Note: Business segment classifications have been changed from FY12/18. FY12/17 figures have been restated using the new segment classifications for comparison.
In accordance with provisional accounting treatments associated with business combinations made dunring FY12/18 being finalized, consolidated financial statements from FY12/18 onward have been retrospectively revised.

Income

(¥ million)	FY12/17							FY12/18							FY12/19							FY12/20				
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
Revenue	50,238	55,573	105,811	59,704	64,657	124,361	230,172	63,198	75,901	139,099	81,959	90,253	172,212	311,311	86,404	91,181	177,585	89,909	93,755	183,664	361,249	89,542	83,086	172,628				
Cost of sales	40,895	45,140	86,035	47,727	50,594	98,321	184,356	50,948	61,670	112,618	65,599	70,694	136,293	248,911	70,339	74,393	144,732	71,895	73,838	145,733	290,465	72,438	69,090	141,528				
Gross profit	9,343	10,433	19,776	11,977	14,063	26,040	45,816	12,250	14,231	26,481	16,360	19,559	35,919	62,400	16,065	16,788	32,853	18,014	19,917	37,931	70,784	17,104	13,996	31,100				
SG&A expenses	8,009	8,480	16,489	8,929	9,368	18,297	34,786	9,922	11,693	21,615	12,260	13,876	26,136	47,751	14,427	14,803	29,230	14,668	14,968	29,636	58,866	15,499	13,975	29,474				
Other operating income	142	174	316	291	53	344	660	87	366	219	146	667	813	1,032	969	1,120	2,089	1,327	1,171	2,498	4,587	1,072	1,162	2,234				
Other operating expenses	54	75	129	109	92	201	330	365	147	278	42	770	812	1,090	130	46	176	211	776	987	1,163	188	367	555				
EBITDA*	1,983	2,667	4,650	3,852	5,314	9,166	13,816	2,722	3,603	6,325	5,178	6,736	11,914	18,239	5,394	5,949	11,343	6,846	8,074	14,920	26,263	5,377	3,809	9,186				
Operating profit	1,422	2,052	3,474	3,230	4,656	7,886	11,360	2,050	2,757	4,807	4,204	5,580	9,784	14,591	2,477	3,059	5,536	4,462	5,344	9,806	15,342	2,489	816	3,305				
Finance income	132	95	227	81	54	135	362	359	19	69	40	16	56	66	297	37	52	106	1,465	645	697	684	17	606				
Finance costs	315	311	626	377	324	701	1,327	474	925	1,090	221	850	1,071	2,102	1,436	1,069	2,223	1,063	420	557	2,780	1,734	222	1,861				
Share of profit (loss) of investments accounted for using equity method								-	-	-	-	-	-	-	-	-	-	31	29	60	60	31	-35	-4				
Profit before tax	1,239	1,836	3,075	2,934	4,386	7,320	10,395	1,935	1,851	3,786	4,023	4,746	8,769	12,555	1,338	2,027	3,365	3,536	6,418	9,954	13,319	1,470	576	2,046				
Income tax expense	525	810	1,335	975	1,156	2,131	3,466	624	772	1,396	1,706	1,151	2,857	4,253	711	855	1,566	1,494	1,284	2,778	4,344	466	782	1,248				
Profit for the period/the year	714	1,026	1,740	1,959	3,230	5,189	6,929	1,311	1,079	2,390	2,317	3,595	5,912	8,302	627	1,172	1,799	2,042	5,134	7,176	8,975	1,004	-206	798				
Profit attributable to owners of the Company	544	846	1,390	1,750	3,040	4,790	6,180	1,186	841	2,027	2,006	3,447	5,453	7,480	455	921	1,376	1,949	4,902	6,851	8,227	857	-193	664				

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

(%)	FY12/17							FY12/18							FY12/19							FY12/20				
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
% of revenue																												
Cost of sales ratio	81.4%	81.2%	81.3%	79.9%	78.2%	79.1%	80.1%	80.6%	81.3%	81.0%	80.0%	78.3%	79.1%	80.0%	81.4%	81.6%	81.5%	80.0%	78.8%	79.3%	80.4%	80.9%	83.2%	82.0%				
Gross profit margin	18.6%	18.8%	18.7%	20.1%	21.8%	20.9%	19.9%	19.4%	18.7%	19.0%	20.0%	21.7%	20.9%	20.0%	18.6%	18.4%	18.5%	20.0%	21.2%	20.7%	19.6%	19.1%	16.8%	18.0%				
SG&A expenses ratio	15.9%	15.3%	15.6%	15.0%	14.5%	14.7%	15.1%	15.7%	15.4%	15.5%	15.0%	15.4%	15.2%	15.3%	16.7%	16.2%	16.5%	16.3%	16.0%	16.1%	16.3%	17.3%	16.8%	17.1%				
EBITDA margin	3.9%	4.8%	4.4%	6.5%	8.2%	7.4%	6.0%	4.3%	4.7%	4.5%	6.3%	7.5%	6.9%	5.9%	6.2%	6.5%	6.4%	7.6%	8.6%	8.1%	7.3%	6.0%	4.7%	5.3%				
Operating profit margin	2.8%	3.7%	3.3%	5.4%	7.2%	6.3%	4.9%	3.2%	3.6%	3.5%	5.1%	6.2%	5.7%	4.7%	2.9%	3.4%	3.1%	5.0%	5.7%	5.3%	4.2%	2.8%	1.0%	1.9%				
Profit before Tax margin	2.5%	3.3%	2.9%	4.9%	6.8%	5.9%	4.5%	3.1%	2.4%	2.7%	4.9%	5.3%	5.1%	4.0%	1.5%	2.2%	1.9%	3.9%	6.8%	5.4%	3.7%	1.6%	0.7%	1.2%				
Profit attributable to owners of the Company margin	1.1%	1.5%	1.3%	2.9%	4.7%	3.9%	2.7%	1.9%	1.1%	1.5%	2.4%	3.8%	3.2%	2.4%	0.5%	1.0%	0.8%	2.2%	5.2%	3.7%	2.3%	1.0%	-0.2%	0.4%				

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

Information by Operating Segment

(¥ million)	FY12/17							FY12/18							FY12/19							FY12/20				
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
Revenue by segment	**50,238**	**55,573**	**105,811**	**59,704**	**64,657**	**124,361**	**230,172**	**63,198**	**75,901**	**139,099**	**81,959**	**90,253**	**172,212**	**311,311**	**86,404**	**91,181**	**177,585**	**89,909**	**93,755**	**183,664**	**361,249**	**89,542**	**83,086**	**172,628**				
Domestic Engineering Outsourcing Business	11,279	12,306	23,315	13,174	14,775	27,949	51,264	15,359	17,188	32,547	18,826	21,061	39,887	72,434	20,513	22,321	42,834	23,865	24,668	48,533	91,367	25,100	25,304	50,404				
Domestic Manufacturing Outsourcing Business	10,909	11,633	22,542	12,542	14,091	26,633	49,175	13,848	14,937	28,785	15,853	17,664	33,517	62,302	17,546	17,957	35,503	17,603	17,424	35,027	70,530	16,280	14,128	30,408				
Domestic Service Operations Outsourcing Business	823	3,801	4,624	3,813	4,649	8,462	13,086	4,574	4,675	9,249	4,145	4,609	8,754	18,003	4,806	5,351	10,157	4,476	5,936	10,412	20,569	5,936	5,918	11,854				
Overseas Engineering Outsourcing Business	6,491	7,069	13,560	7,711	7,654	15,365	28,925	7,329	8,836	16,165	9,305	11,100	20,405	36,570	10,364	11,561	21,925	11,093	10,848	21,941	43,866	9,558	8,712	18,270				
Overseas Manufacturing and Service Operations Outsourcing Business	20,612	20,924	41,536	22,351	23,375	45,726	87,262	21,943	30,159	52,102	33,748	35,714	69,462	121,564	33,014	33,834	66,848	32,742	34,618	67,360	134,208	32,621	29,015	61,636				
Other Business	124	110	234	113	113	226	460	145	106	251	82	105	187	438	161	157	318	130	261	391	709	47	9	56				
Segment income (loss)	**1,422**	**2,052**	**3,474**	**3,230**	**4,657**	**7,886**	**11,360**	**2,050**	**2,757**	**4,807**	**4,204**	**5,580**	**9,784**	**14,591**	**2,477**	**3,059**	**5,536**	**4,462**	**5,344**	**9,806**	**15,342**	**2,489**	**816**	**3,305**				
Domestic Engineering Outsourcing Business	583	661	1,244	1,243	1,808	3,051	4,295	986	1,299	2,285	1,759	3,204	4,963	7,248	1,336	1,038	2,374	2,061	2,558	4,619	6,993	1,446	1,268	2,714				
Domestic Manufacturing Outsourcing Business	655	907	1,562	981	2,011	2,992	4,554	1,368	1,370	2,738	1,640	2,916	4,556	7,294	1,364	1,643	3,007	1,655	2,692	4,347	7,354	1,450	1,108	2,558				
Domestic Service Operations Outsourcing Business	-5	292	287	328	341	669	956	356	301	657	387	327	714	1,371	400	643	1,043	451	662	1,113	2,156	631	635	1,266				
Overseas Engineering Outsourcing Business	164	291	455	388	389	777	1,232	309	355	664	478	541	1,019	1,683	553	564	1,117	1,061	167	1,228	2,345	335	-177	158				
Overseas Manufacturing and Service Operations Outsourcing Business	929	655	1,584	1,246	897	2,143	3,727	380	917	1,297	1,236	-310	926	2,223	316	993	1,309	547	657	1,204	2,513	124	-381	-257				
Other Business	8	-7	1	16	20	36	37	19	42	61	23	-31	-8	53	2	44	46	21	21	42	88	55	2	57				
Adjustment	-912	-747	-1,659	-972	-810	-1,782	-3,441	-1,368	-1,527	-2,895	-1,319	-1,067	-2,386	-5,281	-1,494	-1,866	-3,360	-1,334	-1,413	-2,747	-6,107	-1,552	-1,639	-3,191				

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

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In accordance with provisional accounting treatments associated with business combinations made dunring FY12/18 being finalized, consolidated financial statements from FY12/18 onward have been retrospectively revised.

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

(persons)	FY12/17							FY12/18							FY12/19							FY12/20				
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
No. of Domestic Workers Recruited	**3,636**	**6,136**	**9,772**	**5,241**	**4,936**	**10,177**	**19,949**	**4,854**	**7,073**	**11,927**	**6,340**	**6,613**	**12,953**	**24,880**	**5,195**	**7,247**	**12,442**	**4,319**	**4,365**	**8,684**	**21,126**	**3,582**	**4,840**	**8,422**				
Engineering	475	1,328	1,803	1,134	1,143	2,277	4,080	1,017	2,171	3,188	1,835	1,246	3,081	6,269	1,155	2,836	3,991	1,201	1,151	2,352	6,343	1,155	2,925	4,080				
Manufacturing	1,729	2,159	3,888	1,994	1,965	3,959	7,847	1,681	2,648	4,329	2,308	3,386	5,694	10,023	2,046	2,488	4,534	1,582	1,702	3,284	7,818	1,411	1,335	2,746				
Service Operations	598	1,584	2,182	1,232	994	2,226	4,408	1,338	1,221	2,559	1,226	951	2,177	4,736	1,070	889	1,959	569	712	1,281	3,240	505	389	894				
Recruiting and Placing	834	1,065	1,899	881	834	1,715	3,614	818	1,033	1,851	971	1,030	2,001	3,852	924	1,034	1,958	967	800	1,767	3,725	511	191	702				
No. of Worksite Employees at Term-end	**51,378**	**54,221**	**54,221**	**56,606**	**59,883**	**59,883**	**59,883**	**57,789**	**74,043**	**74,043**	**77,024**	**77,746**	**77,746**	**77,746**	**74,978**	**80,140**	**80,140**	**80,118**	**79,958**	**79,958**	**79,958**	**76,248**	**73,540**	**73,540**				
Domestic	**17,532**	**19,964**	**19,964**	**21,450**	**22,747**	**22,747**	**22,747**	**23,417**	**25,757**	**25,757**	**27,320**	**29,835**	**29,835**	**29,835**	**29,418**	**31,715**	**31,715**	**31,550**	**31,910**	**31,910**	**31,910**	**31,258**	**32,228**	**32,228**				
Domestic Engineering Outsourcing Business	6,286	7,161	7,161	7,956	8,716	8,716	8,716	9,474	10,943	10,943	12,138	12,763	12,763	12,763	13,214	15,036	15,036	15,461	15,888	15,888	15,888	16,048	17,827	17,827				
IT-related	1,521	1,612	1,612	2,110	2,278	2,278	2,278	2,330	2,501	2,501	2,555	2,680	2,680	2,680	2,784	3,127	3,127	3,321	3,445	3,445	3,445	3,553	4,017	4,017				
Construction & Plant-related	889	1,039	1,039	1,131	1,330	1,330	1,330	1,506	1,752	1,752	1,774	1,856	1,856	1,856	2,015	2,381	2,381	2,494	2,525	2,525	2,525	2,609	3,122	3,122				
Utilization Rate for Domestic Engineering Outsourcing Business (%)	98.2%	96.9%	97.5%	97.8%	97.3%	97.5%	97.5%	95.9%	94.7%	95.2%	96.8%	96.7%	96.8%	96.1%	96.9%	92.4%	94.5%	95.6%	96.3%	96.0%	95.4%	95.3%	88.0%	92.0%				
Domestic Manufacturing Outsourcing Business	9,480	10,295	10,295	10,686	11,096	11,096	11,096	11,050	11,826	11,826	12,363	13,698	13,698	13,698	13,531	14,018	14,018	13,661	13,457	13,457	13,457	12,909	12,426	12,426				
Domestic Service Operations Outsourcing Business	1,762	2,503	2,503	2,803	2,932	2,932	2,932	2,890	2,985	2,985	2,815	3,370	3,370	3,370	2,670	2,657	2,657	2,424	2,560	2,560	2,560	2,301	1,975	1,975				
Retail	1,404	1,746	1,746	2,000	642	642	642	712	542	542	521	533	533	533	338	349	349	461	390	390	390	410	381	381				
Public Works	311	757	757	803	960	960	960	890	1,023	1,023	974	982	982	982	927	946	946	901	978	978	978	946	870	870				
Others	47	0	0	0	1,330	1,330	1,330	1,288	1,420	1,420	1,320	1,855	1,855	1,855	1,405	1,362	1,362	1,062	1,192	1,192	1,192	945	724	724				
Other Business	4	5	5	5	3	3	3	3	3	3	4	4	4	4	3	4	4	4	5	5	5	0	0	0				
Overseas	**33,846**	**34,257**	**34,257**	**35,156**	**37,136**	**37,136**	**37,136**	**34,372**	**48,286**	**48,286**	**49,704**	**47,911**	**47,911**	**47,911**	**45,560**	**48,425**	**48,425**	**48,568**	**48,048**	**48,048**	**48,048**	**44,990**	**41,312**	**41,312**				
Overseas Engineering Outsourcing Business	1,893	2,038	2,038	2,132	1,956	1,956	1,956	2,091	2,252	2,252	2,507	3,043	3,043	3,043	3,280	3,718	3,718	3,600	3,468	3,468	3,468	3,307	3,176	3,176				
Overseas Manufacturing and Service Operations Outsourcing Business	31,953	32,219	32,219	33,024	35,180	35,180	35,180	32,281	46,034	46,034	47,197	44,868	44,868	44,868	42,280	44,707	44,707	44,968	44,580	44,580	44,580	41,683	38,136	38,136				
Production Outsourcing Business	19,369	19,264	19,264	20,861	22,113	22,113	22,113	17,925	30,330	30,330	31,709	28,733	28,733	28,733	26,522	29,417	29,417	27,322	26,575	26,575	26,575	12,565	10,234	10,234				
Other Business	12,584	12,955	12,955	12,163	12,817	12,817	12,817	14,356	15,704	15,704	15,488	16,135	16,135	16,135	15,758	15,290	15,290	17,646	18,005	18,005	18,005	29,118	27,902	27,902				
No. of Workers under Outsourced Administration at Term-end	3,381	3,480	3,480	4,095	5,628	5,628	5,628	5,554	6,716	6,716	7,467	11,225	11,225	11,225	12,418	13,528	13,528	16,318	18,670	18,670	18,670	20,007	20,102	20,102				
No. of Placed Workers	834	1,065	1,899	881	834	1,715	3,614	818	1,033	1,851	971	1,030	2,001	3,852	924	1,034	1,958	967	800	1,767	3,725	511	191	702				
No. of Consolidated Internal Staff	3,168	3,505	3,505	3,613	3,759	3,759	3,759	3,914	4,685	4,685	5,487	5,408	5,408	5,408	5,616	5,960	5,960	5,918	6,062	6,062	6,062	6,235	6,269	6,269				

	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
Recruitment unit price (¥/worker)																												
Domestic Engineering Outsourcing Business	638,072	241,584	346,039	277,031	367,182	322,285	332,782	610,174	222,519	346,184	299,054	561,433	405,164	375,171	598,655	212,352	324,149	630,609	526,779	579,798	418,944	994,573	224,362	442,400				
Domestic Manufacturing Outsourcing Business	73,625	56,920	64,349	70,294	65,004	67,669	66,024	101,105	64,093	78,465	78,574	43,208	57,543	66,580	126,977	51,301	85,450	61,884	53,821	57,705	73,796	136,396	70,676	104,445				
Domestic Service Operations Outsourcing Business	25,346	10,737	14,741	18,630	10,326	14,922	14,832	19,229	19,007	19,123	18,721	14,795	17,006	18,150	27,456	17,846	23,095	33,576	41,319	37,880	28,940	51,347	2,293	30,002				
Fee-charging Employment Placement Businesses	146,327	119,434	131,245	149,185	139,226	144,342	137,460	162,725	149,994	155,620	152,800	111,995	131,796	143,244	196,934	154,781	174,674	171,402	90,731	134,879	155,797	395,779	189,723	339,715				
Recruiting expenses (¥ thousand)	567,575	587,919	1,155,494	608,704	673,801	1,282,505	2,437,999	949,341	830,959	1,780,299	901,433	975,273	1,876,706	3,657,006	1,162,587	905,777	2,068,364	1,040,113	799,931	1,840,044	3,908,408	1,569,360	787,740	2,357,100				

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In accordance with provisional accounting treatments associated with business combinations made dunring FY12/18 being finalized, consolidated financial statements from FY12/18 onward have been retrospectively revised.

Information by Industry, Region

(¥ million)	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
Revenue by industry	**50,238**	**55,573**	**105,811**	**59,704**	**64,657**	**124,361**	**230,172**	**63,198**	**75,901**	**139,099**	**81,959**	**90,253**	**172,212**	**311,311**	**86,404**	**91,181**	**177,585**	**89,909**	**93,755**	**183,664**	**361,249**	**89,542**	**83,086**	**172,628**				
Domestic Engineering Outsourcing Business	11,279	12,036	23,315	13,174	14,775	27,949	51,264	15,359	17,188	32,547	18,826	21,061	39,887	72,434	20,513	22,321	42,834	23,865	24,668	48,533	91,367	25,100	25,304	50,404				
Electrical & Electronics	2,204	2,589	4,793	2,663	3,097	5,760	10,553	3,056	3,504	6,560	3,803	4,233	8,036	14,596	3,741	3,828	7,569	3,949	4,081	8,030	15,599	4,017	4,017	8,034				
Transport Equipment	2,731	2,926	5,657	3,139	3,595	6,734	12,391	3,927	4,429	8,356	4,621	5,235	9,856	18,212	4,883	4,930	9,813	5,311	5,476	10,787	20,600	5,793	5,306	11,099				
Pharm. & Chemicals	556	544	1,100	569	628	1,197	2,297	579	730	1,309	1,404	1,929	3,333	4,642	1,634	1,861	3,495	1,840	1,792	3,632	7,127	1,848	1,993	3,841				
IT-related	3,521	3,538	7,059	4,181	4,595	8,776	15,835	4,739	4,883	9,622	5,076	5,526	10,602	20,224	5,914	6,808	12,722	7,415	7,685	15,100	27,822	7,271	7,856	15,127				
Construction & Plant-related	1,487	1,551	3,038	1,702	1,828	3,530	6,568	1,960	2,367	4,327	2,446	2,779	5,225	9,552	2,943	3,454	6,397	3,692	3,942	7,634	14,031	3,802	3,875	7,677				
Others	780	888	1,668	920	1,032	1,952	3,620	1,098	1,275	2,373	1,476	1,359	2,835	5,208	1,398	1,440	2,838	1,658	1,692	3,350	6,188	2,369	2,257	4,626				
Domestic Manufacturing Outsourcing Business	10,909	11,633	22,542	12,542	14,091	26,633	49,175	13,848	14,937	28,785	15,853	17,664	33,517	62,302	17,546	17,957	35,503	17,603	17,424	35,027	70,530	16,280	14,128	30,408				
Electrical & Electronics	4,120	4,319	8,439	4,683	5,031	9,714	18,153	4,626	4,583	9,209	4,715	4,733	9,448	18,657	4,280	4,429	8,709	4,425	4,288	8,713	17,422	4,072	3,748	7,820				
Transport Equipment	3,685	3,954	7,639	4,295	4,942	9,237	16,876	5,340	6,134	11,474	6,686	8,002	14,688	26,162	8,382	8,441	16,823	7,998	7,742	15,740	32,563	7,530	5,835	13,365				
Pharm. & Chemicals	1,082	1,083	2,165	1,111	1,198	2,309	4,474	1,203	1,322	2,525	1,276	1,388	2,664	5,189	1,291	1,384	2,675	1,380	1,405	2,785	5,460	1,370	1,363	2,733				
Metals & Construction Materials	896	962	1,868	1,054	1,151	2,205	4,073	966	971	1,937	1,190	1,292	2,482	4,419	1,230	1,195	2,425	1,238	1,161	2,399	4,824	1,039	866	1,905				
Foods	365	464	829	423	464	887	1,716	410	428	838	503	591	1,094	1,932	552	640	1,192	708	743	1,451	2,643	648	699	1,347				
Others	761	841	1,602	976	1,305	2,281	3,883	1,303	1,499	2,802	1,483	1,658	3,141	5,943	1,811	1,868	3,679	1,854	2,085	3,939	7,618	1,621	1,617	3,238				
Domestic Service Operations Outsourcing Business	823	3,801	4,624	3,813	4,649	8,462	13,086	4,574	4,675	9,249	4,145	4,609	8,754	18,003	4,806	5,351	10,157	4,476	5,936	10,412	20,569	5,936	5,918	11,854				
Retail	403	429	832	450	447	897	1,729	400	368	768	354	306	660	1,428	239	240	479	174	159	333	812	204	110	314				
Public Works	172	2,904	3,076	2,926	3,626	6,552	9,628	3,637	3,540	7,177	3,119	3,580	6,699	13,876	3,870	4,403	8,273	3,640	5,117	8,757	17,030	5,166	5,306	10,472				
Others	248	468	716	437	576	1,013	1,729	537	767	1,304	672	723	1,395	2,699	697	708	1,405	662	660	1,322	2,727	566	502	1,068				
Overseas Engineering Outsourcing Business	6,491	7,069	13,560	7,711	7,654	15,365	28,925	7,329	8,836	16,165	9,305	11,100	20,405	36,570	10,364	11,561	21,925	11,093	10,848	21,941	43,866	9,558	8,712	18,270				
Electrical & Electronics	15	38	53	49	48	97	150	47	52	99	60	166	226	325	128	130	258	48	41	89	347	137	131	268				
Transport Equipment	69	64	133	77	95	172	305	67	237	304	162	223	385	689	262	297	559	356	416	772	1,331	264	260	524				
Pharm. & Chemicals	110	120	230	131	154	285	515	128	100	228	143	164	307	535	132	121	253	125	147	272	525	137	129	266				
IT-related	628	661	1,290	605	698	1,303	2,593	841	854	1,695	950	1,141	2,091	3,786	1,005	1,150	2,155	1,119	1,171	2,290	4,445	858	756	1,614				
Metals & Construction Materials	61	32	93	42	47	89	182	55	69	124	92	95	187	311	51	54	105	56	48	104	209	44	42	86				
Construction & Plant-related	55	57	112	59	54	113	225	71	22	93	34	43	77	170	22	189	211	684	640	1,324	1,535	499	429	928				
Foods	1	1	2	1	11	12	14	2	26	28	10	28	38	66	26	46	72	48	37	85	157	9	9	18				
Retail	246	262	508	239	311	551	1,059	345	172	517	326	358	684	1,201	257	294	551	255	346	601	1,152	344	458	802				
Public Works	3,916	4,341	8,257	3,941	4,667	8,608	16,865	3,865	5,364	9,229	5,402	5,695	11,097	20,326	5,719	6,135	11,854	6,509	5,771	12,280	24,134	5,046	4,611	9,657				
Finance	1,069	1,120	2,189	1,084	1,373	2,457	4,646	1,149	1,589	2,738	1,695	2,245	3,940	6,678	2,010	2,260	4,270	1,763	1,683	3,446	7,716	1,333	1,644	2,977				
Others	321	372	693	1,483	195	1,678	2,371	759	351	1,110	431	942	1,373	2,483	752	885	1,637	130	548	678	2,315	887	243	1,130				
Overseas Manufacturing and Service Operations Outsourcing Business	20,612	20,924	41,536	22,351	23,375	45,726	87,262	21,943	30,159	52,102	33,748	35,714	69,462	121,564	33,014	33,834	66,848	32,742	34,618	67,360	134,208	32,621	29,015	61,636				
Electrical & Electronics	4,363	4,344	8,707	3,673	5,091	8,764	17,471	5,350	4,963	10,313	6,705	5,404	12,109	22,422	5,078	4,754	9,832	4,619	3,640	8,259	18,091	3,804	2,781	6,585				
Transport Equipment	3,726	3,589	7,315	3,454	4,644	8,098	15,413	3,661	4,082	7,743	4,622	4,089	8,711	16,454	3,808	3,598	7,406	3,552	2,951	6,503	13,909	3,269	2,033	5,302				
Pharm. & Chemicals	982	1,144	2,126	856	1,348	2,204	4,330	798	1,524	2,322	1,260	1,138	2,398	4,720	1,000	921	1,921	1,001	862	1,863	3,784	793	645	1,438				
IT-related	875	914	1,789	747	835	1,582	3,371	810	912	1,722	853	860	1,713	3,435	800	1,048	1,848	787	733	1,520	3,368	744	919	1,663				
Metals & Construction Materials	336	352	688	270	391	661	1,349	353	376	729	391	364	755	1,484	330	277	607	274	279	553	1,160	416	381	797				
Construction & Plant-related	360	336	696	317	290	607	1,303	395	389	784	441	527	968	1,752	510	545	1,055	460	499	959	2,014	644	500	1,144				
Foods	411	423	834	618	510	1,129	1,963	534	1,425	1,959	1,869	1,536	3,405	5,364	1,211	1,230	2,441	1,369	719	2,088	4,529	1,049	663	1,712				
Retail	2,432	2,308	4,740	72	2,420	2,492	7,232	2,077	4,602	6,679	4,788	9,384	14,172	20,851	7,282	6,845	14,127	7,346	11,698	19,044	33,171	8,926	10,083	19,009				
Public Works	5,290	5,409	10,699	2,078	6,118	8,196	18,895	5,602	6,191	11,793	6,600	8,772	15,372	27,165	8,155	7,668	15,823	7,405	6,445	13,850	29,673	7,863	6,718	14,581				
Finance	419	448	867	380	542	922	1,789	599	555	1,154	564	249	813	1,967	453	441	894	416	405	821	1,715	378	374	752				
Others	1,418	1,657	3,075	9,886	1,185	11,071	14,146	1,764	5,140	6,904	5,655	3,391	9,046	15,950	4,387	6,507	10,894	5,513	6,387	11,900	22,794	4,735	3,918	8,653				
Other Business	124	110	234	113	113	226	460	145	106	251	82	105	187	438	161	157	318	130	261	391	709	47	9	56				
Revenue by region	**50,238**	**55,573**	**105,811**	**59,704**	**64,657**	**124,361**	**230,172**	**63,198**	**75,901**	**139,099**	**81,959**	**90,253**	**172,212**	**311,311**	**86,404**	**91,181**	**177,585**	**89,909**	**93,755**	**183,664**	**361,249**	**89,542**	**83,086**	**172,628**				
Japan	23,135	27,580	50,715	29,642	33,628	63,270	113,985	33,926	36,906	70,832	38,906	43,439	82,345	153,177	43,026	45,786	88,812	46,074	48,289	94,363	183,175	47,363	45,359	92,722				
Asia (excl. Japan)	4,232	4,500	8,732	4,751	5,289	10,040	18,772	4,716	4,367	9,083	4,453	3,340	7,793	16,876	3,414	3,427	6,841	3,166	3,390	6,556	13,397	2,854	1,980	4,834				
Oceania	8,685	9,540	18,225	10,178	10,048	20,226	38,451	9,149	11,133	20,282	11,347	12,821	24,168	44,450	11,783	13,271	25,054	12,027	12,157	24,184	49,238	10,546	10,727	21,273				
Europe	12,922	12,866	25,788	14,030	14,309	28,339	54,127	14,057	21,785	35,842	25,456	28,357	53,813	89,655	26,225	26,573	52,798	26,330	27,522	53,852	106,650	26,666	23,450	50,116				
South America	1,264	1,087	2,351	1,103	1,383	2,486	4,837	1,350	1,710	3,060	1,797	2,296	4,093	7,153	1,956	2,124	4,080	2,312	2,397	4,709	8,789	2,113	1,570	3,683				

Note: Business segment classifications have been changed from FY12/18. FY12/17 figures have been restated using the new segment classifications for comparison.
In accordance with provisional accounting treatments associated with business combinations made dunring FY12/18 being finalized, consolidated financial statements from FY12/18 onward have been retrospectively revised.

Information by Industry, Region

(%)	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	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%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**				
Domestic Engineering Outsourcing Business	22.5%	21.7%	22.0%	22.1%	22.9%	22.5%	22.3%	24.3%	22.7%	23.4%	23.0%	23.3%	23.2%	23.3%	23.7%	24.5%	24.1%	26.5%	26.3%	26.4%	25.3%	28.0%	30.5%	29.2%				
Electrical & Electronics	4.4%	4.6%	4.5%	4.5%	4.8%	4.6%	4.6%	4.8%	4.6%	4.7%	4.7%	4.7%	4.7%	4.7%	4.3%	4.2%	4.2%	4.4%	4.4%	4.4%	4.3%	4.5%	4.8%	4.7%				
Transport Equipment	5.4%	5.3%	5.3%	5.3%	5.6%	5.4%	5.4%	6.2%	5.9%	6.0%	5.6%	5.8%	5.7%	5.8%	5.7%	5.4%	5.5%	5.9%	5.8%	5.9%	5.7%	6.5%	6.4%	6.4%				
Pharm. & Chemicals	1.1%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	0.9%	1.0%	1.0%	1.7%	2.1%	1.9%	1.5%	1.9%	2.0%	2.0%	2.0%	1.9%	2.0%	2.0%	2.1%	2.4%	2.2%				
IT-related	7.0%	6.4%	6.7%	7.0%	7.1%	7.1%	6.9%	7.5%	6.4%	6.9%	6.2%	6.1%	6.2%	6.5%	6.8%	7.5%	7.2%	8.3%	8.2%	8.2%	7.7%	8.1%	9.5%	8.8%				
Construction & Plant-related	3.0%	2.8%	2.9%	2.8%	2.8%	2.8%	2.8%	3.1%	3.1%	3.1%	3.0%	3.1%	3.0%	3.1%	3.4%	3.8%	3.6%	4.1%	4.2%	4.1%	3.9%	4.2%	4.7%	4.4%				
Others	1.6%	1.6%	1.6%	1.5%	1.6%	1.6%	1.6%	1.8%	1.7%	1.7%	1.8%	1.5%	1.7%	1.7%	1.6%	1.6%	1.6%	1.8%	1.8%	1.8%	1.7%	2.6%	2.7%	2.7%				
Domestic Manufacturing Outsourcing Business	21.7%	20.9%	21.3%	21.0%	21.8%	21.4%	21.3%	21.9%	19.7%	20.7%	19.3%	19.6%	19.5%	20.0%	20.3%	19.7%	20.0%	19.6%	18.6%	19.1%	19.5%	18.2%	17.0%	17.6%				
Electrical & Electronics	8.2%	7.8%	8.0%	7.8%	7.8%	7.8%	7.9%	7.3%	6.0%	6.6%	5.7%	5.3%	5.5%	6.0%	5.0%	4.9%	4.9%	4.9%	4.6%	4.7%	4.8%	4.6%	4.5%	4.5%				
Transport Equipment	7.3%	7.1%	7.2%	7.2%	7.6%	7.4%	7.3%	8.5%	8.1%	8.3%	8.2%	8.9%	8.5%	8.4%	9.7%	9.3%	9.5%	8.9%	8.3%	8.6%	9.0%	8.4%	7.0%	7.7%				
Pharm. & Chemicals	2.2%	2.0%	2.0%	1.9%	1.9%	1.9%	1.9%	1.9%	1.7%	1.8%	1.6%	1.5%	1.6%	1.7%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.6%	1.6%				
Metals & Construction Materials	1.8%	1.7%	1.8%	1.8%	1.8%	1.8%	1.8%	1.5%	1.3%	1.4%	1.4%	1.4%	1.5%	1.4%	1.4%	1.3%	1.3%	1.4%	1.2%	1.3%	1.4%	1.2%	1.1%	1.1%				
Foods	0.7%	0.8%	0.8%	0.7%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	0.7%	0.6%	0.6%	0.6%	0.7%	0.7%	0.8%	0.8%	0.8%	0.7%	0.7%	0.8%	0.8%				
Others	1.5%	1.5%	1.5%	1.6%	2.0%	1.8%	1.7%	2.1%	2.0%	2.0%	1.8%	1.8%	1.8%	1.9%	2.1%	2.0%	2.1%	2.1%	2.2%	2.2%	2.1%	1.8%	2.0%	1.9%				
Domestic Service Operations Outsourcing Business	1.6%	6.8%	4.4%	6.4%	7.2%	6.8%	5.7%	7.2%	6.1%	6.6%	5.1%	5.1%	5.1%	5.8%	5.6%	5.8%	5.7%	5.0%	6.3%	5.7%	5.7%	6.6%	7.1%	6.9%				
Retail	0.8%	0.8%	0.8%	0.8%	0.7%	0.7%	0.8%	0.6%	0.5%	0.5%	0.5%	0.3%	0.4%	0.5%	0.3%	0.2%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	0.1%	0.2%				
Public Works	0.3%	5.2%	2.9%	4.9%	5.6%	5.3%	4.2%	5.8%	4.6%	5.2%	3.8%	4.0%	3.9%	4.4%	4.5%	4.8%	4.6%	4.1%	5.4%	4.8%	4.7%	5.8%	6.4%	6.1%				
Others	0.5%	0.8%	0.7%	0.7%	0.9%	0.8%	0.7%	0.8%	1.0%	0.9%	0.8%	0.8%	0.8%	0.9%	0.8%	0.8%	0.8%	0.7%	0.7%	0.7%	0.8%	0.6%	0.6%	0.6%				
Overseas Engineering Outsourcing Business	12.9%	12.7%	12.8%	12.9%	11.8%	12.3%	12.6%	11.6%	11.6%	11.6%	11.3%	12.3%	11.8%	11.7%	12.0%	12.7%	12.4%	12.4%	11.6%	11.9%	12.1%	10.7%	10.5%	10.6%				
Electrical & Electronics	0.0%	0.1%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.0%	0.0%	0.1%	0.2%	0.2%	0.2%				
Transport Equipment	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.2%	0.1%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	0.3%	0.3%	0.3%	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%				
Pharm. & Chemicals	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.1%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.1%	0.2%	0.1%	0.2%	0.2%	0.2%	0.1%	0.2%	0.2%				
IT-related	1.3%	1.2%	1.2%	1.0%	1.1%	1.0%	1.1%	1.3%	1.1%	1.2%	1.1%	1.3%	1.2%	1.2%	1.2%	1.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.0%	0.9%	0.9%				
Metals & Construction Materials	0.1%	0.0%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%	0.1%				
Construction & Plant-related	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.2%	0.1%	0.8%	0.7%	0.7%	0.4%	0.6%	0.5%	0.5%				
Foods	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%				
Retail	0.5%	0.5%	0.5%	0.4%	0.5%	0.4%	0.5%	0.6%	0.2%	0.4%	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	0.4%	0.3%	0.3%	0.4%	0.6%	0.5%				
Public Works	7.8%	7.8%	7.8%	6.6%	7.2%	6.9%	7.3%	6.1%	7.1%	6.5%	6.6%	6.3%	6.4%	6.5%	6.6%	6.7%	6.7%	7.2%	6.2%	6.7%	6.7%	5.6%	5.5%	5.6%				
Finance	2.1%	2.0%	2.1%	1.8%	2.1%	2.0%	2.0%	1.8%	2.1%	2.0%	2.1%	2.5%	2.3%	2.1%	2.3%	2.5%	2.4%	2.0%	1.8%	1.9%	2.1%	1.5%	2.0%	1.7%				
Others	0.7%	0.7%	0.7%	2.5%	0.3%	1.4%	1.0%	1.2%	0.5%	0.8%	0.5%	1.0%	0.8%	0.8%	0.9%	1.0%	0.9%	0.1%	0.6%	0.4%	0.6%	1.0%	0.3%	0.6%				
Overseas Manufacturing and Service Operations Outsourcing Business	41.0%	37.7%	39.3%	37.4%	36.1%	36.8%	37.9%	34.7%	39.7%	37.5%	41.2%	39.6%	40.3%	39.1%	38.2%	37.1%	37.6%	36.4%	36.9%	36.7%	37.2%	36.5%	34.9%	35.7%				
Electrical & Electronics	8.7%	7.8%	8.2%	6.2%	7.9%	7.1%	7.6%	8.5%	6.5%	7.4%	8.2%	6.0%	7.0%	7.2%	5.9%	5.2%	5.5%	5.1%	3.9%	4.5%	5.0%	4.2%	3.3%	3.8%				
Transport Equipment	7.4%	6.5%	6.9%	5.8%	7.2%	6.5%	6.7%	5.8%	5.4%	5.6%	5.6%	4.5%	5.1%	5.3%	4.4%	3.9%	4.2%	4.0%	3.1%	3.6%	3.9%	3.7%	2.4%	3.1%				
Pharm. & Chemicals	2.0%	2.1%	2.0%	1.4%	2.1%	1.8%	1.9%	1.3%	2.0%	1.7%	1.5%	1.3%	1.4%	1.5%	1.2%	1.0%	1.1%	1.1%	0.9%	1.0%	1.0%	0.9%	0.8%	0.8%				
IT-related	1.8%	1.6%	1.7%	1.3%	1.3%	1.3%	1.5%	1.3%	1.2%	1.2%	1.0%	0.9%	1.0%	1.1%	0.9%	1.2%	1.0%	0.9%	0.8%	0.8%	0.9%	0.8%	1.1%	1.0%				
Metals & Construction Materials	0.7%	0.6%	0.7%	0.5%	0.6%	0.5%	0.6%	0.5%	0.5%	0.5%	0.5%	0.4%	0.4%	0.5%	0.4%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.5%	0.5%	0.5%				
Construction & Plant-related	0.7%	0.6%	0.7%	0.5%	0.4%	0.5%	0.6%	0.6%	0.5%	0.6%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.5%	0.5%	0.5%	0.6%	0.7%	0.6%	0.7%				
Foods	0.8%	0.8%	0.8%	1.0%	0.8%	0.9%	0.8%	0.8%	1.9%	1.4%	2.3%	1.7%	2.0%	1.7%	1.4%	1.4%	1.4%	1.5%	0.8%	1.1%	1.3%	1.2%	0.8%	1.0%				
Retail	4.8%	4.2%	4.5%	0.1%	3.7%	2.0%	3.1%	3.3%	6.1%	4.8%	5.9%	10.4%	8.2%	6.7%	8.4%	7.5%	8.0%	8.2%	12.5%	10.4%	9.2%	10.0%	12.1%	11.0%				
Public Works	10.5%	9.7%	10.1%	3.5%	9.5%	6.6%	8.2%	8.9%	8.1%	8.5%	8.1%	9.7%	8.9%	8.7%	9.4%	8.4%	8.9%	8.2%	6.9%	7.5%	8.2%	8.8%	8.1%	8.4%				
Finance	0.8%	0.8%	0.8%	0.6%	0.8%	0.7%	0.8%	0.9%	0.7%	0.8%	0.7%	0.3%	0.5%	0.7%	0.5%	0.5%	0.5%	0.5%	0.4%	0.5%	0.5%	0.4%	0.5%	0.4%				
Others	2.8%	3.0%	2.9%	16.6%	1.8%	8.9%	6.1%	2.8%	6.8%	5.0%	6.9%	3.8%	5.2%	5.1%	5.1%	7.1%	6.1%	6.1%	6.8%	6.5%	6.3%	5.3%	4.7%	5.0%				
Other Business	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.3%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.2%	0.2%	0.2%	0.1%	0.3%	0.2%	0.2%	0.0%	0.0%	0.0%				
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%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**				
Japan	46.1%	49.6%	47.9%	49.7%	52.1%	50.9%	49.5%	53.7%	48.7%	50.9%	47.5%	48.1%	47.9%	49.2%	49.8%	50.2%	50.0%	51.2%	51.5%	51.4%	50.7%	52.8%	54.6%	53.7%				
Asia (excl. Japan)	8.4%	8.1%	8.3%	8.0%	8.2%	8.1%	8.2%	7.5%	5.7%	6.5%	5.4%	3.7%	4.5%	5.4%	3.9%	3.8%	3.9%	3.5%	3.6%	3.6%	3.7%	3.2%	2.4%	2.8%				
Oceania	17.3%	17.2%	17.2%	17.0%	15.5%	16.2%	16.7%	14.5%	14.7%	14.6%	13.8%	14.2%	14.0%	14.3%	13.6%	14.6%	14.1%	13.4%	13.0%	13.2%	13.6%	11.8%	12.9%	12.3%				
Europe	25.7%	23.1%	24.4%	23.5%	22.1%	22.8%	23.5%	22.2%	28.7%	25.8%	31.1%	31.4%	31.2%	28.8%	30.4%	29.1%	29.7%	29.3%	29.3%	29.3%	29.5%	29.8%	28.2%	29.0%				
South America	2.5%	2.0%	2.2%	1.8%	2.1%	2.0%	2.1%	2.1%	2.2%	2.2%	2.2%	2.6%	2.4%	2.3%	2.3%	2.3%	2.3%	2.6%	2.6%	2.5%	2.5%	2.4%	1.9%	2.2%				

Note1: Regarding figures above the unit for amounts displayed are rounded off.
Note2: Inter-region transactions in revenue are eliminated.

Note: Business segment classifications have been changed from FY12/18. FY12/17 figures have been restated using the new segment classifications for comparison.
In accordance with provisional accounting treatments associated with business combinations made dunring FY12/18 being finalized, consolidated financial statements from FY12/18 onward have been retrospectively revised.

Financial Position

(¥ million)	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
ASSETS																												
Current assets	**43,783**	**54,529**	**54,529**	**56,324**	**59,312**	**59,312**	**59,312**	**62,626**	**79,371**	**79,371**	**85,037**	**93,636**	**93,636**	**93,636**	**98,816**	**103,806**	**103,806**	**99,118**	**112,441**	**112,441**	**112,441**	**106,089**	**106,693**	**106,693**				
Cash and cash equivalents	12,852	18,267	18,267	18,125	19,108	19,108	19,108	18,686	20,368	20,368	21,153	29,451	29,451	29,451	27,952	31,197	31,197	28,169	40,246	40,246	40,246	32,631	35,018	35,018				
Trade and other receivables	27,025	30,897	30,897	32,671	34,390	34,390	34,390	32,959	44,444	44,444	50,090	50,165	50,165	50,165	50,288	52,685	52,685	51,142	51,722	51,722	51,722	50,914	50,258	50,258				
Inventories	857	1,151	1,151	1,316	1,373	1,373	1,373	1,566	1,589	1,589	1,612	1,509	1,509	1,509	1,446	1,688	1,688	1,729	1,608	1,608	1,608	1,557	1,826	1,826				
Non-current assets	**55,163**	**62,194**	**62,194**	**64,951**	**65,333**	**65,333**	**65,333**	**66,152**	**80,858**	**80,858**	**95,362**	**92,505**	**92,505**	**92,505**	**117,556**	**123,758**	**123,758**	**123,635**	**127,466**	**127,466**	**127,466**	**126,366**	**127,752**	**127,752**				
Property, plant and equipment	5,024	6,603	6,603	6,777	6,922	6,922	6,922	7,055	8,285	8,285	8,847	10,249	10,249	10,249	7,959	8,749	8,749	8,992	9,421	9,421	9,421	9,502	9,689	9,689				
Right-of-use assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	18,702	19,537	19,537	18,547	18,246	18,246	18,246	17,460	16,981	16,981				
Goodwill	32,853	37,252	37,252	38,724	39,239	39,239	39,239	40,205	45,276	45,276	55,003	52,621	52,621	52,621	52,958	54,716	54,716	53,616	55,978	55,978	55,978	55,269	56,381	56,381				
Intangible assets	10,004	11,244	11,244	11,061	10,936	10,936	10,936	10,323	17,750	17,750	20,409	20,156	20,156	20,156	19,861	21,766	21,766	20,549	20,846	20,846	20,846	19,198	19,082	19,082				
Investments accounted for using the equity method	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,150	2,178	2,178	2,178	2,148	2,113	2,113				
Other non-current financial assets	2,492	2,378	2,378	2,585	3,137	3,137	3,137	3,050	4,431	4,431	5,083	5,518	5,518	5,518	13,359	14,238	14,238	14,813	15,891	15,891	15,891	16,937	17,514	17,514				
Other non-current assets	1,909	2,063	2,063	2,258	2,096	2,096	2,096	2,114	2,171	2,171	2,353	760	760	760	810	818	818	826	1,076	1,076	1,076	1,350	1,837	1,837				
Total assets	**98,946**	**116,723**	**116,723**	**121,276**	**124,645**	**124,645**	**124,645**	**128,778**	**160,229**	**160,229**	**180,399**	**186,141**	**186,141**	**186,141**	**216,372**	**227,564**	**227,564**	**222,753**	**239,907**	**239,907**	**239,907**	**232,455**	**234,445**	**234,445**				
LIABILITIES AND EQUITY																												
Current liabilities	**46,717**	**57,991**	**57,991**	**54,806**	**51,594**	**51,594**	**51,594**	**54,457**	**74,612**	**74,612**	**92,479**	**67,246**	**67,246**	**67,246**	**86,908**	**96,332**	**96,332**	**91,359**	**90,192**	**90,192**	**90,192**	**100,724**	**104,876**	**104,876**				
Trade and other payables	18,825	24,104	24,104	24,619	23,758	23,758	23,758	25,324	32,133	32,133	33,653	32,038	32,038	32,038	33,891	37,603	37,603	34,055	35,033	35,033	35,033	33,841	35,443	35,443				
Bonds and borrowings	18,585	24,246	24,246	18,259	14,354	14,354	14,354	17,788	26,669	26,669	38,666	14,822	14,822	14,822	21,590	24,944	24,944	23,231	20,146	20,146	20,146	33,504	36,044	36,044				
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,671	15,144	15,144	15,011	15,577	15,577	15,577	15,248	15,600	15,600				
Other current financial liabilities	1,050	1,476	1,476	1,532	1,869	1,869	1,869	2,056	3,387	3,387	4,431	4,271	4,271	4,271	1,708	2,225	2,225	3,114	2,978	2,978	2,978	3,172	2,127	2,127				
Income tax payables	3,119	3,889	3,889	4,124	4,659	4,659	4,659	2,163	3,717	3,717	4,702	4,635	4,635	4,635	4,245	5,643	5,643	4,951	3,922	3,922	3,922	2,493	2,393	2,393				
Non-current liabilities	**35,308**	**37,371**	**37,371**	**43,303**	**46,294**	**46,294**	**46,294**	**49,634**	**61,896**	**61,896**	**61,820**	**58,238**	**58,238**	**58,238**	**71,188**	**74,120**	**74,120**	**73,815**	**84,675**	**84,675**	**84,675**	**72,869**	**69,459**	**69,459**				
Bonds and borrowings	21,450	23,712	23,712	29,573	33,727	33,727	33,727	37,185	43,568	43,568	41,125	39,265	39,265	39,265	33,973	34,915	34,915	38,991	47,664	47,664	47,664	37,534	35,355	35,355				
Lease liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-	-	19,099	20,237	20,237	20,036	20,120	20,120	20,120	19,833	19,590	19,590				
Total liabilities	**82,025**	**95,362**	**95,362**	**98,108**	**97,888**	**97,888**	**97,888**	**104,091**	**136,508**	**136,508**	**154,299**	**125,484**	**125,484**	**125,484**	**158,096**	**170,452**	**170,452**	**165,174**	**174,867**	**174,867**	**174,867**	**173,593**	**174,335**	**174,335**				
Share capital	5,765	7,040	7,040	7,115	7,131	7,131	7,131	7,138	7,139	7,139	7,180	25,123	25,123	25,123	25,133	25,133	25,133	25,166	25,187	25,187	25,187	25,199	25,214	25,214				
Share premium	7,483	8,758	8,758	8,827	8,843	8,843	8,843	8,850	8,849	8,849	8,889	26,587	26,587	26,587	26,566	26,566	26,566	26,599	26,620	26,620	26,620	26,633	26,647	26,647				
Treasury shares	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0				
Retained earnings	8,221	9,096	9,096	10,875	14,057	14,057	14,057	13,333	14,202	14,202	16,233	19,774	19,774	19,774	17,565	18,570	18,570	20,519	25,559	25,559	25,559	23,332	23,390	23,390				
Equity attributable to owners of the Company	**14,605**	**19,036**	**19,036**	**21,398**	**24,958**	**24,958**	**24,958**	**23,081**	**18,566**	**18,566**	**20,143**	**55,210**	**55,210**	**55,210**	**53,383**	**52,328**	**52,328**	**53,192**	**60,675**	**60,675**	**60,675**	**54,473**	**56,228**	**56,228**				
Non-controlling interests	**2,316**	**2,325**	**2,325**	**1,769**	**1,799**	**1,799**	**1,799**	**1,606**	**5,155**	**5,155**	**5,957**	**5,447**	**5,447**	**5,447**	**4,893**	**4,784**	**4,784**	**4,387**	**4,365**	**4,365**	**4,365**	**4,389**	**3,882**	**3,882**				
Total equity	**16,921**	**21,361**	**21,361**	**23,167**	**26,757**	**26,757**	**26,757**	**24,687**	**23,721**	**23,721**	**26,100**	**60,657**	**60,657**	**60,657**	**58,276**	**57,112**	**57,112**	**57,579**	**65,040**	**65,040**	**65,040**	**58,862**	**60,110**	**60,110**				
Total Liabilities and Equity	**98,946**	**116,723**	**116,723**	**121,276**	**124,645**	**124,645**	**124,645**	**128,778**	**160,229**	**160,229**	**180,399**	**186,141**	**186,141**	**186,141**	**216,372**	**227,564**	**227,564**	**222,753**	**239,907**	**239,907**	**239,907**	**232,455**	**234,445**	**234,445**				

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

KPI

(¥ million)	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	Q1	2Q	1H	3Q	4Q	2H	Full-Year
Total assets	98,946	116,723	116,723	121,276	124,645	124,645	124,645	128,778	160,229	160,229	180,399	186,141	186,141	186,141	216,372	227,564	227,564	222,753	239,907	239,907	239,907	232,455	234,445	234,445				
Current assets	43,783	54,529	54,529	56,324	59,312	59,312	59,312	62,626	79,371	79,371	85,037	93,636	93,636	93,636	98,816	103,806	103,806	99,118	112,441	112,441	112,441	106,089	106,693	106,693				
Current liabilities	46,717	57,991	57,991	54,806	51,594	51,594	51,594	54,457	74,612	74,612	92,479	67,246	67,246	67,246	86,908	96,332	96,332	91,359	90,192	90,192	90,192	100,724	104,876	104,876				
Equity attributable to owners of the Company	14,605	19,036	19,036	21,398	24,958	24,958	24,958	23,081	18,566	18,566	20,143	55,210	55,210	55,210	53,383	52,328	52,328	53,192	60,675	60,675	60,675	54,473	56,228	56,228				
Interest-bearing debt*	42,580	50,422	50,422	50,189	50,347	50,347	50,347	57,134	72,894	72,894	82,796	56,956	56,956	56,956	89,333	95,240	95,240	97,269	103,507	103,507	103,507	106,119	106,589	106,589				

Note: Regarding figures above the unit for amounts displayed are rounded off.
* Interest-bearing debt includes lease obligations, current portion of bonds and others.

(%)	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	Q1	2Q	1H	3Q	4Q	2H	Full-Year
Ratio of equity attributable to owners of the Company to total assets*1	14.8%	16.3%	16.3%	17.6%	20.0%	20.0%	20.0%	17.9%	11.6%	11.6%	11.2%	29.7%	29.7%	29.7%	24.7%	23.0%	23.0%	23.9%	25.3%	25.3%	25.3%	23.4%	24.0%	24.0%				
D/E Ratio*2	291.5%	264.9%	264.9%	234.6%	201.7%	201.7%	201.7%	247.5%	392.6%	392.6%	411.0%	103.2%	103.2%	103.2%	167.3%	182.0%	182.0%	182.9%	170.6%	170.6%	170.6%	194.8%	189.6%	189.6%				
Current Ratio*3	93.7%	94.0%	94.0%	102.8%	115.0%	115.0%	115.0%	115.0%	106.4%	106.4%	92.0%	139.2%	139.2%	139.2%	113.7%	107.8%	107.8%	108.5%	124.7%	124.7%	124.7%	105.3%	101.7%	101.7%				

*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)	FY12/17							FY12/18							FY12/19							FY12/20						
	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year	1Q	2Q	1H	3Q	4Q	2H	Full-Year
Cash flows from operating activities	-1,333	5,066	3,733	3,303	3,096	6,399	10,132	-390	2,668	2,278	1,915	4,303	6,218	8,496	2,971	6,143	9,114	1,754	11,692	13,446	22,560	-1,454	7,694	6,240				
Profit before tax	1,239	1,836	3,075	2,934	4,386	7,320	10,395	1,935	1,851	3,786	4,023	4,746	8,769	12,555	1,338	2,027	3,365	3,536	6,418	9,954	13,319	1,470	576	2,046				
Depreciation and amortisation	568	621	1,189	626	666	1,292	2,481	677	853	1,530	1,117	1,025	2,142	3,672	2,919	2,900	5,819	2,372	2,730	5,102	10,921	2,888	2,993	5,881				
Decrease (increase) in trade and other receivables	-1,662	-491	-2,153	-407	-1,534	-1,941	-4,094	-969	-2,680	-3,649	-2,720	-857	-3,577	-7,226	-489	-2,127	-2,616	214	992	1,206	-1,410	-883	1,414	531				
Increase (decrease) in trade and other payables	793	1,373	2,166	1,157	-683	474	2,640	1,807	2,440	4,247	152	-1,742	-1,590	2,657	1,861	3,217	5,078	-2,947	470	-2,477	2,601	-122	255	133				
Cash flows from investing acivities	649	-6,156	-5,507	-1,176	-1,815	-2,991	-8,498	-4,812	-12,268	-17,080	-9,664	-3,274	-12,938	-30,018	646	-4,341	-3,695	-4,004	-873	-4,877	-8,572	-3,565	-1,509	-5,074				
Payments for purchase of business	0	-6,169	-6,169	-742	-906	-1,648	-7,817	-1,651	-9,629	-11,280	-9,780	-1,679	-11,459	-22,739	-	-4,657	-4,657	-1,229	-458	-1,687	-6,344	-1,600	-655	-2,255				
Cash flows from financing activities	881	7,275	8,156	-2,434	-333	-2,767	5,389	5,028	11,401	16,429	8,339	7,674	16,013	32,442	-5,210	1,840	-3,370	-458	621	163	-3,207	-1,610	-4,233	-5,843				
Increase (decrease) of borrowings	-5,163	5,049	-114	-727	82	-645	-759	7,259	11,592	18,851	8,844	-25,178	-16,334	2,517	1,401	4,035	5,436	3,365	3,923	7,288	12,724	3,540	46	3,586				
Dividends paid	-733	-	-733	-	-	-	-733	-1,937	-	-1,937	-	-	-	-1,937	-2,636	-	-2,636	-	-	-	-2,636	-3,019	0	-3,019				
Cash and cash equivalents at end of period	12,852	18,267	18,267	18,125	19,108	19,108	19,108	18,686	20,368	20,368	21,153	29,451	29,451	29,451	27,952	31,197	31,197	28,169	40,246	40,246	40,246	32,631	35,018	35,018				

Note: Regarding figures above the unit for amounts displayed are rounded off.
Note: In accordance with provisional accounting treatments associated with business combinations made by April 2017, consolidated financial statements have been retrospectively revised.