## First 2 Quarters of Fiscal 2019 Supplementary Materials

HOGY MEDICAL Co., Ltd.
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## Table of Contents

## Consolidated Basis

Statements of Income (First 2 Quarters Results) ..... $1 P$
Statements of Income (Full-year plan) ..... $2 P$
Sales by Product Grouping (First 2 Quarters Results and full-year plan) ..... 3 P
Itemized SG\&A Expenses and Other Income/Expenses (First 2 Quarters Results) ..... 4 P
Itemized SG\&A Expenses (Full-year plan) ..... 5 P
Capital Expenditures and Depreciation
(First 2 Quarters Results and full-year plan) ..... 6P
Major Change on Balance Sheets and Statements of Cash Flows (First 2 Quarters Results) ..... 7 P
Non-Consolidated Basis
Statements of Income (First 2 Quarters Results) ..... 8P
Statements of Income (Full-year plan) ..... 9P
First 2 Quarters Results Manufacturing Costs ..... 10 P
(Notes Concerning Forward-Looking Statements)

Projections throughout these materials are provided as a reference for investors. They are based on estimates and forecasts, and shall not be regarded as pledges or guarantees. They shall be used on the full acknowledgment that actual results may naturally differ from projections.

Fiscal 2019 Statements of Income (First 2 Quarters Results; Consolidated)

| First Quarter |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | June 2019 1st QuarterResults Results |  | June 2018 1st QuarterResults |  | Year-on-Year Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 9,038 | 100.0 | 9,053 | 100.0 | $\triangle 15$ | 99.8 |
| Cost of Sales | 5,243 | 58.0 | 5,320 | 58.8 | $\triangle 76$ | 98.6 |
| Gross profit | 3,794 | 42.0 | 3,733 | 41.2 | 60 | 101.6 |
| SG\&A expenses | 2,459 | 27.2 | 2,485 | 27.4 | $\triangle 25$ | 99.0 |
| Operating income | 1,335 | 14.8 | 1,248 | 13.8 | 86 | 106.9 |
| Other income | 69 |  | 47 |  | 21 |  |
| Other expenses | 3 |  | 24 |  | $\triangle 21$ |  |
| Ordinary income | 1,401 | 15.5 | 1,272 | 14.1 | 129 | 110.2 |
| Extraordinary income | - |  |  |  | - |  |
| Extraordinary expenses | 0 |  | 0 |  | 0 |  |
| Income before income taxes and minority interests | 1,401 | 15.5 | 1,272 | 14.1 | 129 | 110.1 |
| Corporation tax, etc. | 422 |  | 373 |  | 49 |  |
| (Tax burden) | 30.2\% |  | 29.3\% |  |  |  |
| Minority interests | $\triangle 7$ |  | 0 |  | $\triangle 7$ |  |
| Profit attributable to owners of parent | 986 | 10.9 | 898 | 9.9 | 87 | 109.7 |
| EPS (total shares) | $¥ 30.17$ |  | $¥ 27.50$ |  |  |  |
| EPS (minus treasury shares) | $¥ 32.66$ |  | $¥ 28.89$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury shares) | 30,191,789 |  | 31,106,952 |  |  |  |

Second Quarter $¥$ millions, rounded down

|  | $\begin{gathered} \hline \text { Sept. } 2019 \\ \text { Results } \\ \hline \end{gathered}$ |  | $\begin{gathered} \hline \text { Sept. } 2018 \\ \text { Results } \\ \hline \end{gathered}$ |  | Year-on-YearComparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 9,342 | 100.0 | 9,184 | 100.0 | 157 | 101.7 |
| Cost of Sales | 5,566 | 59.6 | 5,413 | 58.9 | 153 | 102.8 |
| Gross profit | 3,775 | 40.4 | 3,771 | 41.1 | 4 | 100.1 |
| SG\&A expenses | 2,514 | 26.9 | 2,579 | 28.1 | $\triangle 65$ | 97.5 |
| Operating income | 1,261 | 13.5 | 1,192 | 13.0 | 69 | 105.8 |
| Other income | 61 |  | 75 |  | $\triangle 13$ |  |
| Other expenses | 0 |  | 59 |  | $\triangle 58$ |  |
| Ordinary income | 1,322 | 14.2 | 1,208 | 13.2 | 114 | 109.5 |
| Extraordinary income | 1,943 |  | 3,998 |  | $\triangle 2,054$ |  |
| Extraordinary expenses | 1 |  | 1 |  | 0 |  |
| Income before income taxes and minority interests | 3,264 | 34.9 | 5,205 | 56.7 | $\triangle 1,940$ | 62.7 |
| Corporation tax, etc. | 993 |  | 1,569 |  | $\triangle 576$ |  |
| (Tax burden) | 30.4\% |  | 30.2\% |  |  |  |
| Minority interests | 0 |  | 0 |  | $\triangle 8$ |  |
| Profit attributable to owners of parent | 2,279 | 24.4 | 3,635 | 39.6 | $\triangle 1,356$ | 62.7 |


| First Half |  |  |  |  |  |  | $¥$ millions, rounded down |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Sept. } 2019 \\ \text { Interim Results } \end{gathered}$ |  | $\begin{gathered} \text { Sept. } 2018 \\ \text { Interim Results } \end{gathered}$ |  | Year-on-Year <br> Comparison |  | Sept. 2019 <br> Interim Plan |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 18,380 | 100.0 | 18,238 | 100.0 | 141 | 100.8 | 18,700 | 100.0 | $\triangle 319$ | 98.3 |
| Cost of Sales | 10,810 | 58.8 | 10,733 | 58.8 | 76 | 100.7 | 10,930 | 58.4 | $\triangle 119$ | 98.9 |
| Gross profit | 7,570 | 41.2 | 7,505 | 41.2 | 64 | 100.9 | 7,770 | 41.6 | $\triangle 199$ | 97.4 |
| SG\&A expenses | 4,973 | 27.1 | 5,064 | 27.8 | $\triangle 90$ | 98.2 | 5,290 | 28.3 | $\triangle 316$ | 94.0 |
| Operating income | 2,596 | 14.1 | 2,440 | 13.4 | 155 | 106.4 | 2,480 | 13.3 | 116 | 104.7 |
| Other income | 131 |  | 123 |  | 7 |  | 90 |  | 41 |  |
| Other expenses | 3 |  | 83 |  | $\triangle 79$ |  | - |  | 3 |  |
| Ordinary income | 2,724 | 14.8 | 2,480 | 13.6 | 243 | 109.8 | 2,570 | 13.7 | 154 | 106.0 |
| Extraordinary income | 1,943 |  | 3,998 |  | $\triangle 2,054$ |  | 1,990 |  | $\triangle 46$ |  |
| Extraordinary expenses | 1 |  | 1 |  | 0 |  | - |  | 1 |  |
| Income before income taxes and minority | 4,665 | 25.4 | 6,477 | 35.5 | $\triangle 1,811$ | 72.0 | 4,560 | 24.4 | 105 | 102.3 |
| Corporation tax, etc. | 1,415 |  | 1,942 |  | $\triangle 527$ |  | 1,410 |  | 5 |  |
| (Tax burden) | 30.3\% |  | 30.0\% |  |  |  | 30.9\% |  |  |  |
| Minority interests | $\triangle 15$ |  | 0 |  | $\triangle 15$ |  | $\triangle 30$ |  | 14 |  |
| Profit attributable to owners of parent | 3,265 | 17.8 | 4,534 | 24.9 | $\triangle 1,269$ | 72.0 | 3,180 | 17.0 | 85 | 102.7 |
| EPS (total shares) | 799.91 |  | $¥ 138.74$ |  |  |  | $¥ 97.30$ |  |  |  |
| EPS (minus treasury shares) | ¥108.14 |  | $¥ 147.41$ |  |  |  | $¥ 105.31$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury shares) | 30,196,594 |  | 30,760,964 |  |  |  | 30,196,594 |  |  |  |

Fiscal 2019 Statements of Income (Full-year plan; Consolidated)

| First Half | $¥$ millions, rounded down |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Sept. 2019 <br> Interim Results |  | Sept. 2018 <br> Interim Results |  | Year-on-Year Comparison |  | Sept. 2019 <br> Interim Plan |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 18,380 | 100.0 | 18,238 | 100.0 | 141 | 100.8 | 18,700 | 100.0 | $\triangle 319$ | 98.3 |
| Cost of Sales | 10,810 | 58.8 | 10,733 | 58.8 | 76 | 100.7 | 10,930 | 58.4 | $\triangle 119$ | 98.9 |
| Gross profit | 7,570 | 41.2 | 7,505 | 41.2 | 64 | 100.9 | 7,770 | 41.6 | $\triangle 199$ | 97.4 |
| SG\&A expenses | 4,973 | 27.1 | 5,064 | 27.8 | $\triangle 90$ | 98.2 | 5,290 | 28.3 | $\triangle 316$ | 94.0 |
| Operating income | 2,596 | 14.1 | 2,440 | 13.4 | 155 | 106.4 | 2,480 | 13.3 | 116 | 104.7 |
| Other income | 131 |  | 123 |  | 7 |  | 90 |  | 41 |  |
| Other expenses | 3 |  | 83 |  | $\triangle 79$ |  | - |  | 3 |  |
| Ordinary income | 2,724 | 14.8 | 2,480 | 13.6 | 243 | 109.8 | 2,570 | 13.7 | 154 | 106.0 |
| Extraordinary income | 1,943 |  | 3,998 |  | $\triangle 2,054$ |  | 1,990 |  | $\triangle 46$ |  |
| Extraordinary expenses | 1 |  | 1 |  | 0 |  | - |  | 1 |  |
| Income before income taxes and minority interests | 4,665 | 25.4 | 6,477 | 35.5 | $\triangle 1,811$ | 72.0 | 4,560 | 24.4 | 105 | 102.3 |
| Corporation tax, etc. | 1,415 |  | 1,942 |  | $\triangle 527$ |  | 1,410 |  | 5 |  |
| (Tax burden) | 30.3\% |  | 30.0\% |  |  |  | 30.9\% |  |  |  |
| Minority interests | $\triangle 15$ |  | 0 |  | $\triangle 15$ |  | $\triangle 30$ |  | 14 |  |
| Profit attributable to owners of parent | 3,265 | 17.8 | 4,534 | 24.9 | $\triangle 1,269$ | 72.0 | 3,180 | 17.0 | 85 | 102.7 |
| EPS (total shares) | ¥99.91 |  | $¥ 138.74$ |  |  |  | ¥97.30 |  |  |  |
| EPS (minus treasury shares) | $¥ 108.14$ |  | $¥ 147.41$ |  |  |  | $¥ 105.31$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury shares) | 30,196,594 |  | 30,760,964 |  |  |  | 30,196,594 |  |  |  |


| Second Half |  |  |  |  |  |  | $¥$ millions, rounded down |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Fiscal } 2019 \\ \text { Plan } \end{gathered}$ |  | $\begin{aligned} & \hline \text { Fiscal } 2018 \\ & \text { Results } \end{aligned}$ |  | Year-on-Year Comparison |  | Fiscal 2019 <br> First Plan |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 19,539 | 100.0 | 18,419 | 100.0 | 1,120 | 106.1 | 19,220 | 100.0 | 319 | 101.7 |
| Cost of Sales | 11,369 | 58.2 | 11,097 | 60.3 | 271 | 102.4 | 11,250 | 58.5 | 119 | 101.1 |
| Gross profit | 8,169 | 41.8 | 7,321 | 39.7 | 848 | 111.6 | 7,970 | 41.5 | 199 | 102.5 |
| SG\&A expenses | 5,526 | 28.3 | 5,379 | 29.2 | 146 | 102.7 | 5,210 | 27.1 | 316 | 106.1 |
| Operating income | 2,643 | 13.5 | 1,941 | 10.5 | 701 | 136.1 | 2,760 | 14.4 | $\triangle 116$ | 95.8 |
| Other income | 318 |  | 89 |  | 229 |  | 360 |  | $\triangle 41$ |  |
| Other expenses | 6 |  | 7 |  | $\triangle 1$ |  | 10 |  | $\triangle 3$ |  |
| Ordinary income | 2,955 | 15.1 | 2,023 | 11.0 | 932 | 146.1 | 3,110 | 16.2 | $\triangle 154$ | 95.0 |
| Extraordinary income | 46 |  | - |  | 46 |  | - |  | 46 |  |
| Extraordinary expenses | $\triangle 1$ |  | 1 |  | $\triangle 3$ |  |  |  | $\triangle 1$ |  |
| Income before income taxes and minority interests | 3,004 | 15.4 | 2,021 | 11.0 | 982 | 148.6 | 3,110 | 16.2 | $\triangle 105$ | 96.6 |
| Corporation tax, etc. | 994 |  | 513 |  | 481 |  | 1,000 |  | $\triangle 5$ |  |
| (Tax burden) | 33.1\% |  | 25.4\% |  |  |  | 32.2\% |  |  |  |
| Minority interests | 0 |  | 0 |  | $\triangle 34$ |  | $\triangle 20$ |  | $\triangle 14$ |  |
| Profit attributable to owners of parent | 2,044 | 10.5 | 1,508 | 8.2 | 536 | 135.5 | 2,130 | 11.1 | $\triangle 85$ | 96.0 |


| Full-year | $¥$ millions, rounded down |  |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \hline \text { Fiscal } 2019 \\ \text { Plan } \end{gathered}$ |  | $\begin{gathered} \hline \text { Fiscal } 2018 \\ \text { Results } \\ \hline \end{gathered}$ |  | Year-on-Year Comparison |  | $\begin{gathered} \hline \text { Fiscal } 2019 \\ \text { First Plan } \\ \hline \end{gathered}$ |  | PlanComparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 37,920 | 100.0 | 36,658 | 100.0 | 1,261 | 103.4 | 37,920 | 100.0 |  | 100.0 |
| Cost of Sales | 22,180 | 58.5 | 21,831 | 59.6 | 348 | 101.6 | 22,180 | 58.5 |  | 100.0 |
| Gross profit | 15,740 | 41.5 | 14,827 | 40.4 | 912 | 106.2 | 15,740 | 41.5 |  | 100.0 |
| SG\&A expenses | 10,500 | 27.7 | 10,444 | 28.5 | 55 | 100.5 | 10,500 | 27.7 |  | 100.0 |
| Operating income | 5,240 | 13.8 | 4,382 | 12.0 | 857 | 119.6 | 5,240 | 13.8 |  | 100.0 |
| Other income | 450 |  | 212 |  | 237 |  | 450 |  |  |  |
| Other expenses | 10 |  | 91 |  | $\triangle 81$ |  | 10 |  |  |  |
| Ordinary income | 5,680 | 15.0 | 4,503 | 12.3 | 1,176 | 126.1 | 5,680 | 15.0 |  | 100.0 |
| Extraordinary income | 1,990 |  | 3,998 |  | $\triangle 2,008$ |  | 1,990 |  |  |  |
| Extraordinary expenses |  |  | 2 |  | $\triangle 2$ |  | - |  |  |  |
| Income before income taxes and minority interests | 7,670 | 20.2 | 8,499 | 23.2 | $\triangle 829$ | 90.2 | 7,670 | 20.2 |  | 100.0 |
| Corporation tax, etc. | 2,410 |  | 2,456 |  | $\triangle 46$ |  | 2,410 |  |  |  |
| (Tax burden) | 31.4\% |  | 28.9\% |  |  |  | 31.4\% |  |  |  |
| Minority interests | $\triangle 50$ |  | 0 |  | $\triangle 50$ |  | $\triangle 50$ |  |  |  |
| Profit attributable to owners of parent | 5,310 | 14.0 | 6,043 | 16.5 | $\triangle 733$ | 87.9 | 5,310 | 14.0 |  | 100.0 |
| EPS (total shares) | $¥ 162.47$ |  | $¥ 184.90$ |  |  |  | ¥162.47 |  |  |  |
| EPS (minus treasury shares) | $¥ 175.79$ |  | $¥ 198.31$ |  |  |  | $¥ 175.79$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury shares) | 30,206,585 |  | 30,472,084 |  |  |  | 30,206,585 |  |  |  |

Fiscal 2019 Sales by Product Grouping
(First 2 Quarters Results and full-year plan; Consolidated)
First Half
$\neq$ millions, rounded down

|  | Sept. 2019Interim Results |  | Sept. 2018Interim Results |  | Year-on-Year Comparison |  | Sept. 2019 <br> Interim Plan |  | PlanComparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Sterilization products | 1,708 | 9.3 | 1,740 | 9.5 | $\triangle 32$ | 98.1 | 1,702 | 9.1 | 5 | 100.3 |
| Surgical products | 16,200 | 88.1 | 15,972 | 87.6 | 228 | 101.4 | 16,480 | 88.1 | $\triangle 279$ | 98.3 |
| Treatment products | 92 | 0.5 | 95 | 0.5 | $\triangle 3$ | 96.6 | 94 | 0.5 | $\triangle 2$ | 97.4 |
| Others | 379 | 2.1 | 430 | 2.4 | $\triangle 50$ | 88.2 | 423 | 2.3 | $\triangle 43$ | 89.8 |
| Total | 18,380 | 100.0 | 18,238 | 100.0 | 141 | 100.8 | 18,700 | 100.0 | $\triangle 319$ | 98.3 |
| Itemized surgical products |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 4,351 | 23.7 | 4,467 | 24.5 | $\triangle 115$ | 97.4 | 4,350 | 23.3 | 1 | 100.0 |
| Other non-woven products | 592 | 3.2 | 620 | 3.4 | $\triangle 28$ | 95.4 | 580 | 3.1 | 12 | 102.1 |
| Kit products | 11,165 | 60.7 | 10,801 | 59.2 | 364 | 103.4 | 11,400 | 61.0 | $\triangle 234$ | 97.9 |
| New products | 90 | 0.5 | 82 | 0.5 | 8 | 109.7 | 150 | 0.8 | $\triangle 59$ | 60.7 |
| Itemized external sales by subsidiary |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 125 |  | 138 |  | $\triangle 13$ |  | 140 |  | $\triangle 14$ |  |
| Others(PT.HOGY+HOGY Medical Asia | 41 |  | 40 |  | 0 |  | 40 |  | 1 |  |
| Pacific Pte. Ltd.) |  |  |  |  |  |  |  |  |  |  |
| Second Half |  |  |  |  |  |  |  | \# millions, rou | ded down |  |


|  | Fiscal 2019Plan |  | $\begin{aligned} & \text { Fiscal } 2018 \\ & \text { Results } \end{aligned}$ |  | Year-on-Year Comparison |  | $\begin{gathered} \text { Fiscal } 2019 \\ \text { First Plan } \end{gathered}$ |  | PlanComparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Sterilization products | 1,673 | 8.6 | 1,738 | 9.4 | $\triangle 64$ | 96.3 | 1,679 | 8.7 | $\triangle 5$ | 99.7 |
| Surgical products | 17,229 | 88.2 | 16,188 | 87.9 | 1,040 | 106.4 | 16,950 | 88.2 | 279 | 101.6 |
| Treatment products | 92 | 0.5 | 88 | 0.5 | 3 | 104.0 | 89 | 0.5 | 2 | 102.7 |
| Others | 544 | 2.8 | 403 | 2.2 | 140 | 134.8 | 500 | 2.6 | 43 | 108.7 |
| Total | 19,539 | 100.0 | 18,419 | 100.0 | 1,120 | 106.1 | 19,220 | 100.0 | 319 | 101.7 |
| Itemized surgical products |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 4,308 | 22.0 | 4,421 | 24.0 | $\triangle 113$ | 97.4 | 4,310 | 22.4 | $\triangle 1$ | 100.0 |
| Other non-woven products | 607 | 3.1 | 638 | 3.5 | $\triangle 30$ | 95.2 | 620 | 3.2 | $\triangle 12$ | 98.1 |
| Kit products | 11,854 | 60.7 | 11,027 | 59.9 | 826 | 107.5 | 11,620 | 60.5 | 234 | 102.0 |
| New products | 459 | 2.3 | 101 | 0.5 | 357 | 454.2 | 400 | 2.1 | 59 | 114.8 |
| Itemized external sales by subsidiary |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 184 |  | 135 |  | 49 |  | 170 |  | 14 |  |
| Others(PT.HOGY+HOGY Medical Asia | 128 |  | 46 |  | 82 |  | 130 |  | $\triangle 1$ |  |
| Pacific Pte. Ltd.) |  |  |  |  |  |  |  |  |  |  |
| Full-year |  |  |  |  |  |  |  | \# millions, rou | ded down |  |



Others(PT.HOGY+HOGY Medical Asia 170

86
170
Pacific Pte. Ltd.)
Sales Composition by Kit Treatiment Category



Fiscal 2019 Itemized SG\&A Expenses and Other Income/Expenses

SG\&A Expenses
$¥$ millions, rounded down

|  | Sept. 2019 <br> Interim <br> Results | Sept. 2018 <br> Interim <br> Results | Year-on-Year Comparison | Sept. 2019 Interim Plan | Plan <br> Comparison |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Packaging and transportation | 523 | 517 | 6 | 515 | 8 |
| Samples | 254 | 452 | $\triangle 197$ | 265 | $\triangle 10$ |
| Advertising | 30 | 35 | $\triangle 5$ | 33 | $\triangle 3$ |
| Personnel | 1,927 | 1,938 | $\triangle 11$ | 2,018 | $\triangle 91$ |
| Travel | 325 | 319 | 6 | 319 | 6 |
| Communication | 67 | 69 | $\triangle 1$ | 71 | $\triangle 3$ |
| Consumables | 39 | 48 | $\triangle 8$ | 101 | $\triangle 61$ |
| Taxes and public charges | 161 | 166 | $\triangle 4$ | 166 | $\triangle 4$ |
| Depreciation | 510 | 470 | 39 | 476 | 33 |
| Testing and research | 313 | 270 | 43 | 445 | $\triangle 132$ |
| Land and housing rent | 219 | 214 | 4 | 220 | $\triangle 1$ |
| Miscellaneous | 294 | 251 | 42 | 284 | 9 |
| Others | 305 | 309 | $\triangle 4$ | 372 | $\triangle 67$ |
| Total | 4,973 | 5,064 | $\triangle 90$ | 5,290 | $\triangle 316$ |

Other Income/Expenses
$¥$ millions, rounded down

|  | Sept. 2019 <br> Interim <br> Results | Sept. 2018 <br> Interim <br> Results | Year-on-Year <br> Comparison | Sept. 2019 <br> Interim <br> Plan | Plan <br> Comparison |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Interest received | 30 | 19 | 10 | 30 | $\triangle 0$ |
| Dividend received | 52 | 61 | $\triangle 9$ | 42 | 10 |
| (Total financial <br> earnings) | 83 | 81 | 1 | 72 | 10 |
| Foreign exchange gain | 16 | 10 | 5 | - | 16 |
| Miscellaneous income | 31 | 31 | 0 | 17 | 14 |
| Total Other income | 131 | 123 | 7 | 90 | 41 |
| Miscellaneous losses | 3 | 83 | $\triangle 79$ | - | 3 |
| Total non-operating expenses | 3 | 83 | $\triangle 79$ | - | 3 |

Fiscal 2019 Capital Expenditures and Depreciation
(First 2 Quarters Results and full-year plan; Consolidated)

| Capital Expenditures |  |  | Depreciation |  |  |  |  | $¥$ millions, rounded dc |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Capital <br> Expenditur <br> es$\|$ | Year-on- <br> Year <br> Compariso |  | SG\&A Expenses | Year-on- <br> Year <br> Compariso | Manufacturi ng Costs | Year-on- <br> Year <br> Compariso | Total Depreciati on | Year-on- <br> Year <br> Compariso |
| First half | 2,008 |  | First half | 354 |  | 898 |  | 1,252 |  |
| Second half | 1,709 |  | Second half | 361 |  | 944 |  | 1,305 |  |
| Fiscal 2009 <br> (full year) | 3,717 | 128.5\% | Fiscal 2009 <br> (full year) | 715 | 96.1\% | 1,842 | 84.0\% | 2,557 | 87.1\% |
| First half | 1,998 |  | First half | 307 |  | 812 |  | 1,120 |  |
| Second half | 2,313 |  | Second half | 335 |  | 822 |  | 1,157 |  |
| Fiscal 2010 <br> (full year) | 4,311 | 116.0\% | Fiscal 2010 <br> (full year) | 642 | 89.8\% | 1,634 | 88.7\% | 2,277 | 89.0\% |
| First half | 644 |  | First half | 335 |  | 1,104 |  | 1,439 |  |
| Second half | 993 |  | Second half | 389 |  | 1,236 |  | 1,625 |  |
| Fiscal 2011 <br> (full year) | 1,637 | 38.0\% | Fiscal 2011 <br> (full year) | 724 | 112.8\% | 2,340 | 143.2\% | 3,064 | 134.6\% |
| First half | 899 |  | First half | 383 |  | 1,007 |  | 1,390 |  |
| Second half | 1,016 |  | Second half | 461 |  | 1,120 |  | 1,581 |  |
| Fiscal 2012 <br> (full year) | 1,915 | 117.0\% | Fiscal 2012 <br> (full year) | 844 | 116.6\% | 2,127 | 90.9\% | 2,971 | 97.0\% |
| First half | 705 |  | First half | 445 |  | 949 |  | 1,394 |  |
| Second half | 6,469 |  | Second half | 477 |  | 992 |  | 1,470 |  |
| Fiscal 2013 <br> (full year) | 7,174 | 374.6\% | Fiscal 2013 <br> (full year) | 922 | 109.2\% | 1,942 | 91.3\% | 2,865 | 96.4\% |
| First half | 1,096 |  | First half | 455 |  | 836 |  | 1,291 |  |
| Second half | 13,986 |  | Second half | 496 |  | 921 |  | 1,417 |  |
| Fiscal 2014 (full year) | 15,082 | 210.2\% | Fiscal 2014 (full year) | 951 | 103.1\% | 1,757 | 90.5\% | 2,708 | 94.5\% |
| First half | 5,492 |  | First half | 506 |  | 943 |  | 1,450 |  |
| Second half | 3,588 |  | Second half | 538 |  | 1,388 |  | 1,926 |  |
| Fiscal 2015 <br> (full year) | 9,080 | 60.2\% | Fiscal 2015 (full year) | 1,044 | 109.8\% | 2,331 | 132.7\% | 3,376 | 124.7\% |
| First half | 4,427 |  | First half | 502 |  | 1,450 |  | 1,952 |  |
| Second half | 2,222 |  | Second half | 505 |  | 1,951 |  | 2,457 |  |
| Fiscal 2016 <br> (full year) | 6,649 | 73.2\% | Fiscal 2016 (full year) | 1,007 | 96.5\% | 3,401 | 145.9\% | 4,409 | 130.6\% |
| First half | 1,022 |  | First half | 460 |  | 2,634 |  | 3,094 |  |
| Second half | 1,120 |  | Second half | 454 |  | 2,686 |  | 3,141 |  |
| Fiscal 2017 <br> (full year) | 2,142 | 32.2\% | Fiscal 2017 <br> (full year) | 914 | 90.8\% | 5,320 | 156.4\% | 6,235 | 141.4\% |
| First half | 829 |  | First half | 470 |  | 2,255 |  | 2,725 |  |
| Second half | 2,535 |  | Second half | 528 |  | 2,377 |  | 2,906 |  |
| Fiscal 2018 (full year) | 3,364 | 157.0\% | Fiscal 2018 (full year) | 998 | 109.2\% | 4,632 | 87.1\% | 5,631 | 90.3\% |
| First half | 6,372 |  | First half | 510 |  | 2,075 |  | 2,586 |  |
| Second half | 3,628 |  | Second half | 460 |  | 2,145 |  | 2,604 |  |
| Fiscal 2019 (full year) | 10,000 | 297.3\% | $\begin{array}{r} \text { Fiscal } 2019 \\ \text { (full year) } \\ \hline \end{array}$ | 970 | 97.2\% | 4,220 | 91.1\% | 5,190 | 92.2\% |

(Note) 1. ${ }^{* * *}$ are forecast figures

Balance Sheets (Major Changes)/Statements of Cash Flows (Consolidated)

Major Changes on Balance Sheets $\quad \not \quad$ millions, rounded down

|  | Balance at <br> Sept. 30, 2019 | Change |  | Balance at Sept. 30, 2019 | Change |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Current assets | 44,685 | 577 | Current liabilities | 10,321 | 1,133 |
| Cash and bank deposits | 24,846 | 1,509 | Notes and accounts payable | 4,285 | $\triangle 298$ |
| Notes and accounts receivable | 11,220 | $\triangle 784$ | Accrued expenses | 2,654 | 1,703 |
| Inventories | 7,913 | $\triangle 376$ | Income taxes | 1,438 | 44 |
| Others | 705 | 228 | Allowance for employees' bonuses | 484 | $\triangle 2$ |
|  |  |  | Payable notes for equipment | 756 | $\triangle 596$ |
|  |  |  | Others | 700 | 283 |
| Fixed assets | 61,005 | 1,786 | Long-term liabilities | 2,480 | $\triangle 254$ |
| Property, plant and equipment | 49,771 | 3,827 | Long-term borrowings | 230 | $\triangle 55$ |
| Buildings and structures | 22,290 | $\triangle 612$ | Others | 2,250 | $\triangle 198$ |
| Machinery, equipment and vehicles | 9,947 | $\triangle 1,220$ | Total liabilities | 12,801 | 879 |
| Land | 9,597 | $\triangle 12$ | Total net assets | 92,889 | 1,484 |
| Construction in progress | 6,681 | 5,759 | Common stock | 7,123 | - |
| Others | 1,254 | $\triangle 87$ | Capital surplus | 8,336 | - |
| Intangibles | 2,519 | $\triangle 81$ | Retained earnings | 81,969 | 2,199 |
| Investments and others | 8,714 | $\triangle 1,958$ | Treasury stock | $\triangle 8,607$ | 55 |
| Investments securities | 7,546 | $\triangle 1,236$ | Others | 4,067 | $\triangle 770$ |
| Others | 1,168 | $\triangle 722$ |  |  |  |
| Total assets | 105,691 | 2,363 | Total liabilities and shareholders' equity | 105,691 | 2,363 |
| * Comparison with end of previous fiscal year: <br> Equity ratio increased from $\mathbf{8 8 . 5 \%}$ at the end of the previous fiscal year to $\mathbf{8 7 . 8 \%}$. |  |  |  |  |  |


| Statements of Cash Flows | $¥$ millions, rounded down |  |  |
| :---: | :---: | :---: | :---: |
| I Operating activities | 4,996 | Income before income taxes and minority interests <br> Depreciation <br> gain on sales of investment securities Income taxes paid | 4,665 2,586 $\triangle 1,942$ $\triangle 1,366$ |
| II Investing activities | $\triangle 3,035$ | purchase of tangible fixed assets proceeds from sales of investment securities | $\begin{array}{r} \hline \triangle 5,147 \\ 2,356 \\ \hline \end{array}$ |
| III Financing activities | $\triangle 986$ | cash dividends paid | $\triangle 984$ |
| IV Effect of exchange rate changes | $\triangle 58$ |  |  |
| Net changes in cash and cash equivalents | 915 |  |  |

Fiscal 2019 Statements of Income (First 2 Quarters Results; Non-consolidated)

| First Quarter |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | June 2019 <br> 1st Quarter Results |  | June 2018 <br> 1st Quarter Results |  | Year-on-Year Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 8,964 | 100.0 | 8,962 | 100.0 | 2 | 100.0 |
| Cost of Sales | 5,400 | 60.2 | 5,459 | 60.9 | $\triangle 59$ | 98.9 |
| Gross profit | 3,564 | 39.8 | 3,503 | 39.1 | 61 | 101.8 |
| SG\&A expenses | 2,404 | 26.8 | 2,463 | 27.5 | $\triangle 58$ | 97.6 |
| Operating income | 1,159 | 12.9 | 1,039 | 11.6 | 120 | 111.5 |
| Other income | 64 |  | 42 |  | 21 |  |
| Other expenses | 9 |  | 31 |  | $\triangle 21$ |  |
| Ordinary income | 1,214 | 13.5 | 1,051 | 11.7 | 163 | 115.5 |
| Extraordinary income | - |  | - |  | - |  |
| Extraordinary expenses | 0 |  | 0 |  | 0 |  |
| Income before income taxes | 1,214 | 13.5 | 1,051 | 11.7 | 163 | 115.5 |
| Corporation tax, etc. | 370 |  | 320 |  | 49 |  |
| (Tax burden) | 30.5\% |  | 30.5\% |  |  |  |
| Profit attributable to owners of parent | 843 | 9.4 | 730 | 8.2 | 113 | 115.5 |
| EPS (total shares) | $¥ 25.82$ |  | $¥ 22.36$ |  |  |  |
| EPS (minus treasury shares) | $¥ 27.95$ |  | $¥ 23.49$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury | 30,191,789 |  | 31,106,952 |  |  |  |

Second Quarter $\quad \neq$ millions, rounded down

|  | Sept. 2019 Results |  | Sept. 2018 <br> Results |  | Year-on-Year Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 9,258 | 100.0 | 9,097 | 100.0 | 160 | 101.8 |
| Cost of Sales | 5,661 | 61.1 | 5,586 | 61.4 | 74 | 101.3 |
| Gross profit | 3,597 | 38.9 | 3,510 | 38.6 | 86 | 102.5 |
| SG\&A expenses | 2,456 | 26.5 | 2,557 | 28.1 | $\triangle 100$ | 96.1 |
| Operating income | 1,140 | 12.3 | 953 | 10.5 | 186 | 119.6 |
| Other income | 54 |  | 59 |  | $\triangle 4$ |  |
| Other expenses | 6 |  | 70 |  | $\triangle 63$ |  |
| Ordinary income | 1,188 | 12.8 | 943 | 10.4 | 245 | 126.1 |
| Extraordinary income | 1,942 |  | 3,998 |  | $\triangle 2,055$ |  |
| Extraordinary expenses | 1 |  | 1 |  | 0 |  |
| Income before income taxes | 3,129 | 33.8 | 4,939 | 54.3 | $\triangle 1,810$ | 63.3 |
| Corporation tax, etc. | 955 |  | 1,506 |  | $\triangle 551$ |  |
| (Tax burden) | 30.5\% |  | 30.5\% |  |  |  |
| Profit attributable to owners of parent | 2,174 | 23.5 | 3,433 | 37.7 | $\triangle 1,259$ | 63.3 |

First Half $¥$ millions, rounded down

|  | Sept. 2019 <br> Interim Results |  | Sept. 2018 <br> Interim Results |  | Year-on-Year Comparison |  | Sept. 2019 <br> Interim Plan |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 18,223 | 100.0 | 18,060 | 100.0 | 162 | 100.9 | 18,520 | 100.0 | $\triangle 296$ | 98.4 |
| Cost of Sales | 11,061 | 60.7 | 11,046 | 61.2 | 14 | 100.1 | 11,090 | 59.9 | $\triangle 28$ | 99.7 |
| Gross profit | 7,161 | 39.3 | 7,013 | 38.8 | 147 | 102.1 | 7,430 | 40.1 | $\triangle 268$ | 96.4 |
| SG\&A expenses | 4,861 | 26.7 | 5,020 | 27.8 | $\triangle 158$ | 96.8 | 5,110 | 27.6 | $\triangle 248$ | 95.1 |
| Operating income | 2,300 | 12.6 | 1,993 | 11.0 | 306 | 115.4 | 2,320 | 12.5 | $\triangle 19$ | 99.1 |
| Other income | 119 |  | 102 |  | 16 |  | 70 |  | 49 |  |
| Other expenses | 15 |  | 101 |  | $\triangle 85$ |  | 10 |  | 5 |  |
| Ordinary income | 2,403 | 13.2 | 1,994 | 11.0 | 408 | 120.5 | 2,380 | 12.9 | 23 | 101.0 |
| Extraordinary income | 1,942 |  | 3,998 |  | $\triangle 2,055$ |  | 1,990 |  | $\triangle 47$ |  |
| Extraordinary expenses | 1 |  | 1 |  | 0 |  | - |  | 1 |  |
| Income before income taxes | 4,343 | 23.8 | 5,991 | 33.2 | $\triangle 1,647$ | 72.5 | 4,370 | 23.6 | $\triangle 26$ | 99.4 |
| Corporation tax, etc. | 1,325 |  | 1,827 |  | $\triangle 501$ |  | 1,330 |  | $\triangle 4$ |  |
| (Tax burden) | 30.5\% |  | 30.5\% |  |  |  | 30.4\% |  |  |  |
| Profit attributable to owners of parent | 3,018 | 16.6 | 4,163 | 23.1 | $\triangle 1,145$ | 72.5 | 3,040 | 16.4 | $\triangle 21$ | 99.3 |
| EPS (total shares) | $¥ 92.34$ |  | $¥ 127.41$ |  |  |  | $¥ 93.02$ |  |  |  |
| EPS (minus treasury shares) | ¥99.95 |  | $¥ 135.36$ |  |  |  | $¥ 100.67$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury | 30,196,594 |  | 30,760,964 |  |  |  | 30,196,594 |  |  |  |

Fiscal 2019 Statements of Income (First 2 Quarters Results; Non-consolidated)

First Half $\quad \neq$ millions, rounded down

|  | Sept. 2019 <br> Interim Results |  | Sept. 2018 <br> Interim Results |  | Year-on-Year Comparison |  | Sept. 2019 <br> Interim Plan |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 18,223 | 100.0 | 18,060 | 100.0 | 162 | 100.9 | 18,520 | 100.0 | $\triangle 296$ | 98.4 |
| Cost of Sales | 11,061 | 60.7 | 11,046 | 61.2 | 14 | 100.1 | 11,090 | 59.9 | $\triangle 28$ | 99.7 |
| Gross profit | 7,161 | 39.3 | 7,013 | 38.8 | 147 | 102.1 | 7,430 | 40.1 | $\triangle 268$ | 96.4 |
| SG\&A expenses | 4,861 | 26.7 | 5,020 | 27.8 | $\triangle 158$ | 96.8 | 5,110 | 27.6 | $\triangle 248$ | 95.1 |
| Operating income | 2,300 | 12.6 | 1,993 | 11.0 | 306 | 115.4 | 2,320 | 12.5 | $\triangle 19$ | 99.1 |
| Other income | 119 |  | 102 |  | 16 |  | 70 |  | 49 |  |
| Other expenses | 15 |  | 101 |  | $\triangle 85$ |  | 10 |  | 5 |  |
| Ordinary income | 2,403 | 13.2 | 1,994 | 11.0 | 408 | 120.5 | 2,380 | 12.9 | 23 | 101.0 |
| Extraordinary income | 1,942 |  | 3,998 |  | $\triangle 2,055$ |  | 1,990 |  | 1,942 |  |
| Extraordinary expenses | 1 |  | 1 |  | 0 |  | - |  | 1 |  |
| Income before income taxes | 4,343 | 23.8 | 5,991 | 33.2 | $\triangle 1,647$ | 72.5 | 4,370 | 23.6 | $\triangle 26$ | 99.4 |
| Corporation tax, etc. | 1,325 |  | 1,827 |  | $\triangle 501$ |  | 1,330 |  | $\triangle 4$ |  |
| (Tax burden) | 30.5\% |  | 30.5\% |  |  |  | 30.4\% |  |  |  |
| Profit attributable to owners of parent | 3,018 | 16.6 | 4,163 | 23.1 | $\triangle 1,145$ | 72.5 | 3,040 | 16.4 | $\triangle 21$ | 99.3 |
| EPS (total shares) | $¥ 92.34$ |  | $¥ 127.41$ |  |  |  | $¥ 93.02$ |  |  |  |
| EPS (minus treasury shares) | $¥ 99.95$ |  | $¥ 135.36$ |  |  |  | $¥ 100.67$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares | 30,196,594 |  | 30,760,964 |  |  |  | 30,196,594 |  |  |  |

Second Half

|  | $\begin{gathered} \hline \text { Fiscal } 2019 \\ \text { Plan } \end{gathered}$ |  | Fiscal 2018 Results |  | Year-on-Year Comparison |  | Fiscal 2019 Plan |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 19,216 | 100.0 | 18,237 | 100.0 | 979 | 105.4 | 18,920 | 100.0 | 296 | 101.6 |
| Cost of Sales | 11,378 | 59.2 | 11,450 | 62.8 | $\triangle 72$ | 99.4 | 11,350 | 60.0 | 28 | 100.3 |
| Gross profit | 7,838 | 40.8 | 6,786 | 37.2 | 1,051 | 115.5 | 7,570 | 40.0 | 268 | 103.5 |
| SG\&A expenses | 5,288 | 27.5 | 5,336 | 29.3 | $\triangle 48$ | 99.1 | 5,040 | 26.6 | 248 | 104.9 |
| Operating income | 2,549 | 13.3 | 1,450 | 8.0 | 1,099 | 175.8 | 2,530 | 13.4 | 19 | 100.8 |
| Other income | 440 |  | 252 |  | 188 |  | 490 |  | $\triangle 49$ |  |
| Other expenses | 14 |  | 8 |  | 5 |  | 20 |  | $\triangle 5$ |  |
| Ordinary income | 2,976 | 15.5 | 1,694 | 9.3 | 1,282 | 175.7 | 3,000 | 15.9 | $\triangle 23$ | 99.2 |
| Extraordinary income | 47 |  | - |  | 47 |  | - |  | 47 |  |
| Extraordinary expenses | $\triangle 1$ |  | 1 |  | $\triangle 3$ |  | - |  | $\triangle 1$ |  |
| Income before income taxes | 3,026 | 15.7 | 1,692 | 9.3 | 1,333 | 178.8 | 3,000 | 15.9 | 26 | 100.9 |
| Corporation tax, etc. | 924 |  | 384 |  | 540 |  | 920 |  | 4 |  |
| (Tax burden) | 30.5\% |  | 22.7\% |  |  |  | 30.7\% |  |  |  |
| Profit attributable to owners of parent | 2,101 | 10.9 | 1,308 | 7.2 | 793 | 160.6 | 2,080 | 11.0 | 21 | 101.1 |

Full-year

|  | Fiscal 2019 Plan |  | Fiscal 2018 Results |  | Year-on-Year Comparison |  | Fiscal 2019 Plan |  | Plan <br> Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 37,440 | 100.0 | 36,298 | 100.0 | 1,141 | 103.1 | 37,440 | 100.0 |  | 100.0 |
| Cost of Sales | 22,440 | 59.9 | 22,497 | 62.0 | $\triangle 57$ | 99.7 | 22,440 | 59.9 |  | 100.0 |
| Gross profit | 15,000 | 40.1 | 13,800 | 38.0 | 1,199 | 108.7 | 15,000 | 40.1 |  | 100.0 |
| SG\&A expenses | 10,150 | 27.1 | 10,357 | 28.5 | $\triangle 207$ | 98.0 | 10,150 | 27.1 |  | 100.0 |
| Operating income | 4,850 | 13.0 | 3,443 | 9.5 | 1,406 | 140.8 | 4,850 | 13.0 |  | 100.0 |
| Other income | 560 |  | 354 |  | 205 |  | 560 |  |  |  |
| Other expenses | 30 |  | 109 |  | $\triangle 79$ |  | 30 |  |  |  |
| Ordinary income | 5,380 | 14.4 | 3,688 | 10.2 | 1,691 | 145.8 | 5,380 | 14.4 |  | 100.0 |
| Extraordinary income | 1,990 |  | 3,998 |  | $\triangle 2,008$ |  | 1,990 |  |  |  |
| Extraordinary expenses | - |  | 2 |  | $\triangle 2$ |  |  |  |  |  |
| Income before income taxes | 7,370 | 19.7 | 7,684 | 21.2 | $\triangle 314$ | 95.9 | 7,370 | 19.7 |  | 100.0 |
| Corporation tax, etc. | 2,250 |  | 2,211 |  | 38 |  | 2,250 |  |  |  |
| (Tax burden) | 0.0\% |  | 28.8\% |  |  |  | 0.0\% |  |  |  |
| Profit attributable to owners of parent | 5,120 | 13.7 | 5,472 | 15.1 | $\triangle 352$ | 93.6 | 5,120 | 13.7 |  | 100.0 |
| EPS (total shares) | $¥ 156.66$ |  | $¥ 167.45$ |  |  |  | $¥ 156.66$ |  |  |  |
| EPS (minus treasury shares) | $¥ 169.50$ |  | $¥ 179.60$ |  |  |  | $¥ 169.50$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury | 30,206,585 |  | 30,472,084 |  |  |  | 30,206,585 |  |  |  |

First 2 Quarters Results Manufacturing Costs (Non-consolidated)


|  | $\mathbf{2 0 1 0 . 9}$ | $\mathbf{2 0 1 1 . 9}$ | $\mathbf{2 0 1 2 . 9}$ | $\mathbf{2 0 1 3 . 9}$ | $\mathbf{2 0 1 4 . 9}$ | $\mathbf{2 0 1 5 . 9}$ | $\mathbf{2 0 1 6 . 9}$ | $\mathbf{2 0 1 7 . 9}$ | $\mathbf{2 0 1 8 . 9}$ | $\mathbf{2 0 1 9 . 9}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Materials | 4,508 | 4,879 | 5,009 | 5,323 | 5,692 | 5,964 | 6,382 | 6,266 | 6,387 | 6,391 |
| Personnel | 879 | 892 | 906 | 949 | 949 | 886 | 884 | 877 | 860 | 819 |
| Outsourcing | 162 | 173 | 208 | 209 | 210 | 188 | 205 | 199 | 208 | 167 |
| Others | 1,302 | 1,712 | 1,601 | 1,503 | 1,402 | 1,494 | 2,173 | 3,392 | 3,285 | 3,055 |
| Total | 6,853 | 7,658 | 7,726 | 7,985 | 8,254 | 8,533 | 9,645 | 10,735 | 10,741 | 10,434 |

Change
(\%)

|  | $\mathbf{2 0 1 0 . 9}$ | $\mathbf{2 0 1 1 . 9}$ | $\mathbf{2 0 1 2 . 9}$ | $\mathbf{2 0 1 3 . 9}$ | $\mathbf{2 0 1 4 . 9}$ | $\mathbf{2 0 1 5 . 9}$ | $\mathbf{2 0 1 6 . 9}$ | $\mathbf{2 0 1 7 . 9}$ | $\mathbf{2 0 1 8 . 9}$ | $\mathbf{2 0 1 9 . 9}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Materials | $\triangle 1.4$ | 8.2 | 2.7 | 6.3 | 6.9 | 4.8 | 7.0 | $\triangle 1.8$ | 1.9 | 0.1 |
| Personnel | 1.7 | 1.4 | 1.6 | 4.8 | $\triangle 0.1$ | $\triangle 6.6$ | $\triangle 0.3$ | $\triangle 0.8$ | $\triangle 1.9$ | $\triangle 4.7$ |
| Outsourcing | 54.5 | 7.0 | 19.7 | 0.8 | 0.5 | $\triangle 10.8$ | 9.4 | $\triangle 3.2$ | 5.0 | $\triangle 20.1$ |
| Others | $\triangle 16.4$ | 31.4 | $\triangle 6.5$ | $\triangle 6.2$ | $\triangle 6.7$ | 6.6 | 45.5 | 56.1 | $\triangle 3.2$ | $\triangle 7.0$ |
| Total | $\triangle 3.5$ | 11.7 | 0.9 | 3.4 | 3.4 | 3.4 | 13.0 | 11.3 | 0.1 | $\triangle 2.9$ |

\% of total

|  | $\mathbf{2 0 1 0 . 9}$ | $\mathbf{2 0 1 1 . 9}$ | $\mathbf{2 0 1 2 . 9}$ | $\mathbf{2 0 1 3 . 9}$ | $\mathbf{2 0 1 4 . 9}$ | $\mathbf{2 0 1 5 . 9}$ | $\mathbf{2 0 1 6 . 9}$ | $\mathbf{2 0 1 7 . 9}$ | $\mathbf{2 0 1 8 . 9}$ | $\mathbf{2 0 1 9 . 9}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Materials | 65.8 | 63.7 | 64.8 | 66.7 | 69.0 | 69.9 | 66.2 | 58.4 | 59.5 | 61.3 |
| Personnel | 12.8 | 11.6 | 11.7 | 11.9 | 11.5 | 10.4 | 9.2 | 8.2 | 8.0 | 7.9 |
| Outsourcing | 2.4 | 2.3 | 2.7 | 2.6 | 2.6 | 2.2 | 2.1 | 1.9 | 1.9 | 1.6 |
| Others | 19.0 | 22.4 | 20.7 | 18.8 | 17.0 | 17.5 | 22.5 | 31.6 | 30.6 | 29.3 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |


| Materials and | 68.2 | 66.0 | 67.5 | 69.3 | 71.5 | 72.1 | 68.3 | 60.2 | 61.4 | 62.9 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- | :--- |

outsourcing



