing items from the DESCENTE and LANVIN SPORT brands, featured on DESCENTE STORE Online, the official online store for sportswear brand DESCENTE Japan.

We created avatars by combining photographs of body models with physiques that matched the brand image and faces generated by AI to match the brand image. This has reduced the costs associated with tasks such as hiring models, replacing images when their contracts expire, as well as ensuring that no update fees are incurred, leading to significant reductions in operating costs.



Generated avatars

## AI model creation for branded goods buyback store Nanboya

AI was used to generate average composite faces of men and women based on photographs of several of Nanboya's actual "value designers" (appraisers). This is an example of combining the face images with photos of body models to create the AI models Utaka and Tsunagu.



## Utaka and Tsunaqu AI models

Utaka and Tsunagu are widely used on Namboya's service website and official TikTok, enabling the company to reduce model costs.

## Production of a TV commercial for Takumihonpo, a specialty store offering selected regional produce

Septeni Japan and Delight Tube collaborated to produce a TV commercial for made-to-order osechi (traditional New Year's food) offered by Takumihonpo, a specialty store offering selected regional produce, operated by Skynet Co., Ltd.

Featuring only AI-generated characters, casting and filming, this commercial took only about a month and a half from proposal to delivery. In addition, the client appreciated the lower production costs compared to conventional commercials, flexibility in replacing comments, and the lack of restrictions on secondary use.



The TV commercial produced

## Promoting Utilization within the Septeni Group

Since the launch of the service, the Group has been using FUKURO AI internally in some departments as a pilot project. With Delight Tube's support in conducting a proof of concept, we have accumulated knowledge on how to utilize the service, which was rolled out to all group companies in Japan in December 2024. Group-wide guidance seminars are held to share examples of how the service is being used by employees. In addition, administrators from each department are interviewed once a month to gather information on specific work tasks, and the functionality of the service is expanded to meet their needs.

Specifically, it is used for information gathering and training young employees, and in front-office departments such as sales, it is used for planning and simulating client proposals. In the middle office, which

handles advertising operations, it is used to perform data analysis and creative production. Then, in back-office departments such as accounting, human resources, business planning, and information systems, it is used for creating and interpreting documents, organizing information, and responding to inquiries.

Currently, the figure for weekly active users (WAUs) of FUKURO AI across the entire group stands around 50%, but in the corporate department, which handles confidential information and therefore cannot easily use external AI tools, the WAU rate is almost 100%. Going forward, we hope to see even greater utilization, with FUKURO acting a reliable business assistant that people turn to as a matter of course when an issue comes up.

## Internal Applications of FUKURO AI



# Business Segment Overview    Direct Business Segment

The Direct Business Segment provides integrated client support by seamlessly executing everything from business strategy planning to direct response promotions and CRM in both B2C and B2B areas, thereby unifying offline media and digital strategies.

### Growth Strategies

#### Focus

- Establishing a foundation for sustainable growth

#### Synergy

- Refining new revenue models independent of existing advertising models
- Promoting collaboration with external companies

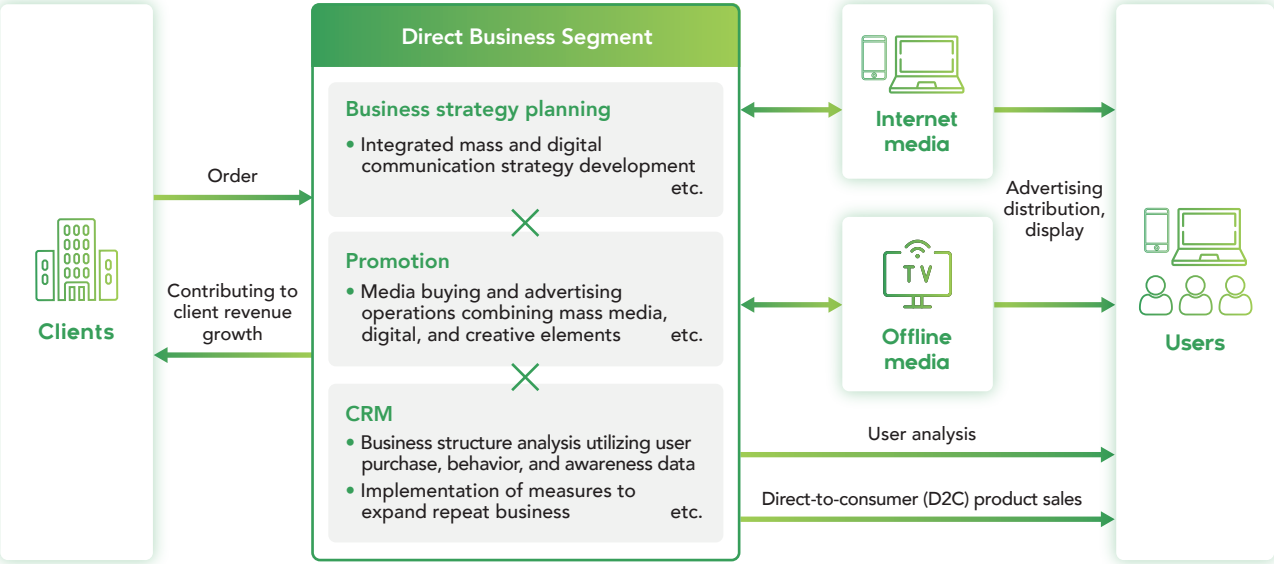
### Strengths

- Established position in the TV shopping and e-commerce domain
- Proposal capabilities and expertise integrating mass media and digital

### Opportunities

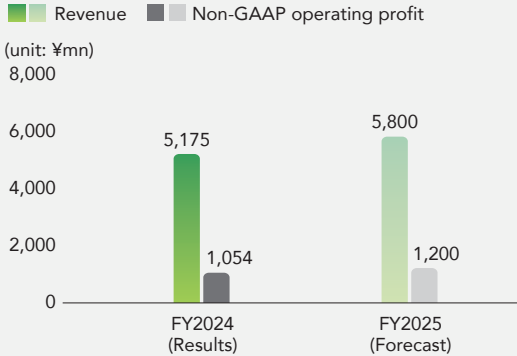
- Increasing need for product development and sales agency services that can leverage direct marketing expertise

### Business Model



Despite external influences in the fiscal year ended December 2024, progress was made in initiatives for top-line growth, such as expanding business through new proposals to existing clients and synergies with other areas. In the fiscal year ending December 2025, we will focus on the direct TV shopping and e-commerce market, strengthening promotional support while enhancing product development with clients, sales agency services, and new business development with partners. We have already commenced proof-of-concept (PoC) projects for product development and sales agency services through capital and business alliances with multiple partners during the fiscal year ended December 2024, and will further advance these initiatives.

### Revenue and Non-GAAP Operating Profit





# Business Segment Overview    Data & Solutions Segment

The Data & Solutions Segment leverages long-standing expertise in digital marketing to provide data collection, integration, and utilization services, develop and deliver data- and AI-driven solutions, support client development, and dispatch engineering personnel.

## Growth Strategies

### Focus

- Strengthening external sales by expanding the front team
- Strengthening collaboration within the engineering team

### Synergy

- Promoting business development through collaboration with external partners

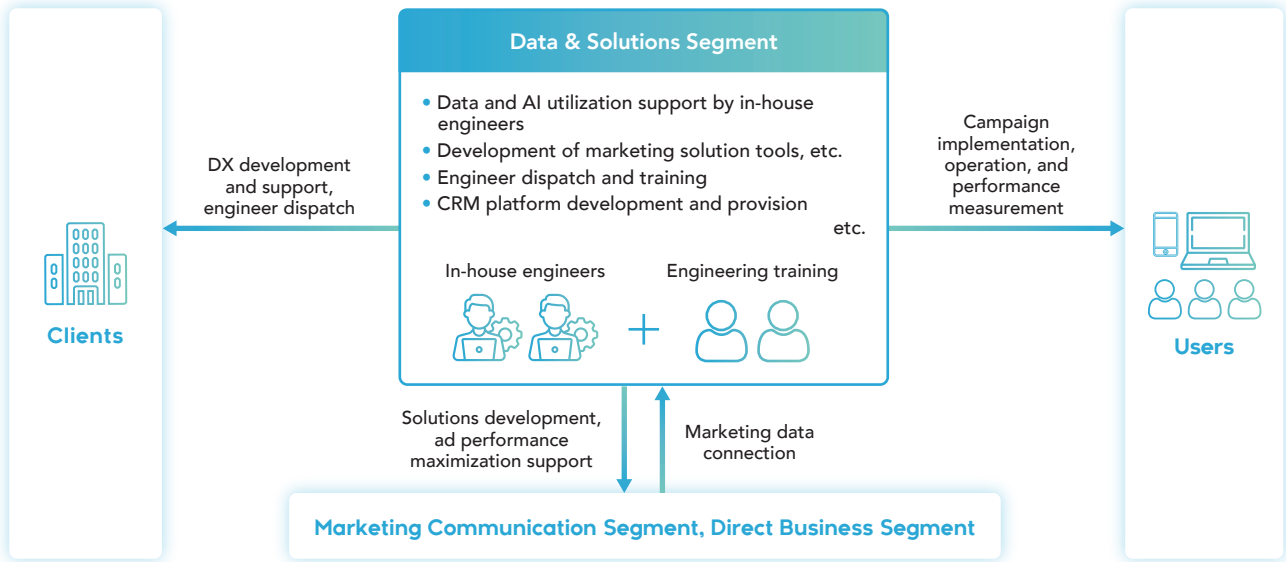
## Strengths

- Development expertise in the digital marketing area
- Flexible allocation of engineering resources based on development complexity

## Opportunities

- Changes in demand for utilizing user data held by clients

### Business Model



In the fiscal year ended December 2024, we strengthened our external sales structure by increasing the number of front-end (sales) staff through organizational restructuring, and made steady progress in collaborations not only within our group but also with the Dentsu Group.

In the fiscal year ending December 2025, we will further enhance our front-end organizational structure and promote external sales even more aggressively, while also strengthening collaboration within our engineering organization across multiple locations. We also plan to pursue business development, such as launching new services, through collaboration with external partners.

### Revenue and Non-GAAP Operating Profit

■ Revenue ■ Non-GAAP operating profit

(unit: ¥mn)

