

Hakuhodo DY holdings

Consolidated Financial Highlights FY2025 (April 2025–March 2026)

May 12, 2026



Highlights of FY2025 Consolidated Results

FY2025 Consolidated Results

- Achieved significant profit growth, with operating income increasing by 18.9% and net income attributable to owners of parent increasing by 55.8%.
- Profitability steadily improved due to the control of SG&A expenses and the effects of structural reforms.

(Millions of JPY)	Actual			Difference from Forecast	
		YOY			
Billings	1,580,460	-32,641	-2.0%	-69,539	-4.2%
Gross Profit	406,037	+6,438	+1.6%	—	—
Operating Income	44,675	+7,094	+18.9%	+4,675	+11.7%
Ordinary Income	46,061	+3,400	+8.0%	+3,061	+7.1%
Net Income Attributable to Owners of Parent	16,775	+6,006	+55.8%	-3,224	-16.1%
Operating Income before Amortization of G/W	57,401	+4,149	+7.8%	+3,901	+7.3%

FY2025 Consolidated Results (After Adjustments) 1

- Operating income before amortization of goodwill increased by 14.8%, exceeding the target of the current Medium-Term Business Plan (CAGR of 10% or higher).
- Two efficiency indicators (gross margin / operating margin before amortization of goodwill) improved by more than 1pt YoY.

(Millions of JPY)	Actual	YOY	
Billings	1,580,460	-29,374	-1.8%
Gross Profit	406,037	+9,694	+2.4%
SG&A	361,361	-656	-0.2%
Personnel/Other	348,635	+2,289	+0.7%
Amortization of Goodwill*	12,725	-2,944	-18.8%
Operating Income	44,675	+10,350	+30.2%
Operating Income before Amortization of G/W	57,401	+7,405	+14.8%
Gross Margin	25.7%	+1.1pt	—
Operating Margin before Amortization of G/W	14.1%	+1.5pt	—

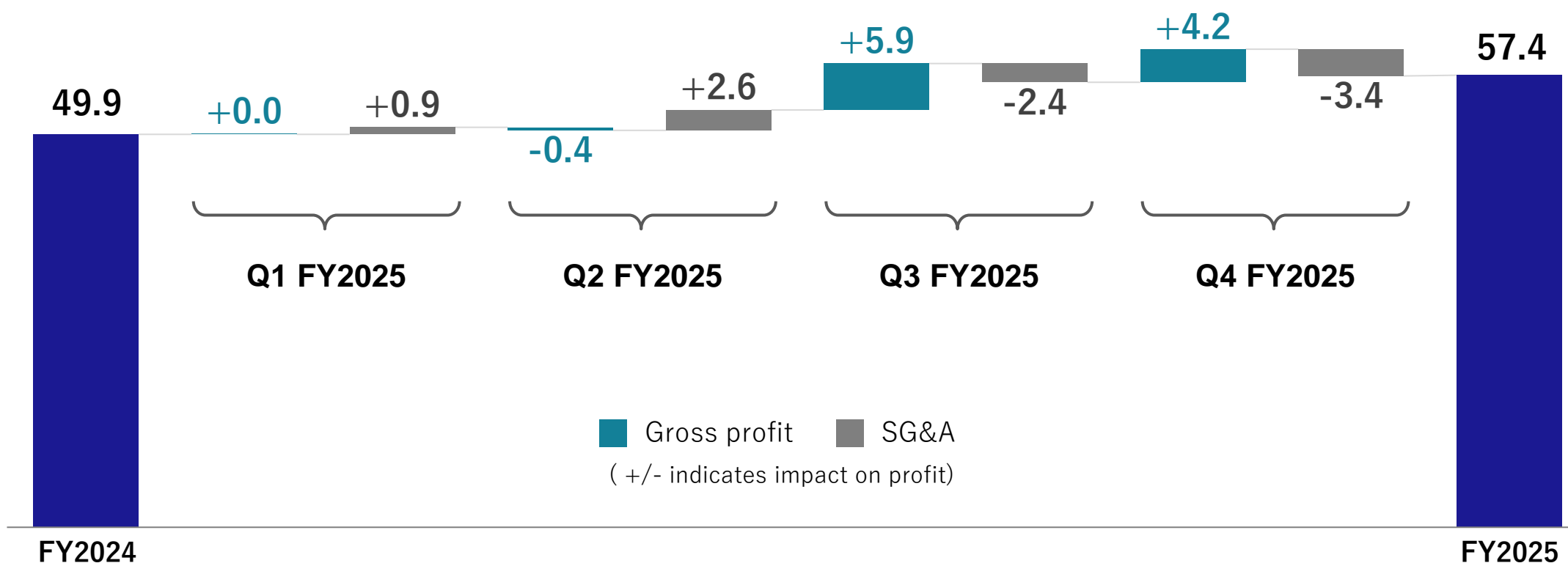
* Amortization of goodwill represents the total of goodwill amortization required under Japanese GAAP and amortization of intangible assets following business combinations.

* After adjustments = Excluding impact from the sale of shares in Mercari, Inc. held by UNITED, Inc., an equity method affiliate

FY2025 Consolidated Results (After Adjustments) 2

- Operating income before amortization of goodwill increased by ¥7.4 billion, driven by cost control in the first half and gross profit growth in the second half.
- In particular, gross profit entered a recovery trend from Q3 onwards, and this growth offset the increase in SG&A expenses.

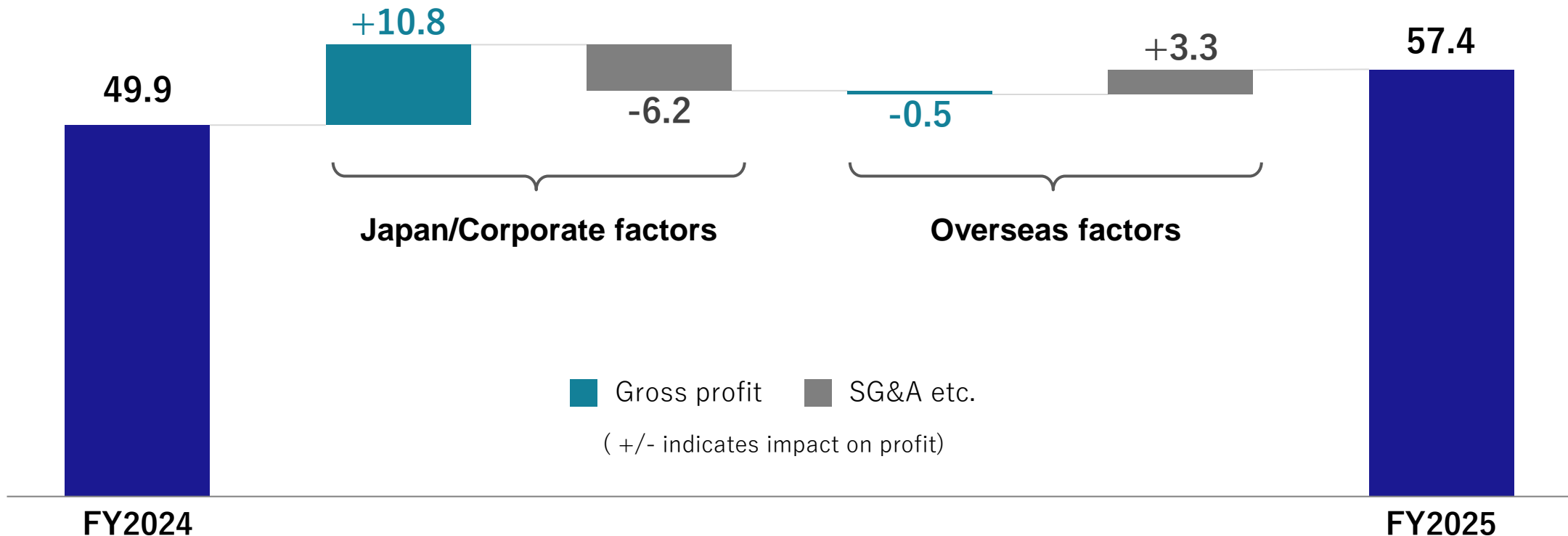
Key factors of increase and decrease (Billions of JPY)



FY2025 Consolidated Results (After Adjustments) 3

- **Japan/Corporate:** Achieved a ¥4.6 billion increase in profit for the full year, driven by strong growth in gross profit in the second half.
- **Overseas:** Cost reductions through structural reforms offset top-line stagnation in the Greater China region and ASEAN, leading to a ¥2.8 billion increase in profit.

Key factors of increase and decrease (Billions of JPY)



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Guidance for FY2026

Guidance for FY2026

Guidance for FY2026

(Millions of JPY)	Forecast	YoY
Billings	1,675,000	+6.0%
Revenue	910,000	+5.7%
Gross Profit	430,000	+5.9%
Operating Income	46,700	+4.5%
Ordinary Income	47,000	+2.0%
Net Income Attributable to Owners of Parent	26,000	+55.0%
Operating Income before Amortization of G/W	60,000	+4.5%

* The current forecast does not incorporate significant extraordinary incomes or losses.

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Shareholder Returns for FY2026

Shareholder Returns

Dividend forecast

- The dividend forecast for FY2025 (ending March 2026) will be ¥32 per share annually, including the interim dividend already paid.
- The dividend forecast for FY2026 (ending March 2027) will be ¥32 per share annually.

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

- We continue our initiatives to “improve capital efficiency” based on the disclosure in May 2025.
- In FY2025, in addition to the significant increase in net income attributable to owners of parent (+55.8% YoY), we continued the acquisition and cancellation of own shares and the sale of cross-shareholdings. As a result, “ROE before amortization of goodwill,” the capital efficiency KPI of the current Medium-Term Business Plan, improved to 7.6% (+0.7pt YoY).
- We expect to achieve the target for “ROE before amortization of goodwill of at least 10%” in FY2026 as well, driven by continued profit growth.
- We recognize that further initiatives toward capital optimization are necessary to improve capital efficiency more stably.
- We plan to promptly disclose the details of specific measures as soon as they are finalized.

Medium-Term Business Plan Progress

Abbreviations

HC: Hakuhold DY Holdings, H: Hakuhold, D: Daiko Advertising, Y: YOMIKO ADVERTISING,
MP: Hakuhold DY Media Partners, ONE: Hakuhold DY ONE, HT: HAKUHODO Technologies

Medium-Term Business Plan (FY2024–FY2026)

Medium-term strategy

- **Our goal: creativity platform**

- ✓ With *sei-katsu-sha*-centered creativity as our edge, the Hakuhodo DY Group aims to be a group that creates the future by connecting *sei-katsu-sha*, organizations and society to generate new relationship value.
- ✓ We seek to evolve beyond the framework of a group of advertising companies into a creativity platform with strengths in six business domains, aiming at substantial growth and improved corporate value in the medium to long term through dynamic reform of the business structure.

Enhancement measures for business structure reform

Enhance profitability and create growth options

- 1. Restructuring of marketing business**

Upscaling of the growth domain of digital and commerce, and optimizing costs, including in existing business domains

- 2. Creation of new growth options**

Consulting, technology, content and incubation

- 3. Remodeling of global business**

Ensuring profitability through cost control while aiming for growth

Medium-term Business Plan KPIs (FY2026)

CAGR of operating income after adjustments* and before amortization of goodwill	At least +10%
CAGR of gross profit after adjustments*	At least +5%
Operating margin after adjustments* and before amortization of goodwill	At least 13% (To be confirmed at time of full-year financial results presentation)
ROE before amortization of goodwill	At least 10% (To be confirmed at time of full-year financial results presentation)

Medium-Term Business Plan Progress: FY2025 Full-Year

FY2023

FY2026

FY2031

Thus far:
Focused on marketing
business (advertising in
particular)

Medium-Term Business Plan period: 3 years
Enhance profitability and create growth options

Future outlook

	Medium-term targets (for FY2026)	Full-year results for FY2025
CAGR of operating income after adjustments* and before amortization of goodwill	At least +10%	+14.3%
CAGR of gross profit after adjustments*	At least +5%	+2.3%
Operating margin after adjustments* and before amortization of goodwill	At least 13%	14.1%
ROE before amortization of goodwill	At least 10%	7.6%

1. Initiatives in the Marketing Business

Restructuring of marketing business	Integrated Marketing
	Digital Marketing
	Commerce Business
Creation of new growth options	Consulting Business
	Content Business
	Incubation Business
	Technology Business
Remodeling of global business	Global Business

1. Marketing Business: Driving Group Account Strategy (Domestic)

Established Group Account Strategy Division to maximize overall Group competitiveness

Group-wide target: **Gross Profit +5.9% / OM 14%**



- Forming Optimal Teams by Leveraging Strengths of Each Group Company
- Building Sector Strategies and Knowledge Assets
- Optimizing allocation of Group resources

**Maximize Value Proposition
and Enhance Efficiency**

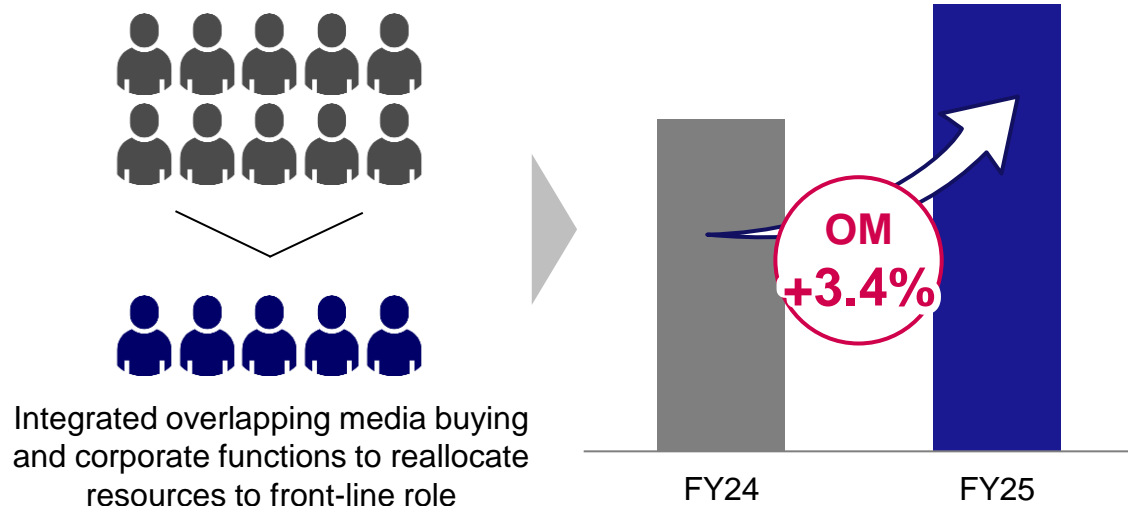
1. Marketing Business: Accelerating Growth in Digital Domain

Improved profitability driven by integration synergies in ONE.

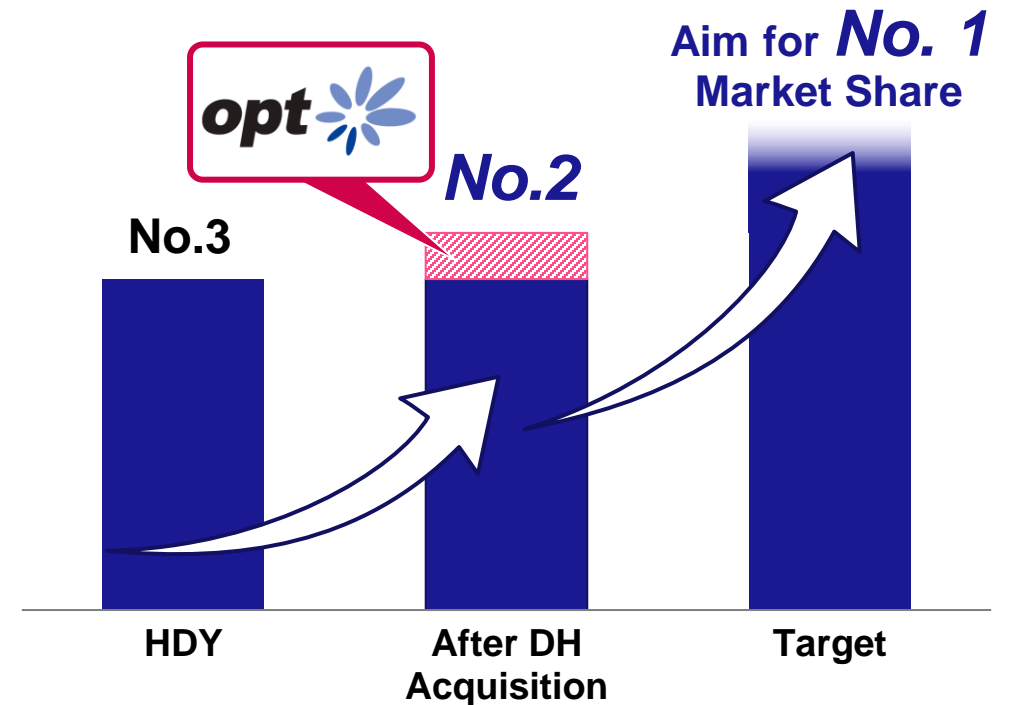
Achieving **No. 2 share in domestic digital advertising billings**
 through Digital Holdings' Group participation

Improving OM in ONE by Realizing Integration Synergies

Realized integration synergies from DAC and IREP, the predecessors of ONE
 Improved OM by +3.4% by consolidating overlapping functions



Digital Holdings Joining the Group



1. Marketing Business: Realizing Effects of Functional Restructuring and Collaboration

Realizing effects of functional restructuring and collaboration among Group companies centered on Hakuhodo

Generating **landmark wins in competitive strongholds**

Unifying Front-line and Media through Hakuhodo/MP Integration

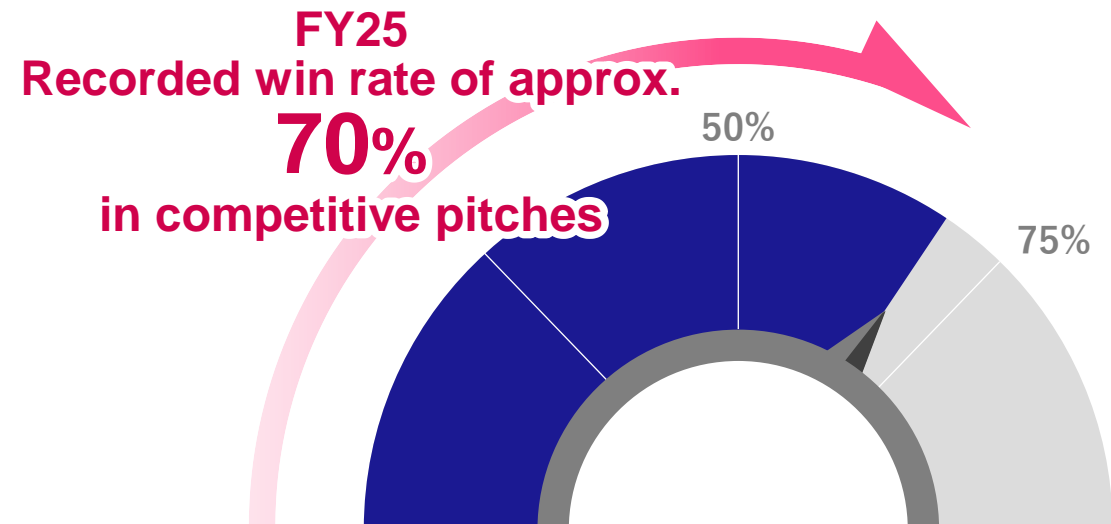
Generated over ¥30.0 billion in sales from the expanding next-generation video advertising domain



Sales over ¥300 billion

Implementation of Integrated Capabilities and Digital Marketing through Unified Operations of Hakuhodo and ONE

Achieved high win rate in large-scale digital projects via integrated Hakuhodo/ONE teams



1. Marketing Business: Promoting AI Development and Utilization

Established AI-ready planning environments and literacy across the Group

Driving **operational excellence and efficiency through AI**

Develop and utilize proprietary AI solutions

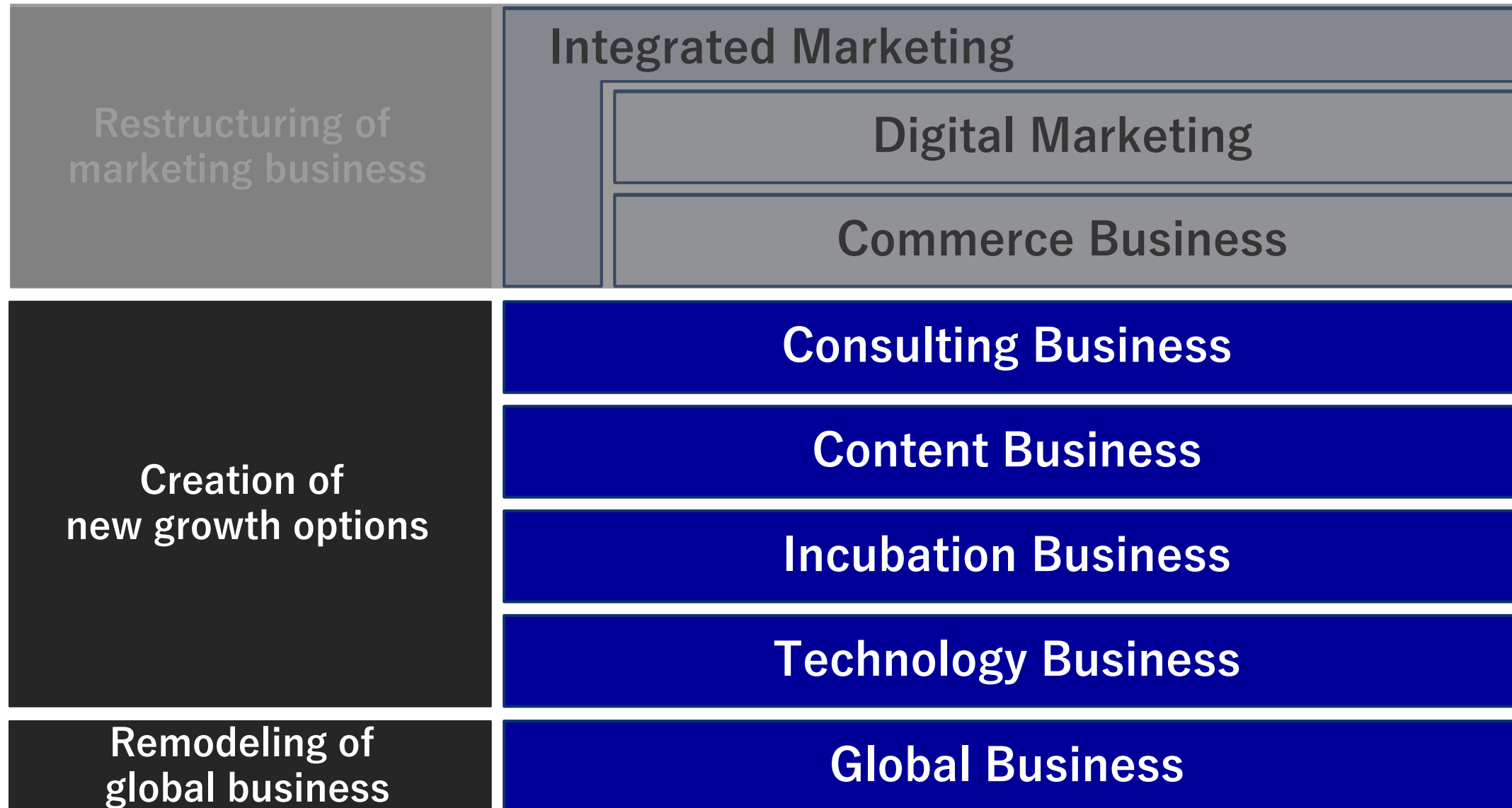
Enhance AI skills for all Group employees

Sharing diverse AI solutions as collective knowledge and promoting utilization across the Group
 Delivering results in client implementations, large-scale wins, and operational efficiency

Provided GenAI training to 30,000+ staff on a cumulative basis
 Introduced a reverse mentoring system where junior staff advise management



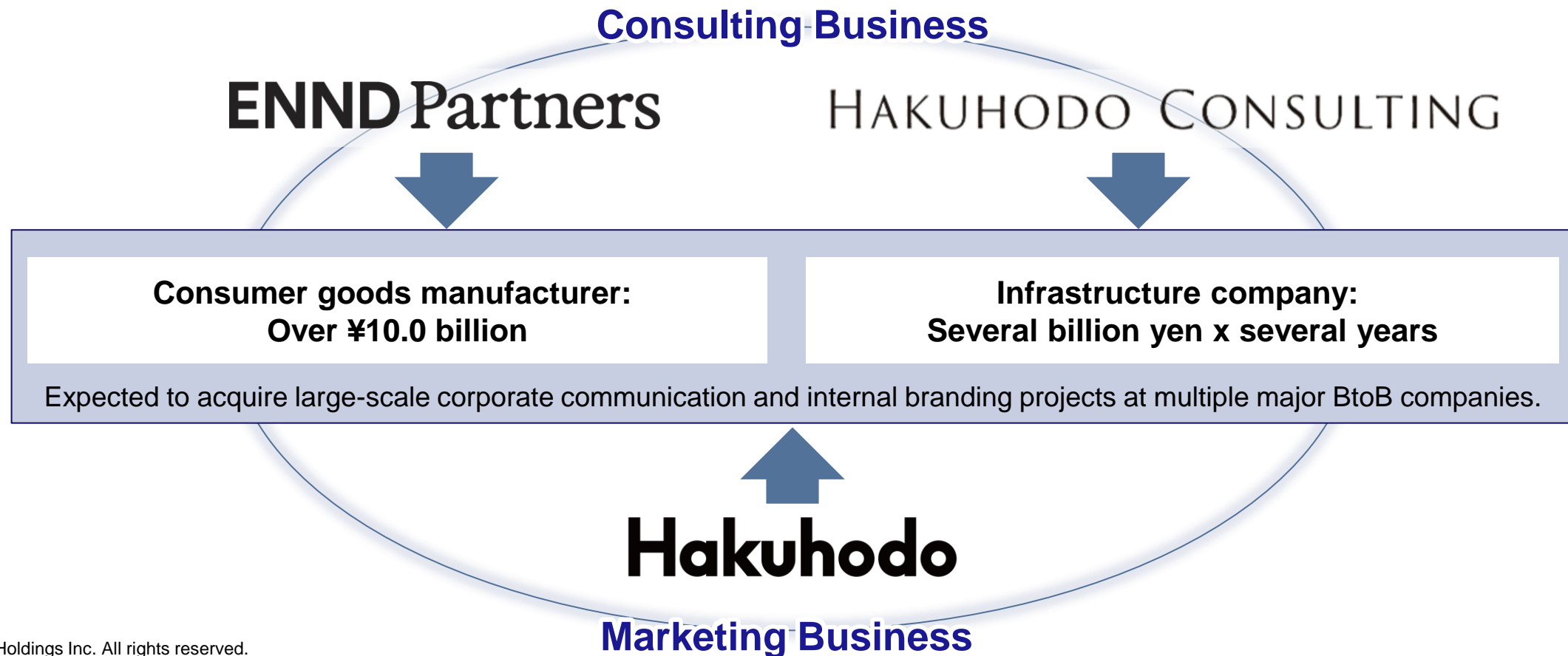
2. Initiatives in the Five Domains



2. The Five Domains: Growth of the Consulting Business

Group Collaboration Ecosystem: Consulting Business × Marketing Business

Acquired **large accounts/projects** exceeding ¥10.0 billion.



2. The Five Domains: Business Expansion in Content and Strategic Rollout of IP Business

Utilizing content to solve corporate issues

B2B business



New monetization models including B2C

Ownership of proprietary IP

Music IP

Chapter-I

Established **Chapter-I**, a joint venture with South Korean entertainment giant CJ ENM, which has a wealth of experience in the global entertainment business

Sports IP

Acquired shares in Amuse Sports Holdings, which manages top Japanese and US athletes, and commenced operations as **HAKUHODO Athlete Solution Inc.**

2. The Five Domains: Enhancing Organizational Structure to Drive New Growth Options

Integrating Group assets for faster decision-making

Accelerating growth by **combining functional integration with external expertise**

Structural Reform

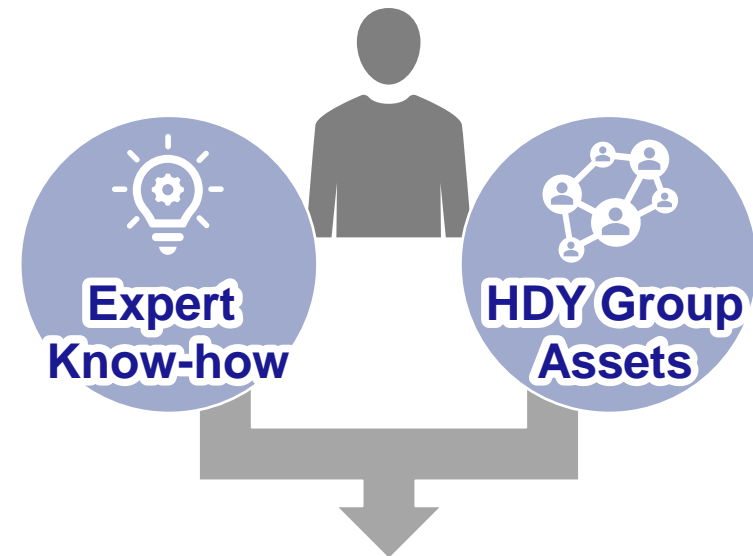
Integrating resources and assets from all Group companies to centralize investment and commercialization decision-making

HakuhodoDY holdings



Strengthening of Expertise

Participation of strategic leaders in the content and IP business



Driving inorganic growth in content business

The background is a light blue color with a complex, abstract pattern of overlapping, curved lines. These lines vary in thickness and opacity, creating a sense of depth and movement, similar to a stylized wave or a dynamic brushstroke. The overall effect is fluid and organic.

Hakuhodo DY holdings

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Appendix

Income Statement

Japanese GAAP-basis Income Statement for FY2025

(Millions of JPY)	YTD (12-Month)			by Quarter (3-Month)							
	Actual	YOY		Q1	YOY	Q2	YOY	Q3	YOY	Q4	YOY
Billings	1,580,460	-32,641	-2.0%	339,011	-3.8%	356,012	-7.0%	420,151	+1.5%	465,285	+0.3%
Revenue	861,003	-92,313	-9.7%	169,820	-15.2%	196,310	-13.7%	229,192	-1.1%	265,679	-9.6%
Gross Profit	406,037	+6,438	+1.6%	85,815	-3.6%	94,117	-0.4%	107,671	+5.8%	118,431	+3.6%
Gross Margin	25.7%	+0.9pt		25.3%	+0.1pt	26.4%	+1.8pt	25.6%	+1.0pt	25.5%	+0.8pt
SG&A Expenses	361,361	-655	-0.2%	83,288	-1.8%	85,902	-4.4%	89,815	+2.1%	102,355	+3.0%
Operating Income	44,675	+7,094	+18.9%	2,527	-39.9%	8,215	+76.0%	17,856	+29.6%	16,076	+7.7%
Operating Margin	11.0%	+1.6pt		2.9%	-1.8pt	8.7%	+3.8pt	16.6%	+3.1pt	13.6%	+0.5pt
Non-operating Income	6,108	-3,666	-37.5%	1,837	-44.0%	627	-20.8%	1,692	+77.8%	1,950	-58.9%
Non-operating Expenses	4,722	+26	+0.6%	1,460	+79.6%	1,050	-55.0%	705	n/a	1,506	-20.7%
Ordinary Income	46,061	+3,400	+8.0%	2,904	-56.5%	7,792	+149.4%	18,843	+25.0%	16,520	-7.1%
Extraordinary Income	2,239	-3,871	-63.4%	298	-68.5%	31	-92.6%	182	+148.1%	1,727	-62.9%
Extraordinary Loss	10,559	-6,870	-39.4%	959	-57.0%	3,008	-38.1%	2,376	-51.4%	4,215	-22.6%
Net Income before Taxes	37,741	+6,399	+20.4%	2,243	-58.4%	4,815	n/a	16,649	+62.3%	14,033	-17.4%
Income Tax	20,100	+1,141	+6.0%	3,865	-4.0%	2,308	-41.0%	6,538	+42.1%	7,388	+15.1%
Non-controlling Interest	865	-748	-46.4%	194	-81.3%	380	+325.2%	49	-87.9%	240	+264.8%
Net Income Attributable to Owners of Parent	16,775	+6,006	+55.8%	-1,816	-671.6%	2,127	n/a	10,060	+91.8%	6,404	-39.1%
Amortization of Goodwill	12,725	-2,944	-18.8%	3,447	-15.6%	2,768	-32.7%	3,122	-15.6%	3,386	-10.1%
Net Income before Amortization of Goodwill	29,501	+3,062	+11.6%	1,631	-63.0%	4,896	n/a	13,182	+47.4%	9,790	-31.4%

Results After Adjustments

FY2025

YTD (12-Month)

by Quarter (3-Month)

Results After Adjustments

(Millions of JPY)

	Actual	YOY		Q1	YOY	Q2	YOY	Q3	YOY	Q4	YOY
Billings	1,580,460	-29,374	-1.8%	339,011	-2.9%	356,012	-7.0%	420,151	+1.5%	465,285	+0.3%
Gross Profit	406,037	+9,694	+2.4%	85,815	+0.0%	94,117	-0.4%	107,671	+5.8%	118,431	+3.6%
Gross Margin	25.7%	+1.1pt		25.3%	+0.7pt	26.4%	+1.8pt	25.6%	+1.0pt	25.5%	+0.8pt
SG&A Expenses	361,361	-655	-0.2%	83,288	-1.8%	85,902	-4.4%	89,815	+2.1%	102,355	+3.0%
Operating Income	44,675	+10,350	+30.2%	2,527	+165.6%	8,215	+76.0%	17,856	+29.6%	16,076	+7.7%
Operating Margin	11.0%	+2.3pt		2.9%	+1.8pt	8.7%	+3.8pt	16.6%	+3.1pt	13.6%	+0.5pt
Amortization of Goodwill	12,725	-2,944	-18.8%	3,447	-15.6%	2,768	-32.7%	3,122	-15.6%	3,386	-10.1%
Operating Income before Amortization of Goodwill	57,401	+7,405	+14.8%	5,975	+18.6%	10,984	+25.1%	20,979	+20.1%	19,462	+4.1%
Operating Margin before Amortization of Goodwill	14.1%	+1.5pt		7.0%	+1.1pt	11.7%	+2.4pt	19.5%	+2.3pt	16.4%	+0.1pt

Adjustment Amount

(Millions of JPY)

	Actual	YOY		Q1	YOY	Q2	YOY	Q3	YOY	Q4	YOY
Billings	0	-3,266		0	-3,266	0	0	0	0	0	0
Gross Profit	0	-3,256		0	-3,256	0	0	0	0	0	0
SG&A Expenses	0	+0		0	+0	0	0	0	0	0	0
Operating Income	0	-3,256		0	-3,256	0	0	0	0	0	0

* Amortization of goodwill represents the total of goodwill amortization required under Japanese GAAP and amortization of intangible assets following business combinations.

* After adjustments = Excluding impact from the sale of shares in Mercari, Inc. held by UNITED, Inc., an equity method affiliate.

Results by Region

FY2025	(Millions of JPY)	Actual	YOY	
Japan				
	Billings	1,363,926	-15,970	-1.2%
	Revenue	644,469	-75,642	-10.5%
	Gross Profit	304,654	+7,557	+2.5%
	SG&A Expenses	218,460	+3,317	+1.5%
	Operating Income	86,193	+4,239	+5.2%
Overseas				
	Billings	226,054	-16,650	-6.9%
	Revenue	226,054	-16,650	-6.9%
	Gross Profit	107,359	-540	-0.5%
	SG&A Expenses	109,582	-5,857	-5.1%
	Operating Income	-2,223	+5,316	n/a
Elimination or Corporate				
	Billings	-9,520	-19	
	Revenue	-9,520	-19	
	Gross Profit	-5,975	-577	
	SG&A Expenses	33,317	+1,884	
	Operating Income	-39,293	-2,461	
Consolidated				
	Billings	1,580,460	-32,641	-2.0%
	Revenue	861,003	-92,313	-9.7%
	Gross Profit	406,037	+6,438	+1.6%
	SG&A Expenses	361,361	-655	-0.2%
	Operating Income	44,675	+7,094	+18.9%

Results by Region (YTD, by Quarter)

FY2025

YTD (12-Month)

by Quarter (3-Month)

Japan (After Adjustments)

(Millions of JPY)	YTD Actual	YOY		Q1	YOY	Q2	YOY	Q3	YOY	Q4	YOY
Billings	1,363,926	-12,704	-0.9%	294,367	-1.2%	303,713	-6.3%	367,658	+2.6%	398,186	+0.5%
Gross Profit	304,654	+10,813	+3.7%	61,983	+1.2%	69,749	+1.2%	83,299	+8.8%	89,621	+2.9%
Gross Margin	22.3%	+1.0pt		21.1%	+0.5pt	23.0%	+1.7pt	22.7%	+1.3pt	22.5%	+0.5pt
SG&A Expenses	218,460	+3,317	+1.5%	48,031	-2.1%	54,469	-0.8%	52,383	+3.7%	63,576	+4.9%
Operating Income	86,193	+7,496	+9.5%	13,951	+14.5%	15,280	+9.0%	30,915	+18.7%	26,045	-1.5%
Operating Margin	28.3%	+1.5pt		22.5%	+2.6pt	21.9%	+1.6pt	37.1%	+3.1pt	29.1%	-1.3pt
Amortization of Goodwill	1,954	-397	-16.9%	492	-9.5%	492	-17.3%	492	-17.0%	477	-22.9%
Operating Income before Amortization of Goodwill	88,147	+7,098	+8.8%	14,444	+13.4%	15,772	+7.9%	31,407	+17.9%	26,522	-1.9%
Operating Margin before Amortization of Goodwill	28.9%	+1.4pt		23.3%	+2.5pt	22.6%	+1.4pt	37.7%	+2.9pt	29.6%	-1.5pt

Overseas

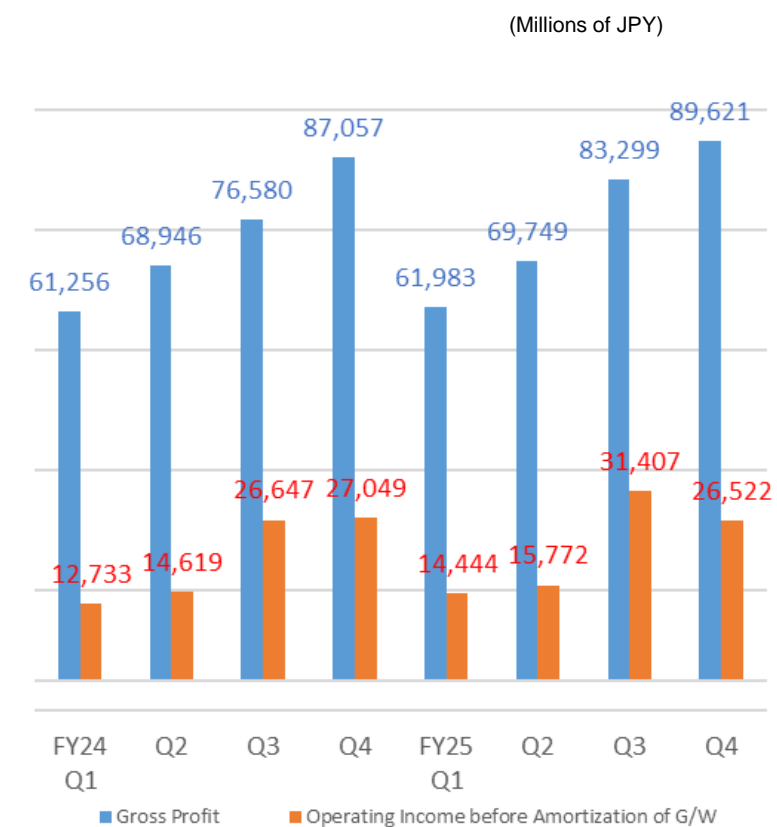
(Millions of JPY)	YTD Actual	YOY		Q1	YOY	Q2	YOY	Q3	YOY	Q4	YOY
Billings	226,054	-16,650	-6.9%	47,156	-12.3%	54,156	-11.6%	54,896	-5.3%	69,844	+0.2%
Gross Profit	107,359	-540	-0.5%	25,310	-2.7%	25,546	-5.5%	26,205	-0.6%	30,295	+6.2%
Gross Margin	47.5%	+3.0pt		53.7%	+5.3pt	47.2%	+3.1pt	47.7%	+2.3pt	43.4%	+2.5pt
SG&A Expenses	109,582	-5,857	-5.1%	27,625	-4.8%	25,852	-12.8%	26,795	-3.9%	29,309	+1.5%
Operating Income	-2,223	+5,316	n/a	-2,314	n/a	-305	n/a	-589	n/a	986	n/a
Operating Margin	-2.1%	+4.9pt		-9.1%	+2.4pt	-1.2%	+8.6pt	-2.3%	+3.6pt	3.3%	+4.5pt
Amortization of Goodwill	10,771	-2,546	-19.1%	2,955	-16.6%	2,276	-35.3%	2,630	-15.3%	2,909	-7.6%
Operating Income before Amortization of Goodwill	8,547	+2,769	+47.9%	641	+18.6%	1,970	+124.3%	2,040	+30.2%	3,896	+39.5%
Operating Margin before Amortization of Goodwill	8.0%	+2.6pt		2.5%	+0.5pt	7.7%	+4.5pt	7.8%	+1.8pt	12.9%	+3.1pt

Results by Region (Japan: After Adjustments)

FY2025

(Millions of JPY)	Actual	YOY	
Billings	1,363,926	-12,704	-0.9%
Gross Profit	304,654	+10,813	+3.7%
Gross Margin	22.3%	+1.0pt	
SG&A Expenses	218,460	+3,317	+1.5%
Operating Income	86,193	+7,496	+9.5%
Operating Margin	28.3%	+1.5pt	
Amortization of Goodwill*	1,954	-397	-16.9%
Operating Income before Amortization of G/W	88,147	+7,098	+8.8%
Operating Margin before Amortization of G/W	28.9%	+1.4pt	

Gross Profit & Operating Income before Amortization of Goodwill by Quarter



* Amortization of goodwill represents the total of goodwill amortization required under Japanese GAAP and amortization of intangible assets following business combinations.

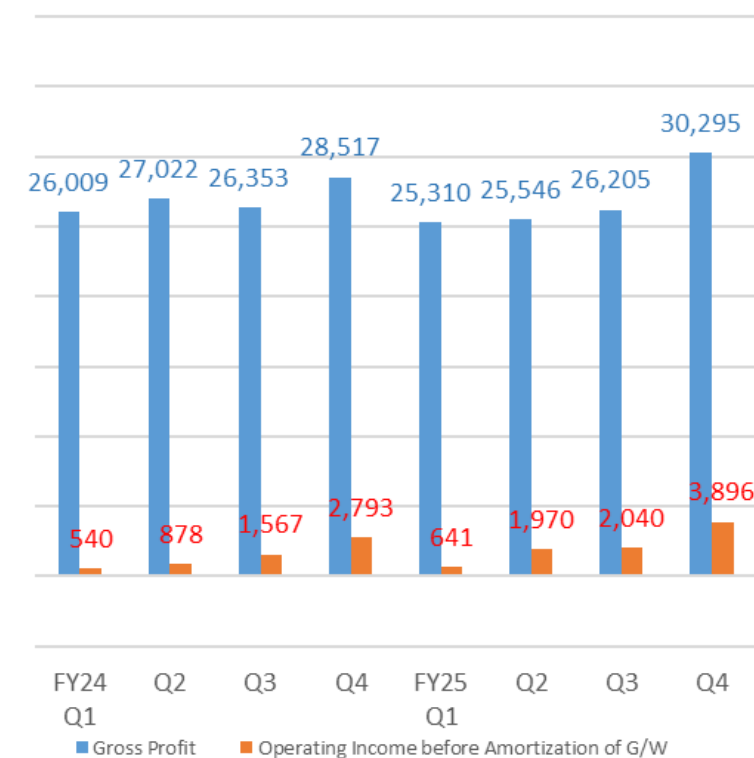
Results by Region (Overseas)

FY2025

(Millions of JPY)	Actual	YOY	
Billings	226,054	-16,650	-6.9%
Gross Profit	107,359	-540	-0.5%
Gross Margin	47.5%	+3.0pt	
SG&A Expenses	109,582	-5,857	-5.1%
Operating Income	-2,223	+5,316	n/a
Operating Margin	-2.1%	+4.9pt	
Amortization of Goodwill*	10,771	-2,546	-19.1%
Operating Income before Amortization of G/W	8,547	+2,769	+47.9%
Operating Margin before Amortization of G/W	8.0%	+2.6pt	

Gross Profit & Operating Income before Amortization of Goodwill by Quarter

(Millions of JPY)



* Amortization of goodwill represents the total of goodwill amortization required under Japanese GAAP and amortization of intangible assets following business combinations.

Japan: Billings by Type of Service

FY2025

(Millions of JPY)	Actual	YOY		Composition
Newspaper	24,132	-2,752	-10.2%	1.8%
Magazine	5,635	-965	-14.6%	0.4%
Radio	8,049	-765	-8.7%	0.6%
Television	369,389	-2,131	-0.6%	27.9%
Traditional Media Service Subtotal	407,207	-6,614	-1.6%	30.8%
Internet Media	357,412	+3,428	+1.0%	27.0%
Outdoor Media	39,653	+3,309	+9.1%	3.0%
Media Service Subtotal	804,273	+123	+0.0%	60.8%
Creative	168,534	+5,687	+3.5%	12.7%
Marketing/Promotion	307,215	-15,726	-4.9%	23.2%
Other (Content, etc.)	42,903	+1,420	+3.4%	3.2%
Non-Media Service Subtotal	518,652	-8,618	-1.6%	39.2%
Total	1,322,925	-8,494	-0.6%	100.0%
Internet Advertising Domain Billings	431,544	+3,661	+0.9%	32.6%

Billings by Type of Service (YTD, by Quarter)

FY2025

(Millions of JPY)	YTD (12-Month)			by Quarter (3-Month)							
	YTD Actual	YOY		Q1	YOY	Q2	YOY	Q3	YOY	Q4	YOY
Newspaper	24,132	-2,752	-10.2%	5,113	-7.6%	5,611	-7.4%	6,447	-13.8%	6,960	-10.9%
Magazine	5,635	-965	-14.6%	1,121	-14.9%	1,341	-19.3%	1,662	-21.4%	1,510	+0.4%
Radio	8,049	-765	-8.7%	1,908	-13.4%	1,970	-5.3%	2,057	-14.8%	2,112	-0.2%
Television	369,389	-2,131	-0.6%	80,010	-9.7%	80,323	-7.9%	104,470	+0.3%	104,584	+14.4%
Traditional Media Service Subtotal	407,207	-6,614	-1.6%	88,153	-9.8%	89,247	-8.1%	114,637	-1.3%	115,168	+12.0%
Internet Media	357,412	+3,428	+1.0%	90,803	+5.5%	81,471	+0.0%	89,715	-2.3%	95,422	+0.9%
Outdoor Media	39,653	+3,309	+9.1%	8,959	+12.6%	9,360	+13.8%	10,933	+9.9%	10,399	+1.8%
Media Service Subtotal	804,273	+123	+0.0%	187,915	-2.0%	180,079	-3.6%	215,286	-1.2%	220,991	+6.4%
Creative	168,534	+5,687	+3.5%	34,567	+5.2%	37,467	+2.9%	44,535	-1.2%	51,964	+7.1%
Marketing/Promotion	307,215	-15,726	-4.9%	57,102	+1.0%	66,218	-20.3%	84,912	+20.7%	98,981	-12.4%
Other (Content, etc.)	42,903	+1,420	+3.4%	7,415	-4.7%	10,788	+29.0%	12,776	-2.7%	11,921	-2.4%
Non-Media Service Subtotal	518,652	-8,618	-1.6%	99,085	+2.0%	114,474	-10.4%	142,224	+10.7%	162,868	-6.3%
Total	1,322,925	-8,494	-0.6%	287,001	-0.7%	294,553	-6.4%	357,511	+3.2%	383,859	+0.6%
Internet Advertising Domain Billings	431,544	+3,661	+0.9%	105,351	+5.2%	98,645	+1.1%	108,162	-3.8%	119,385	+1.4%

Japan: Billings by Client Industry

FY2025	(Millions of JPY)	Actual	YOY	Composition
Information/Communications		159,617	+5,439 +3.5%	12.9%
Restaurants/Services		123,763	+5,422 +4.6%	10.0%
Beverages/Cigarettes/Luxury foods		112,024	-227 -0.2%	9.1%
Automobiles/Related products		107,563	+6,372 +6.3%	8.7%
Finance/Insurance		91,663	+11,360 +14.1%	7.4%
Foodstuffs		84,517	-3,979 -4.5%	6.8%
Cosmetics/Toiletries		72,891	-2,716 -3.6%	5.9%
Transportation/Leisure		63,605	-860 -1.3%	5.2%
Pharmaceuticals/Medical supplies		58,078	-751 -1.3%	4.7%
Real estate/Housing facilities		56,744	+26 +0.0%	4.6%
Government/Organizations		54,927	-25,957 -32.1%	4.5%
Distribution/Retailing		45,641	-15,231 -25.0%	3.7%
Apparel/Accessories		30,975	-1,883 -5.7%	2.5%
Energy/Materials/Machinery		28,171	+2,455 +9.5%	2.3%
Games/Sporting goods/Hobby supplies		26,710	-1,668 -5.9%	2.2%
Household products		22,345	+5,865 +35.6%	1.8%
Medical services/Education/Religion		21,345	+7,420 +53.3%	1.7%
Precision machinery/Office supplies		19,652	+1,339 +7.3%	1.6%
Home electric appliances/AV equipment		17,919	-994 -5.3%	1.5%
Publishing		15,021	+188 +1.3%	1.2%
Classified advertising/Other		21,121	+4,893 +30.2%	1.7%
Total		1,234,301	-3,484 -0.3%	100.0%

Japan: Billings by Client Industry

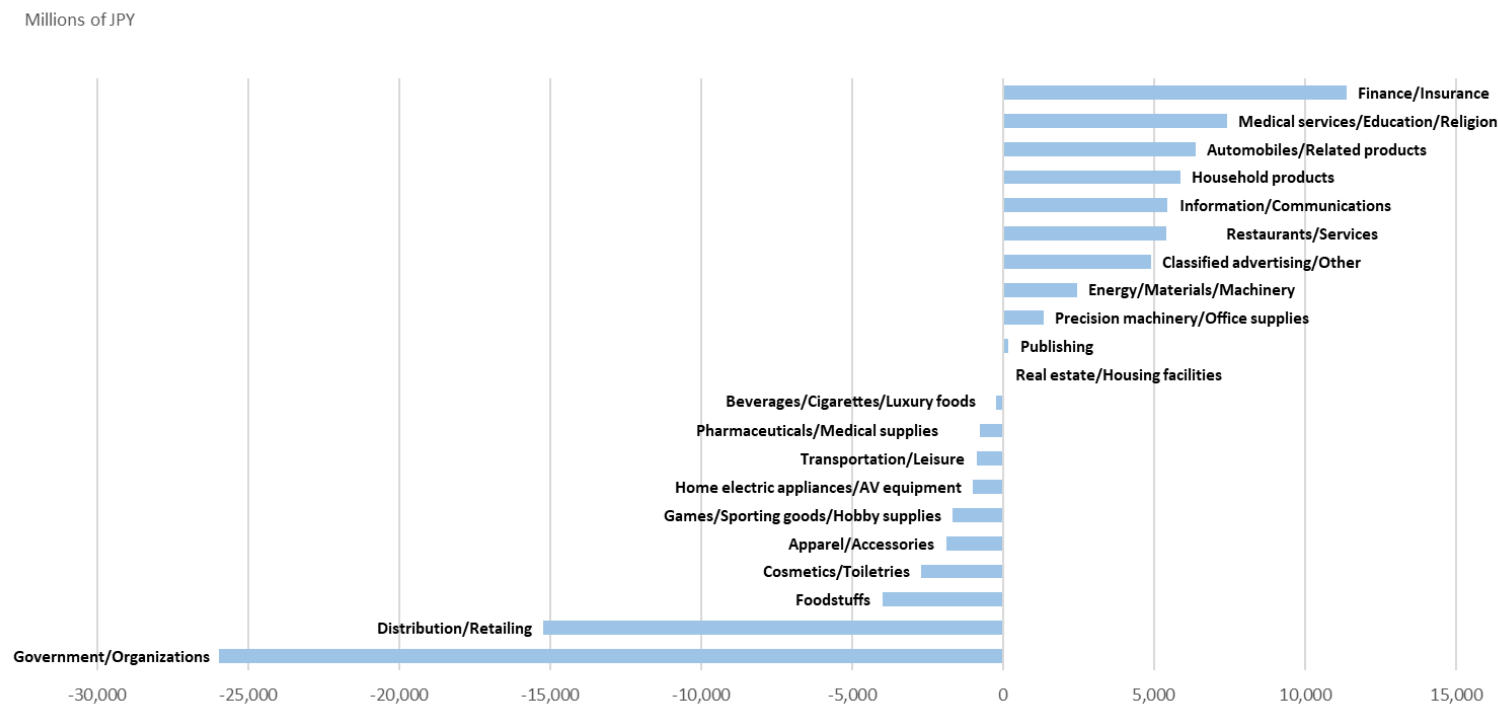
● Positive Industries

Finance/Insurance	FY2025 Actual	¥ 91.6B	YoY +¥ 11.3B (+14.1%)
Medical services/Education/Religion		¥ 21.3B	YoY +¥ 7.4B (+53.3%)

● Negative Industries

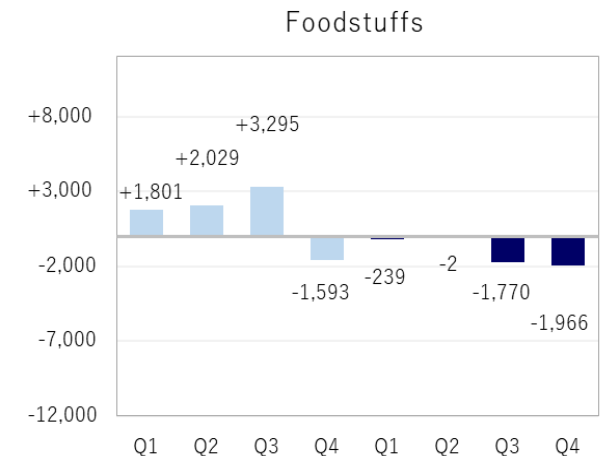
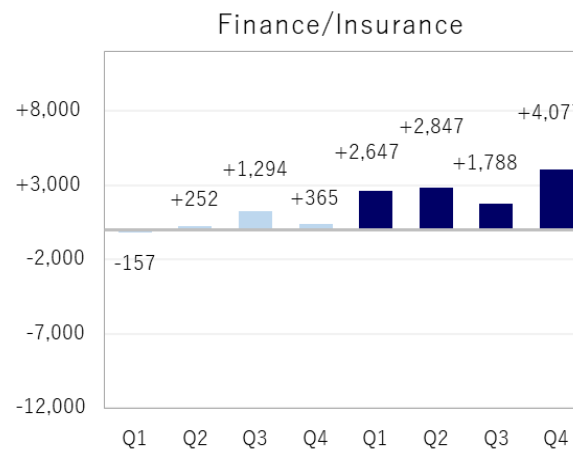
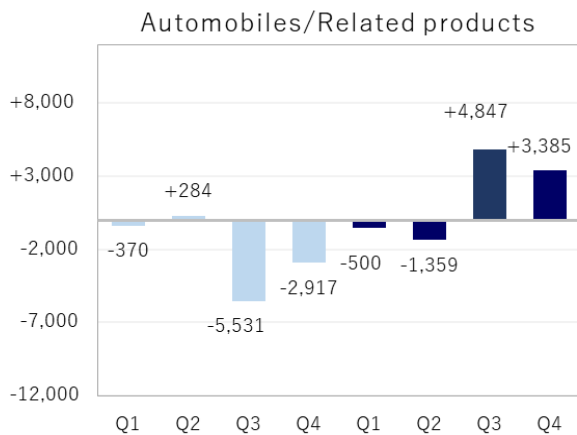
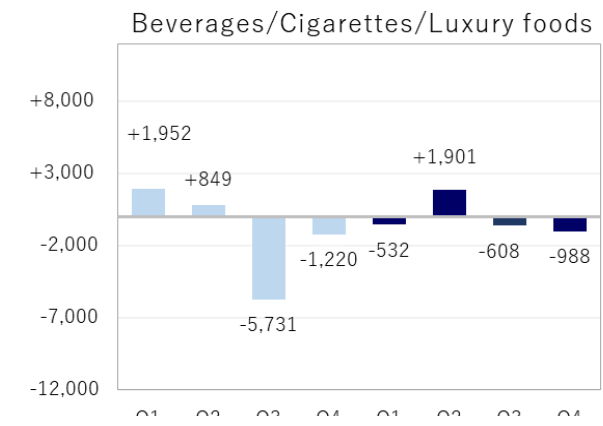
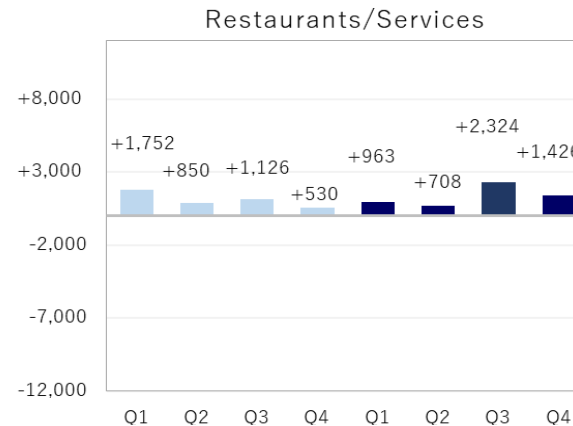
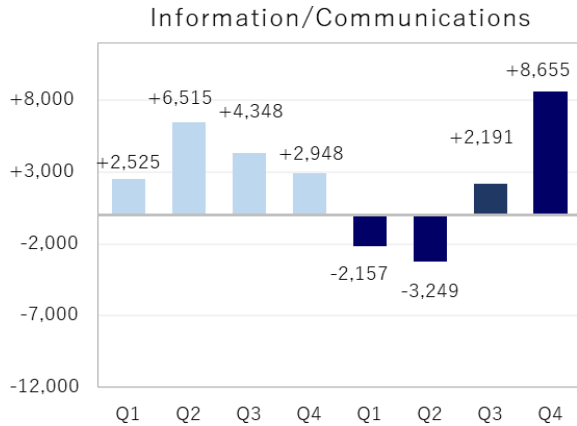
Government/Organizations	FY2025 Actual	¥ 54.9B	YoY -¥ 25.9B (-32.1%)
Distribution/Retailing		¥ 45.6B	YoY -¥ 15.2B (-25.0%)

FY2025 *YoY Change



Japan: Billings by Client Industry (by Quarter) 1

FY2024 FY2025
(Millions of JPY)

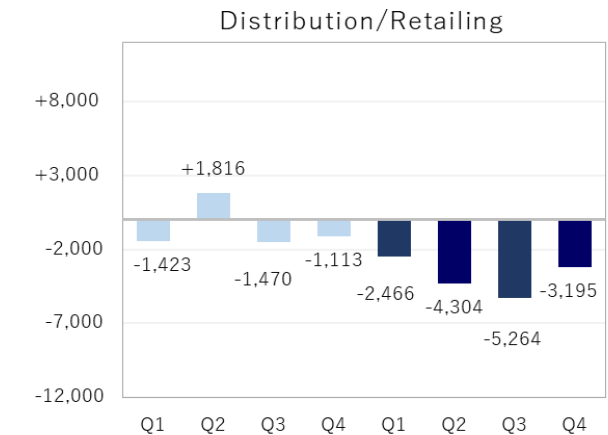
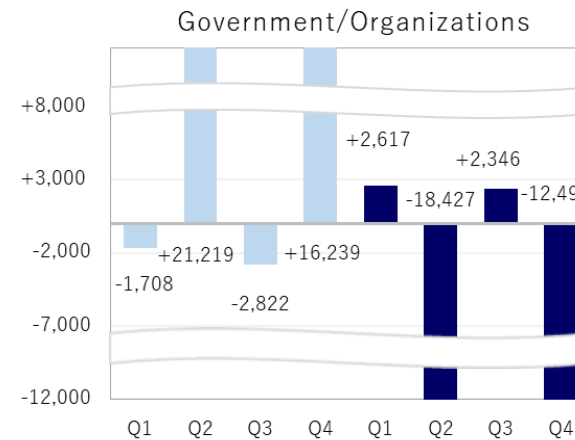
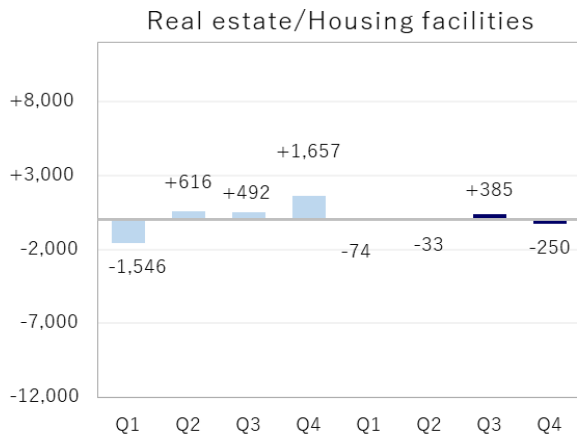
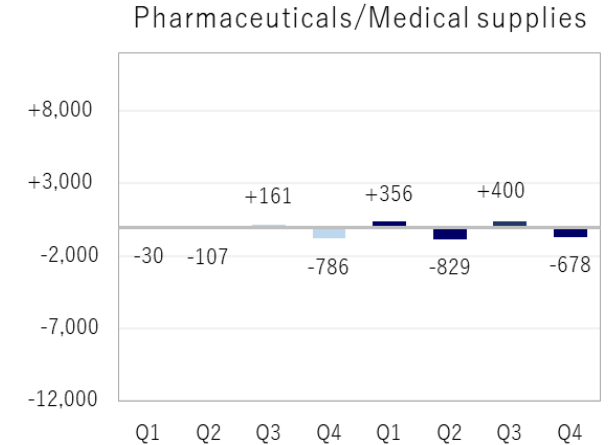
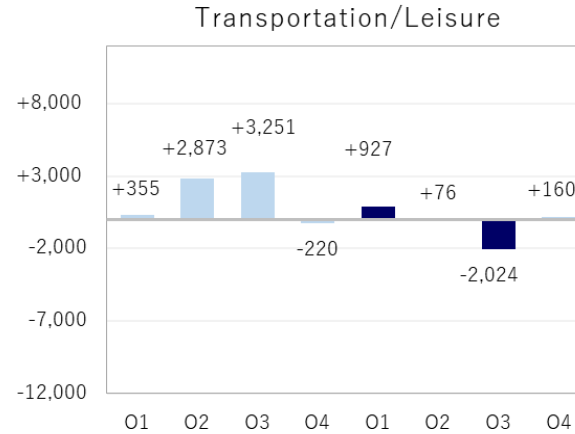
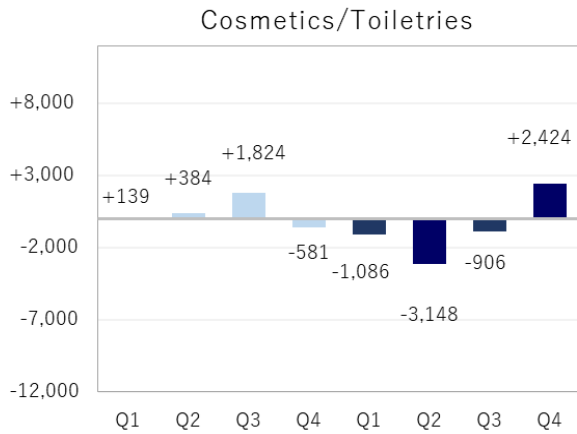


Refer to the Notes on P.46 for the change in the companies included in the calculation of billings by client industry.

YoY figures for the FY2024 is based on data prior to changes in the companies included in the calculation.

Japan: Billings by Client Industry (by Quarter) 2

FY2024 FY2025
(Millions of JPY)

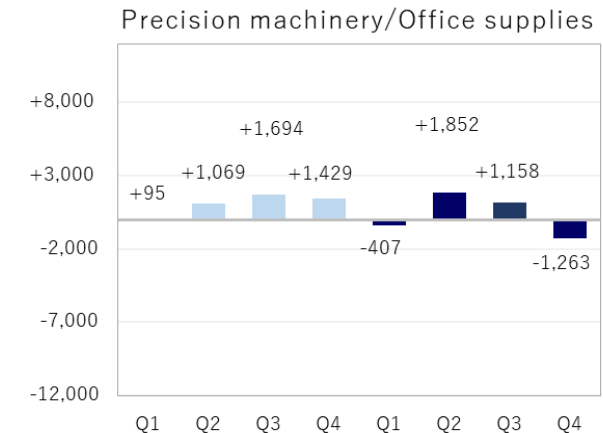
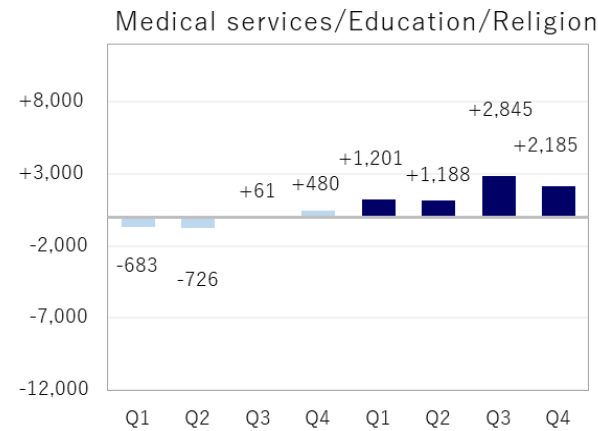
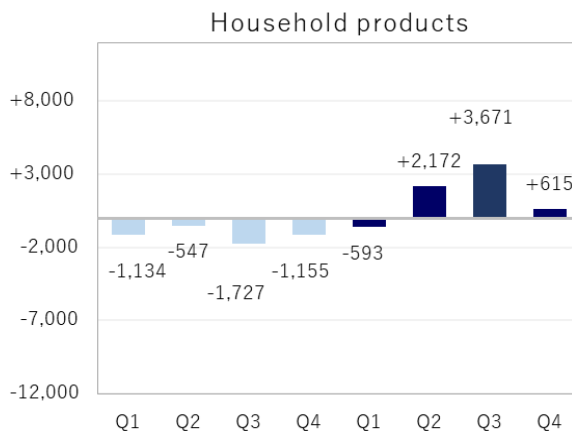
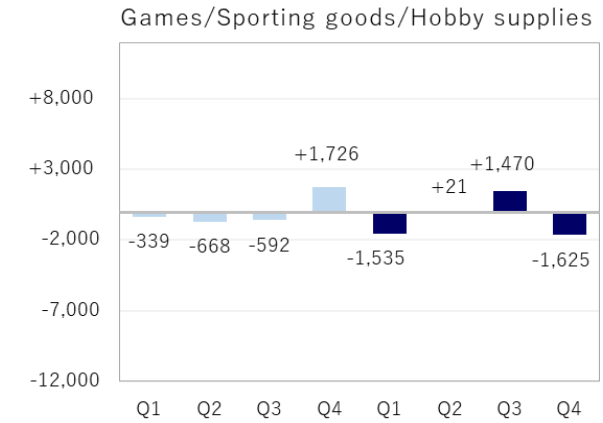
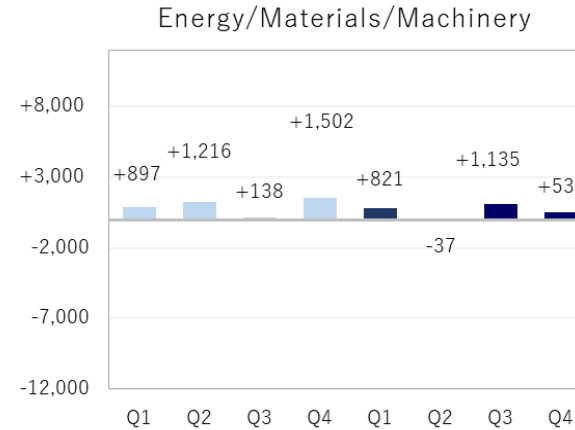
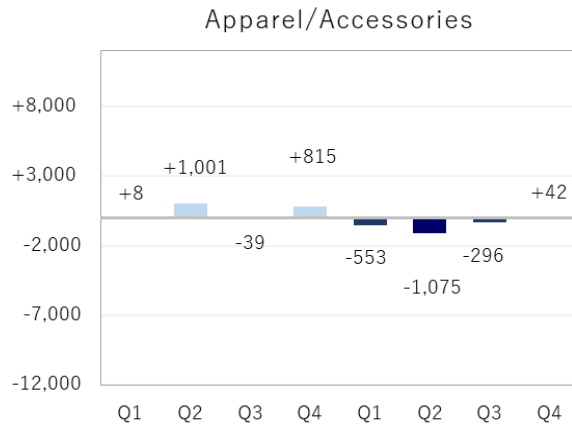


Refer to the Notes on P.46 for the change in the companies included in the calculation of billings by client industry.

YoY figures for the FY2024 is based on data prior to changes in the companies included in the calculation.

Japan: Billings by Client Industry (by Quarter) 3

■ FY2024
 ■ FY2025
 (Millions of JPY)

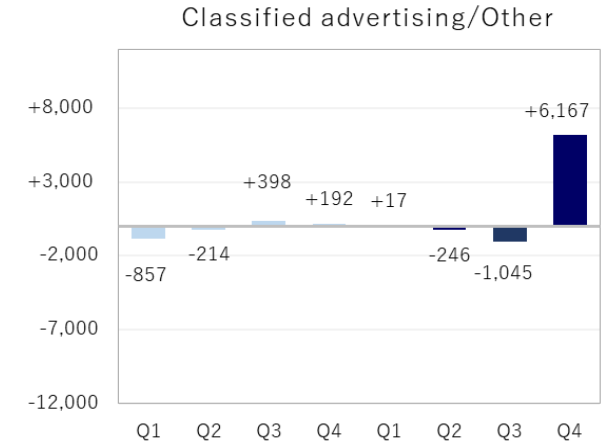
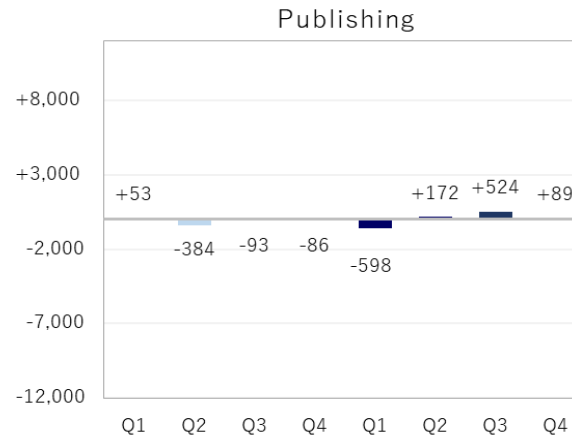
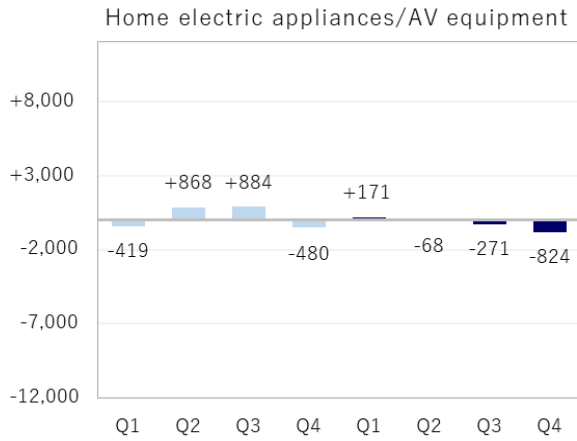


Refer to the Notes on P.46 for the change in the companies included in the calculation of billings by client industry.

YoY figures for the FY2024 is based on data prior to changes in the companies included in the calculation.

Japan: Billings by Client Industry (by Quarter) 4

FY2024 FY2025
(Millions of JPY)



Refer to the Notes on P.46 for the change in the companies included in the calculation of billings by client industry.

YoY figures for the FY2024 is based on data prior to changes in the companies included in the calculation.

Selling, General & Administrative Expenses

FY2025

(Millions of JPY)	Actual	YOY	
Personnel	241,543	+1,179	+0.5%
Rent	18,784	-1,531	-7.5%
Depreciations	12,145	+1,335	+12.4%
Amortization of Goodwill	12,725	-2,944	-18.8%
Other	76,161	+1,305	+1.7%
Other	119,817	-1,835	-1.5%
Total SG&A Expenses	361,361	-655	-0.2%

Major Change Factors in SG&A Expenses (Millions of JPY)

FY2024 SG&A Expenses	362,017
Change in scope of consolidation	-2,902
Amortization of goodwill	-2,944
Personnel (other than above)	+2,766
Other expenses (other than above)	+2,426
FY2025 SG&A Expenses	361,361

Other Income/Loss & Extraordinary Items

FY2025	Other Income/Loss (Millions of JPY)	Actual	YOY
	Non-operating Income	6,108	-3,666
	Interest Income	505	-264
	Dividend Income	2,218	+4
	Foreign Exchange Gains	1,430	+1,430
	Investment Partnership Income	-	-1,040
	Non-operating Expenses	4,722	+26
	Interest Expenses	1,561	+265
	Foreign Exchange Loss	-	-624
	Equity Method Loss	1,137	-209
	Investment Partnership Loss	279	+279
	Extraordinary Items (Millions of JPY)	Actual	YOY
	Extraordinary Income	2,239	-3,871
	Gain on Sales of Investment Securities	1,313	
	Gain on Sales of Shares of Subsidiaries and Associates	231	
	Extraordinary Losses	10,559	-6,870
	Special Retirement Expenses	4,261	
	Loss from Disposal of Fixed Assets	1,267	
	Loss on Valuation of Investment Securities	1,350	
	Office Relocation Expenses	350	
	Impairment Loss	1,080	

Balance Sheet

(Millions of JPY)	As of March 31, 2026	Change *	Composition
Current Assets	742,959	+29,685	68.7%
Cash & Deposits	238,960	+27,455	
Notes and Accounts Receivable	424,811	+11,460	
Non-current Assets	338,172	+1,254	31.3%
Tangible Assets	52,867	-4,924	
Intangible Assets	91,990	-7,620	
Goodwill	49,805	-7,407	
Investments & Other Assets	193,314	+13,799	
Investment Securities	121,184	+4,954	
Shares of Subsidiaries and Associates	18,612	+8,006	
Total Assets	1,081,132	+30,940	100.0%
Current Liabilities	535,806	+65,972	49.6%
Notes and Accounts Payable	270,819	+10,799	
Short-term Borrowings	7,170	+287	
Current Portion of Long-term Borrowings	22,985	+22,400	
Non-current Liabilities	142,808	-23,866	13.2%
Long-term Borrowings	65,323	-18,767	
Total Liabilities	678,615	+42,105	62.8%
Shareholders' Equity	327,036	-9,276	30.2%
Share Capital	10,790	-	
Retained Earnings	321,110	-25,185	
Treasury Shares	-4,864	+15,909	
Accumulated Other Comprehensive Income	62,091	+8,149	5.7%
Share Acquisiton Rights	2	-124	0.0%
Non-controlling Interests	13,385	-9,914	1.2%
Total Net Assets	402,516	-11,165	37.2%

* Change from the balance as of March 31, 2025

Cash Flow Statements

FY2025	(Millions of JPY)	Actual	YOY
Cash Flows from Operating Activities		68,361	-14,085
Cash Flows from Investing Activities		-14,086	-556
Purchase of Property, Plant and Equipment		-3,394	+485
Proceeds from Sales of Property, Plant and Equipment		70	-206
Purchase of Intangible Assets		-8,051	+4,710
Purchase of Investment Securities		-4,297	-969
Proceeds from Sales of Investment Securities		8,795	-4,893
Payments for Investments in Capital		-262	+1,490
Purchase of Subsidiary Shares and Capital		-1,469	+2,781
Payments for Purchase of Subsidiary Shares Resulting in Change in Scope of Consolidation		-1,047	+751
Proceeds from Purchase of Subsidiary Shares Resulting in Change in Scope of Consolidation		8,760	+8,737
Cash Flows from Financing Activities		-30,662	+15,185
Net Increase (Decrease) in Short-term Borrowings		-272	+7,966
Net Increase (Decrease) in Long-term Borrowings & Bonds		-552	-552
Purchase of Treasury Shares		-10,000	-9,999
Dividends Paid		-11,726	+18
Dividends Paid to Non-controlling Interests		-666	+1,206
Payments for Purchase of Subsidiary Shares Not Resulting in Change in Scope of Consolidation		-6,197	-4,755
Cash and Cash Equivalents at Beginning of Period		207,520	+27,452
Cash and Cash Equivalents at End of Period		233,077	+25,557

Medium-term Business Plan: Summary of full-year progress in FY2025

Medium-Term Business Plan

	Medium-term target (for FY2026)	Full-year result for FY2025
CAGR of operating income after adjustments* ¹ and before amortization of goodwill	At least +10%	+14.3%
CAGR of gross profit after adjustments* ¹	At least +5%	+2.3%
Operating margin after adjustments* ¹ and before amortization of goodwill	At least 13%	14.1%
ROE before amortization of goodwill	At least 10%	7.6%

Monitoring indicators

	Monitoring indicators (for FY2026)	Full-year result for FY2025
Restructuring of marketing business	CAGR of gross profit in domestic marketing business* ²	Approx. +4%
	Operating margin of domestic marketing business before amortization of goodwill	At least 15%
	CAGR of gross profit in domestic digital marketing* ²	Above-market growth Approx. +9% * ³
Creation of new growth options	CAGR of gross profit of the four business domains combined* ^{2,4}	At least +10%
Remodeling of global business	CAGR of gross profit in global business* ²	Approx. +5%
	Operating margin of global business before amortization of goodwill	Approx. 10%

*1 Excluding gain on disposal of Mercari shares

*2 Base year: FY2023

*3 Our estimation

*4 Consulting business, technology business, content business and incubation business

Sustainability: Formulation of Basic Procurement Policies and Guidelines

- Formulated the Basic Procurement Policies and Guidelines to secure stable procurement (QCD), drive social responsibility (human rights, environment), and strengthen compliance and risk management systems. We are committed to achieving responsible procurement and building sustainable supply chains.

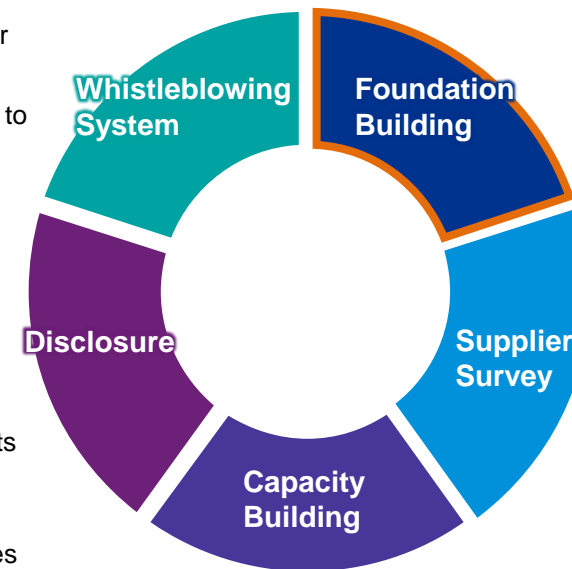
Hakuhodo DY Group Basic Procurement Policies (Preamble)

The Hakuhodo DY Group’s Global Purpose is: “Aspirations Unleashed break down boundaries, open new doors, and usher in new eras for every sei-katsu-sha, organization and society.”

As a responsible partner for all our stakeholders, we aim to create the future by connecting sei-katsu-sha, organizations and society to generate new relationship value using sei-katsu-sha–centered creativity. To help us realize this goal, we have drawn up these Hakuhodo DY Group Basic Procurement Policies.

Next Steps for Sustainable Procurement

- ✓ Establishment of a whistleblowing channel for suppliers
- ✓ Development of a system to respond to supplier whistleblowing
- ✓ Disclosure of our initiative policies
- ✓ Disclosure of survey progress
- ✓ Disclosure of survey results and responses
- ✓ Disclosure of incident occurrences and responses



- ✓ **Formulation of procurement policies and guidelines**
- ✓ Establishment of a supplier management system
- ✓ Incorporation into agreements and contracts

- ✓ Confirmation of Guideline compliance
- ✓ Identification of potential risks
- ✓ Initiatives for risk reduction
- ✓ Follow-up and monitoring

- ✓ Education and training for suppliers
- ✓ Education and training for procurement staff

Sustainability: Environmental Initiatives

- We updated our Environmental Policy in response to changing societal expectations, including decarbonization, and in consideration of our Sustainability Policy and Materiality.
- Additionally, we have established environmental targets aligned with international Science Based Targets (SBT) standards.

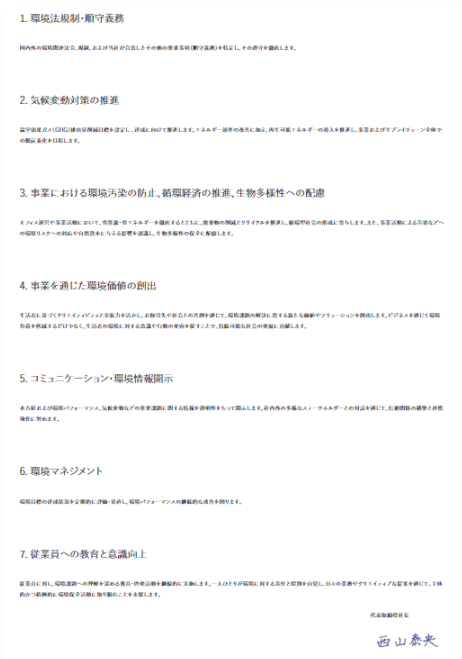
New Environmental Policy

Addresses not only risk mitigation but also behavioral shifts among *sei-katsu-sha* toward climate action

Policy Highlights

Incorporated the following elements in line with our unique challenges, businesses, and services:

- Clarification of roles and responsibilities
- Legal compliance
- Environmental targets & commitments
- Employee education
- Environmental management
- Addressing climate change
- Environmental pollution (Prevention)
- Disclosure responsibilities, etc.



New Targets

Reviewed the base year and target scope, and set new targets for Scope 1 & 2, Scope 3, and renewable energy

2030 Targets		Previous	New
GHG	Base year	2019	2023
	Scope	5 principal domestic companies	Consolidated domestic & international
	Scope 1 & 2 (vs. base year)	50% reduction	50% reduction
	Scope 3 (vs. base year)	30% reduction	25% reduction
Renewable energy (by 2030)		60% adoption	100% adoption

Cautionary Statements Concerning Forward-looking Statements, Change in Accounting Standards & Note Concerning Audits

Cautionary Statements Concerning Forward-looking Statements

This presentation includes forward-looking statements concerning forecasts of operating results, business plans and policies, management strategies, goals, plans, future figures and values, views and evaluations of facts, and other items associated with Hakuhodo DY Holdings and the Hakuhodo DY Group. These and other statements that are not historical facts represent forecasts, expectations, assumptions, plans, views, evaluations and other positions of management based on information available when this presentation was prepared. To prepare figures used for forecasts and predictions, confirmed facts from past activities have been combined with certain assumptions that are essential to formulating forecasts and predictions. Due to the nature of these facts and assumptions, there is no guarantee of their accuracy from an objective viewpoint or any guarantee that future events will occur as presented in these forward-looking statements.

The following is a list of some, but not all, risks and uncertainties that may prevent these facts and assumptions from being accurate from an objective viewpoint or from becoming a reality in the future.

- (1) Risks associated with the advertising industry in general (changes in the advertising industry climate due to fluctuations in the economy, changes in business practices and other events)
- (2) Risks associated with revisions of laws and regulations
- (3) Risks associated with advertisers and media companies (the need to respond accurately to shifts in needs of entities the company does business with)
- (4) Risks associated with competition (competition with other advertising companies, companies newly entering the industry and others)
- (5) Risks associated with the expansion of business domains resulting from structural changes in markets
- (6) Risks associated with conducting business globally
- (7) Risks associated with lawsuits and similar actions
- (8) Risks associated with climate, pandemics, and conflicts, etc.

Change in Accounting Standards

Effective from Q1 FY2021, the company has applied “Accounting Standard for Revenue Recognition” (ASBJ Statement No. 29, March 31, 2020). These materials have been prepared based on figures after retrospective application of the revenue recognition standard.

In addition, due to the application of this Standard, “billings” is no longer included in consolidated financial statements, etc. However, following our disclosure in FY2024, we continue to include it in this document, as we believe it is useful for understanding the performance of the Group.

Change in the Companies included in the Calculation of Billings by Type of Service and Client Industry

Effective from FY2025, we have revised the companies included in the calculation in order to accurately reflect the actual situation. Billings by type of service and client industry for FY2024 are, in principle, calculated based on the revised classification method, but some figures based on the previous classification method are included.

Notes Concerning Audit

This presentation information was not audited by an independent auditor.