

## Highlights of Consolidated Financial Results for the Fiscal Year Ending March 2019 (IFRS)

■ Both revenue and profits increased. Profit before tax reached a record high.

◇ Revenue	723.8 billion yen	1.3% up
◇ Operating profit	30.3 billion yen	16.0% up
◇ Profit before tax	29.2 billion yen	12.0% up
◇ Profit attributable to owners of the parent	16.6 billion yen	1.8% up

■ Year-end dividend plan to increase to 35 yen. (Annual dividend forecast of FY2020 is 60 yen.)

Profit & loss statement						
(Unit: billion yen)	FY2018	FY2019	Year-on-year		FY2020	
			Change	Change(%)	Forecast	YoY Change (%)
Revenue	714.8	723.8	9.1	1.3%	740.0	2.2%
Gross profit	106.4	110.0	3.6	3.4%	-	-
Selling, general and administrative expenses	(78.4)	(80.4)	(2.0)	-	-	-
Other income (expenses)	(1.8)	0.7	2.5	-	-	-
Operating profit	26.2	30.3	4.2	16.0%	31.0	2.1%
Interest income (expenses)	(2.1)	(2.3)	(0.2)	-	-	-
Dividend income	1.1	1.2	0.1	-	-	-
Other finance income (costs)	(0.7)	(0.4)	0.3	-	-	-
Finance income (costs)	(1.7)	(1.5)	0.2	-	-	-
Share of profit (loss) of investments accounted for using the equity method	1.6	0.4	(1.2)	-	-	-
Profit before tax	26.0	29.2	3.1	12.0%	30.0	2.8%
Income tax expense	(6.4)	(8.7)	(2.3)	-	-	-
Profit for the year	19.7	20.4	0.8	4.0%	-	-
Profit attributable to owners of the parent	16.3	16.6	0.3	1.8%	17.0	2.4%
Earnings per share (yen)	193.79	198.22	4.43	2.3%	202.93	2.4%

**【Revenue】**  
Increased 9.1 billion yen, driven mainly by the Foods & Grain and Motor Vehicles & Aerospace segments.

**【Operating profit】**  
Increased 4.2 billion yen, driven mainly by the Foods & Grain and Electronics & Devices segments.

**【Profit before tax】**  
Increased 3.1 billion yen due to increase in operating profit despite deterioration in share of profit (loss) of investments accounted for using the equity method from previous fiscal year.

**【Profit attributable to owners of the parent】**  
Increased 0.3 billion yen due to the extinction of a temporary factor improving income tax expenses the previous fiscal year.

Assets, Liabilities and Net Assets				
(Unit: billion yen)	3/2018	3/2019	Comparison with 3/2018	
			Change	Change(%)
Total assets	519.9	549.5	29.6	5.7%
Gross interest-bearing debt	137.3	139.5	2.2	1.6%
Net interest-bearing debt	59.0	50.0	(9.1)	(15.4%)
Shareholders' equity (Note 1)	116.0	125.2	9.2	8.0%
Retained earnings	48.6	60.7	12.2	25.1%
Other components of equity	13.1	11.2	(1.8)	(14.1%)
Equity ratio (Note 2)	22.3%	22.8%	0.5pt up	-
Net debt-equity ratio (Note 3)	0.51 times	0.40 times	0.11pt down	-

**【Total assets】**  
Increased 29.6 billion yen mainly due to an increase in current assets.

**【Interest-bearing debt】**  
Net interest-bearing debt fell 9.1 billion yen.

**【Shareholders' equity】**  
Increased 9.2 billion yen, mainly reflecting the accumulation of retained earnings.

The equity ratio was 22.8%, and the net debt-equity ratio was 0.4 times

(Note 1) Shareholder's equity = Total equity attribute to owners of the parent (Note 2) Equity ratio = Shareholder's equity / Total assets  
(Note 3) Net debt-equity ratio = Net interest-bearing debt / Equity capital

Cash Flows			Dividends	
(Unit: billion yen)	FY2018	FY2019	[FY2019]	
			Interim	Year-end (plan)
CF from operating activities	0.4	24.7	25.0 yen per share	35.0 yen per share
CF from investing activities	1.1	(6.6)	Annual (plan)	60.0 yen per share
Free cash flows	1.5	18.1	<b>[FY2020]</b>	
CF from financing activities	(0.8)	(7.2)	Interim (forecast)	30.0 yen per share
Increase (decrease) in cash and cash equivalents	0.7	11.0	Year-end (forecast)	30.0 yen per share
			Annual (forecast)	60.0 yen per share
			Annual	FY2018 FY2019 FY2020
			Consolidated	24.8% 30.3% 29.6%
			payout ratio	

**【CF from operating activities】**  
Net cash provided by operating activities stood at 24.7 billion yen, mainly reflecting the accumulation of operating revenue.

**【CF from investing activities】**  
Net cash used in investing activities was 6.6 billion yen mainly due to the acquisition of subsidiaries and investment in associates accounted for using the equity method.

**【CF from financing activities】**  
Net cash used in financing activities was 7.2 billion yen, mainly due to the redemption of bonds.

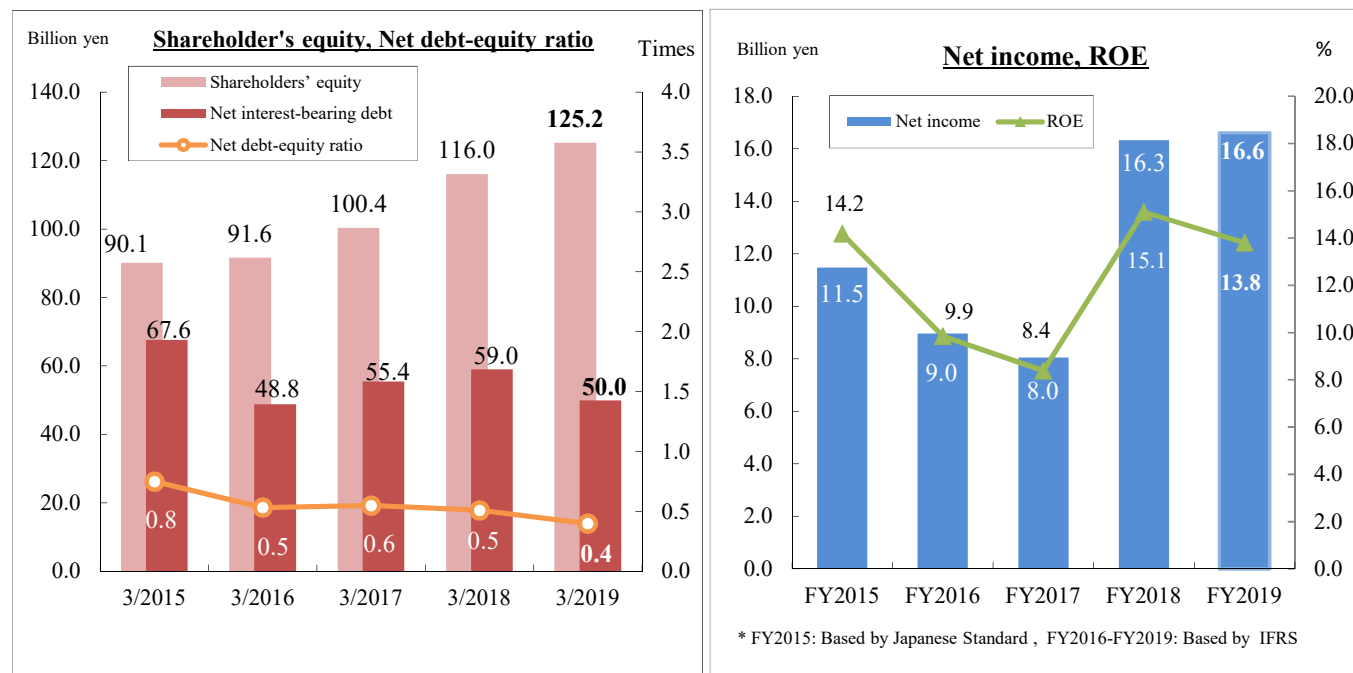
Segment information						
(Unit: billion yen)	Revenue			Operating profit		
	FY2018	FY2019	Change	FY2018	FY2019	Change
Electronics & Devices	263.3	265.5	2.2	17.6	18.5	1.0
Foods & Grain	231.3	244.9	13.6	2.1	4.0	1.8
Steel, Materials & Plant	153.1	139.4	(13.6)	3.9	4.4	0.5
Motor Vehicles & Aerospace	54.5	62.1	7.6	2.5	2.5	0.0
Total for reportable segments	702.1	711.9	9.8	26.2	29.5	3.3
Other (including adjustment)	12.7	12.0	(0.7)	(0.0)	0.9	0.9
Grand total	714.8	723.8	9.1	26.2	30.3	4.2

**【Electronics&Devices】 Increase in revenue and profit**  
The ICT solutions business continued to perform solidly, mainly in business with the manufacturing and service industries. The mobile business remained strong, reflecting continued synergies from the integration of mobile phone sales agent subsidiaries. In the electronic equipment business, large projects at a company in the card printer business which was made into a wholly owned subsidiary raised the overall performance. However, the semiconductor parts and manufacturing systems business struggled as a result of weaker demand.

**【Foods&Grain】 Increase in revenue and profit**  
The feedstuff business performed strongly reflecting stable feedstuff prices in Japan. The meat products business remained firm, despite some fluctuation in prices. The food business performed well.

**【Steel, Materials & Plant】 Decline in revenue and increase in profit**  
The energy business faced a hard time due to temporary decline in oil prices. The oilfield tubing business in North America performed strongly due to a high level of drilling demand. The machine tools and industrial machinery business performed well, bolstered by firm demand in Japan.

**【Motor Vehicles & Aerospace】 Increase in revenue and profit**  
The aerospace business performed well, especially the aircraft parts business. The business domain expanded, with participation in the rocket launch business. In the motor vehicles and parts business, transactions with the Middle East declined but parts business was solid as a result of expansion of the Asian market.



\* The forward-looking statements, including results forecasts, included in this material are based on information that the Company has obtained and certain assumptions that the Company considers reasonable.  
The Company does not promise to achieve them. Actual results might differ materially from the forecasts due to a number of factors.  
\* Since the figures above are rounded off to the nearest 100 million yen, the sum of each item and the total may differ.