## First 2 Quarters of Fiscal 2020 Supplementary Materials

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## (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 2020 Statements of Income (First 2 Quarters Results; Consolidated)

| First Quarter |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | June 2020 1st Quarter Results |  | June 2019 1st Quarter Results |  | Year-on-Year Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 8,376 | 100.0 | 9,038 | 100.0 | $\triangle 661$ | 92.7 |
| Cost of Sales | 4,874 | 58.2 | 5,243 | 58.0 | $\triangle 368$ | 93.0 |
| Gross profit | 3,502 | 41.8 | 3,794 | 42.0 | $\triangle 292$ | 92.3 |
| SG\&A expenses | 2,358 | 28.2 | 2,459 | 27.2 | $\triangle 101$ | 95.9 |
| Operating income | 1,143 | 13.7 | 1,335 | 14.8 | $\triangle 191$ | 85.7 |
| Other income | 109 |  | 69 |  | 39 |  |
| Other expenses | 1 |  | 3 |  | $\triangle 1$ |  |
| Ordinary income | 1,251 | 14.9 | 1,401 | 15.5 | $\triangle 149$ | 89.3 |
| Extraordinary income |  |  |  |  |  |  |
| Extraordinary expenses | - |  | 0 |  | $\triangle 0$ |  |
| Income before income taxes and minority interests | 1,251 | 14.9 | 1,401 | 15.5 | $\triangle 149$ | 89.3 |
| Corporation tax, etc. | 352 |  | 422 |  | $\triangle 70$ |  |
| (Tax burden) | 28.1\% |  | 30.2\% |  |  |  |
| Minority interests | $\triangle 8$ |  | $\triangle 7$ |  | $\triangle 1$ |  |
| Profit attributable to owners of parent | 908 | 10.8 | 986 | 10.9 | $\triangle 78$ | 92.1 |
| EPS (total shares) | $¥ 27.78$ |  | $¥ 30.17$ |  |  |  |
| EPS (minus treasury shares) | $\ddagger 30.04$ |  | $\ddagger 32.66$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  |
| Weighted-average number of shares | 30,223,453 |  | 30,191,789 |  |  |  |


| Second Quarter |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{aligned} & \hline \text { Sept. } 2020 \\ & \text { Results } \end{aligned}$ |  | Sept. 2019 <br> Results |  | Year-on-Year Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 9,358 | 100.0 | 9,342 | 100.0 | 15 | 100.2 |
| Cost of Sales | 5,499 | 58.8 | 5,566 | 59.6 | $\triangle 67$ | 98.8 |
| Gross profit | 3,858 | 41.2 | 3,775 | 40.4 | 82 | 102.2 |
| SG\&A expenses | 2,331 | 24.9 | 2,514 | 26.9 | $\triangle 183$ | 92.7 |
| Operating income | 1,527 | 16.3 | 1,261 | 13.5 | 265 | 121.1 |
| Other income | 29 |  | 61 |  | $\triangle 32$ |  |
| Other expenses | 1 |  | 0 |  | 1 |  |
| Ordinary income | 1,554 | 16.6 | 1,322 | 14.2 | 231 | 117.5 |
| Extraordinary income | 1,028 |  | 1,943 |  | $\triangle 914$ |  |
| Extraordinary expenses | 1 |  | 1 |  | $\triangle 0$ |  |
| Income before income taxes and minority interests | 2,581 | 27.6 | 3,264 | 34.9 | $\triangle 682$ | 79.1 |
| Corporation tax, etc. | 716 |  | 993 |  | $\triangle 276$ |  |
| (Tax burden) | 27.7\% |  | 30.4\% |  |  |  |
| Minority interests | 0 |  | $\triangle 8$ |  | 5 |  |
| Profit attributable to owners of parent | 1,868 | 20.0 | 2,279 | 24.4 | $\triangle 411$ | 82.0 |

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


Fiscal 2020 Statements of Income (Full-year plan; Consolidated)

| First Half |  |  |  |  |  |  | $¥$ millions, rounded down |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Sept. 2020Interim Results |  | Sept. 2019Interim Results |  | Year-on-Year Comparison |  | Fiscal 2020 First Plan |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 17,734 | 100.0 | 18,380 | 100.0 | $\triangle 645$ | 96.5 | 19,130 | 100.0 | $\triangle 1,395$ | 92.7 |
| Cost of Sales | 10,374 | 58.5 | 10,810 | 58.8 | $\triangle 436$ | 96.0 | 10,900 | 57.0 | $\triangle 525$ | 95.2 |
| Gross profit | 7,360 | 41.5 | 7,570 | 41.2 | $\triangle 209$ | 97.2 | 8,230 | 43.0 | $\triangle 869$ | 89.4 |
| SG\&A expenses | 4,689 | 26.4 | 4,973 | 27.1 | $\triangle 284$ | 94.3 | 5,130 | 26.8 | $\triangle 440$ | 91.4 |
| Operating income | 2,671 | 15.1 | 2,596 | 14.1 | 74 | 102.9 | 3,100 | 16.2 | $\triangle 428$ | 86.2 |
| Other income | 138 |  | 131 |  | 6 |  | 130 |  | 8 |  |
| Other expenses | 3 |  | 3 |  | $\triangle 0$ |  | - |  | 3 |  |
| Ordinary income | 2,806 | 15.8 | 2,724 | 14.8 | 81 | 103.0 | 3,230 | 16.9 | $\triangle 423$ | 86.9 |
| Extraordinary income | 1,028 |  | 1,943 |  | $\triangle 914$ |  | 300 |  | 728 |  |
| Extraordinary expenses | 1 |  | 1 |  | $\triangle 0$ |  | - |  | 1 |  |
| Income before income taxes and minority interests | 3,833 | 21.6 | 4,665 | 25.4 | $\triangle 832$ | 82.2 | 3,530 | 18.5 | 303 | 108.6 |
| Corporation tax, etc. | 1,068 |  | 1,415 |  | $\triangle 347$ |  | 1,020 |  | 48 |  |
| (Tax burden) | 27.9\% |  | 30.3\% |  |  |  | 28.9\% |  |  |  |
| Minority interests | $\triangle 11$ |  | $\triangle 15$ |  | 4 |  | $\triangle 20$ |  | 8 |  |
| Profit attributable to owners of parent | 2,776 | 15.7 | 3,265 | 17.8 | $\triangle 489$ | 85.0 | 2,530 | 13.2 | 246 | 109.7 |
| EPS (total shares) | ¥84.94 |  | ¥99.91 |  |  |  | $¥ 77.41$ |  |  |  |
| EPS (minus treasury shares) | ¥91.84 |  | $¥ 108.14$ |  |  |  | $¥ 83.70$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares | 30,228,126 |  | 30,196,594 |  |  |  | 30,228,126 |  |  |  |


| Second Half |  |  |  |  |  |  | $¥$ millions, rounded down |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Fiscal 2020 <br> Revised Plan |  | $\begin{gathered} \hline \text { Fiscal } 2019 \\ \text { Results } \end{gathered}$ |  | Year-on-Year Comparison |  | Fiscal 2020 First Plan |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 18,575 | 100.0 | 18,852 | 100.0 | $\triangle 276$ | 98.5 | 19,570 | 100.0 | $\triangle 994$ | 94.9 |
| Cost of Sales | 10,635 | 57.3 | 10,988 | 58.3 | $\triangle 352$ | 96.8 | 11,100 | 56.7 | $\triangle 464$ | 95.8 |
| Gross profit | 7,939 | 42.7 | 7,864 | 41.7 | 75 | 101.0 | 8,470 | 43.3 | $\triangle 530$ | 93.7 |
| SG\&A expenses | 5,120 | 27.6 | 5,152 | 27.3 | $\triangle 32$ | 99.4 | 5,170 | 26.4 | $\triangle 49$ | 99.0 |
| Operating income | 2,818 | 15.2 | 2,711 | 14.4 | 107 | 104.0 | 3,300 | 16.9 | $\triangle 481$ | 85.4 |
| Other income | 321 |  | 374 |  | $\triangle 52$ |  | 310 |  | 11 |  |
| Other expenses | 16 |  | 18 |  | $\triangle 2$ |  | 10 |  | 6 |  |
| Ordinary income | 3,123 | 16.8 | 3,066 | 16.3 | 57 | 101.9 | 3,600 | 18.4 | $\triangle 476$ | 86.8 |
| Extraordinary income | 1 |  | 0 |  | 1 |  | 300 |  | $\triangle 298$ |  |
| Extraordinary expenses | 8 |  | 7 |  | 0 |  | - |  | 8 |  |
| Income before income taxes and minority interests | 3,116 | 16.8 | 3,059 | 16.2 | 57 | 101.9 | 3,900 | 19.9 | $\triangle 783$ | 79.9 |
| Corporation tax, etc. | 931 |  | 820 |  | 111 |  | 1,160 |  | $\triangle 228$ |  |
| (Tax burden) | 29.9\% |  | 26.8\% |  |  |  | 29.7\% |  |  |  |
| Minority interests | $\triangle 18$ |  | $\triangle 24$ |  | 6 |  | $\triangle 30$ |  | 11 |  |
| Profit attributable to owners of parent | 2,203 | 11.9 | 2,264 | 12.0 | $\triangle 60$ | 97.3 | 2,770 | 14.2 | $\triangle 566$ | 79.6 |

Full-year
$\not \approx$ millions, rounded down


Fiscal 2020 Sales by Product Grouping
(First 2 Quarters Results and full-year revised plan; Consolidated)

| First Half |  |  |  |  |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{gathered} \text { Sept. } 2020 \\ \text { Interim Results } \\ \hline \end{gathered}$ |  | Sept. 2019Interim Results |  | Year-on-Year Comparison |  | $\begin{gathered} \hline \text { Fiscal } 2020 \\ \text { First Plan } \\ \hline \end{gathered}$ |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Sterilization products | 1,639 | 9.2 | 1,708 | 9.3 | $\triangle 68$ | 96.0 | 1,688 | 8.8 | $\triangle 48$ | 97.1 |
| Surgical products | 15,646 | 88.2 | 16,200 | 88.1 | $\triangle 553$ | 96.6 | 16,990 | 88.8 | $\triangle 1,343$ | 92.1 |
| Treatment products | 111 | 0.6 | 92 | 0.5 | 18 | 120.6 | 86 | 0.5 | 24 | 128.2 |
| Others | 337 | 1.9 | 379 | 2.1 | $\triangle 42$ | 88.7 | 365 | 1.9 | $\triangle 27$ | 92.3 |
| Total | 17,734 | 100.0 | 18,380 | 100.0 | $\triangle 645$ | 96.5 | 19,130 | 100.0 | $\triangle 1,395$ | 92.7 |
| Itemized surgical products |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 4,495 | 25.3 | 4,351 | 23.7 | 143 | 103.3 | 4,230 | 22.1 | 265 | 106.3 |
| Other non-woven products | 882 | 5.0 | 592 | 3.2 | 290 | 149.0 | 570 | 3.0 | 312 | 154.8 |
| Kit products | 10,193 | 57.5 | 11,165 | 60.7 | $\triangle 971$ | 91.3 | 12,010 | 62.8 | $\triangle 1,816$ | 84.9 |
| New products | 75 | 0.4 | 90 | 0.5 | $\triangle 15$ | 82.8 | 180 | 0.9 | $\triangle 104$ | 41.8 |
| Itemized external sales by subsidiary |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 249 |  | 125 |  | 124 |  | 160 |  | 89 |  |
| Other non-woven products | 27 |  | - |  | 27 |  | - |  | 27 |  |
| Kit products | 0 |  | - |  | 0 |  | - |  | 0 |  |
| Others | 36 |  | 41 |  | $\triangle 4$ |  | 40 |  | $\triangle 3$ |  |

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

|  | Fiscal 2020 Revised Plan |  | Sept. 2019Interim Results |  | Year-on-Year Comparison |  | Fiscal 2020 First Plan |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Sterilization products | 1,640 | 8.8 | 1,708 | 9.1 | $\triangle 68$ | 96.0 | 1,676 | 8.6 | $\triangle 35$ | 97.9 |
| Surgical products | 16,503 | 88.8 | 16,650 | 88.3 | $\triangle 147$ | 99.1 | 17,450 | 89.2 | $\triangle 946$ | 94.6 |
| Treatment products | 88 | 0.5 | 105 | 0.6 | $\triangle 16$ | 84.6 | 84 | 0.4 | 4 | 105.8 |
| Others | 342 | 1.8 | 388 | 2.1 | $\triangle 45$ | 88.4 | 359 | 1.8 | $\triangle 16$ | 95.3 |
| Total | 18,575 | 100.0 | 18,852 | 100.0 | $\triangle 276$ | 98.5 | 19,570 | 100.0 | $\triangle 994$ | 94.9 |
| Itemized surgical products |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 4,674 | 25.2 | 4,326 | 22.9 | 348 | 108.0 | 4,230 | 21.6 | 444 | 110.5 |
| Other non-woven products | 797 | 4.3 | 928 | 4.9 | $\triangle 131$ | 85.9 | 630 | 3.2 | 167 | 126.6 |
| Kit products | 10,976 | 59.1 | 11,319 | 60.0 | $\triangle 343$ | 97.0 | 12,370 | 63.2 | $\triangle 1,393$ | 88.7 |
| New products | 54 | 0.3 | 75 | 0.4 | $\triangle 21$ | 72.2 | 220 | 1.1 | $\triangle 165$ | 24.9 |
| Itemized external sales by subsidiary |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 330 |  | 144 |  | 185 |  |  |  |  |  |
| Other non-woven products | 22 |  | - |  | 22 |  |  |  |  |  |
| Kit products | - |  | - |  | - |  |  |  |  |  |
| Others | 34 |  | 58 |  | $\triangle 24$ |  |  |  |  |  |


| Full-year |  |  |  |  |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Fiscal 2020 <br> Revised Plan |  | Sept. 2019Interim Results |  | Year-on-Year Comparison |  | Fiscal 2020 <br> First Plan |  | Plan Comparison |  |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Sterilization products | 3,280 | 9.0 | 3,416 | 9.2 | $\triangle 136$ | 96.0 | 3,364 | 8.7 | $\triangle 84$ | 97.5 |
| Surgical products | 32,150 | 88.5 | 32,851 | 88.2 | $\triangle 701$ | 97.9 | 34,440 | 89.0 | $\triangle 2,289$ | 93.4 |
| Treatment products | 200 | 0.6 | 197 | 0.5 | 2 | 101.4 | 170 | 0.4 | 29 | 117.2 |
| Others | 680 | 1.9 | 768 | 2.1 | $\triangle 88$ | 88.5 | 724 | 1.9 | $\triangle 44$ | 93.8 |
| Total | 36,310 | 100.0 | 37,232 | 100.0 | $\triangle 922$ | 97.5 | 38,700 | 100.0 | $\triangle 2,389$ | 93.8 |
| Itemized surgical products |  |  |  |  |  |  |  |  |  |  |
| Non-woven products | 9,170 | 25.3 | 8,678 | 23.3 | 491 | 105.7 | 8,460 | 21.9 | 710 | 108.4 |
| Other non-woven products | 1,680 | 4.6 | 1,521 | 4.1 | 158 | 110.5 | 1,200 | 3.1 | 480 | 140.0 |
| Kit products | 21,170 | 58.3 | 22,485 | 60.4 | $\triangle 1,315$ | 94.2 | 24,380 | 63.0 | $\triangle 3,210$ | 86.8 |
| New products | 130 | 0.4 | 166 | 0.4 | $\triangle 36$ | 78.0 | 400 | 1.0 | $\triangle 270$ | 32.5 |

Itemized external sales by subsidiary
Non-woven products
Other non-woven products
Kit products
Others

| 580 | 269 | 310 |
| ---: | ---: | ---: |
| 50 | - | 50 |
| 0 | - | 0 |
| 71 | 99 | $\triangle 28$ |


| 360 | 220 |
| ---: | ---: |
| - | 50 |
| - | 0 |
| 80 | $\triangle 8$ |

Sales Composition by Kit Treatiment Category


Fiscal 2020 Itemized SG\&A Expenses and Other Income/Expenses

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

|  | Sept. 2020 Interim Results | Sept. 2019 <br> Interim Results | Year-on-Year Comparison | Fiscal 2020 First Plan | Plan Comparison |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Packaging and | 532 | 523 | 8 | 528 | 3 |
| Losses on doubtful accounts |  | - | - |  |  |
| Samples | 176 | 254 | $\triangle 77$ | 268 | $\triangle 91$ |
| Advertising | 12 | 30 | $\triangle 17$ | 59 | $\triangle 47$ |
| Personnel | 2,064 | 1,927 | 137 | 2,058 | 5 |
| Travel | 186 | 325 | $\triangle 139$ | 324 | $\triangle 137$ |
| Communication | 66 | 67 | $\triangle 1$ | 68 | $\triangle 2$ |
| Consumables | 41 | 39 | 1 | 64 | $\triangle 23$ |
| Taxes and public charges | 162 | 161 | 0 | 169 | $\triangle 7$ |
| Depreciation | 438 | 510 | $\triangle 72$ | 390 | 48 |
| Testing and research | 255 | 313 | $\triangle 58$ | 264 | $\triangle 8$ |
| Land and housing rent | 221 | 219 | 1 | 238 | $\triangle 17$ |
| Miscellaneous | 248 | 294 | $\triangle 45$ | 321 | $\triangle 73$ |
| Others | 283 | 305 | $\triangle 21$ | 373 | $\triangle 90$ |
| Total | 4,689 | 4,973 | $\triangle 284$ | 5,130 | $\triangle 440$ |

Other Income/Expenses
$\neq$ millions, rounded down

|  | Sept. 2020 <br> Interim Results | Sept. 2019 <br> Interim Results | Year-on-Year Comparison | Fiscal 2020 First Plan | Plan <br> Comparison |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Interest received | 38 | 30 | 7 | 46 | $\triangle 7$ |
| Interest on negotiable securit | - | - | - | - | - |
| Dividend received | 41 | 52 | $\triangle 11$ | 63 | $\triangle 22$ |
| (Total financial earnings) | 79 | 83 | $\triangle 3$ | 110 | $\triangle 30$ |
| Foreign exchange gain | 24 | 16 | 7 | - | 24 |
| Miscellaneous income | 34 | 31 | 2 | 19 | 14 |
| Total Other income | 138 | 131 | 6 | 130 | 8 |
| Paid interest | 0 | - | 0 | - | 0 |
| (Total financial expenses) | 0 | - | 0 | - | 0 |
| Foreign exchange loss | - | - | - | - | - |
| Miscellaneous losses | 3 | 3 | $\triangle 0$ | - | 3 |
| Total non-operating expenses | 3 | 3 | $\triangle 0$ | - | 3 |

Fiscal 2020 Capital Expenditures and Depreciation
(First 2 Quarters Results and full-year plan; Consolidated)

| Capital Expenditures |  |  | Depreciation |  |  |  |  | $¥$ millions, rounded down |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Capital Expenditures | $\begin{gathered} \hline \text { Year-on- } \\ \text { Year } \\ \text { Comparison } \\ \hline \end{gathered}$ |  | SG\&A Expenses | Year-on- <br> Year <br> Comparison | Manufacturi ng Costs | Year-on- <br> Year <br> Comparison | Total Depreciation Expenses | Year-on- <br> Year <br> Comparison |
| First half | 1,998 |  | First half | 307 |  | 812 |  | 1,120 |  |
| Second half | 2,313 |  | Second half | 335 |  | 822 |  | 1,157 |  |
| Fiscal 2010 (full year) | 4,311 | 116.0\% | Fiscal 2010 (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 (full year) | 1,637 | 38.0\% | Fiscal 2011 (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 (full year) | 1,915 | 117.0\% | Fiscal 2012 (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 (full year) | 7,174 | 374.6\% | Fiscal 2013 (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 (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 (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 (full year) | 2,142 | 32.2\% | Fiscal 2017 (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 | 4,532 |  | Second half | 560 |  | 2,137 |  | 2,697 |  |
| Fiscal 2019 (full year) | 10,904 | 324.1\% | Fiscal 2019 (full year) | 1,070 | 107.2\% | 4,212 | 90.9\% | 5,283 | 93.8\% |
| First half | 2,291 |  | First half | 438 |  | 1,804 |  | 2,242 |  |
| Second half | 2,909 |  | Second half | 492 |  | 1,886 |  | 2,378 |  |
| Fiscal 2020 (full year) | 5,200 | 47.7\% | Fiscal 2020 (full year) | 930 | 86.9\% | 3,690 | 87.6\% | 4,620 | 87.5\% |
| (Note) 1. ${ }^{* * *}$ are forecast fi | figures |  |  |  |  |  |  |  |  |

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

| jor Changes on Balance Sheets $\quad$ millions, rounded down |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: |
|  | Balance at Sept. 30, 2020 | Change |  | Balance at Sept. 30, 2020 | Change |
| Current assets | 42,920 | $\triangle 308$ | Current liabilities | 8,191 | $\triangle 2,169$ |
| Cash and bank deposits | 22,166 | $\triangle 1,211$ | Notes and accounts payable | 4,591 | $\triangle 84$ |
| Notes and accounts receivable | 11,591 | 239 | Accrued expenses | 957 | $\triangle 1,617$ |
| Short-term investments |  |  | Long-term loans due within 1 year | 121 | 121 |
| Inventories | 8,508 | 640 | Income taxes | 1,089 | 28 |
| Others | 653 | 22 | Allowance for employees' bonuses | 517 | 51 |
|  |  |  | Payable notes for equipment | 368 | $\triangle 204$ |
|  |  |  | Reserve for disaster loss | - |  |
|  |  |  | Others | 545 | $\triangle 464$ |
| Fixed assets | 62,778 | $\triangle 656$ | Long-term liabilities | 2,096 | $\triangle 284$ |
| Property, plant and equipment | 52,021 | 170 | Long-term borrowings | - | $\triangle 175$ |
| Buildings and structures | 22,576 | $\triangle 597$ | Others | 2,096 | $\triangle 109$ |
| Machinery, equipment and vehicles | 7,934 | $\triangle 830$ | Total liabilities | 10,288 | $\triangle 2,454$ |
| Land | 9,597 | $\triangle 7$ | Total net assets | 95,410 | 1,489 |
| Construction in progress | 10,699 | 1,704 | Common stock | 7,123 |  |
| Others | 1,213 | $\triangle 98$ | Capital surplus | 8,336 |  |
| Intangibles | 2,151 | $\triangle 148$ | Retained earnings | 84,996 | 1,761 |
| Investments and others | 8,605 | $\triangle 677$ | Treasury stock | $\triangle 8,505$ | 52 |
| Investments securities | 7,412 | $\triangle 528$ | Others | 3,460 | $\triangle 324$ |
| Others | 1,193 | $\triangle 148$ |  |  |  |
| Total assets | 105,699 | $\triangle 964$ | Total liabilities and shareholders' equity | 105,699 | $\triangle 964$ |

* Comparison with end of previous fiscal year:

Equity ratio increased from $88.0 \%$ at the end of the previous fiscal year to $\mathbf{9 0 . 2 \%}$.

| Statements of Cash Flows |
| :--- |
| I Operating activities 2,363 Income before income taxes and $\neq$ millions, rounded down <br> minority interests 3,833   <br>   Depreciation gain on sales of investment securities |
| IIInvesting activities |

Fiscal 2020 Statements of Income (First 2 Quarters Results; Non-consolidated)

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

|  | June 2020 1st Quarter Results |  | June 2019 1st Quarter Results |  | Year-on-Year Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 8,292 | 100.0 | 8,964 | 100.0 | $\triangle 672$ | 92.5 |
| Cost of Sales | 4,965 | 59.9 | 5,400 | 60.2 | $\triangle 434$ | 91.9 |
| Gross profit | 3,327 | 40.1 | 3,564 | 39.8 | $\triangle 237$ | 93.3 |
| SG\&A expenses | 2,300 | 27.7 | 2,404 | 26.8 | $\triangle 104$ | 95.7 |
| Operating income | 1,026 | 12.4 | 1,159 | 12.9 | $\triangle 133$ | 88.5 |
| Other income | 51 |  | 64 |  | $\triangle 12$ |  |
| Other expenses | 7 |  | 9 |  | $\triangle 2$ |  |
| Ordinary income | 1,071 | 12.9 | 1,214 | 13.5 | $\triangle 143$ | 88.2 |
| Extraordinary income | - |  | - |  | - |  |
| Extraordinary expenses | - |  | 0 |  | $\triangle 0$ |  |
| Income before income taxes | 1,071 | 12.9 | 1,214 | 13.5 | $\triangle 143$ | 88.2 |
| Corporation tax, etc. | 307 |  | 370 |  | $\triangle 63$ |  |
| (Tax burden) | 28.7\% |  | 30.5\% |  |  |  |
| Net income | 764 | 9.2 | 843 | 9.4 | $\triangle 79$ | 90.5 |
| EPS (total shares) | $¥ 23.38$ |  | $¥ 25.82$ |  |  |  |
| EPS (minus treasury shares) | $¥ 25.28$ |  | $\ddagger 27.95$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury | 30,223,453 |  | 30,191,789 |  |  |  |

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

|  | $\begin{gathered} \text { Sept. } 2020 \\ \text { Results } \end{gathered}$ |  | $\begin{gathered} \text { Sept. } 2019 \\ \text { Results } \end{gathered}$ |  | Year-on-Year Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% |
| Net sales | 9,150 | 100.0 | 9,258 | 100.0 | $\triangle 108$ | 98.8 |
| Cost of Sales | 5,513 | 60.3 | 5,661 | 61.1 | $\triangle 147$ | 97.4 |
| Gross profit | 3,636 | 39.7 | 3,597 | 38.9 | 39 | 101.1 |
| SG\&A expenses | 2,281 | 24.9 | 2,456 | 26.5 | $\triangle 175$ | 92.9 |
| Operating income | 1,354 | 14.8 | 1,140 | 12.3 | 214 | 118.8 |
| Other income | 40 |  | 54 |  | $\triangle 14$ |  |
| Other expenses | 7 |  | 6 |  | 1 |  |
| Ordinary income | 1,387 | 15.2 | 1,188 | 12.8 | 199 | 116.8 |
| Extraordinary income | 1,028 |  | 1,942 |  | $\triangle 913$ |  |
| Extraordinary expenses | 1 |  | 1 |  | $\triangle 0$ |  |
| Income before income taxes | 2,415 | 26.4 | 3,129 | 33.8 | $\triangle 713$ | 77.2 |
| Corporation tax, etc. | 692 |  | 955 |  | $\triangle 262$ |  |
| (Tax burden) | 28.7\% |  | 30.5\% |  |  |  |
| Net income | 1,722 | 18.8 | 2,174 | 23.5 | $\triangle 451$ | 79.2 |

First Half $\quad$ ¥ millions, rounded down

|  | Sept. 2020 <br> Interim Results |  | Sept. 2019 <br> Interim Results |  | Year-on-Year Comparison |  | Fiscal 2020 First Plan |  | PlanComparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 17,442 | 100.0 | 18,223 | 100.0 | $\triangle 780$ | 95.7 | 18,930 | 100.0 | $\triangle 1,487$ | 92.1 |
| Cost of Sales | 10,479 | 60.1 | 11,061 | 60.7 | $\triangle 581$ | 94.7 | 11,070 | 58.5 | $\triangle 590$ | 94.7 |
| Gross profit | 6,963 | 39.9 | 7,161 | 39.3 | $\triangle 198$ | 97.2 | 7,860 | 41.5 | $\triangle 896$ | 88.6 |
| SG\&A expenses | 4,581 | 26.3 | 4,861 | 26.7 | $\triangle 279$ | 94.2 | 4,970 | 26.3 | $\triangle 388$ | 92.2 |
| Operating income | 2,381 | 13.7 | 2,300 | 12.6 | 81 | 103.5 | 2,890 | 15.3 | $\triangle 508$ | 82.4 |
| Other income | 92 |  | 119 |  | $\triangle 26$ |  | 90 |  | 2 |  |
| Other expenses | 14 |  | 15 |  | $\triangle 1$ |  | 10 |  | 4 |  |
| Ordinary income | 2,459 | 14.1 | 2,403 | 13.2 | 56 | 102.3 | 2,970 | 15.7 | $\triangle 510$ | 82.8 |
| Extraordinary income | 1,028 |  | 1,942 |  | $\triangle 913$ |  | 300 |  | 728 |  |
| Extraordinary expenses | 1 |  | 1 |  | $\triangle 0$ |  | - |  | 1 |  |
| Income before income taxes | 3,486 | 20.0 | 4,343 | 23.8 | $\triangle 856$ | 80.3 | 3,270 | 17.3 | 216 | 106.6 |
| Corporation tax, etc. | 1,000 |  | 1,325 |  | $\triangle 325$ |  | 940 |  | 60 |  |
| (Tax burden) | 28.7\% |  | 30.5\% |  |  |  | 28.7\% |  |  |  |
| Net income | 2,486 | 14.3 | 3,018 | 16.6 | $\triangle 531$ | 82.4 | 2,330 | 12.3 | 156 | 106.7 |
| EPS (total shares) | $¥ 76.08$ |  | $¥ 92.34$ |  |  |  | ¥71.29 |  |  |  |
| EPS (minus treasury shares) | $¥ 82.25$ |  | $¥ 99.95$ |  |  |  | ¥77.08 |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Weighted-average number of shares outstanding (after deducting treasury | 30,228,126 |  | 30,196,594 |  |  |  | 30,228,126 |  |  |  |

Fiscal 2020 Statements of Income (First 2 Quarters Results; Non-consolidated)
First Half
$¥$ millions, rounded dowr

|  | Sept. 2020 <br> Interim Results |  | Sept. 2019 <br> Interim Results |  | Year-on-Year Comparison |  | $\begin{gathered} \text { Fiscal } 2020 \\ \text { First Plan } \end{gathered}$ |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 17,442 | 100.0 | 18,223 | 100.0 | $\triangle 780$ | 95.7 | 18,930 | 100.0 | $\triangle 1,487$ | 92.1 |
| Cost of Sales | 10,479 | 60.1 | 11,061 | 60.7 | $\triangle 581$ | 94.7 | 11,070 | 58.5 | $\triangle 590$ | 94.7 |
| Gross profit | 6,963 | 39.9 | 7,161 | 39.3 | $\triangle 198$ | 97.2 | 7,860 | 41.5 | $\triangle 896$ | 88.6 |
| SG\&A expenses | 4,581 | 26.3 | 4,861 | 26.7 | $\triangle 279$ | 94.2 | 4,970 | 26.3 | $\triangle 388$ | 92.2 |
| Operating income | 2,381 | 13.7 | 2,300 | 12.6 | 81 | 103.5 | 2,890 | 15.3 | $\triangle 508$ | 82.4 |
| Other income | 92 |  | 119 |  | $\triangle 26$ |  | 90 |  | 2 |  |
| Other expenses | 14 |  | 15 |  | $\triangle 1$ |  | 10 |  | 4 |  |
| Ordinary income | 2,459 | 14.1 | 2,403 | 13.2 | 56 | 102.3 | 2,970 | 15.7 | $\triangle 510$ | 82.8 |
| Extraordinary income | 1,028 |  | 1,942 |  | $\triangle 913$ |  | 300 |  | 1,028 |  |
| Extraordinary expenses | 1 |  | 1 |  | $\triangle 0$ |  | - |  | 1 |  |
| Income before income taxes and minority interests | 3,486 | 20.0 | 4,343 | 23.8 | $\triangle 856$ | 80.3 | 3,270 | 17.3 | 216 | 106.6 |
| Corporation tax, etc. | 1,000 |  | 1,325 |  | $\triangle 325$ |  | 940 |  | 60 |  |
| (Tax burden) | 28.7\% |  | 30.5\% |  |  |  | 28.7\% |  |  |  |
| Net income | 2,486 | 14.3 | 3,018 | 16.6 | $\triangle 531$ | 82.4 | 2,330 | 12.3 | 156 | 106.7 |
| EPS (total shares) | $¥ 76.08$ |  | $¥ 92.34$ |  |  |  | ¥71.29 |  |  |  |
| EPS (minus treasury shares) | $¥ 82.25$ |  | ¥99.95 |  |  |  | ¥77.08 |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Average number of shares outstanding (after deducting treasury shares) | 30,228,126 |  | 30,196,594 |  |  |  | 30,228,126 |  |  |  |

Second Half $\quad$ millions, rounded dowr

|  | Fiscal 2020 Revised Plan |  | $\begin{gathered} \hline \text { Fiscal } 2019 \\ \text { Results } \end{gathered}$ |  | Year-on-Year Comparison |  | $\begin{gathered} \hline \text { Fiscal } 2020 \\ \text { First Plan } \end{gathered}$ |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 18,197 | 100.0 | 18,656 | 100.0 | $\triangle 459$ | 97.5 | 19,330 | 100.0 | $\triangle 1,132$ | 94.1 |
| Cost of Sales | 10,690 | 58.7 | 11,153 | 59.8 | $\triangle 462$ | 95.8 | 11,300 | 58.5 | $\triangle 609$ | 94.6 |
| Gross profit | 7,506 | 41.3 | 7,502 | 40.2 | 3 | 100.0 | 8,030 | 41.5 | $\triangle 523$ | 93.5 |
| SG\&A expenses | 4,968 | 27.3 | 4,994 | 26.8 | $\triangle 26$ | 99.5 | 4,980 | 25.8 | $\triangle 11$ | 99.8 |
| Operating income | 2,538 | 13.9 | 2,508 | 13.4 | 29 | 101.2 | 3,050 | 15.8 | $\triangle 511$ | 83.2 |
| Other income | 297 |  | 551 |  | $\triangle 254$ |  | 440 |  | $\triangle 142$ |  |
| Other expenses | 25 |  | 26 |  | $\triangle 1$ |  | 20 |  | 5 |  |
| Ordinary income | 2,810 | 15.4 | 3,033 | 16.3 | $\triangle 223$ | 92.6 | 3,470 | 18.0 | $\triangle 659$ | 81.0 |
| Extraordinary income | 1 |  | - |  | 1 |  | 300 |  | $\triangle 298$ |  |
| Extraordinary expenses | 8 |  | 7 |  | 0 |  | - |  | 8 |  |
| Income before income taxes and minority interests | 2,803 | 15.4 | 3,026 | 16.2 | $\triangle 222$ | 92.6 | 3,770 | 19.5 | $\triangle 966$ | 74.4 |
| Corporation tax, etc. | 799 |  | 788 |  | 11 |  | 1,080 |  | $\triangle 280$ |  |
| (Tax burden) | 28.5\% |  | 26.1\% |  |  |  | 28.6\% |  |  |  |
| Net income | 2,003 | 11.0 | 2,237 | 12.0 | $\triangle 234$ | 89.5 | 2,690 | 13.9 | $\triangle 686$ | 74.5 |

Full-year
$¥$ millions, rounded dowr

|  | Fiscal 2020 <br> Revised Plan |  | Fiscal 2019 Results |  | Year-on-Year Comparison |  | Fiscal 2020 First Plan |  | Plan Comparison |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Amount | \% of total | Amount | \% of total | Amount | \% | Amount | \% of total | Amount | \% |
| Net sales | 35,640 | 100.0 | 36,879 | 100.0 | $\triangle 1,239$ | 96.6 | 38,260 | 100.0 | $\triangle 2,619$ | 93.2 |
| Cost of Sales | 21,170 | 59.4 | 22,214 | 60.2 | $\triangle 1,044$ | 95.3 | 22,370 | 58.5 | $\triangle 1,200$ | 94.6 |
| Gross profit | 14,470 | 40.6 | 14,664 | 39.8 | $\triangle 194$ | 98.7 | 15,890 | 41.5 | $\triangle 1,419$ | 91.1 |
| SG\&A expenses | 9,550 | 26.8 | 9,855 | 26.7 | $\triangle 305$ | 96.9 | 9,950 | 26.0 | $\triangle 400$ | 96.0 |
| Operating income | 4,920 | 13.8 | 4,808 | 13.0 | 111 | 102.3 | 5,940 | 15.5 | $\triangle 1,019$ | 82.8 |
| Other income | 390 |  | 670 |  | $\triangle 280$ |  | 530 |  | $\triangle 140$ |  |
| Other expenses | 40 |  | 42 |  | $\triangle 2$ |  | 30 |  | 10 |  |
| Ordinary income | 5,270 | 14.8 | 5,436 | 14.7 | $\triangle 166$ | 96.9 | 6,440 | 16.8 | $\triangle 1,169$ | 81.8 |
| Extraordinary income | 1,030 |  | 1,942 |  | $\triangle 912$ |  | 600 |  | 430 |  |
| Extraordinary expenses | 10 |  | 9 |  | 0 |  | - |  | 10 |  |
| Income before income taxes and minority interests | 6,290 | 17.6 | 7,369 | 20.0 | $\triangle 1,079$ | 85.3 | 7,040 | 18.4 | $\triangle 749$ | 89.3 |
| Corporation tax, etc. | 1,800 |  | 2,114 |  | $\triangle 314$ |  | 2,020 |  | $\triangle 220$ |  |
| (Tax burden) | 28.6\% |  | 28.7\% |  |  |  | 28.7\% |  |  |  |
| Net income | 4,490 | 12.6 | 5,255 | 14.3 | $\triangle 765$ | 85.4 | 5,020 | 13.1 | $\triangle 529$ | 89.4 |
| EPS (total shares) | $¥ 137.38$ |  | $¥ 160.82$ |  |  |  | $¥ 153.60$ |  |  |  |
| EPS (minus treasury shares) | $¥ 148.49$ |  | $¥ 174.00$ |  |  |  | $¥ 166.02$ |  |  |  |
| Number of shares outstanding | 32,682,310 |  | 32,682,310 |  |  |  | 32,682,310 |  |  |  |
| Average number of shares outstanding | 30,237,223 |  | 30,204,965 |  |  |  | 30,237,223 |  |  |  |

First 2 Quarters Results Manufacturing Costs (Non-consolidated)

Manufacturing Costs
$¥$ millions, rounded down

|  | $\mathbf{2 0 1 1 . 9}$ | $\mathbf{2 0 1 2 . 9}$ | $\mathbf{2 0 1 3 . 9}$ | $\mathbf{2 0 1 4 . 9}$ | $\mathbf{2 0 1 5 . 9}$ | $\mathbf{2 0 1 6 . 9}$ | $\mathbf{2 0 1 7 . 9}$ | $\mathbf{2 0 1 8 . 9}$ | $\mathbf{2 0 1 9 . 9}$ | $\mathbf{2 0 2 0 . 9}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Materials | 4,879 | 5,009 | 5,323 | 5,692 | 5,964 | 6,382 | 6,266 | 6,387 | 6,391 | 6,330 |
| Personnel | 892 | 906 | 949 | 949 | 886 | 884 | 877 | 860 | 819 | 906 |
| Outsourcing | 173 | 208 | 209 | 210 | 188 | 205 | 199 | 208 | 167 | 226 |
| Others | 1,712 | 1,601 | 1,503 | 1,402 | 1,494 | 2,173 | 3,392 | 3,285 | 3,055 | 2,767 |
| Total | 7,658 | 7,726 | 7,985 | 8,254 | 8,533 | 9,645 | 10,735 | 10,741 | 10,434 | 10,231 |

Change

|  | $\mathbf{2 0 1 1 . 9}$ | $\mathbf{2 0 1 2 . 9}$ | $\mathbf{2 0 1 3 . 9}$ | $\mathbf{2 0 1 4 . 9}$ | $\mathbf{2 0 1 5 . 9}$ | $\mathbf{2 0 1 6 . 9}$ | $\mathbf{2 0 1 7 . 9}$ | $\mathbf{2 0 1 8 . 9}$ | $\mathbf{2 0 1 9 . 9}$ | $\mathbf{2 0 2 0 . 9}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Materials | 8.2 | 2.7 | 6.3 | 6.9 | 4.8 | 7.0 | $\triangle 1.8$ | 1.9 | 0.1 | $\triangle 1.0$ |
| Personnel | 1.4 | 1.6 | 4.8 | $\triangle 0.1$ | $\triangle 6.6$ | $\triangle 0.3$ | $\triangle 0.8$ | $\triangle 1.9$ | $\triangle 4.7$ | 10.6 |
| Outsourcing | 7.0 | 19.7 | 0.8 | 0.5 | $\triangle 10.8$ | 9.4 | $\triangle 3.2$ | 5.0 | $\triangle 20.1$ | 35.5 |
| Others | 31.4 | $\triangle 6.5$ | $\triangle 6.2$ | $\triangle 6.7$ | 6.6 | 45.5 | 56.1 | $\triangle 3.2$ | $\triangle 7.0$ | $\triangle 9.4$ |
| Total | 11.7 | 0.9 | 3.4 | 3.4 | 3.4 | 13.0 | 11.3 | 0.1 | $\triangle 2.9$ | $\triangle 1.9$ |

\% of total

|  | $\mathbf{2 0 1 1 . 9}$ | $\mathbf{2 0 1 2 . 9}$ | $\mathbf{2 0 1 3 . 9}$ | $\mathbf{2 0 1 4 . 9}$ | $\mathbf{2 0 1 5 . 9}$ | $\mathbf{2 0 1 6 . 9}$ | $\mathbf{2 0 1 7 . 9}$ | $\mathbf{2 0 1 8 . 9}$ | $\mathbf{2 0 1 9 . 9}$ | $\mathbf{2 0 2 0 . 9}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Materials | 63.7 | 64.8 | 66.7 | 69.0 | 69.9 | 66.2 | 58.4 | 59.5 | 61.3 | 61.9 |
| Personnel | 11.6 | 11.7 | 11.9 | 11.5 | 10.4 | 9.2 | 8.2 | 8.0 | 7.9 | 8.9 |
| Outsourcing | 2.3 | 2.7 | 2.6 | 2.6 | 2.2 | 2.1 | 1.9 | 1.9 | 1.6 | 2.2 |
| Others | 22.4 | 20.7 | 18.8 | 17.0 | 17.5 | 22.5 | 31.6 | 30.6 | 29.3 | 27.1 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Materials and | 66.0 | 67.5 | 69.3 | 71.5 | 72.1 | 68.3 | 60.2 | 61.4 | 62.9 | 64.1 |

outsourcing



