

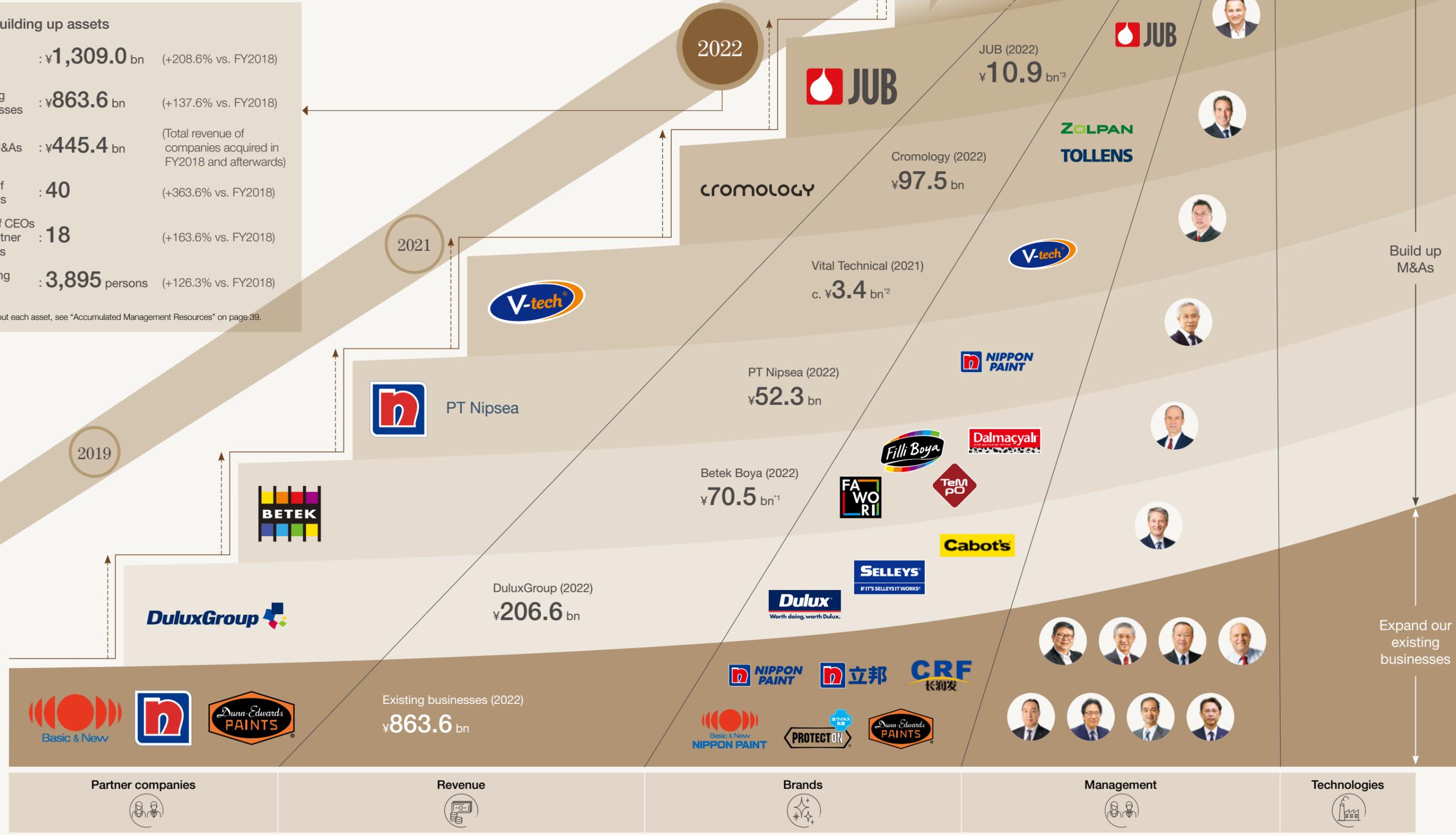
Assets Assembled to Date

In our existing businesses, the excellent management team in each region pursues autonomous growth by creating synergies through the proactive sharing of technical capability, distribution networks, purchasing capability, know-how, and brands within the Group. At the same time, we execute good and low risk M&As, thereby boosting our performance and building up newly acquired brands and human resources, which can be further leveraged within the Group.

Outcomes of building up assets

- Revenue : **¥1,309.0 bn** (+208.6% vs. FY2018)
- Existing businesses : **¥863.6 bn** (+137.6% vs. FY2018)
- New M&As : **¥445.4 bn** (Total revenue of companies acquired in FY2018 and afterwards)
- Number of key brands : **40** (+363.6% vs. FY2018)
- Number of CEOs of key partner companies : **18** (+163.6% vs. FY2018)
- Engineering talent : **3,895 persons** (+126.3% vs. FY2018)

▶ For more information about each asset, see "Accumulated Management Resources" on page 39.



*1 After applying hyperinflationary accounting
 *2 The earnings of Vital Technical are for nine months and converted to JPY at the exchange rate of MYR/JPY=26.61 yen
 *3 The earnings of JUB are for seven months