

# Our Data

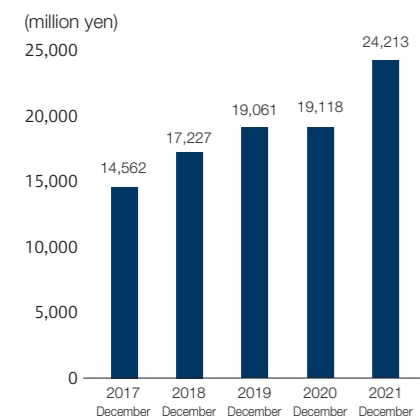
## Financial & Non-financial Data (Summary)

Definitions within non-financial highlights: [Eligibility] Those not listed include full-time employees and temporary employees (excluding directors and part-time workers) across the entire group, including those who retired partway through the fiscal year.  
[Calculation method] Employees still employed as of December 31 of the relevant fiscal year (including those retiring on December 31)

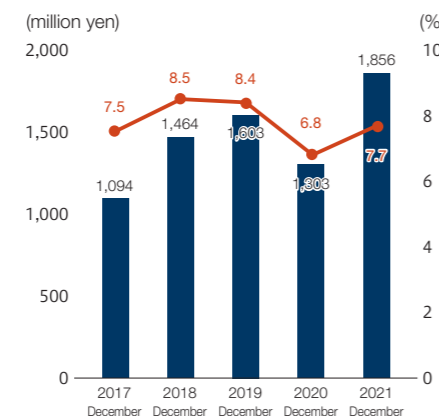
### ◆ Financial highlights

### ◆ Non-financial highlights

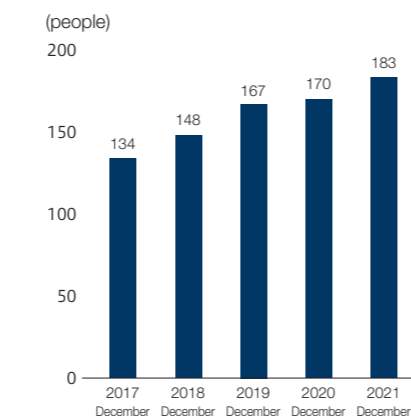
#### ● Net sales



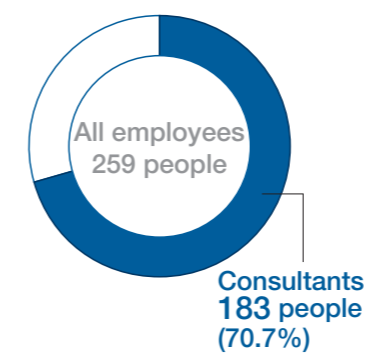
#### ● Operating profit / Ratio of operating profit



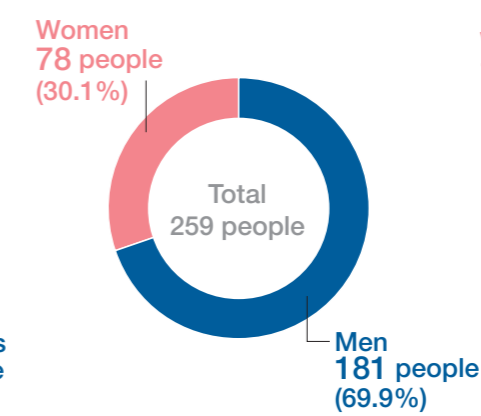
#### ● Shifts in number of consultants



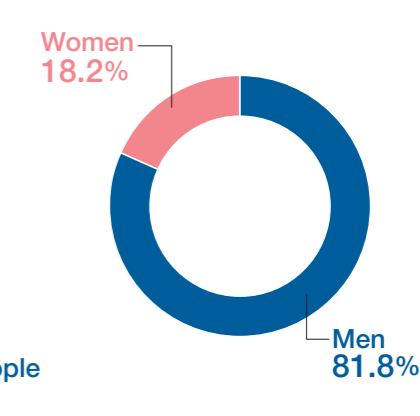
#### ● Number of consultants



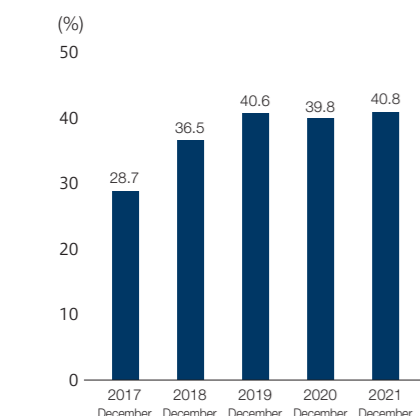
#### ● Number of employees (by gender)



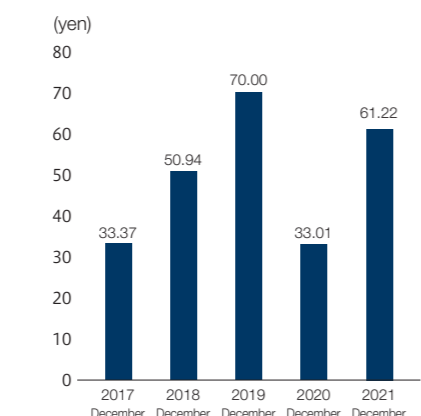
#### ● Percentage of managers (by gender)



#### ● Equity ratio

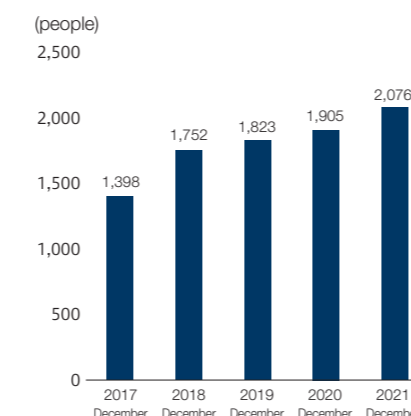


#### ● Earnings per share (EPS)

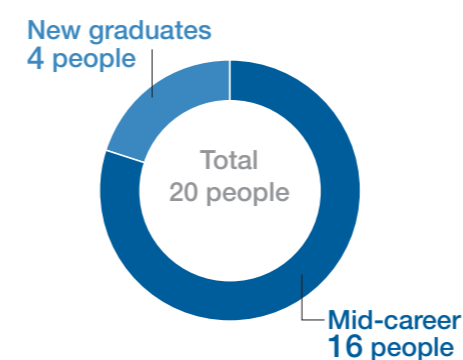


On September 1, 2021, the Company conducted a 2-for-1 stock split of its common stock. Pre-2020 amounts and percentages have been replaced by amounts and percentages that take into account this split.

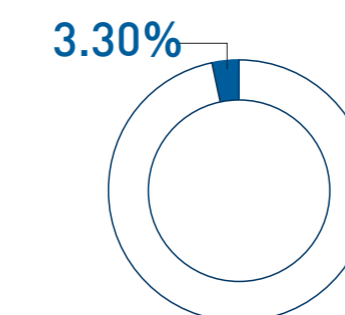
#### ● Number of clients



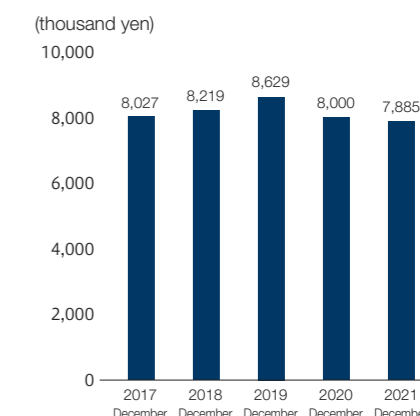
#### ● Number of new recruits (new graduates and mid-career) in FY2021



#### ● Turnover



#### ● Average salary



### ◆ Financial indicators

Units	December 2009	December 2010	December 2011	December 2012	December 2013	December 2014	December 2015	December 2016	December 2017	December 2018	December 2019	December 2020	December 2021
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#### ● Financial data

Net sales	Million yen	5,408	5,227	7,627	5,839	6,369	9,305	14,275	14,420	14,562	17,227	19,061	19,118	24,213
Operating profit	Million yen	-3,686	200	186	98	160	445	485	751	1,094	1,464	1,603	1,303	1,856
Ordinary profit	Million yen	-4,245	160	166	91	142	467	471	628	943	1,358	1,503	1,195	1,796
Net income attributable to parent company shareholders	Million yen	-4,820	82	218	92	201	362	518	587	768	1,162	1,676	800	1,481
Total assets	Million yen	6,442	4,498	3,698	4,769	4,698	5,930	7,220	9,258	12,587	12,353	15,492	16,001	17,426
Net assets	Million yen	1,187	1,222	1,224	1,941	2,151	2,447	2,909	3,329	3,624	4,518	6,390	6,566	7,128
Cash flow from operating activities	Million yen	708	1,890	579	227	368	197	801	1,177	-1,277	272	2,300	1,942	2,389
Cash flow from investment activities	Million yen	2,153	282	122	-1,203	1,886	43	-162	-1,061	-840	332	723	-753	-631
Cash flow from financial activities	Million yen	-5,339	-1,745	-602	247	-425	253	370	1,116	2,174	-1,787	1,215	-215	-374
EPS (earnings per share)	yen	-228.01	3.90	10.32	4.36	9.26	15.49	22.11	24.88	33.37	50.94	70.00	33.01	61.22
BPS (book value per share)	yen	56.16	57.83	57.92	59.74	91.59	103.63	122.72	139.86	158.41	197.59	259.48	262.39	294.61
Dividend per share	yen	3.75	2.50	3.25	3.75	5.00	7.50	9.00	11.50	15.00	19.50	25.00	26.50	28.00
ROA (return on assets)	%	-36.1	2.9	4.1	2.2	3.0	8.8	7.2	7.6	8.6	10.9	10.8	7.6	10.7
ROE (return on equity)	%	-135.0	6.8	17.8	7.4	11.8	15.9	19.5	18.9	22.2	28.6	31.1	12.7	22.0
ROIC (return on invested capital)	%	-	2.2	6.9	3.4	4.4	10.1	11.4	11.9	11.5	13.4	13.0	8.0	10.0
Adjusted ROIC (adjusted return on invested capital)	%	-	3.7	4.9	2.3	3.3	8.3	7.3	8.7	9.0	10.5	10.3	7.3	9.7
Equity ratio	%	18.4	27.2	33.1	26.5	45.7	40.9	40.0	35.8	28.7	36.5	40.6	39.8	40.8

\*Adjusted ROIC is calculated by subtracting the statutory income tax rate (30.62%) from operating profit to arrive at NOPAT (net operating profit after tax). For invested capital, the average of two periods is applied.  
\*The Company conducted a 100-for-1 stock split of its common stock on January 1, 2014, and a 2-for-1 stock split of its common stock on September 1, 2021. Pre-2020 amounts and percentages have been replaced by amounts and percentages that take into account this split.