

Accelerated Group Reorganization Reflected in Strong Earnings Sales of Strategic Service TELECY Grow to Around ¥1.0 bn

▷ FY12/2021 Results Summary

- Earnings were firm despite the COVID-19 pandemic. Net sales rose 15%,* and operating profit grew 44% to an historic high of ¥4.97 bn. EBITDA increased 48% to ¥6.70 bn, surpassing the key medium-term management plan target of ¥6.0 bn one year earlier than planned.
- For FY12/22, net sales are forecast to increase 10% to ¥28.3 bn and operating profit to grow 11% to ¥5.5 bn.
- Group reorganization is progressing smoothly. The company also formulated its new management philosophy “The Evolution Factory.”
- In response to its FY12/21 earnings announcement, the company’s share price rose 20% on February 15 and then hit ¥2,502 on February 16, its highest since the beginning of the year. Strong share performance of the company is noteworthy while growth stocks are in correction phase.

* Percent changes in the report are YoY changes for both full fiscal year and 4Q only figures unless otherwise noted.

	Net Sales	YoY	Oper. Profit	YoY	Recur. Profit	YoY	Profit ATOP	YoY	EPS	DPS
¥ mn, %	(¥mn)	(%)	(¥mn)	(%)	(¥mn)	(%)	(¥mn)	(%)	(¥)	(¥)
2017/9	25,895	24.2	1,806	5.0	1,861	49.4	1,161	58.7	96.90	15.00
2018/9	28,518	10.1	1,420	-21.4	1,431	-23.1	1,117	-3.8	93.58	15.00
2019/12	26,158	-	3,839	-	3,812	-	2,139	-	94.29	16.00
2020/12	22,487	-	3,463	-	3,335	-	1,781	-	70.57	48.00
2021/12	25,821	14.8	4,973	43.6	5,614	68.3	3,104	74.3	122.68	51.00
2022/12 CE	28,300	9.6	5,500	10.6	5,900	5.1	4,100	32.1	159.90	54.00

Source: compiled by Sessa Partners from CARTA HOLDINGS material.

1. 4Q FY12/2021 Results

1) Full Year Results: Net sales Increase 15% YoY to ¥25.8 bn, and OP Hits ¥4.97 bn, an Historic High.

For FY12/21, CARTA HOLDINGS recorded growth in both net sales and profit—**net sales of ¥25,821 mn (+14.8% YoY), OP of ¥4,973 mn (43.6% YoY), RP of ¥5,614 mn (+68.3% YoY), and profit(ATOP) of ¥3,104 mn (+74.3% YoY)**. Achievement rate against the revised earnings forecasts announced August 6, 2021 were, net sales 103.3%, OP 110.5%, net profit 99.5%, and EBITDA 111.7%. The overall Internet advertising market performed well compared to other media even during the COVID-19 pandemic. It can probably be argued that growth in the Internet advertising market, particularly for Brand Ads, was one factor behind the company’s firm earnings. (See figure on pg. 8.)

4Q FOLLOW-UP

CARTA

HOLDINGS

Focus Points: VOYAGE Group and Dentsu Group’s Cyber Communications merged in Jan. 2019. In addition to serving as a media rep., CARTA HD conducts various businesses related to digital advertising, such as ad platforms and internet media.

Key indicators (yy/mm/dd)

Share price (3/1)	2,319
YH (2/16)	2,502
YL (1/28)	1,800
10YH (14/7/7)	4,335
10YL (20/3/23)	662
Shrs. out (mn, shr)	25.654
Mrk cap (¥bn)	59.453
EV (¥bn)	38.652
Shr. equity ratio (12/31)	49.6%
21/12 PER (CE)	14.50x
20/12 PBR (act)	2.17x
20/12 ROE (act)	7.5%
21/12 DY (CE)	2.15%

Share Price Chart (52 weeks)



Source: SPEEDA

Team coverage

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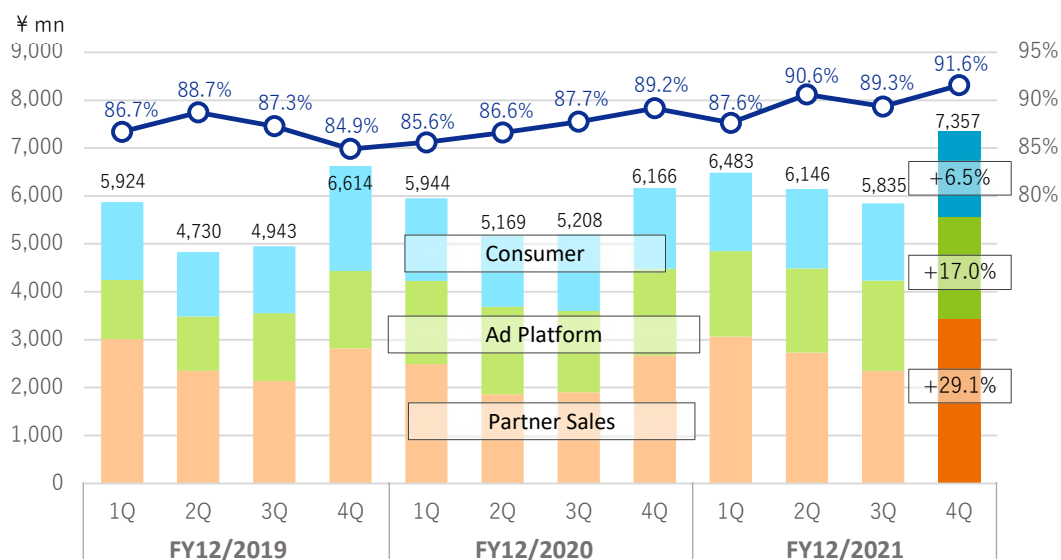


This report was prepared by Sessa Partners on behalf of CARTA Holdings. Please refer to the legal disclaimer at the end for details.

As a result, **gross profit** grew 18.2%, **pushing the corresponding profit margin up 2.5pts to 89.8%**. SG&A expenses rose 12.7% (¥2.0 bn) YoY to ¥18.2 bn on account of not only an increase in personnel and server-related expenses as business expanded but also aggressive promotions.

In 4Q, Partner Sales business net sales rose about 30%, and overall net sales grew 19.3% YoY to ¥7,357 mn. This was record quarterly net sales. Partner Sales business OP grew 86% YoY, while overall OP rose a dramatic 60.5% YoY to ¥1,419 mn. The OP margin increased 5.0pts YoY. On account of strong net sales and profit, CARTA HOLDINGS **raised its year-end dividend per share to ¥26**. When combined with the interim dividend of ¥25, **the total dividend for the fiscal year was ¥51, the third consecutive year that dividends have grown.**

Quarterly Consolidated Net Sales & Gross Profit Margin



Source: compiled by Sessa Partners from CARTA HOLDINGS material.

2) Segment Trends (see table on pg. 8)

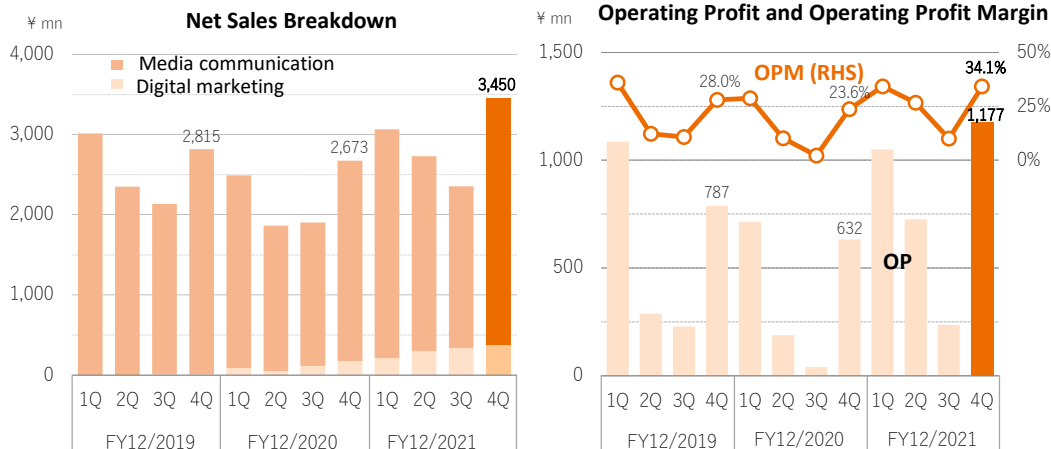
a) Partner Sales Business [net sales, ¥11,596 mn (+29.9%); segment OP, ¥2,816 mn (+98.5%)]

The Partner Sales business integrates the media representative business of Cyber Communications Inc. and the VOYAGE GROUP’s digital marketing on account of their merger. The business offers a wide-range of marketing services to various customers, including advertisers, advertising agencies, large media outlets, and platformers. In recent years, the business has grown, particularly in the digital marketing field.

The business’s net sales rose 29.9% YoY as brand advertisers continued to shift toward digital ads during the pandemic. Despite having fallen 17.3% in FY12/20 due to the pandemic, net sales for media communication, which includes the media representative business, recovered and rose 21.8% to ¥10,368 mn. Digital marketing net sales grew three-fold to ¥1,224 mn. The increase in net sales resulted in segment operating profit almost doubling to ¥2,816 mn.

Even when looking only at 4Q, net sales rose 29.1% to ¥3,450 mn, and segment operating profit grew 86.2% to ¥1,177 mn.

Partner Sales Business Segment Earnings



Source: compiled by Sessa Partners from CARTA Holdings material.

b) Ad Platform Business (net sales, ¥7,549 (+6.8%); segment operating profit, ¥1,844 mn (+16.0%))

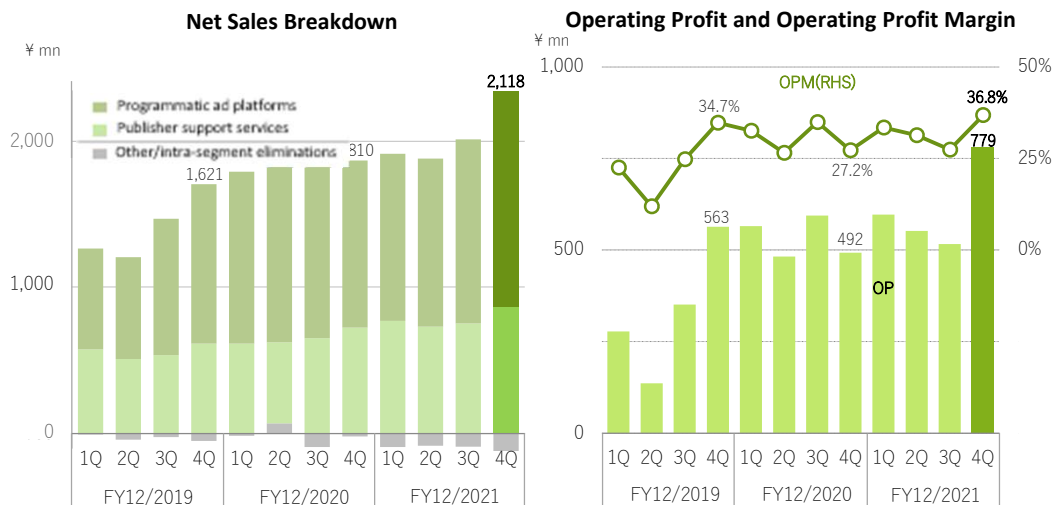
The Ad Platform business provides both programmatic ad platforms that automatically optimize ad delivery in real time (Zucks, PORTO, TELECY, etc.) and publisher support services (fluct, etc.), which helps media maximize ad earnings.

Net sales from programmatic ad platforms rose 6.4% to ¥4,924 mn because of strong TELECY growth. Publisher support services sales grew 22.6% to ¥3,063 mn.

As a result of the strategic promotion of TELECY in 3Q and 4Q, segment OP rose 16.0% to ¥1,844 mn.

Even when looking at only 4Q, net sales rose 17.0% to ¥2,118 mn, and segment OP grew 58.3% to ¥779 mn.

Ad Platform Business Segment Earnings

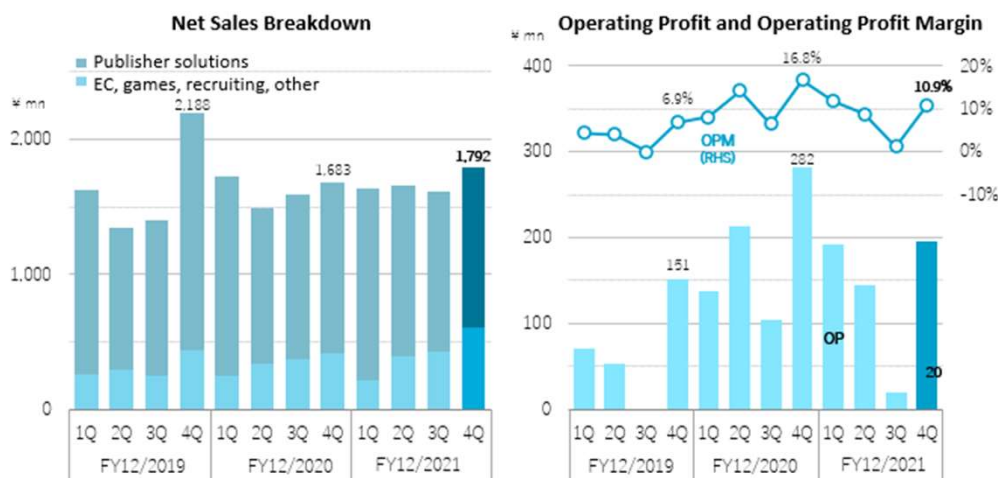


Source: compiled by Sessa Partners from CARTA HOLDINGS material.

Strong performance of the company’s stock is noteworthy while growth-stock market is in adjustment phase. Possessing the merits of both TV CMs, which can reach large numbers of consumers, and programmatic ads, for which it is easy to verify the cost benefit, programmatic TV CMs make it possible to place ads more efficiently than traditional TV commercials. Conventional TV CMs are difficult to use unless a company has a large advertising budget, but with TELECY, ads can be run with a relatively small budget because of the finely tuned target, etc. CARTA HOLDINGS plans to aggressively expand service by leveraging the TV CM buying power of the Dentsu Group and its expertise in ad platform development. Although its share of the domestic TV ad market is limited (0.3%), it is expected to grow rapidly in the future, and the company projects that it will grow to ¥92.0 bn in 2025, about 6% of the TV ad market.

TELECY advertisers are primarily game and EC companies, but there has also been an increase in ads from start-up companies, such as B2B and SaaS businesses. The number of such ads is expected to increase in the future. TELECY gross sales have rapidly grown (¥13 mn in 3Q FY12/20 → ¥115 mn, 4Q FY12/20 → ¥261 mn, 1Q FY12/21 → 261 mn, 2Q FY12/21 → 167 mn, 3Q FY12/21 → ¥929 mn, 4Q FY12/21 → 859 mn). According to CARTA HOLDINGS, the QoQ declined in 4Q net sales was due to a fall-off following single large 3Q order.

Consumer Business Segment Earnings



Source: compiled by Sessa Partners from CARTA HOLDINGS material.

c) Consumer Business [net sales, ¥6,695 mn (+3.1%); segment operating profit ¥312 mn (-31.3%)]

CARTA HOLDINGS has positioned its consumer business, which includes both publisher solutions and EC, games, recruiting, and other businesses, as a critical business for promoting the vertical integration of its services. In addition to expanding its own proprietary media, such as EC Navi and PeX, there are plans to generate growth by launching new media and undertaking M&As. Even in the D2C field, the company is making upfront investments and aiming for growth in the medium and long term.

As for publisher solutions, there is firm growth in the solutions field, but the media business is struggling, with net sales falling 1.1% to ¥5,049 mn. EC, games, recruiting and other business net sales, however, rose 18.4% to ¥1,642 mn. The overall consumer business saw net sales increase 3.1% to ¥ 6,695 mn due to firm D2C business Yomite and recruiting services for engineers. Looking at the overall segment, net sales grew 3.1%, but operating profit fell 31.3%.

As for 4Q only, net sales rose 6.5% to ¥1,792 mn, but segment operating profit fell 30.9% to ¥195 mn.

2. Earnings Forecasts for FY12/22: Net Sales Projected to Grow 10%, and Operating Profit to Increase 11%.

EBITDA, one of KPIs in the company's medium-term management plan "CARTA 2022", hit ¥6.0 bn one year earlier than projected. While continuing to tackle major issues in the plan, the company is aiming to post **net sales of ¥28,300 mn (+9.6%), operating profit of ¥5,500 mn (+10.6%), income attributable to owners of parent of ¥4,100 mn (+32.1%), and EBITDA of ¥7,600 mn (+13.4%) by promoting holding-structure management** in FY12/22.

When releasing its earnings, the company also announced it would sell off 1.60 mn shares of a cross-marketing group company that it holds or at most a number of shares that will provide ¥1.6 bn in proceeds (shares will be transferred to the cross-marketing group company). CARTA HOLDINGS projects that it will generate ¥600 mn in gains from the disposal of investment securities in FY12/22.

As for dividends, the company plans to pay a total dividend of ¥54 per share, which includes ¥27 as an interim dividend and ¥27 as a year-end dividend.

3. Management Philosophy Announced: “The Evolution Factory”

CARTA HOLDINGS formulated a new management philosophy as it reorganized the group in January 2022. In this new management philosophy, the company's mission is to be “The Evolution Factory”. This factory has the feel of an atelier that will grow as an evolving, forward-moving company, in which a community of professionals creates new surges for companies and society.



Mission of new management philosophy

- We enable the evolution of all organizations seeking change, of products that remain lesser known, of all industries that remain inactive.
- Making it better is not enough. Leap to the next stage. Connect the things that were once considered unconnectable, and move the things that have been stagnant. Enable evolution in all places. Concentrate All Power on Evolution.
- This requires a wide variety of abilities. You need to develop methods that you could never imagine by yourselves. This is why we are a group of many different strong-willed people coexisting, to enable evolution together with enterprising people.

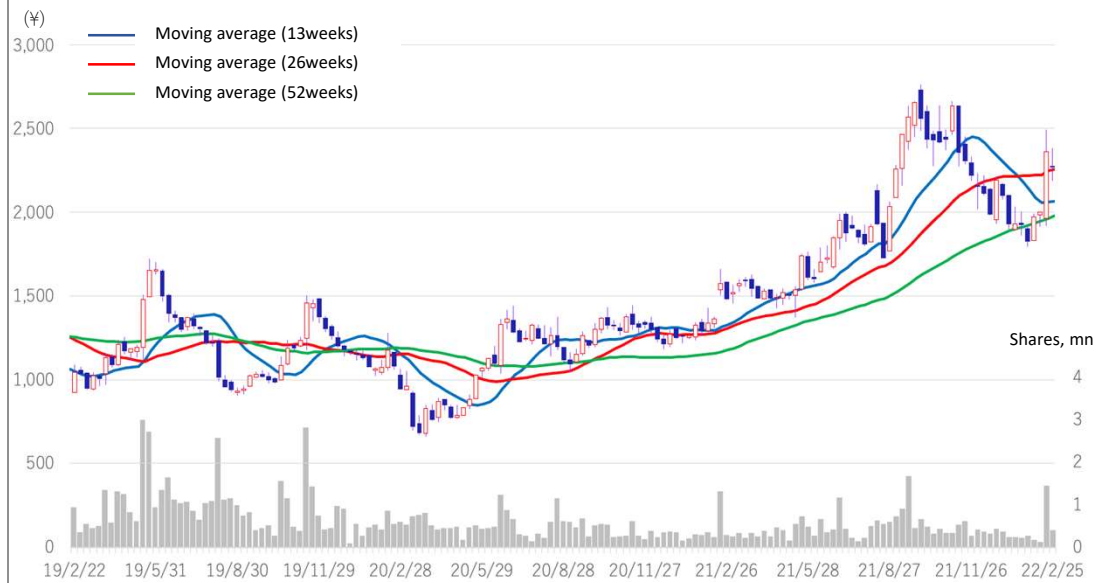
We are CARTA HOLDINGS, an evolution-promotion business.

Source: CARTA HOLDINGS material.

4. Share Price Trend: Firm Earnings Push Share Price to High for the Year

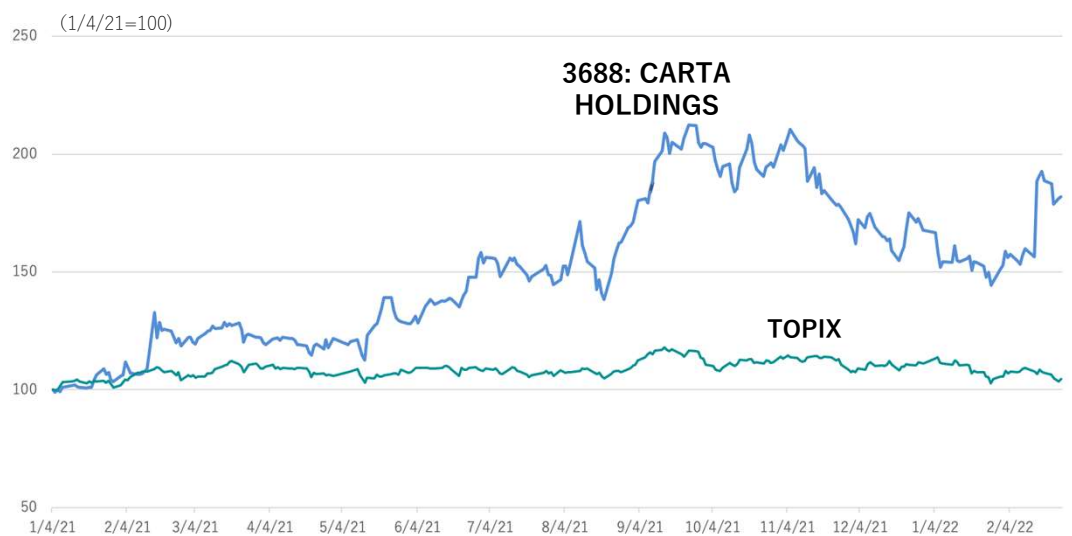
In response to the February 14 earnings announcement, CARTA HOLDINGS' share price rose 20% the following day and hit ¥2,502, a high for the year, on February 16. It can be argued that this is because of not only the robustness of its Internet ad business during the pandemic but also progress in business integration and a reevaluation of the strength of the company, a member of the Dentsu Group, within the Internet ad market. Strong share performance of the company is noteworthy while growth stocks are in correction phase.

3688 CART HOLDINGS Share Price Trend (most recent 3 years)



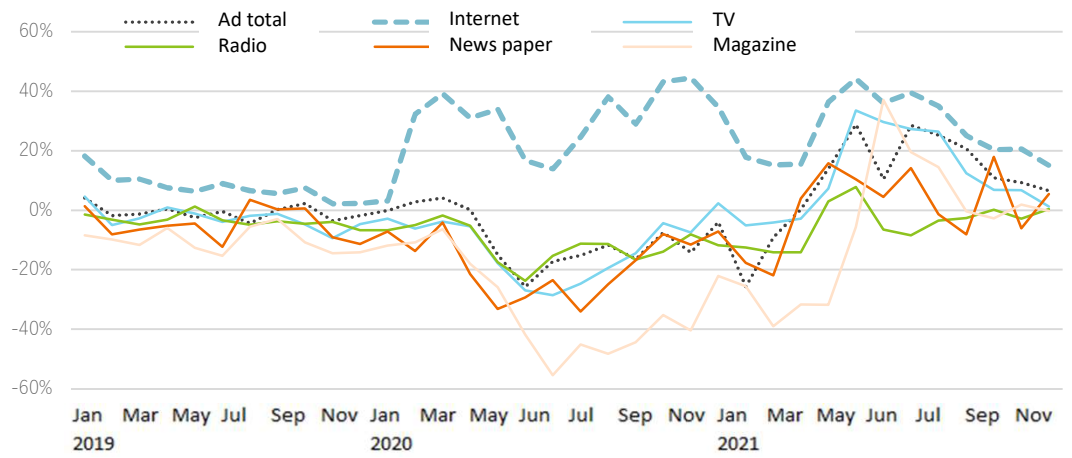
Source: Compiled by Sessa Partners from SPEEDA data

Relative Chart (3688, TOPIX)



Source: Compiled by Sessa Partners from SPEEDA data

Japan Advertising Expense Trends (YoY change by month, by media)



Source: Compiled by Sessa Partners from Ministry of Economy, Trade, and Industry's Survey of Selected Service Industries.

Quarterly Consolidated Results by Segment

	FY12/19				FY12/20				FY12/21			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Net Sales	5,924	4,730	4,943	6,614	5,944	5,169	5,208	6,166	6,483	6,146	5,835	7,357
YoY	17.3%	-1.4%	20.6%	10.7%	0.3%	9.3%	5.4%	-6.8%	9.1%	18.9%	12.0%	19.3%
Partner Sales business	3,013	2,349	2,136	2,815	2,490	1,864	1,901	2,673	3,064	2,729	2,352	3,450
YoY	21.9%	2.8%	23.8%	-6.2%	-17.4%	-20.6%	-11.0%	-5.0%	23.1%	46.4%	23.7%	29.1%
% of Sales	50.9%	49.7%	43.2%	42.6%	41.9%	36.1%	36.5%	43.4%	47.3%	44.4%	40.3%	46.9%
Media communication	3,013	2,349	2,122	2,804	2,406	1,814	1,789	2,500	2,854	2,431	2,013	3,070
YoY	-	-	-	-	-20.1%	-22.8%	-15.7%	-10.8%	18.6%	34.0%	12.5%	22.8%
% of Sales	50.9%	49.7%	42.9%	42.4%	40.5%	35.1%	34.4%	40.5%	44.0%	39.6%	34.5%	41.7%
Digital marketing	0	0	13	11	84	49	112	173	210	297	338	379
YoY	-	-	-	-	-	-	-761.5%	1472.7%	150.0%	506.1%	201.8%	119.1%
% of Sales	0.0%	0.0%	0.3%	0.2%	1.4%	0.9%	2.2%	2.8%	3.2%	4.8%	5.8%	5.2%
Ad Platform business	1,232	1,139	1,416	1,621	1,739	1,819	1,701	1,810	1,785	1,761	1,884	2,118
YoY	5.7%	-3.1%	28.7%	37.3%	41.2%	59.7%	20.1%	11.7%	2.6%	-3.2%	10.8%	17.0%
% of Sales	20.8%	24.1%	28.6%	24.5%	29.3%	35.2%	32.7%	29.4%	27.5%	28.7%	32.3%	28.8%
Publisher support services	564	499	526	602	603	544	638	710	754	717	737	852
YoY	0.9%	0.4%	0.4%	15.5%	6.9%	9.0%	21.3%	17.9%	25.0%	31.8%	15.5%	20.0%
% of Sales	9.5%	10.5%	10.6%	9.1%	10.1%	10.5%	12.3%	11.5%	11.6%	11.7%	12.6%	11.6%
Programmatic ad platforms	675	682	913	1,068	1,151	1,205	1,154	1,119	1,121	1,125	1,235	1,443
YoY	8.0%	-3.0%	36.5%	39.2%	70.5%	76.7%	26.4%	4.8%	-2.6%	-6.6%	7.0%	29.0%
% of Sales	11.4%	14.4%	18.5%	16.1%	19.4%	23.3%	22.2%	18.1%	17.3%	18.3%	21.2%	19.6%
Other/intra-segment eliminations	-7	-41	-23	-49	-15	68	-91	-19	-91	-81	-88	-176
Consumer business	1,626	1,342	1,396	2,188	1,720	1,494	1,595	1,683	1,636	1,658	1,607	1,792
YoY	10.9%	-3.2%	5.6%	20.4%	5.8%	11.3%	14.3%	-23.1%	-4.9%	11.0%	0.8%	6.5%
% of Sales	27.4%	28.4%	28.2%	33.1%	28.9%	28.9%	30.6%	27.3%	25.2%	27.0%	27.5%	24.4%
Publisher solutions	1,365	1,043	1,147	1,750	1,466	1,158	1,217	1,262	1,423	1,258	1,181	1,187
YoY	19.0%	4.6%	9.8%	33.5%	7.4%	11.0%	6.1%	-27.9%	-2.9%	8.6%	-3.0%	-5.9%
% of Sales	23.0%	22.1%	23.2%	26.5%	24.7%	22.4%	23.4%	20.5%	21.9%	20.5%	20.2%	16.1%
E-commerce, games, recruiting, other	260	298	249	437	254	335	378	420	212	400	426	604
YoY	-18.2%	-23.6%	-10.1%	-13.6%	-2.3%	12.4%	51.8%	-3.9%	-16.5%	19.4%	12.7%	43.8%
% of Sales	4.4%	6.3%	5.0%	6.6%	4.3%	6.5%	7.3%	6.8%	3.3%	6.5%	7.3%	8.2%
Operating Profit	1,272	316	409	1,076	1,263	729	585	884	1,675	1,265	613	
YoY	28.4%	-58.6%	-	-2.7%	-0.7%	130.7%	43.0%	-17.8%	32.6%	73.5%	4.8%	1,419
Operating margin	21.50%	6.70%	8.30%	16.30%	21.20%	14.10%	11.20%	14.30%	25.80%	20.60%	10.50%	60.5%
Partners Sales business	1,085	287	228	787	713	188	41	632	1,049	725	235	19.3%
YoY	54.6%	-43.1%	-227.4%	-6.5%	-34.3%	-34.5%	-82.0%	-19.7%	47.1%	285.6%	473.2%	1,177
Operating margin	36.0%	12.2%	10.7%	28.0%	28.6%	10.1%	2.2%	23.6%	34.2%	26.6%	10.0%	86.2%
Ad Platform business	277	136	351	563	565	482	594	492	596	552	516	34.1%
YoY	-12.6%	-54.7%	101.7%	317.0%	104.0%	254.4%	69.2%	-12.6%	5.5%	14.5%	-13.1%	779
Operating margin	22.5%	11.9%	24.8%	34.7%	32.5%	26.5%	34.9%	27.2%	33.4%	31.3%	27.4%	58.3%
Consumer business	71	54	0	151	138	213	104	282	192	145	20	36.8%
YoY	184.0%	390.9%	-	-16.1%	94.4%	294.4%	-	86.8%	39.1%	-31.9%	-80.8%	195
Operating margin	4.4%	4.0%	-	6.9%	8.0%	14.3%	6.5%	16.8%	11.7%	8.7%	1.2%	-30.9%

Note: There may be slight inconsistencies in figures because of rounding, etc. All-company expenses not attributed to a particular segment are included as adjustments. Therefore, total segment operating profit does not equal company-wide operating profit.

Source: compiled by Sessa Partners from CARTA Holdings material.

Consolidated Profit / Loss Statement

¥ mn	FY9/2018	FY12/2019 *	FY12/2020	FY12/2021	FY12/2022 CE
Total Revenue	28,518	26,158	22,487	25,821	28,300
Total Cost of Sales	20,356	3,193	2,852	2,621	
Cost of Sales	20,356	3,193	2,852	2,620	
Gross Profit	8,162	22,966	19,635	23,200	
Gross Margin	29	88	87	90	
Selling, General and Administrative Expenses	6,742	19,126	16,172	18,227	
Operating Profit	1,420	3,840	3,463	4,973	5,500
Operating Profit Margin	5	15	15	19	19
Non-Operating Income	162	169	149	691	
Interest and Dividends Income	151	100	66	253	
Non-Operating Expenses	151	196	277	49	
Interest Expenses	4	2		1	
Income from Equity Method - Non-Operating	-104	-89	-44	-27	
Ordinary Profit	1,432	3,813	3,335	5,614	5,900
Ordinary Profit Margin	5	15	15	22	21
Extraordinary Gains/Losses	449	-295	-280	-464	
Extraordinary Gain	644	141	231	259	
Extraordinary Loss	195	436	511	723	
Pretax Profit	1,881	3,517	3,055	5,151	
Pretax Profit Margin	7	13	14	20	
Income Taxes	770	1,395	1,190	2,027	
Income Taxes - Current	633	1,799	1,321	2,381	
Income Taxes - Deferred	137	-403	-131	-354	
Net Profit Attribute to parent company shareholders	1,117	2,139	1,781	3,104	4,100
Net Profit	1,111	2,122	1,865	3,124	
Net Profit Attribute to non-controlling shareholders	-7	-17	83	19	
Net Profit Margin (Attribute to parent company shareholders)	4	8	8	12	14
Other Comprehensive Income	102	202	-237	989	
Net Gain on Revaluation of Available-for-sale Financial Assets(CI)	103	217	-327	1,045	
Foreign Currency Translation Adjustments (CI)		0	0	3	
Share of Other Comprehensive Income of Associates	-2	-15	89	-59	
Comprehensive Income	1,212	2,324	1,627	4,113	
Comprehensive Income Attributable to Owners of the Parent	1,219	2,341	1,543	4,093	

Source: SPEEDA, To enable financial comparison between companies from different countries with different accounting standards, the financial items in this section are standardized. Additionally, certain financial items such as Operating Profit, EBIT, EBITDA are derived figures.

Note: 15 months due to change in FY end.

Consolidated Balance Sheets

¥ mn	FY9/2018	FY12/2019 *	FY12/2020	FY12/2021
Total Assets	16,795	50,621	49,259	55,376
Current Assets	10,725	36,283	37,004	42,513
Cash & Cash Equivalents And Short-term Investments	5,680	14,547	15,695	21,206
Cash & Cash Equivalents	5,680	14,547	15,600	21,031
Short-Term Investment in Securities			95	175
Accounts Receivables	3,640	18,478	17,697	18,349
Inventories	472	436	564	338
Finished Goods and Merchandise		17	29	50
Other Inventories	472	419	535	288
Deferred Tax Assets - Current	186			
Allowance for Doubtful Accounts - Assets	0	-86	-51	-56
Non-Current Assets	6,070	14,338	12,255	12,863
Property, Plant & Equipment (PPE)	193	1,692	1,276	1,290
Construction In Progress	76			
Intangible Assets	1,820	6,747	5,462	4,689
Goodwill	1,469	3,022	2,317	1,836
Investments and Other Assets	4,057	5,899	5,516	6,883
Investment Securities (inc. Subsidiaries and Affiliates)	3,559	4,246	3,959	5,235
Investment Securities	3,559	4,246	3,959	5,235
Deferred Tax Assets - Non-Current		176	155	229
Allowance for Doubtful Accounts - Fixed		-1	0	-6
Total Liabilities	8,017	26,901	24,705	27,619
Current Liabilities	7,158	25,020	23,287	26,280
Trade Payables	2,549	18,110	16,655	16,899
Short-Term Debt	490	240	161	117
Short-Term Borrowings		20	19	
Current Portion of Long-term Debt	490	220	142	117
Current Portion of Long-Term Borrowings	490	220	142	117
Asset Retirement Obligations - Current	51		70	162
Non-Current Liabilities	859	1,881	1,417	1,339
Long-Term Debt	499	277	207	63
Long-Term Borrowings	499	277	207	63
Deferred Tax Liabilities - Non-Current	196	875	596	725
Asset Retirement Obligations - Non-Current	51	536	468	238
Total Net Assets	8,777	23,720	24,553	27,757
Total Shareholders' Equity	8,530	23,452	24,383	27,567
Shareholders' Equity	7,366	22,755	23,924	26,002
Capital Stock	1,073	1,096	1,111	1,410
Capital Surplus	1,063	12,016	12,031	12,337
Retained Earnings	5,230	9,643	11,046	12,255
Treasury Stock		0	-264	0
Accumulated Other Comprehensive Income	1,162	690	452	1,441
Valuation Difference On Available-for-sale Securities	1,168	705	463	1,428
Foreign Currency Translation Adjustments	-6	-15	-10	13
Share Warrants	2	8	7	122
Non-controlling interest	247	268	170	190

Source: SPEEDA, To enable financial comparison between companies from different countries with different accounting standards, the financial items in this section are standardized. Additionally, certain financial items such as Operating Profit, EBIT, EBITDA are derived figures.

Note: 15 months due to change in FY end.

Consolidated Statement of Cash Flows

¥ mn	FY9/2018	FY12/2019 *	FY12/2020	FY12/2021
Cash Flows from Operating Activities	602	5,902	2,013	7,102
Depreciation and Amortization - CF	602	1,359	1,073	1,173
Depreciation - CF	391	1,023	766	861
Amortization of Goodwill - CF	211	336	307	312
Gain/Loss on Valuation of Securities and Investment Securities	29			
Gain/Loss on Sale of Securities and Investment Securities	-22	163	-93	-202
Gain/Loss on Sale of Investment Securities	-22	163	-93	-202
Gain/Loss on Sale of Stocks of Subsidiaries and Affiliates	-541			
Gain/Loss on Sale of PPE	29	116	155	78
Interest and Dividends Received - Operating CF	14	39	38	69
Interest Paid - Operating CF	-4	-3	-2	-1
Cash Flows from Investing Activities	200	3,987	66	-765
Payments for Purchases of Securities and Investment Securities	-437	-376	-516	-488
Payments for Purchases of Investment Securities	-437	-376	-516	
Proceeds from Sales of Securities and Investment Securities	751	441	569	360
Proceeds from Sales of Investment Securities	751	441	569	
Purchases/Sales of PPE	-110	-507	-97	-436
Payments for Purchases of PPE	-110	-507	-97	-436
Purchases/Sales of Intangible Assets	-182	-308	-219	-330
Payments for Purchases of Intangible Assets	-185	-308	-219	-330
Proceeds from Sales of Intangible Assets	3			
Interest and Dividends Received - Investing CF	137			
Cash Flows from Financial Activities	-569	-549	-892	-1,215
Proceeds from Short-Term Borrowings		20		
Repayments of Short-Term Borrowings	-20			-19
Increase in Long-Term Debt	500			
Proceeds from Long-Term Borrowings	500			
Repayments of Long-Term Debt	-460	-478	-197	-118
Repayments of Long-Term Borrowings	-460	-478	-197	-118
Proceeds from Issuance of Stock	18	21	14	596
Redemption/Retirement of Stock	-511	0	-265	0
Cash Dividends Paid	-181	-179	-404	-1,639
Foreign exchange adjustment	0	-3	-134	308
Changes in Cash Flow	234	8,867	1,054	5,430
Cash & Cash Equivalent - Beginning	5,445	5,680	14,546	15,600
Cash & Cash Equivalent - Ending	5,680	14,547	15,600	21,031
Free Cash Flow (FCF)	802	9,889	2,079	6,337

Source: SPEEDA, To enable financial comparison between companies from different countries with different accounting standards, the financial items in this section are standardized. Additionally, certain financial items such as Operating Profit, EBIT, EBITDA are derived figures.

Note: 15 months due to change in FY end.

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