

Note: In accordance with provisional accounting treatments associated with business combinations made between August 2016 through April 2017 being finalized, consolidated financial statements from FY12/16 onward have been retrospectively revised.  
In addition, since certain accounting treatments for M&A were inconsistent with IFRS specific accounting treatments, consolidated financial statements from FY12/15 onward have been amended.

Income

(¥ million)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Revenue	80,871	24,796	32,584	57,380	35,927	40,976	76,903	134,283	50,238	55,573	105,811	59,704	64,657	124,361	230,172
Cost of sales	64,581	19,839	26,203	46,042	28,431	32,046	60,477	106,519	40,895	45,140	86,035	47,727	50,594	98,321	184,356
Gross profit	16,290	4,957	6,381	11,338	7,496	8,930	16,426	27,764	9,343	10,433	19,776	11,977	14,063	26,040	45,816
SG&A expenses	13,240	4,291	5,081	9,372	6,006	6,271	12,277	21,649	8,009	8,480	16,489	8,929	9,368	18,297	34,786
Other operating income	415	96	472	568	241	-253	-12	556	142	174	316	291	53	344	660
Other operating expense	354	127	40	167	151	790	941	1,108	54	75	129	109	92	201	330
EBITDA*	3,974	916	2,105	3,021	2,011	2,129	4,140	7,161	1,983	2,667	4,650	3,852	5,315	9,166	13,816
Operating profit	3,111	635	1,732	2,367	1,580	1,616	3,196	5,563	1,422	2,052	3,474	3,231	4,655	7,886	11,360
Finance income	129	21	187	208	36	-128	-92	116	132	95	227	81	54	135	362
Finance costs	350	347	520	867	203	-330	-127	740	315	311	626	378	324	701	1,327
Profit before tax	2,890	309	1,399	1,708	1,413	1,818	3,231	4,939	1,239	1,836	3,075	2,934	4,385	7,320	10,395
Income tax expenses	1,082	256	553	809	510	172	682	1,491	525	810	1,335	975	1,156	2,131	3,466
Profit for the period/the year	1,808	53	846	899	903	1,646	2,549	3,448	714	1,026	1,740	1,959	3,230	5,189	6,929
Profit attributable to owners of the Company	1,752	59	768	827	815	1,395	2,210	3,037	544	846	1,390	1,750	3,040	4,790	6,180

Note: Regarding figures above the unit for amounts displayed are rounded off.  
\* EBITDA = Operating Profit + Depreciation

(%)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
% of revenue															
Ratio of cost of sales	79.9%	80.0%	80.4%	80.2%	79.1%	78.2%	78.6%	79.3%	81.4%	81.2%	81.3%	79.9%	78.2%	79.1%	80.1%
Ratio of gross profit	20.1%	20.0%	19.6%	19.8%	20.9%	21.8%	21.4%	20.7%	18.6%	18.8%	18.7%	20.1%	21.8%	20.9%	19.9%
Ratio of SG&A expenses	16.4%	17.3%	15.6%	16.3%	16.7%	15.3%	16.0%	16.1%	15.9%	15.3%	15.6%	15.0%	14.5%	14.7%	15.1%
EBITDA margin	4.9%	3.7%	6.5%	5.3%	5.6%	5.2%	5.4%	5.3%	3.9%	4.8%	4.4%	6.5%	8.2%	7.4%	6.0%
Ratio of opearting profit	3.8%	2.6%	5.3%	4.1%	4.4%	3.9%	4.2%	4.1%	2.8%	3.7%	3.3%	5.4%	7.2%	6.3%	4.9%
Ratio of profit before Tax	3.6%	1.2%	4.3%	3.0%	3.9%	4.4%	4.2%	3.7%	2.5%	3.3%	2.9%	4.9%	6.8%	5.9%	4.5%
Ratio of profit attributable to owners of the Company	2.2%	0.2%	2.4%	1.4%	2.3%	3.4%	2.9%	2.3%	1.1%	1.5%	1.3%	2.9%	4.7%	3.9%	2.7%

Note: Regarding figures above the unit for amounts displayed are rounded off.

Information by Operating Segment

(¥ million)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
<b>Revenue by segment</b>	<b>80,871</b>	<b>24,796</b>	<b>32,584</b>	<b>57,380</b>	<b>35,927</b>	<b>40,976</b>	<b>76,903</b>	<b>134,283</b>	<b>50,238</b>	<b>55,573</b>	<b>105,811</b>	<b>59,704</b>	<b>64,657</b>	<b>124,361</b>	<b>230,172</b>
Domestic Engineering Outsourcing Business	31,659	8,971	9,850	18,821	10,318	11,043	21,361	40,182	11,279	12,036	23,315	13,174	14,775	27,949	51,264
Domestic Manufacturing Outsourcing Business	29,372	7,899	7,553	15,452	8,912	10,244	19,156	34,608	10,344	10,914	21,258	11,825	13,148	24,973	46,231
Domestic Service Operations Outsourcing Business	1,084	617	858	1,475	979	1,016	1,995	3,470	823	3,801	4,624	3,813	4,649	8,462	13,086
Domestic Administrative Outsourcing Business	536	149	207	356	263	254	517	873	198	238	436	292	453	745	1,181
Domestic Recruiting and Placing Business*	872	279	314	593	418	367	785	1,378	367	481	848	425	490	915	1,763
Overseas Engineering Outsourcing Business	3,833	2,399	6,121	8,520	5,992	6,510	12,502	21,022	6,491	7,069	13,560	7,711	7,654	15,365	28,925
Overseas Manufacturing and Service Operations Outsourcing Business	13,349	4,252	7,529	11,781	8,932	11,437	20,369	32,150	20,612	20,924	41,536	22,351	23,375	45,726	87,262
Other Business	166	230	152	382	113	105	218	600	124	110	234	113	113	226	460
<b>Segment income (loss)</b>	<b>3,111</b>	<b>635</b>	<b>1,732</b>	<b>2,367</b>	<b>1,580</b>	<b>1,616</b>	<b>3,196</b>	<b>5,563</b>	<b>1,421</b>	<b>2,053</b>	<b>3,474</b>	<b>3,231</b>	<b>4,657</b>	<b>7,886</b>	<b>11,360</b>
Domestic Engineering Outsourcing Business	1,889	303	566	869	845	1,222	2,067	2,936	332	411	743	991	1,556	2,547	3,290
Domestic Manufacturing Outsourcing Business	1,041	296	718	1,014	124	191	315	1,329	47	290	337	303	1,163	1,466	1,803
Domestic Service Operations Outsourcing Business	-100	-64	-16	-80	260	-438	-178	-258	-22	238	216	272	288	560	776
Domestic Administrative Outsourcing Business	55	35	64	99	82	97	179	278	9	39	48	55	157	212	260
Domestic Recruiting and Placing Business*	414	117	163	280	227	140	367	647	98	146	244	148	202	350	594
Overseas Engineering Outsourcing Business	132	81	206	287	240	161	401	688	164	291	455	388	389	777	1,232
Overseas Manufacturing and Service Operations Outsourcing Business	27	-48	272	224	384	768	1,152	1,376	928	656	1,584	1,245	898	2,143	3,727
Other Business	14	11	3	14	-9	33	24	38	8	-8	0	16	19	35	35
Adjustment	-361	-96	-244	-340	-573	-558	-1,131	-1,471	-143	-10	-153	-189	-15	-204	-357

Note1: From FY12/16, the Company has renewed its operating segments.  
Note2: Regarding figures above the unit for amounts displayed are rounded off.  
\* The Company's "Domestic Recruiting and Placing Business" is equivalent to the "fee-charging employment placement businesses" prescribed in the Employment Security Act.

Note: In accordance with provisional accounting treatments associated with business combinations made between August 2016 through April 2017 being finalized, consolidated financial statements from FY12/16 onward have been retrospectively revised.  
In addition, since certain accounting treatments for M&A were inconsistent with IFRS specific accounting treatments, consolidated financial statements from FY12/15 onward have been amended.

Other Information (No. of Domestic Workers Recruited / No. of Worksite Employees / Recruitment Unit Price)

(persons)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
No. of Domestic Workers Recruited	13,908	3,177	4,297	7,474	5,249	3,528	8,777	16,251	3,636	6,136	9,772	5,241	4,936	10,177	19,949
Engineering	1,879	532	950	1,482	436	442	878	2,360	475	1,328	1,803	1,134	1,143	2,277	4,080
Manufacturing	9,340	1,159	1,660	2,819	3,202	1,522	4,724	7,543	1,729	2,159	3,888	1,994	1,965	3,959	7,847
Service Operations	-	687	791	1,478	618	563	1,181	2,659	598	1,584	2,182	1,232	994	2,226	4,408
Recruiting and Placing	2,689	799	896	1,695	993	1,001	1,994	3,689	834	1,065	1,899	881	834	1,715	3,614
No. of Worksite Employees at Term-end	29,477	31,172	36,152	36,152	40,322	42,838	42,838	42,838	51,378	54,221	54,221	56,606	59,883	59,883	59,883
Domestic	13,938	13,938	14,727	14,727	16,438	16,712	16,712	16,712	17,532	19,964	19,964	21,450	22,747	22,747	22,747
Domestic Engineering Outsourcing Business	4,742	5,029	5,720	5,720	5,844	6,066	6,066	6,066	6,286	7,161	7,161	7,956	8,716	8,716	8,716
IT-related	1,166	1,255	1,431	1,431	1,447	1,472	1,472	1,472	1,521	1,612	1,612	2,110	2,278	2,278	2,278
Construction & Plant-related	612	664	779	779	787	841	841	841	889	1,039	1,039	1,131	1,330	1,330	1,330
Utilization Rate for Domestic Engineering Outsourcing Business	98.4%	98.7%	97.1%	97.6%	98.3%	98.4%	98.4%	98.2%	98.2%	96.9%	97.5%	97.8%	97.3%	97.5%	97.5%
Domestic Manufacturing Outsourcing Business	7,463	7,195	7,482	7,482	9,033	9,033	9,033	9,033	9,478	10,293	10,293	10,684	11,094	11,094	11,094
Domestic Service Operations Outsourcing Business	1,671	1,710	1,521	1,521	1,557	1,609	1,609	1,609	1,762	2,503	2,503	2,803	2,932	2,932	2,932
Retail	1,364	1,380	1,202	1,202	1,215	1,284	1,284	1,284	1,404	1,746	1,746	2,000	642	642	642
Civil Service	239	252	277	277	299	278	278	278	311	757	757	803	960	960	960
Others	68	78	42	42	43	47	47	47	47	0	0	0	1,330	1,330	1,330
Domestic Administrative Outsourcing Business	62	-	-	-	-	-	0	0	2	2	2	2	2	2	2
Other Business	-	4	4	4	4	4	4	4	4	5	5	5	3	3	3
Overseas	15,539	17,234	21,425	21,425	23,884	26,126	26,126	26,126	33,846	34,257	34,257	35,156	37,136	37,136	37,136
Overseas Engineering Outsourcing Business	895	882	1,778	1,778	1,787	1,836	1,836	1,836	1,893	2,038	2,038	2,132	1,956	1,956	1,956
Overseas Manufacturing and Service Operations Outsourcing Business	14,644	16,352	19,647	19,647	22,097	24,290	24,290	24,290	31,953	32,219	32,219	33,024	35,180	35,180	35,180
Production Outsourcing Business	10,810	12,972	10,789	10,789	12,372	13,732	13,732	13,732	19,369	19,264	19,264	20,861	22,113	22,113	22,113
Other Business	3,834	3,380	8,858	8,858	9,725	10,558	10,558	10,558	12,584	12,955	12,955	12,163	12,817	12,817	12,817
No. of Outsourcing Administrative Workers at Term-end															
Domestic Administrative Outsourcing Business	1,538	1,438	1,401	1,401	1,500	1,478	1,478	1,478	3,381	3,480	3,480	4,095	5,628	5,628	5,628
No. of Placed Workers															
Domestic Recruiting and Placing Business*	2,689	799	896	1,695	993	1,001	1,994	3,689	834	1,065	1,899	881	834	1,715	3,614
No. of Consolidated Internal Staff (persons)	1,843	2,001	2,278	2,278	2,431	2,570	2,570	2,570	3,168	3,505	3,505	3,613	3,759	3,759	3,759
	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Recruitment unit price (¥/worker)															
Domestic Engineering Outsourcing Business	235,897	394,709	101,593	206,814	288,644	330,977	309,956	245,186	638,072	241,584	346,039	277,031	367,182	322,285	332,782
Domestic Manufacturing Outsourcing Business	52,276	82,432	67,207	73,466	39,770	63,307	47,353	57,112	73,625	56,920	64,349	70,294	65,004	67,669	66,024
Domestic Service Operations Outsourcing Business	-	16,079	12,071	13,934	9,663	15,737	12,559	13,323	25,346	10,737	14,741	18,630	10,326	14,922	14,832
Domestic Recruiting and Placing Business*	112,388	137,164	118,036	127,053	137,779	129,891	133,819	130,710	146,327	119,434	131,245	149,185	139,226	144,342	137,460
Recruiting expenses (¥ thousand)	1,233,717	426,164	323,384	749,548	395,978	381,526	777,504	1,527,052	567,575	587,919	1,155,494	608,704	673,801	1,282,505	2,437,999

Note1: From FY12/16, the Company has renewed its operating segments.

Note2: Regarding figures above the unit for amounts displayed are rounded off.

\* The Company's "Domestic Recruiting and Placing Business" is equivalent to the "fee-charging employment placement businesses" prescribed in the Employment Security Act.

Note: In accordance with provisional accounting treatments associated with business combinations made between August 2016 through April 2017 being finalized, consolidated financial statements from FY12/16 onward have been retrospectively revised.  
In addition, since certain accounting treatments for M&A were inconsistent with IFRS specific accounting treatments, consolidated financial statements from FY12/15 onward have been amended.

Information by Industry, Region

(¥ million)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Revenue by industry	80,871	24,796	32,584	57,380	35,927	40,976	76,903	134,283	50,238	55,573	105,811	59,704	64,657	124,361	230,172
Domestic Engineering Outsourcing Business	31,659	8,971	9,850	18,821	10,318	11,043	21,361	40,182	11,279	12,036	23,315	13,174	14,775	27,949	51,264
Electrical & Electronics	5,349	1,533	1,639	3,172	1,794	2,026	3,820	6,992	2,204	2,589	4,793	2,663	3,097	5,760	10,553
Transport Equipment	8,483	2,218	2,483	4,701	2,612	2,835	5,447	10,148	2,731	2,926	5,657	3,139	3,595	6,734	12,391
Pharm. & Chemicals	1,386	392	410	802	425	544	969	1,771	556	544	1,100	569	628	1,197	2,297
IT-related	10,062	3,089	3,451	6,540	3,506	3,518	7,024	13,564	3,521	3,538	7,059	4,181	4,595	8,776	15,835
Construction & Plant-related	4,319	1,183	1,224	2,407	1,299	1,428	2,727	5,134	1,487	1,551	3,038	1,702	1,828	3,530	6,568
Others	2,060	556	643	1,199	682	692	1,374	2,573	780	888	1,668	920	1,032	1,952	3,620
Domestic Manufacturing Outsourcing Business	29,372	7,899	7,553	15,452	8,912	10,244	19,156	34,608	10,344	10,914	21,258	11,825	13,148	24,973	46,231
Electrical & Electronics	8,760	2,249	2,137	4,386	3,192	4,253	7,445	11,831	4,111	4,310	8,421	4,678	5,024	9,702	18,123
Transport Equipment	11,533	3,134	2,999	6,133	3,106	3,138	6,244	12,377	3,255	3,404	6,659	3,631	4,208	7,839	14,498
Pharm. & Chemicals	3,586	893	908	1,801	922	958	1,880	3,681	1,079	1,083	2,162	1,111	1,198	2,309	4,471
Metals & Construction Materials	2,010	623	630	1,253	710	802	1,512	2,765	885	962	1,847	1,069	1,147	2,216	4,063
Foods	1,647	474	338	812	355	362	717	1,529	362	463	825	421	463	884	1,709
Others	1,836	526	541	1,067	627	731	1,358	2,425	652	692	1,344	915	1,108	2,023	3,367
Domestic Service Operations Outsourcing Business	1,084	617	858	1,475	979	1,016	1,995	3,470	823	3,801	4,624	3,813	4,649	8,462	13,086
Retail	837	412	421	833	430	405	835	1,668	403	429	832	450	447	897	1,729
Civil Service	133	165	146	311	189	278	467	778	172	2,904	3,076	2,926	3,626	6,552	9,628
Others	113	40	291	331	360	333	693	1,024	248	468	716	437	576	1,013	1,729
Domestic Administrative Outsourcing Business	536	149	207	356	263	254	517	873	198	238	436	292	453	745	1,181
Domestic Recruiting and Placing Business*	872	279	314	593	418	367	785	1,378	367	481	848	425	490	915	1,763
Overseas Engineering Outsourcing Business	3,833	2,399	6,121	8,520	5,992	6,510	12,502	21,022	6,491	7,069	13,560	7,711	7,654	15,365	28,925
Overseas Manufacturing and Service Operations Outsourcing Business	13,349	4,252	7,529	11,781	8,932	11,437	20,369	32,150	20,612	20,924	41,536	22,351	23,375	45,726	87,262
Other Business	166	230	152	382	113	105	218	600	124	110	234	113	113	226	460
Revenue by region	80,871	24,796	32,584	57,380	35,927	40,976	76,903	134,283	50,238	55,573	105,811	59,704	64,657	124,361	230,172
Japan	63,689	18,145	18,934	37,079	21,003	23,029	44,032	81,111	23,135	27,580	50,715	29,642	33,628	63,270	113,985
Asia (excl. Japan)	13,222	3,365	3,096	6,461	3,104	3,630	6,734	13,195	4,232	4,500	8,732	4,751	5,289	10,040	18,772
Oceania	2,246	1,420	8,444	9,864	7,959	9,256	17,215	27,079	8,685	9,540	18,225	10,178	10,047	20,226	38,451
Europe	1,366	889	1,256	2,145	2,987	3,865	6,852	8,997	12,922	12,866	25,788	14,030	14,309	28,339	54,127
South America	348	977	854	1,831	874	1,196	2,070	3,901	1,264	1,087	2,351	1,103	1,383	2,486	4,837

(%)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Revenue Ratio by Industry	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Domestic Engineering Outsourcing Business	39.1%	36.2%	30.2%	32.8%	28.7%	26.9%	27.8%	29.9%	22.5%	21.7%	22.0%	22.1%	22.9%	22.5%	22.3%
Electrical & Electronics	6.6%	6.2%	5.0%	5.5%	5.0%	4.9%	5.0%	5.2%	4.4%	4.6%	4.5%	4.5%	4.8%	4.6%	4.6%
Transport Equipment	10.5%	8.9%	7.6%	8.2%	7.3%	6.9%	7.1%	7.6%	5.4%	5.3%	5.3%	5.3%	5.6%	5.4%	5.4%
Pharm. & Chemicals	1.7%	1.6%	1.3%	1.4%	1.2%	1.3%	1.3%	1.3%	1.1%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
IT-related	12.4%	12.5%	10.6%	11.4%	9.7%	8.6%	9.1%	10.1%	7.0%	6.4%	6.7%	7.0%	7.1%	7.1%	6.9%
Construction & Plant-related	5.3%	4.8%	3.7%	4.2%	3.6%	3.5%	3.5%	3.8%	3.0%	2.8%	2.9%	2.8%	2.8%	2.8%	2.8%
Others	2.5%	2.2%	2.0%	2.1%	1.9%	1.7%	1.8%	1.9%	1.6%	1.6%	1.6%	1.5%	1.6%	1.6%	1.6%
Domestic Manufacturing Outsourcing Business	36.3%	31.9%	23.2%	26.9%	24.8%	25.0%	24.9%	25.8%	20.6%	19.6%	20.1%	19.8%	20.3%	20.1%	20.1%
Electrical & Electronics	10.8%	9.1%	6.6%	7.6%	8.9%	10.4%	9.7%	8.9%	8.2%	7.8%	8.0%	7.8%	7.8%	7.8%	7.9%
Transport Equipment	14.3%	12.7%	9.2%	10.7%	8.6%	7.7%	8.1%	9.2%	6.5%	6.1%	6.3%	6.1%	6.5%	6.3%	6.3%
Pharm. & Chemicals	4.4%	3.6%	2.8%	3.1%	2.6%	2.3%	2.4%	2.7%	2.1%	2.0%	2.0%	1.9%	1.8%	1.9%	1.9%
Metals & Construction Materials	2.5%	2.5%	1.9%	2.2%	2.0%	1.9%	2.0%	2.1%	1.8%	1.7%	1.7%	1.8%	1.8%	1.8%	1.8%
Foods	2.0%	1.9%	1.0%	1.4%	1.0%	0.9%	0.9%	1.1%	0.7%	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%
Others	2.3%	2.1%	1.7%	1.9%	1.7%	1.8%	1.8%	1.8%	1.3%	1.2%	1.3%	1.5%	1.7%	1.6%	1.5%
Domestic Service Operations Outsourcing Business	1.3%	2.5%	2.6%	2.6%	2.7%	2.5%	2.6%	2.6%	1.6%	6.8%	4.4%	6.4%	7.2%	6.8%	5.7%
Retail	1.0%	1.6%	1.3%	1.5%	1.2%	1.0%	1.1%	1.2%	0.8%	0.8%	0.8%	0.8%	0.7%	0.7%	0.8%
Civil Service	0.2%	0.7%	0.4%	0.5%	0.5%	0.7%	0.6%	0.6%	0.3%	5.2%	2.9%	4.9%	5.6%	5.3%	4.2%
Others	0.1%	0.2%	0.9%	0.6%	1.0%	0.8%	0.9%	0.8%	0.5%	0.8%	0.7%	0.7%	0.9%	0.8%	0.7%
Domestic Administrative Outsourcing Business	0.7%	0.6%	0.6%	0.6%	0.7%	0.6%	0.7%	0.7%	0.4%	0.4%	0.4%	0.5%	0.7%	0.6%	0.5%
Domestic Recruiting and Placing Business*	1.1%	1.1%	1.0%	1.0%	1.2%	0.9%	1.0%	1.0%	0.7%	0.9%	0.8%	0.7%	0.8%	0.7%	0.7%
Overseas Engineering Outsourcing Business	4.7%	9.7%	18.8%	14.9%	16.7%	15.9%	16.3%	15.7%	12.9%	12.7%	12.8%	12.9%	11.8%	12.4%	12.6%
Overseas Manufacturing and Service Operations Outsourcing Business	16.5%	17.1%	23.1%	20.5%	24.9%	27.9%	26.4%	23.9%	41.0%	37.7%	39.3%	37.4%	36.1%	36.8%	37.9%
Other Business	0.2%	0.9%	0.5%	0.7%	0.3%	0.3%	0.3%	0.4%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Revenue ratio by region	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Japan	78.8%	73.2%	58.1%	64.6%	58.5%	56.2%	57.3%	60.4%	46.1%	49.6%	47.9%	49.7%	52.1%	50.9%	49.5%
Asia (excl. Japan)	16.3%	13.6%	9.5%	11.3%	8.6%	8.8%	8.7%	9.8%	8.4%	8.1%	8.3%	8.0%	8.2%	8.1%	8.2%
Oceania	2.8%	5.7%	25.9%	17.2%	22.2%	22.6%	22.4%	20.2%	17.3%	17.2%	17.2%	17.0%	15.5%	16.3%	16.7%
Europe	1.7%	3.6%	3.9%	3.7%	8.3%	9.4%	8.9%	6.7%	25.7%	23.1%	24.4%	23.5%	22.1%	22.8%	23.5%
South America	0.4%	3.9%	2.6%	3.2%	2.4%	2.9%	2.7%	2.9%	2.5%	2.0%	2.2%	1.8%	2.1%	2.0%	2.1%

Note1: From FY12/16, the Company has renewed its operating segments.

Note2: Regarding figures above the unit for amounts displayed are rounded off.

Note3: Inter-region transactions in revenue are eliminated.

\*The Company's "Recruiting and Placing Business" is equivalent to the "fee-charging employment placement businesses" prescribed in the Employment Security Act.

Note: In accordance with provisional accounting treatments associated with business combinations made between August 2016 through April 2017 being finalized, consolidated financial statements from FY12/16 onward have been retrospectively revised.  
In addition, since certain accounting treatments for M&A were inconsistent with IFRS specific accounting treatments, consolidated financial statements from FY12/15 onward have been amended.

Financial Position

(¥ million)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
ASSETS															
Current assets	24,529	-	-	-	-	-	-	36,251	43,783	54,529	54,529	56,324	59,312	59,312	59,312
Cash and cash equivalents	7,501	-	-	-	-	-	-	11,746	12,852	18,267	18,267	18,125	19,108	19,108	19,108
Trade and other receivables	13,373	-	-	-	-	-	-	21,006	27,025	30,897	30,897	32,671	34,390	34,390	34,390
Inventories	501	-	-	-	-	-	-	808	857	1,151	1,151	1,316	1,373	1,373	1,373
Non-current assets	18,119	-	-	-	-	-	-	54,104	55,163	62,193	62,193	64,951	65,333	65,333	65,333
Property, plant and equipment	5,031	-	-	-	-	-	-	4,994	5,024	6,603	6,603	6,777	6,922	6,922	6,922
Goodwill	6,678	-	-	-	-	-	-	26,315	32,853	37,252	37,252	38,724	39,239	39,239	39,239
Intangible assets	2,631	-	-	-	-	-	-	8,640	10,004	11,244	11,244	11,061	10,936	10,936	10,936
Other non-current financial assets	2,098	-	-	-	-	-	-	9,671	2,492	2,378	2,378	2,585	3,137	3,137	3,137
Other non-current assets	23	-	-	-	-	-	-	1,862	1,909	2,062	2,062	2,258	2,096	2,096	2,096
Total assets	42,648	-	-	-	-	-	-	90,355	98,946	116,723	116,723	121,276	124,645	124,645	124,645
LIABILITIES AND EQUITY															
Current liabilities	23,033	-	-	-	-	-	-	45,521	46,717	57,991	57,991	54,806	51,594	51,594	51,594
Trade and other payables	9,428	-	-	-	-	-	-	13,763	18,825	24,104	24,104	24,619	23,758	23,758	23,758
Bonds and borrowings	8,754	-	-	-	-	-	-	24,375	18,585	24,246	24,246	18,259	14,354	14,354	14,354
Other current financial liabilities	735	-	-	-	-	-	-	1,460	1,050	1,476	1,476	1,532	1,869	1,869	1,869
Income tax payables	1,193	-	-	-	-	-	-	948	3,119	3,889	3,889	4,124	4,659	4,659	4,659
Non-current liabilities	8,575	-	-	-	-	-	-	34,833	35,308	37,371	37,371	43,303	46,294	46,294	46,294
Bonds and borrowings	2,158	-	-	-	-	-	-	21,114	21,450	23,712	23,712	29,573	33,727	33,727	33,727
Total liabilities	31,608	-	-	-	-	-	-	80,354	82,025	95,361	95,361	98,108	97,888	97,888	97,888
Share capital	1,725	-	-	-	-	-	-	1,759	5,765	7,040	7,040	7,115	7,131	7,131	7,131
Share premium	3,468	-	-	-	-	-	-	3,502	7,483	8,758	8,758	8,827	8,843	8,843	8,843
Treasury shares	-0	-	-	-	-	-	-	-0	-0	-0	-0	-0	-0	-0	-0
Retained earnings	5,998	-	-	-	-	-	-	8,391	8,221	9,096	9,096	10,875	14,057	14,057	14,057
Equity attributable to owners of the Company	10,315	-	-	-	-	-	-	7,699	14,605	19,036	19,036	21,398	24,958	24,958	24,958
Non-controlling interests	725	-	-	-	-	-	-	2,302	2,316	2,325	2,325	1,769	1,799	1,799	1,799
Equity	11,040	-	-	-	-	-	-	10,001	16,921	21,361	21,361	23,167	26,757	26,757	26,757
Total Liabilities and Equity	42,648	-	-	-	-	-	-	90,355	98,946	116,723	116,723	121,276	124,645	124,645	124,645

Note: Regarding figures above the unit for amounts displayed are rounded off.

KPI

(¥ million)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Total assets	42,648	-	-	-	-	-	-	90,355	98,946	116,723	116,723	121,276	124,645	124,645	124,645
Current assets	24,529	-	-	-	-	-	-	36,251	43,783	54,529	54,529	56,324	59,312	59,312	59,312
Current liabilities	23,033	-	-	-	-	-	-	45,521	46,717	57,991	57,991	54,806	51,594	51,594	51,594
Equity attributable to owners of the Company	10,315	-	-	-	-	-	-	7,699	14,605	19,036	19,036	21,398	24,958	24,958	24,958
Interest-bearing debt*	13,815	-	-	-	-	-	-	48,138	42,580	50,422	50,422	50,189	50,347	50,347	50,347

Note: Regarding figures above the unit for amounts displayed are rounded off.

\* Interest-bearing debt includes lease obligations, current portion of bonds and others.

(%)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Ratio of equity attributable to owners of the Company to total assets <sup>(1)</sup>	24.2%	-	-	-	-	-	-	8.5%	14.8%	16.3%	16.3%	17.6%	20.0%	20.0%	20.0%
D/E Ratio <sup>(2)</sup>	133.9%	-	-	-	-	-	-	625.3%	291.5%	264.9%	264.9%	234.6%	201.7%	201.7%	201.7%
Current Ratio <sup>(3)</sup>	106.5%	-	-	-	-	-	-	79.6%	93.7%	94.0%	94.0%	102.8%	115.0%	115.0%	115.0%

\*1 Equity attributable to owners of the Company/Total Assets x 100

\*2 Interest-bearing Debt\*/Equity attributable to owners of the Company x 100

\*3 Current Assets/Current Liabilities x 100

Cash Flows

(¥ million)	FY12/15	FY12/16							FY12/17						
	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year	Q1	Q2	1H	Q3	Q4	2H	Full-Year
Cash flows from operating activities	1,887	-	-	770	-	-	476	1,246	-1,333	5,066	3,733	3,303	3,096	6,398	10,132
Profit before tax	2,890	-	-	1,707	-	-	3,231	4,939	1,239	1,836	3,074	2,934	4,386	7,320	10,395
Depreciation and amortisation	892	-	-	661	-	-	963	1,624	568	621	1,189	626	666	1,292	2,481
Impairment loss	23	-	-	0	-	-	564	564	0	0	0	0	37	37	37
Decrease (increase) in trade and other receivables	-1,479	-	-	-1,179	-	-	-2,580	-3,759	-1,662	-491	-2,153	-408	-1,534	-1,941	-4,094
Increase (decrease) in trade and other payables	1,131	-	-	1,614	-	-	-965	649	793	1,373	2,166	1,157	-683	474	2,640
Cash flows from investing activities	-4,326	-	-	-6,583	-	-	-22,134	-28,717	649	-6,156	-5,507	-1,176	-1,815	-2,991	-8,498
Payments for purchase of business	-4,509	-	-	-7,639	-	-	-14,278	-21,917	0	-6,169	-6,169	-742	-906	-1,648	-7,817
Cash flows from financing activities	5,362	-	-	8,004	-	-	23,684	31,688	881	7,276	8,156	-2,434	-333	-2,767	5,389
Increase (decrease) of borrowings	2,349	-	-	8,789	-	-	23,920	32,709	-5,163	5,050	-113	-728	82	-646	-759
Dividends paid	-401	-	-	-610	-	-	0	-610	-733	2	-732	0	0	-1	-733
Cash and cash equivalents at end of period	7,501	-	-	9,342	-	-	11,746	11,746	12852	5416	18,267	-142	983	19,108	19,108

Note: Regarding figures above the unit for amounts displayed are rounded off.