Financial and Non-financial Highlights

(Billions of yen)

	IFRS									
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Revenue	¥2,665.0	¥2,844.4	¥2,913.4	¥3,095.2	¥2,994.0	¥3,014.1	¥3,313.0	¥3,477.3	¥3,423.4	**¥3,582.7**
International revenue	571.0	740.2	689.1	752.0	703.2	754.5	895.6	888.0	707.4	**714.2**
International revenue ratio (%)	21.4	26.0	23.7	24.3	23.5	25.0	27.0	25.5	20.7	**19.9**
Operating profit	41.8	63.9	57.8	127.6	153.8	132.5	170.4	188.0	256.5	**359.9**
Non-GAAP operating profit	—	—	—	—	150.9	160.3	197.0	227.6	311.3	**397.2**
Non-GAAP operating profit margin (%)	—	—	—	—	5.0	5.3	5.9	6.5	9.1	**11.1**
Net profit attributable to owners of the parent	27.3	45.9	39.7	100.0	149.6	141.3	114.5	149.5	175.2	**270.2**
Non-GAAP net profit	—	—	—	—	144.6	159.5	132.8	177.8	225.7	**279.8**
Cash flows from operating activities	92.5	130.0	64.2	261.9	274.9	147.5	152.1	271.2	344.4	**438.5**
Cash flows from investing activities	6.4	(14.2)	(76.7)	(84.0)	(122.5)	(63.4)	(49.6)	(76.0)	(131.2)	**33.7**
Free cash flows	99.0	115.8	(12.4)	177.8	152.4	84.1	102.5	195.2	213.2	**472.1**
R&D expenses	109.3	108.1	108.1	109.8	114.6	126.3	121.4	115.8	99.2	**105.2**
Number of patents	Approx. 53,000	Approx. 51,000	Approx. 49,000	Approx. 47,000	Approx. 46,000	Approx. 45,000	Approx. 42,000	Approx. 41,000	Approx. 43,000	**Approx. 40,000**
Capital expenditures (property, plant and equipment)	31.5	45.4	62.7	67.4	57.6	59.3	67.6	86.7	116.1	**61.4**
Depreciation (property, plant and equipment)	49.9	63.8	64.4	123.4	122.8	123.1	130.2	130.8	108.5	**109.6**
Per share data (in yen)[1]:										
Net profit attributable to owners of the parent[2]	10.51	176.54	152.75	385.02	557.18	518.54	424.51	112.25	131.50	**202.95**
Cash dividends[3]	6	60	40	70	90	100	110	120	140	**38**
Dividend payout ratio (%)	57.1	34.0	25.8	18.2	16.2	19.3	25.9	21.4	21.3	**18.7**
Total assets	2,684.0	2,821.4	2,963.2	3,123.3	3,668.6	3,761.7	3,984.1	4,227.5	4,315.4	**4,466.8**
Owners' equity[4]	854.3	880.8	858.9	910.7	1,308.2	1,513.5	1,623.8	1,915.6	1,952.0	**2,196.6**
Return on equity (%)	3.4	5.3	4.6	11.3	13.5	10.0	7.3	8.4	9.1	**13.0**
Owners' equity ratio (%)	31.8	31.2	29.0	29.2	35.7	40.2	40.8	45.3	45.2	**49.2**
Interest-bearing debt	466.9	520.7	552.5	675.4	702.9	597.4	608.5	548.6	666.4	**489.2**
Debt–equity ratio (times)[5]	0.55	0.59	0.64	0.74	0.54	0.39	0.37	0.29	0.34	**0.22**
Number of employees	107,729	109,390	110,595	112,638	114,714	117,418	118,527	105,276	104,194	**101,800**
Ratio of women in all management positions (%)	—	—	7.8	7.8	9.2	9.6	10.3	11.1	12.8	**13.3**
Ratio of women in all management positions (non-consolidated, %)[6]	5.5	5.8	5.9	6.2	6.9	7.8	8.9	10.2	11.7	**13.0**
Employee engagement score (%)	—	—	14	20	25	35	36	39	42	**48**
Greenhouse gas emissions (Scope 1 and Scope 2) (thousand tons)	350	338	329	373	327	324	259	226	181	**145**
Greenhouse gas emissions (Scope 3[7]) (thousand tons)	7,410	7,606	7,585	6,996	6,158	6,535	6,894	5,738	5,234	**4,659**

1 Effective April 1, 2025, the Company conducted a stock split at a ratio of 5 shares for every 1 share. For fiscal 2024 and fiscal 2025, basic EPS have been calculated assuming the stock split had been effective at the beginning of the prior consolidated fiscal year. For fiscal 2018 and beyond, amounts are presented on a post-reverse stock split basis, following the 10-to-1 reverse split effective October 1, 2017.

2 Net profit attributable to owners of the parent per share is calculated based on the weighted-average number of shares outstanding during each period.

3 Effective April 1, 2025, the Company conducted a stock split at a ratio of 5 shares for every 1 share. The dividend amounts disclosed for fiscal 2024 and fiscal 2025 reflect the actual pre-split figures.

4 Owners' equity = Equity attributable to owners of the parent

5 The debt–equity ratio is calculated by dividing interest-bearing debt by owners' equity.

6 As of April 1 of the following fiscal year

7 Scope 3 emissions from fiscal 2018 to fiscal 2020 have been adjusted to reflect a revision of the coefficient for Scope 3 Category 1 emissions. For this reason, the total differs from the sum of each scope.