



KeyHolder, Inc. Business Introduction

FY12, 2023

Updated April 1, 2024

This translation was prepared for reference purposes only. Should there be any inconsistency between the translation and the original Japanese document, the latter shall prevail.



4712

Index

Corporate Profile	p.3
Our Business	p.12
Financial Information	p.21

Corporate Profile



Message from the President and Representative Director

Thank you very much for your continued support.

Through numerous mergers and acquisitions, we have strengthened our business as a holding group and have also expanded the scale of our earnings. Although we continue to be affected by a number of external factors, including the still tense international situation, domestic financial market trends, and ever-changing consumer needs, from the perspective of ensuring future profitability and a stable business structure, we believe that we are now in a situation where we need to shift to an even more robust organization and business structure.

We have already announced this shift at our company's financial results briefing and general shareholders' meeting. In the medium to long term...

“Creation of new original IP content”

“Creation of video content in line with global standards.”

“Developing new sales channels in the advertising field and expanding the digital domain”

We view these three objectives as important issues in our business, where we will focus our resources into each of our subsidiaries in the general entertainment business, video production business, and advertising agency business to the maximum extent possible. At the same time, by creating new content that can become a pillar of future earnings, we will carry out major reforms aimed at making great strides in the future.

Even as the social structure and corporate nature continue to change with the times, we will do our utmost to continue to grow as a sustainable corporate group that contributes to the enhancement of corporate value. As such, I would humbly like to ask for the continued support and encouragement of our stakeholders, including shareholders, investors, and financial institutions, as we pursue these ventures going forward.

KeyHolder, Inc.

President and Representative Director

Yushi Ohide

大出 悠史

Group Policy

“Creating Abundance”

"Building a joyful and abundant future through integrity and constant innovation"

Group Philosophy

- All company members operate with the highest of ethical sensitivities and work faithfully to increase the value of the group.
 - Our work is fueled by determination, high aspirations, and a desire to take on new challenges.
 - Contributing to society by providing products and services tailored to the changing times.
-

Company Name Background

“Key” + **“Holder”**
crucial (role, etc.), essential owner, supporter

“Key” refers to the belief in our support of all our stakeholders (shareholders, clients, employees, etc.) and various industry and business development. By "holding" them firmly, our aim is to push a variety of projects forward, growing with innovation and dynamism into an appealing group of companies. It is with this notion in mind that the name "KeyHolder" was chosen.

About KeyHolder

Company Name	: KeyHolder, Inc.
Office Location	: 3-16-3 Higashi, Shibuya-ku, Tokyo, 150-0011
Date of establishment	: December 25, 1967
Representative	: Yushi Ohide, President and Representative Director
Capital	: 92,450,000 yen
End of Fiscal Year	: December
Subsidiaries	: 16 (including KeyHolder)
Number of Employees	: 535 (including temporary employees)
Stock	: Number of Shares Issued 18,967,410
Listed stock exchange	: Tokyo Stock Exchange Standard (Securities Code: 4712)



Shareholders

As of December 31, 2023	
Names	Shareholding ratio(%)
J Trust Co., Ltd.	29.81
Yasushi Akimoto	7.59
OMOTESANDO CAPITAL Co.,Ltd.	7.23
KeyHolder, Inc.	2.59
SMEJ Plus, Inc.	2.59
Atsushi Morita	1.99
Forthree, Inc.	1.58
Yoshihiro Akatsuka	1.57
DAIICHIKOSHO CO., LTD.	1.55
Dentsu Group Inc.	1.17

*Including latent shares	
Names	Shareholding ratio(%)
J Trust Co., Ltd.	26.91
Yasushi Akimoto	11.92
OMOTESANDO CAPITAL Co.,Ltd.	6.53
Nobuyuki Akimoto	2.66
SMEJ Plus, Inc.	2.33
Yoshihiro Akatsuka	2.27
Atsushi Morita	1.99
Forthree, Inc.	1.42
DAIICHIKOSHO CO., LTD.	1.40
Makoto Takazawa	1.25

※ Calculated by the total number of issued shares: 18,967,410 shares

※ Calculated based on 21,013,500 shares (in the case of full exercise of the 2nd to 4th Stock Acquisition Rights)

<Company Profile – 3. Board of Directors>

Board of Directors

Position	Name	Significant Concurrent Positions
President and Representative Director	Yushi Ohide	Director of allfuz, Inc. Director of Zest, Inc. Director of FA Project, Inc.
Executive Vice President	Atsushi Morita	President and Representative Director of UNITED PRODUCTIONS, Inc. Director of TechCarry, Inc. Director of macaroni Inc.
Executive Vice President	Kenji Kitagawa	President and Representative Director of North River Inc. Director of HEE Company Inc Director of bijoux, Inc. Director of 10ANTZ Inc.
Chairman and Director	Nobuyoshi Fujisawa	President and Chief Operating Officer of J Trust Co., Ltd. President of J TRUST ASIA PTE.LTD. Chairman and Director of J TRUST GLOBAL SECURITIES CO., LTD. Chairman and Director of Gro-Bels Co., Ltd. Director of bijoux, Inc.
Director	Akira Kanatani	Director of allfuz, Inc. Director of North River Inc.
Director (External)	Makoto Washio	Partner of Ginza Daiichi Law Office Director of Onoda Seiki Co., Ltd. Auditor of Medical Corporation Shomeikai
Standing Corporate Auditor	Toru Arai	Auditor of Zest, Inc. Auditor of allfuz, Inc.
Corporate Auditor (External)	Toshiaki Kurioka	N/A
Corporate Auditor (External)	Mitsunobu Sugino	N/A
Special adviser	Yasushi Akimoto	Director of the Tokyo Organizing Committee of the Olympic and Paralympic Games Special adviser to Fanplus, Inc. (Television writer, lyricist, music producer)

<Company Profile – 4. Skill matrix of the board>

Skill matrix of the board

No.	Name (Position)	Areas of expertise and experience					
		A Corporate management and Business strategy	B Financial accounting and M&A	C Human resources and Labor relations	D Legal compliance and Risk management	E Entertainment Business	F Video & TV program production business
1	Yushi Ohide (President and Representative Director)	○	○		○		
2	Atsushi Morita (Executive Vice President)	○		○			○
3	Kenji Kitagawa (Executive Vice President)	○				○	○
4	Nobuyoshi Fujisawa (Chairman and Director)	○	○				
5	Akira Kanatani (Director)		○	○	○		
6	Makoto Washio (Director (External))				○		
7	Toru Arai (Standing Corporate Auditor)				○	○	
8	Toshiaki Kurioka (Corporate Auditor (External))		○		○		
9	Mitsunobu Sugino (Corporate Auditor (External))		○				

Definition of each skill

The list above indicates the fields in which each person has more specialized knowledge based on their respective expertise and experience.

A	Corporate management and Business strategy	Contribute to management based on experience in corporate management, business strategy, and important corporate decision-making
B	Financial accounting and M&A	Knowledge and experience in finance, accounting, and M&A
C	Human resources and Labor relations	Knowledge and experience in human resources and labor relations
D	Legal compliance and Risk management	Knowledge and experience related to legal affairs, compliance, risk management, and internal control
E	Entertainment Business	Knowledge and experience in Entertainment business (production management, digital content)
F	Video & TV program production business	Knowledge and experience in Video & TV program production business (Planning and production)

Subsidiaries

**allfuz,Inc**

Representative: Kenji Katsu, President and Representative Director

Capital: 10,000,000 yen

Business: Advertising planning and development, talent casting business, digital content business, operation and management of the live event facility "KeyStudio", etc.

**A.M.Entertainment,Inc**

Representative: Shunichiro Kato, President and Representative Director

Capital: 2,660,000 yen

Business: Management and agent work for models, celebrities, etc., entertainment and model production business, etc.

**Zest,Inc.**

Representative: Hiromitsu Takata, President and Representative Director

Capital: 10,000,000 yen

Business: Management business such as operation and management of affiliated artists, utilization development of musical works, operation and planning of theaters and performance venues, etc.

**North River Inc.**

Representative: Kenji Kitagawa, President and Representative Director

Capital: 10,000,000 yen

Business: Comprehensive production business for video content, live concerts, etc.



HEE Company

HEE Company Inc

Representative: Takeshi Oyama , President and Representative Director

Capital: 10,000,000 yen

Business: Vehicle business for concerts and events of domestic and foreign artists, private car management contract business, travel business, etc.

FA Project**FA Project,Inc.**

Representative: Yuki Hayashi, President and Representative Director

Capital: 9,000,000 yen

Business: Planning, development and production of entertainment content, planning and production of digital video advertisements, operation and analysis of advertisements, etc.

**UNITED PRODUCTIONS,Inc.**

Representative: Atsushi Morita, President and Representative Director

Capital: 80,000,000 yen

Business: Video production business for TV programs, TV dramas, movies, commercials, MVs, production of artist and character goods, worker dispatch business, etc.

TechCarry**TechCarry,Inc.**

Representative: Shu Shimizu, President and Representative Director

Capital: 2,000,000 yen

Business: Rental business of video equipment, etc., post-production business, etc.

Subsidiaries



TOKYO ROCK STUDIO Co., Ltd.

Representative: Ken Tajima, President and Representative Director

Capital: 9,000,000 yen

Business: Develops production accounting services for global video works and content studios.



macaroni Inc.

Representative: Gentarou Shimada, President and Representative Director

Capital: 1,000,000 yen

Business: We are developing a video production business for variety shows, dramas, movies, etc.



bijoux, Inc.

Representative: Eiko Yasumi, President and Representative Director

Capital: 9,000,000 yen

Business: We are developing a business specializing in holding, managing, and training auditions to discover artists and talents.



10ANTZ Inc.

Representative: Makoto Takazawa, President and Representative Director

Capital: 51,444,519 yen

Business: Game application business, platform business, video/IP business Digital marketing business, entertainment tech solution business, etc.

Equity-method affiliates



Nogizaka46 LLC

Capital: 3,000,000 yen

Business: Management of Nogizaka46, affiliated and former members, management of events, such as concerts, planning of merchandise, etc.



Whole World Media Inc.

Representative: Shigeru Hataji, President and Representative Director

Capital: 17,600,000 yen

Business: Model management business, social media promotion, marketing, advertising agency business, etc.



yami Co., Ltd.

Representative: Jyousuke Arai, President and Representative Director

Capital: 21,000,000 yen

Business: As a creative company specializing in horror, we carry out planning, development, and promotion businesses that make full use of technology.

<Company Profile – 7. Corporate history>

1967	December	Established as Sigma Co., Ltd. (capital of 500,000 yen, in Setagaya, Tokyo), a company for installing and selling imported entertainment devices.
2017	October	Changes company name to KeyHolder to accompany the transition into a holding company. Stock listing maintained. Store Management Department becomes ADORES, Inc., a wholly-owned subsidiary of the company.
2018	March	Transferred all shares of our wholly-owned subsidiary, ADORES, Inc.
	April	Established a wholly owned subsidiary, KeyStudio, Inc., for the operation of live business. In addition, KeyProduction, Inc. which is responsible for TV program production business.
	July	Established a joint venture, FA Project, Inc. to be responsible for planning and production business of live entertainment contents, with an equity stake of 62%.
	December	Established SKE, Inc. an entertainment production business that operates and manages idol, talent, etc.
	March	Idol group SKE48, attached to SKE, Inc., started activities as a member of the KeyHolder group.
2019	April	Converted "allfuz, Inc" into a 100% subsidiary via a stock exchange. Acquired all shares of "FOOLENLARGE, Inc.", which produces TV programs, and made it a wholly owned subsidiary.
	July	Changed the company name of SKE, Inc. to Zest, Inc. and promoted new business. Merged KeyStudio, Inc. as the surviving company of allfuz, Inc.
	August	Established UNITED PRODUCTIONS, Inc., the largest independent video production company in the industry, integrating the three video production divisions, "FOOLENLARGE, Inc.", "KeyProduction, Inc." and "Image Field Co., Ltd."
	October	Acquired all shares of WISENLARGE, Inc. which dispatches human resources in the video production field, and made it a wholly owned subsidiary.
2020	January	Established a joint venture, "Whole World Media Inc." with "Kadokawa Haruki Office Co., Ltd." (49% investment ratio).
	August	Acquired all shares of "North River Inc.", which conducts total production business such as Movie contents and live events, and made it a wholly owned subsidiary.
2021	October	North River Inc. was spun off to establish "HEE Company Inc", which conducts general charter passenger car transportation business, etc.
	December	Part of the 2nd Stock Acquisition Rights exercised by both Yasushi Akimoto and Nobuyuki Akimoto as major shareholders. UNITED PRODUCTIONS, Inc. and WISENLARGE, Inc. were integrated to become "UNITED PRODUCTIONS, Inc. (formerly WISENLARGE)", one of the leading independent video production companies in Japan.
2022	January	Started video production equipment rental business and post-production business at TechCarry, Inc. (formerly UNITED PRODUCTIONS).
	April	Moved from the Tokyo Stock Exchange JASDAQ Standard Market to the Tokyo Stock Exchange Standard Market following the reorganization of the Tokyo Stock Exchange's market divisions.
2022	May	TOKYO ROCK STUDIO Co., Ltd., a newly established subsidiary, acquired the business and Started back office operations related to video production and global video production business.
	October	Established bijoux, Inc. to hold auditions and conduct management business
2024	January	Acquired 51% of the shares of 10ANTZ Inc. which develops app games and plans, produces, and sells various digital contents, etc., making it a subsidiary.

Our Business

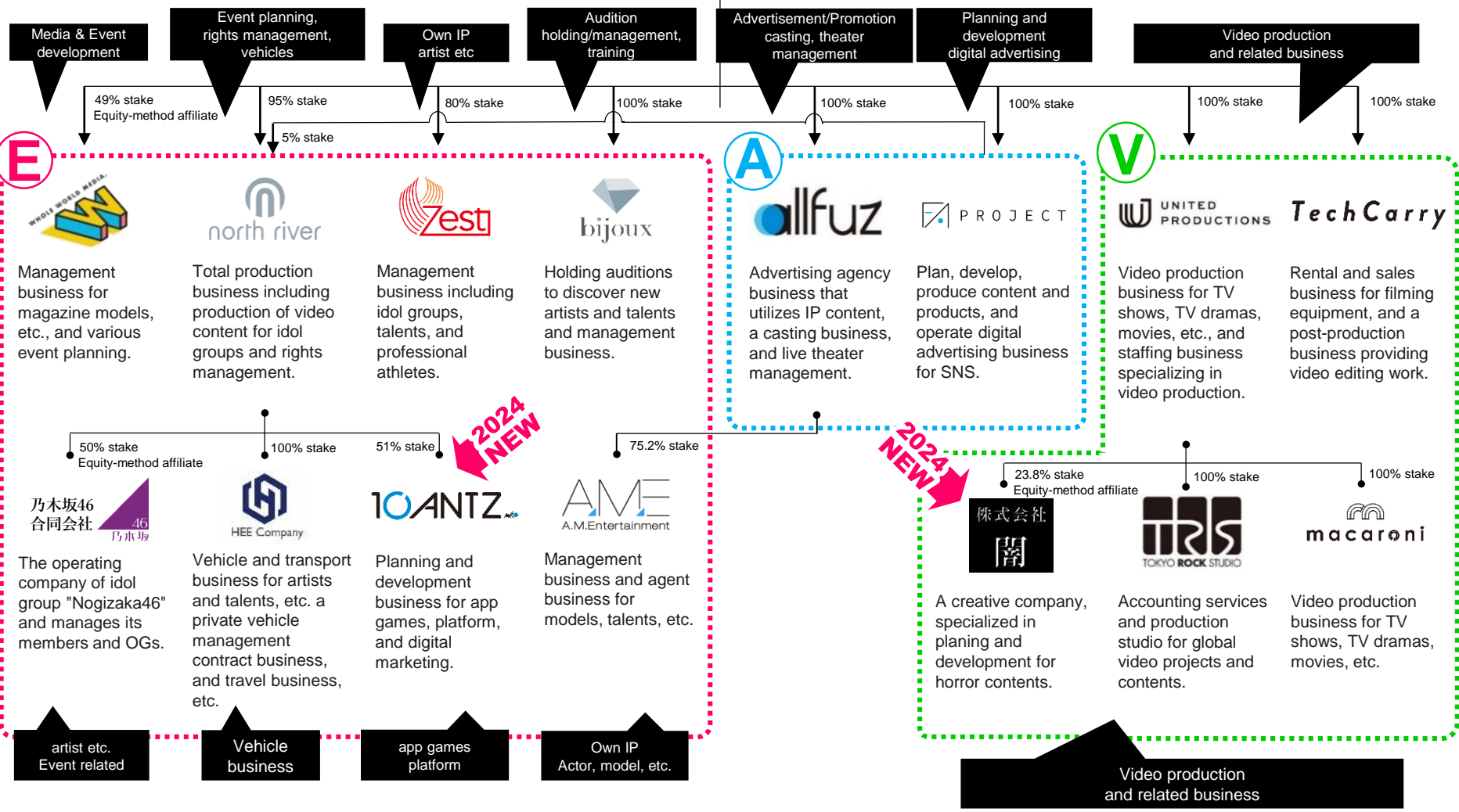


<Our Group - Subsidiaries>



Tokyo Stock Exchange Standard
(Securities Code: 4712)

- E Entertainment business
- V Video & TV program production business
- A Advertising agency business



2024 NEW

2024 NEW

E Entertainment Business

Our entertainment business mainly develops the activities of artists, celebrities, idol groups, athletes, etc. (collectively referred to as "IP") belonging to or related to the Group. Specifically, in addition to multifaceted management, such as planning and holding live performances and events for these IPs, as well as appearances in TV programs and events hosted by other companies, we are in the process of developing a music copyright business and so forth to generate earnings opportunities. We are striving to create our main sources of income from ticket sales and performance fees for live performances and events, royalties from music and portrait rights, as well as merchandising, such as planning and sales of related goods.

Subsidiaries that make up this business:

Zest, Inc.

- Management business for artists belonging to various groups, such as the female idol group "SKE48", the five-piece rock band "Novelbright", etc. as well as other activities including planning and holding live events, selling merchandise and so forth.
- Concluded a media management (business alliance) contract with a former Japanese national team handball player and a current Japanese national soccer player.

North River Inc.

- Planning and operation of performances, such as live performances and events related to the female idol group "Nogizaka46", and merchandising (MD) business for related goods.
- Recording and editing of live videos of idols and idol groups outside the company, planning and production of video content.

A.M.Entertainment, Inc (A.M.E)

- Management business for talents and models who are active in various fields, such as TV dramas, movies, and stage performances.

HEE Company Inc

- Comprehensive provision of transportation and accommodation arrangements in Japan for live performances and events by domestic and overseas artists and talents.
- Provision of vehicles, hire vehicles, etc. for corporations.



Nogizaka46



SKE48



Novelbright

<Our Business - Entertainment business, Artist introduction>



SKE48



Nogizaka46



Novelbright



et-and-



Sakura Miyawaki



Yuna Ego



Nao Furuhata



MARURI



cumming flavor



Bellemule

<Our Business - Entertainment business, Talent & Actor introduction>



Rina Ikoma



Yumi Wakatsuki



Ayane Suzuki



Megu Taniguchi



Yui Oguri



Yu Fujii



Rina Kaminosono



Marika Tani



Ryo Mishima



Yuuto Oku



Anri Doi Remii



Shinnosuke Tokuda



Hiroki Motoki



Musashi Suzuki



Yuki Arai



Maya Kisanuki



Wataru Endo



Tomoe Tamura



OshiYuki



TechCarry

macaroni



Video & TV program production business



In this part of our business, we mainly concentrate on the planning and production of variety programs for domestic television.

Specifically, our focus is on a wide range of production activities, such as filming, progress management, editing, and location coordination, for various programs at each TV broadcasting station. We are developing activities, such as planning and putting together proposals.

Subsidiaries that make up this business:

UNITED PRODUCTIONS, Inc.

- Planning and production of various programs such as TV shows, TV dramas, and movies, sports programs
- Planning and production of TV programs for domestic and video distribution platforms
- Investment in film production committee (film production)

TechCarry, Inc.

- Rental and sales business of filming equipment
- Provision of editing (pre-production) business
- Short web-based video production for small corporations and local governments

TechCarry, Inc.

- Accounting services and production studio for global video projects and contents



© Fuji Television Network, Inc.



© 1997-2020 Netflix, Inc.



© 1995-2022, Tokyo Broadcasting System Television



© 1995-2022, Tokyo Broadcasting System Television



YouTube



© NHK (Japan Broadcasting Corporation)



©1996-2022 WOWOW INC.



© 1995-2022, Tokyo Broadcasting System Television



© Fuji Television Network, Inc.



© 1995-2022, Tokyo Broadcasting System Television



© tv asahi



© TV TOKYO Corporation

<Our Business - Video & TV program production business, Program production results>



© Fuji Television Network, Inc.



© 1997-2020 Netflix, Inc.



© NTT DOCOMO



© 1995-2022, Tokyo Broadcasting System Television



© 1995-2022, Tokyo Broadcasting System Television



© 1995-2022, Tokyo Broadcasting System Television



© tv asahi



© Fuji Television Network, Inc.



© tv asahi



© TELASA CORPORATION,



© 1995-2022, Tokyo Broadcasting System Television



© 1995-2022, Tokyo Broadcasting System Television



© tv asahi



YouTube



KONAMI YouTube



© TV TOKYO Corporation



© TV TOKYO Corporation



© NHK(Japan Broadcasting Corporation)



©NHK(Japan Broadcasting Corporation)



© TV TOKYO Corporation



© TV TOKYO Corporation



© Fuji Television Network, Inc.



©2023 BLUE.MOUNTAIN



©OjiroMakoto・Shogakukan/Movie「KIMISOMU」Production committee



© 1995-2022, Tokyo Broadcasting System Television



© TV TOKYO Corporation



© YOMIURI TELECASTING CORPORATION



© tv asahi

<Our Business - Video & TV program production business, Temporary staffing results>





Advertising agency business



FA Project

With regards to the advertising agency business, we are developing a casting business that connects companies with talent and IP, as well as planning, progress management, and actual production of various advertising projects. Along with having relationships in the form of being seconded to major domestic advertising agencies, we have a solid track record of activities, such as contributing to campaign planning at convenience stores throughout Japan, with major convenience stores that are expanding nationwide as clients.

In addition, in the digital advertising department, we are developing planning, production and management of web video advertisements for YouTube and LINE, as well as agency activities for affiliate advertisements.

Subsidiaries that make up this business:

allfuz, Inc

- Advertising agency business that utilizes IP content
- Casting business that connects companies with talents and IPs

FA Project, Inc.

- Planning, production and operation of web advertising videos for various clients
- Development of affiliate advertising business
- Operating digital advertising business for SNS



LIVE EMPOWER CHILDREN
2024 Content goods
7dream.com Co.,LTD



© Fuji Television Network, Inc.



“SEVEN SMOOTHIE CAFÉ”
Seven-Eleven Japan Co., Ltd.



「MAKE KEEP MIST」
advertising video
©KOSÉ Corporation



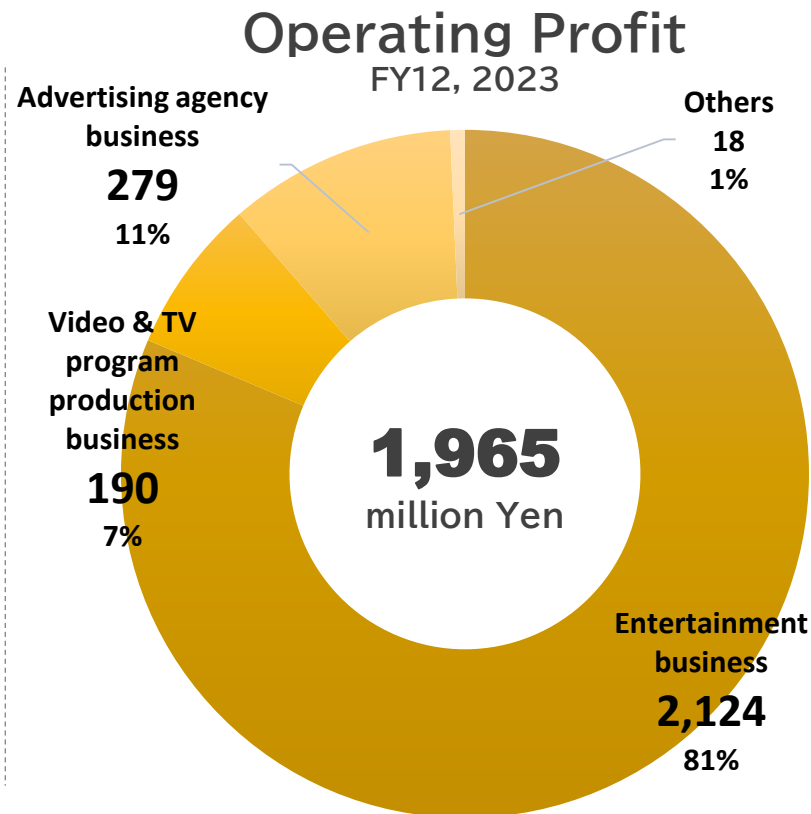
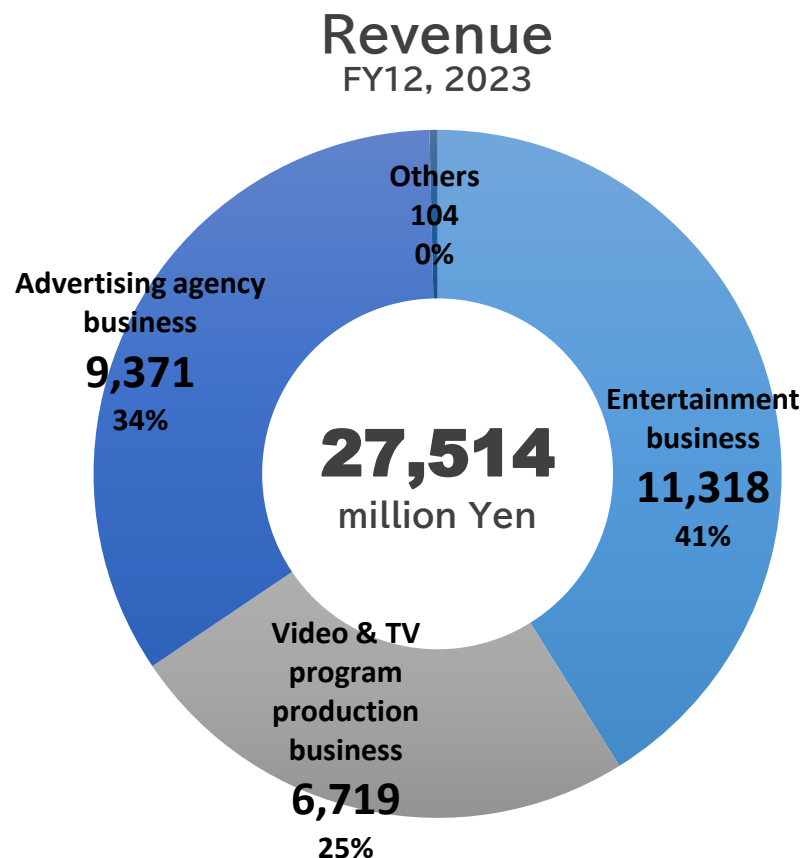
Financial Information



	FY12, 2022	FY12, 2023	Difference from previous term
◆Revenue	22,062	27,514	+ 5,452
→ ① Entertainment business	10,541	11,318	+ 777
→ ② Video/TV production business	5,321	6,719	+ 1,398
→ ③ Advertising agency business	5,897	9,371	+ 3,474
→ ④ Other business	300	104	(196)
◆Cost of sales	17,820	22,957	+ 5,137
◆Gross profit	4,241	4,556	+ 315
◆Selling, general and administrative expenses	3,658	3,855	+ 197
◆Investment gain on equity method	1,340	1,337	(3)
◆Other operating income	179	60	(119)
◆Other operating expenses	77	133	+ 56
◆Operating Profit	2,024	1,965	(59)
→ ① Entertainment business	2,205	2,124	(81)
→ ② Video/TV production business	312	190	(122)
→ ③ Advertising agency business	29	279	+ 250
→ ④ Other business	68	18	(50)
◆Profit before Tax	2,175	1,901	(274)
◆Profit Attributable to Owners of Parent	1,877	2,114	+ 237

● "Investment gain on equity method" is mainly refers to the incorporation of profits from Nogizaka 46 LLC.

■ Entertainment business
 ■ Video/TV production business
 ■ Advertising agency business
 ■ Other business

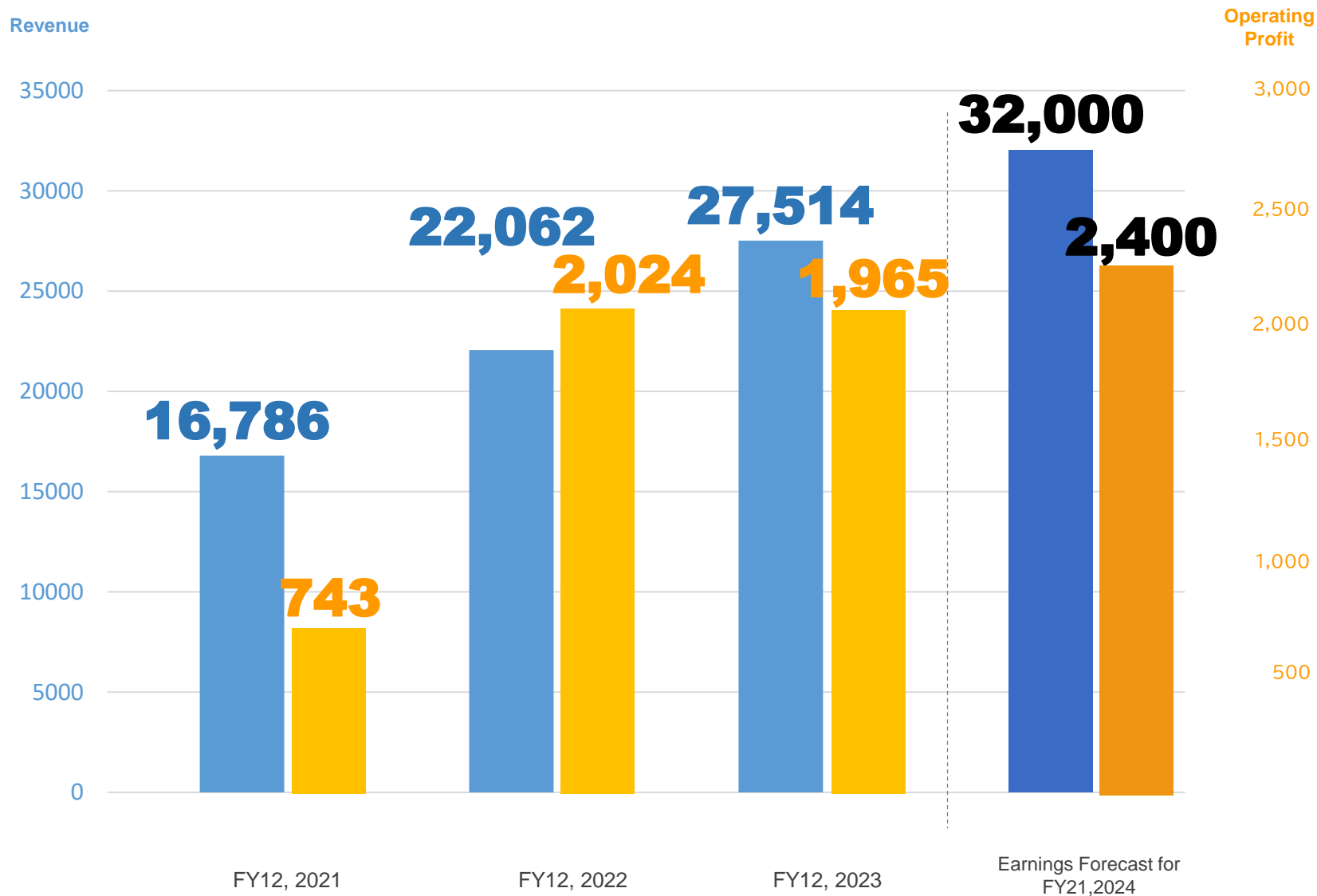


- Revenue = Of the total entertainment business that accounts for 60%, over 70% is North River's Nogizaka46 related business. 20% are related to artists belonging to Zest, such as "SKE48" and "Novelbright". In video production, he has accumulated many achievements in the production of variety special programs.
- Operating Profit = 60% of the 75% total entertainment business is Nogizaka46-related profit (North River), and 1,337 million yen of equity method investment profit (Nogizaka46LLC) is added to this. Artists belonging to Zest are struggling.

	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Revenue	4,984	10,700	16,786	22,062	27,514
→ ① Entertainment business	1,612	5,802	10,096	10,541	11,318
→ ② Video&TV production business	2,453	3,841	4,421	5,321	6,719
→ ③ Advertising agency business	558	661	1,895	5,897	9,371
→ ④ Other business	359	394	374	300	104
◆Cost of sales	3,682	8,130	13,087	17,820	22,957
◆Gross profit	1,301	2,569	3,699	4,241	4,556
◆Selling, general and administrative expenses	1,878	3,867	3,943	3,658	3,855
◆Investment gain on equity method	—	2,784	852	1,340	1,337
◆Other operating income	195	214	217	179	60
◆Other operating expenses	38	96	82	77	133
◆Operating Profit	(419)	1,605	743	2,024	1,965
→ ① Entertainment business	(73)	199	1,138	2,205	2,124
→ ② Video/TV production business	(32)	137	129	312	190
→ ③ Advertising agency business	23	(88)	207	29	279
→ ④ Other business	121	(41)	(45)	68	18
◆Profit before Tax	(504)	996	689	2,175	1,901
◆Profit Attributable to Owners of Parent	(848)	1,288	461	1,877	2,114

● From the fiscal year ended December 31, 2019, we have changed our fiscal year end from the end of March to the end of December..

● "Investment gain on equity method = 2,784" in FY12/20 was mainly about 2,088 million yen of negative goodwill gain associated with the acquisition of North River's stake in Nogizaka 46 LLC.



Assets	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Current Assets					
Cash and cash equivalents	4,772	3,395	3,607	4,538	5,084
Trade and other receivables	2,747	3,550	5,284	3,506	3,651
Other financial assets	611	580	377	956	987
Contract assets	95	18	62	8	—
Inventories	7,242	294	376	449	386
Other current Assets	151	164	148	137	231
Total current assets	15,621	8,003	9,857	9,597	10,340
◆Non-current assets					
Property, plant and equipment	1,975	2,196	1,633	1,152	937
Goodwill	4,300	5,220	5,237	5,215	5,218
Intangible asset	720	2,221	1,922	1,959	1,571
Investment property	2,309	1,484	1,382	954	934
Investments accounted for using the Equity method	—	7,304	5,157	6,495	7,042
Other financial assets	579	2,443	2,481	799	699
Deferred tax asset	28	3	19	61	317
Other non-current assets	14	24	9	187	152
Total non-current assets	9,928	20,898	17,842	16,824	16,874
◆Total assets	25,550	28,901	27,700	26,422	27,215

Liabilities	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Current liabilities					
Trade and other payables	1,608	7,792	3,249	3,077	3,195
Bonds and borrowings	2,543	726	1,381	845	881
Other financial liabilities	501	751	1,720	581	642
Income tax payable, etc.	134	130	190	175	25
Provisions	165	142	32	—	99
Contract liability	187	58	550	444	319
Other current liabilities	125	190	195	244	292
Total current liabilities	5,266	9,793	7,321	5,369	5,458
◆Non-current liabilities					
Bonds and borrowings	6,417	2,586	1,749	1,148	1,081
Other financial liabilities	2,588	1,706	1,205	1,082	690
Long-term employee benefits	—	239	256	146	178
Provisions	119	161	183	166	151
Deferred tax liabilities	232	708	589	514	135
Total non-current liabilities	9,357	5,403	3,985	3,058	2,237
◆Total Liabilities	14,624	15,197	11,306	8,427	7,695

Equity	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Equity					
Share capital	4,405	5,308	6,566	92	92
Capital surplus	6,146	6,951	8,198	14,660	14,667
Retained earnings	522	1,662	1,955	3,645	5,564
Treasury shares	(2)	(21)	(29)	(94)	(440)
Other components of equity	71	92	77	86	73
Total equity attributable to owners of parent	11,142	13,994	16,769	18,389	19,957
Non-controlling interests	(216)	(289)	(375)	(395)	(437)
Total equity	10,925	13,704	16,393	17,994	19,519
◆Total liabilities and equity	25,550	28,901	27,700	26,422	27,215

	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Cash flows from operating activities					
Profit (loss) before tax	(504)	996	689	2,175	1,901
Profit (loss) before tax from discontinued operations	365	228	—	—	—
Depreciation and amortization	575	874	1,017	988	1,012
Impairment loss	—	—	55	16	104
Stock compensation costs	14	44	23	—	—
Interest and dividend income	(10)	(15)	(7)	(16)	(5)
Interest expenses	133	141	62	51	45
Equity in net income (loss)	—	(2,784)	(852)	(1,340)	(1,337)
Gain on sales of equity in investments processed under the equity method	—	—	—	—	—
Gain on sales of fixed assets (increase)	(159)	2	(1)	(46)	(2)
Loss on retirement of fixed assets	2	32	15	29	0
Changes in the fair value of financial Instruments measured at fair value through profit or loss	84	556	2	(152)	24
Stock swap gain	—	(246)	—	0	—
Gain on sale of shares in affiliated companies (increase)	—	—	—	—	—
Decrease (increase) in trade and other receivables	507	279	(498)	433	(158)
Contract asset change amount (increase)	(93)	19	(44)	53	—
Change in inventory (increase)	(172)	588	(82)	(73)	63
Increase (decrease) in income tax receivable	—	—	(1,423)	—	—
Increase (decrease) in trade and other payables	(547)	1,272	493	(130)	114
Increase (decrease) in Contract Liabilities	42	(81)	492	(106)	(124)
Increase (decrease) in deposit	—	17	1,020	(30)	(31)
Increase (decrease) in reserve	(29)	(51)	(87)	(32)	80
Increase (decrease) in debt related to retirement benefits	—	30	17	(110)	32
Others	(47)	162	85	60	44
Subtotal	161	2,069	976	687	1,762
Payment amount of corporate income tax	(48)	(392)	(373)	(462)	(786)
Refund amount of corporate income tax	—	—	73	1,423	96
◆Net cash provided by (used in) operating activities	113	1,677	676	1,649	1,072

	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Cash flows from investing activities					
Decrease (increase) in time deposits	(502)	0	200	(590)	(40)
Expenditures for the acquisition of tangible fixed assets	(454)	(117)	(107)	(77)	(113)
Payment of partial gold related to acquisition of tangible fixed assets	(1,043)	—	—	—	—
Revenue from sales of tangible fixed assets	38	29	122	341	2
Purchase of intangible assets	(8)	(19)	(57)	(413)	(0)
Payment for acquisition of investment property	(2)	(9)	(0)	—	—
Proceeds from sale of investment property	166	—	—	406	—
Payment for acquisition of investment securities	(19)	(954)	—	(117)	—
Revenue from sales of investment securities	583	14	—	1,929	100
Payment of capital investment	(119)	(10)	(65)	(16)	(19)
Expenditure from insurance reserve fund	—	(81)	(58)	(39)	(84)
Income from cancellation of insurance reserve	—	43	53	76	—
Payment of security deposit	(67)	(156)	(83)	(7)	(163)
Income from collection of security deposit	147	27	81	23	175
Payment for fulfillment of asset retirement obligations	(43)	(0)	(22)	(21)	(2)
Outlays for short-term borrowings	(179)	—	—	—	—
Income from collection of short-term debt	32	—	—	—	—
Revenue from sales of subsidiaries' shares with change in scope of consolidation	—	—	—	—	—
Interest and dividend income	10	15	3,007	16	795
Payments for acquisition of businesses	(93)	—	(27)	—	11
Payment of deposit for share acquisition	—	—	—	—	—
Expenditure for share exchange of subsidiary shares due to change in consolidation scope	—	(937)	—	—	—
Payment for acquisition of shares in subsidiaries resulting in change in scope of consolidation	(752)	—	(3,000)	—	—
Proceeds from acquisition of shares in subsidiaries resulting in change in scope of consolidation	478	1,225	—	(2)	—
Purchase of investments accounted for using equity method	—	(2,108)	—	—	—
Proceeds from sale of investments accounted for using equity method	—	—	—	2	—
Others	2	11	14	13	2
◆Net cash provided by (used in) investing activities	(1,826)	(3,028)	57	1,523	665

	FY12, 2019	FY12, 2020	FY12, 2021	FY12, 2022	FY12, 2023
◆Cash flows from financing activities					
Net increase (decrease) in short-term borrowings	(1,158)	(318)	500	(500)	—
Proceeds from long-term borrowings	3,677	766	480	600	950
Repayments of long-term borrowings	(1,432)	(1,485)	(1,112)	(986)	(973)
Proceeds from issuance of bonds	50	200	—	—	—
Redemption of bonds	(80)	(75)	(49)	(250)	(28)
Income from issuance of new shares	—	299	497	—	—
Payments from non-controlling interests	—	—	—	—	—
Payments for purchase of treasury shares	(0)	(18)	(7)	(281)	(384)
Income from the sale of treasury stock	—	0	0	0	—
Dividends paid	(252)	(279)	(217)	(223)	(218)
Payments for repayment of lease liabilities	(394)	(609)	(611)	(596)	(571)
Income from exercising stock acquisition rights	—	1,495	—	4	42
Others	3	—	—	(9)	(1)
Cash flows from financing activities	412	(26)	(521)	(2,241)	(1,192)
Cash and cash equivalents of conversion difference	—	—	—	—	—
Net increase (decrease) in cash and cash equivalents	(1,301)	(1,377)	212	930	545
Cash and cash equivalents at beginning of period	6,073	4,772	3,395	3,607	4,538
Cash and cash equivalents at end of period	4,772	3,395	3,607	4,538	5,084

KeyHolder Group



Cautionary Note Regarding Forward-Looking Statements

Descriptions of performance forecasts and future forecasts in this material are forecasts based on available information and include potential risks and uncertainties. Therefore, please be aware that actual results may differ from these performance forecasts due to various factors. This material is not intended to solicit investment. Please make investment decisions based on your own judgment.