

Results of Operations for 2nd Quarter of Fiscal Year Ending March 2017

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(Billions of Yen)

	Apr. 2015- Sep. 2015 Apr. 2016- Sep. 2016	Increase/Decrease		
		Sep. 2016	Amount	%
Net Sales	154.8	157.4	2.5	1.7%
Operating Income	13.9	14.7	0.7	<i>5.7</i> %
Net Income Attributable to Owners of Parent	11.0	13.2	2.2	20.7%

Mid-Term Management Plan



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
- Pleasant, fulfilling place to work / Promote health and productivity mgt.
- 5). Enhance human resource capabilities

Sample of Service-Oriented Businesses



Distributors

Next Generation CRM Platform Services

Financial Institutions

- ■"O2O*" Platform Services
- Application of Artificial Intelligence

*020: Online to Offline



Create Our Future of Dreams

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



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