

**Results of Operations for Fiscal Year Ended March 31, 2016**  
**Business Strategies for Fiscal Year Ending March 31, 2017**

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# I. Financial Results for FY 2015, Forecast for FY2016

(Millions of Yen)

	<b>Apr. 2014- Mar. 2015</b>	<b>Apr. 2015 Mar. 2016</b>	<b>Apr. 2016- Mar. 2017 (Forecast)</b>
Net Sales	297,633	323,945	330,000
<i>Increase/Decrease (%)</i>	3.3%	8.8%	1.9%
Operating Income	28,003	31,785	33,000
<i>Increase/Decrease (%)</i>	16.8%	13.5%	3.8%
Dividend	50 yen	75 yen	85 yen

Transform Business Structure  
(to a non-labor-intensive business)  
Dynamic Growth Strategy  
Aiming to Achieve High Profit Growth

Core Strategies

- 1). Shift to service-oriented businesses
- 2). Promote strategic businesses that capture the changing times
- 3). Enter into the second stage of global business expansion

Strengthen Management Base

- 1). Seek operational quality
- 2). Improve business strategies profitability
- 3). Enhance operational efficiency
- 4). Pleasant, fulfilling place to work / Promote health and productivity management
- 5). Enhance human resource capabilities

Shift to service-oriented businesses

Seek operational quality

Pleasant, fulfilling place to work / Promote  
health and productivity management

# Create Our Future of Dreams

We create our future of dreams  
by establishing value  
based on our customers' trust.

## Disclaimer

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