

## Financial Information

	Fiscal 2021	Fiscal 2022	Fiscal 2023
Revenues (Millions of yen)	1,765,559	1,896,231	1,950,583
Gross profit (Millions of yen)	334,661	357,327	380,095
Operating income (Millions of yen)	114,092	138,727	146,176
Recurring income (Millions of yen)	117,239	146,076	151,633
Net income attributable to owners of the parent (Millions of yen)	99,401	116,241	123,842
Customer Solutions	32,692	38,167	38,159
Global Business	40,856	29,013	16,609
Environment & Energy	2,278	11,657	7,331
Aviation	5,682	6,209	27,338
Logistics	815	15,385	17,835
Real Estate	12,395	12,645	11,934
Mobility	3,134	3,798	2,796
<b>Adjustments</b>			
Total assets (Millions of yen)	10,328,872	10,726,196	11,149,858
Segment assets (Millions of yen)	9,345,376	9,632,966	10,179,473
Customer Solutions	3,337,672	3,227,742	2,966,569
Global Business	2,316,383	2,644,283	3,070,801
Environment & Energy	419,399	433,296	416,600
Aviation	1,365,126	1,640,232	2,020,037
Logistics	1,026,757	1,092,910	1,099,079
Real Estate	712,700	447,277	525,414
Mobility	129,429	41,402	51,952
<b>Adjustments</b>			
Interest-bearing debt (Millions of yen)	8,066,082	8,236,106	8,439,792
Total equity (Millions of yen)	1,333,467	1,551,029	1,705,345
<b>Cash flows (Millions of yen)</b>			
Operating activities	195,845	46,752	(49,128)
Investing activities	(107,879)	(127,322)	143,336
Financing activities	(192,157)	(8,948)	(222,977)
Cash and cash equivalents at the end of the year (Millions of yen)	520,083	460,486	335,307
Equity ratio (%)	12.7	14.3	15.1
ROE (%)	8.0	8.2	7.7
ROA (%)	1.0	1.1	1.1
New transactions volume (Billions of yen)	2,507.8	2,640.6	3,051.9
<b>Per-share indicators</b>			
Earnings (yen)	69.24	80.95	86.30
Equity (yen)	912.19	1,064.46	1,174.88
Dividend (yen)	28.0	33.0	37.0
Payout ratio (%)	40.4	40.8	42.9

## Non-financial Information

### Environment

	Fiscal 2021	Fiscal 2022	Fiscal 2023	
Total energy usage (GJ) (consolidated)	200,441	186,017	180,385	
GHG emissions (t-CO <sub>2</sub> e) (consolidated)	Scope 1	3,449	3,211	3,092
	Scope 2 (location based)	7,880	6,786	5,777
	Scope 2 (market based)	6,606	4,546	3,482
	Scope 1+2 total (market based)	10,055	7,757	6,574
Output of renewable energy in operation (MW)	Scope 3 total	18,565	18,302	6,644,227
	Total	1,205	1,366	1,293
	Solar power generation	907	1,020	920
Wind power generation	298	340	343	

\*1 Obtained the third-party assurance (consolidated)

\*2 Started calculating categories 13 and 15 from fiscal 2023

### Society

	Fiscal 2021	Fiscal 2022	Fiscal 2023	
No. of employees (people) (unconsolidated)	Total	2,235	2,182	2,140
	Male	1,361	1,307	1,261
	Female	874	875	879
Composition of employees (by country or region) (people) (unconsolidated)	Total	2,235	2,182	2,140
	Japan	2,229	2,174	2,130
	Europe	0	0	0
	The Americas	4	5	7
	China	0	0	0
ASEAN	2	3	3	
Ratio of female managers (%) (unconsolidated)	14.0	14.0	16.0	
Average annual salary (all employees, millions of yen) (unconsolidated)	8.7	9.2	9.7	
Wage ratio between male and female full-time employees (female average wage/male average wage) (%) (unconsolidated)	-	65.4	65.5	
No. of new graduate hires (people) (unconsolidated)	58	30	46	
Career recruitment ratio (%) (unconsolidated)* <sup>3</sup>	37.0	49.2	56.6	
Employment ratio for people with disabilities (annual average, %) (unconsolidated)	2.4	2.5	2.7	
Turnover rate (for personal reasons) (%) (unconsolidated)	3.4	2.4	2.4	
Ratio of taking childcare leave (male) (%) (unconsolidated)	82.3	97.1	113.0	
Ratio of taking childcare leave (female) (%) (unconsolidated)	103.3	97.4	103.0	
Total working hours per employee (annual, hours) (unconsolidated)	-	1,945.5	1,962.6	
Total overtime working hours per employee (annual, hours) (unconsolidated)	-	232.6	225.6	
Average monthly overtime hours per employee (hours) (unconsolidated)	-	19.4	18.8	
Rate of annual paid holidays taken by employees (%) (unconsolidated)	63.7	68.7	74.4	
Average training hours per employee (annual, hours) (unconsolidated)	-	30.1	29.4	
Average training expenditure per employee (annual, yen) (unconsolidated)	-	99,407	180,230	

\*3 Due to changes in the calculation criteria, past figures have also been reviewed.

### Governance\*<sup>4</sup>

	Fiscal 2021	Fiscal 2022	Fiscal 2023
No. of Directors	15	14	12
No. of Outside Directors	7	7	6
No. of female Directors	2	2	2

\*4 All as of June 30 of each fiscal year