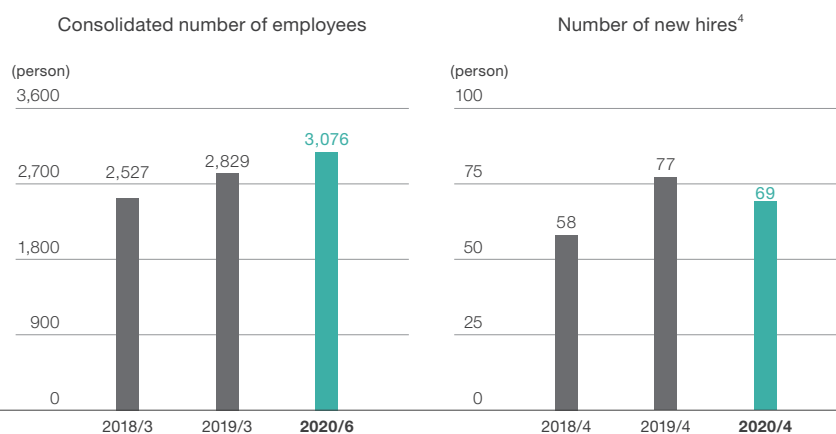


10-Year Financial and Non-Financial Data Summary

	2011/3	2012/3	2013/3	2014/3	2015/3
For the Year:					
Net sales	¥36,538	¥36,658	¥39,930	¥42,508	¥43,925
Cost of sales	26,021	25,874	29,121	31,107	31,723
Selling, general and administrative expenses	7,051	7,898	7,499	7,895	8,630
Operating income	3,465	2,885	3,309	3,505	3,571
Net income attributable to owners of parent	1,915	1,325	1,249	1,642	2,463
Cash flows from operating activities	3,025	2,943	3,433	3,612	2,947
Cash flows from investing activities	(1,052)	(3,341)	(1,332)	(1,151)	2,327
Cash flows from financing activities	(1,108)	675	(960)	(592)	(4,940)
Cash and cash equivalents at end of year	4,337	4,599	5,906	7,926	8,366
At Year-End:					
Total assets	24,660	27,730	29,398	33,740	33,301
Total net assets	13,757	14,517	15,493	17,171	19,917
Equity ratio (%)	55.8	52.3	52.5	50.5	59.3
Per Share Data (Yen/Dollars):					
Net income ¹	47.63	32.96	31.07	40.83	61.52
Total shareholders' equity ¹	341.85	360.56	383.65	423.24	494.50
Cash dividends ²	12.50	12.50	12.50	13.75	15.00
Financial Data (%):					
Operating margin	9.5	7.9	8.3	8.2	8.1
ROA	8.0	5.1	4.4	5.2	7.3
ROE	14.7	9.4	8.4	10.1	13.4

Non-Financial Data



1. The Company implemented a stock split at a ratio of two shares for each share of common stock on October 1, 2013 and again on October 1, 2017. Accordingly, figures have been calculated assuming these stock splits took place at the beginning of the fiscal year ended March 31, 2011.

2. The Company implemented a stock split at a ratio of two shares for each share of common stock on October 1, 2013 and again on October 1, 2017. Accordingly, dividend amounts for the fiscal year ended March 31, 2011 and thereafter take these stock splits into account.

(Millions of yen)

(Thousands of U.S. dollars)

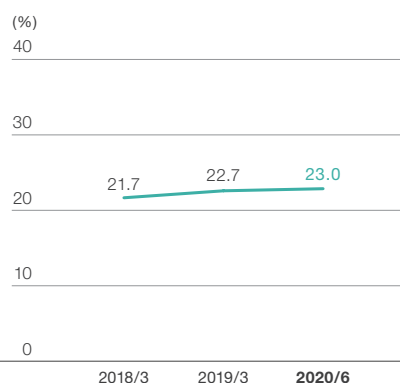
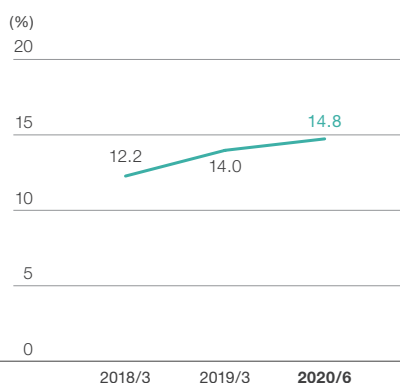
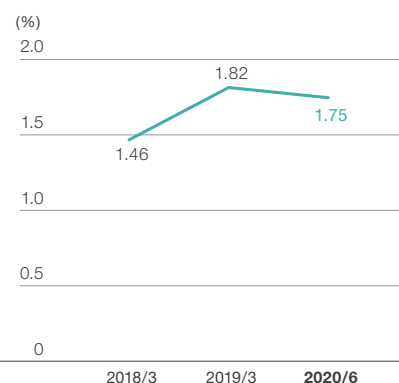
2016/3	2017/3	2018/3	2019/3	2020/6* ³	2020/6* ³
¥45,481	¥47,987	¥50,499	¥53,986	¥66,880	\$619,718
33,257	34,603	35,732	37,891	47,971	444,505
8,340	9,115	10,743	11,826	15,129	140,187
3,883	4,268	4,023	4,268	3,779	35,016
2,326	2,871	3,050	2,859	1,683	15,594
1,713	4,072	3,188	4,279	7,032	65,159
(1,791)	(2,110)	(2,414)	(4,087)	(1,402)	(12,991)
1,566	(1,300)	399	(58)	(5,518)	(51,130)
9,812	10,418	11,622	11,720	11,779	109,145

36,830	39,067	41,486	45,524	41,489	384,442
21,338	23,771	27,428	28,987	28,335	262,555
57.5	60.3	65.5	63.25	67.83	

58.28	71.91	76.08	69.47	41.99	0.38
530.09	589.87	660.69	699.51	704.73	6.53
16.25	17.50	20.00	22.00	30.00	0.27

The following exchange rates
applied: June 30, 2020:
US\$1 = ¥107.92

8.5	8.9	8.0	7.9	5.7
6.6	7.6	7.6	6.6	3.9
11.4	12.8	12.0	10.2	5.9

Rate of female managers⁴Rate of female directors
(including executive officers)⁴Employment rate of persons with disabilities⁵

3. Due to a change in the fiscal year end, the fiscal year ended June 30, 2020 is a 15-month period from April 1, 2019 to June 30, 2020.

4. Coverage: INTAGE HOLDINGS, INTAGE, INTAGE RESEARCH, INTAGE Healthcare, INTAGE TECHNOSPHERE, and INTAGE ASSOCIATES

5. Average rate for INTAGE HOLDINGS, INTAGE, INTAGE RESEARCH, INTAGE Healthcare, INTAGE TECHNOSPHERE, INTAGE ASSOCIATES, KYOWA KIKAKU, and NSK

Consolidated Balance Sheet

Thousands of yen		
Assets	2019/3	2020/6
Current assets		
Cash and deposits	11,821,002	11,871,383
Notes and accounts receivable-trade	13,528,538	8,717,504
Merchandise	13,174	12,018
Work in progress	1,386,535	2,205,866
Supplies	72,866	93,257
Other	1,011,552	1,422,083
Allowance for doubtful accounts	△ 10,865	△ 6,550
Total current assets	27,822,804	24,315,563
Non-current assets		
Property, plant and equipment		
Buildings and structures	5,887,155	6,022,706
Accumulated depreciation	△ 4,569,643	△ 4,733,972
Net buildings and structures	1,317,512	1,288,734
Equipment and fixtures	1,366,436	1,475,976
Accumulated depreciation	△ 1,056,635	△ 1,138,670
Net equipment and fixtures	309,800	337,305
Land	1,998,156	1,998,156
Lease assets	1,318,097	1,170,396
Accumulated depreciation	△ 672,831	△ 716,862
Net lease assets	645,266	453,534
Other	420	3,147
Accumulated depreciation	△ 419	△ 419
Net other	0	2,727
Total property, plant and equipment	4,270,736	4,080,458
Intangible assets		
Goodwill	599,756	281,118
Other	2,023,846	2,233,124
Total intangible assets	2,623,603	2,514,242
Investments and other assets		
Investment securities	7,076,590	6,775,947
Deferred tax assets	2,019,829	2,200,573
Retirement benefit asset	5,213	—
Other	1,709,975	1,608,227
Allowance for doubtful accounts	△ 4,436	△ 5,523
Total investments and other assets	10,807,172	10,579,224
Total non-current assets	17,701,511	17,173,926
Total assets	45,524,316	41,489,489

Thousands of yen		
Liabilities	2019/3	2020/6
Current liabilities		
Accounts payable-trade	3,283,644	2,602,144
Short-term loans payable	3,172,556	48,180
Lease obligations	260,952	181,435
Accounts payable-other	862,483	2,695,525
Income taxes payable	634,333	105,467
Provision for bonuses	2,016,239	1,127,519
Allowance for point program	1,473,827	1,606,099
Provision for stock benefits	6,838	—
Other	2,251,170	2,419,381
Total current liabilities	13,962,044	10,785,752
Non-current liabilities		
Long-term debt	301,228	300,000
Lease obligations	446,278	310,631
Provision for stock benefits	109,682	154,577
Provision for retirement benefits for directors (and other officers)	76,670	41,198
Retirement benefit liability	1,510,303	1,452,073
Asset retirement obligations	96,633	98,731
Other	33,968	10,730
Total non-current liabilities	2,574,764	2,367,941
Total liabilities	16,536,809	13,153,694

Thousands of yen		
Net assets	2019/3	2020/6
Shareholders' equity		
Capital stock	2,378,706	2,378,706
Capital surplus	1,841,046	1,790,744
Retained earnings	24,028,747	23,908,257
Treasury stock, at cost	△ 181,199	△ 391,250
Total shareholders' equity	28,067,300	27,686,458
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	628,032	732,503
Foreign currency translation adjustments	350,246	294,977
Remeasurements of defined benefit plan	△ 250,814	△ 570,823
Total accumulated other comprehensive income	727,465	456,657
Non-controlling interests	192,740	192,680
Total net assets	28,987,506	28,335,795
Total liabilities and net assets	45,524,316	41,489,489

Consolidated Statements of Income

	Thousands of yen	
	2018/4/1 - 2019/3/31	2019/4/1 - 2020/6/30
Net sales	53,986,198	66,880,935
Cost of sales	37,891,500	47,971,920
Gross profit	16,094,698	18,909,015
Selling, general and administrative expenses	11,826,078	15,129,142
Operating income	4,268,619	3,779,872
Non-operating income		
Interest income	6,174	4,587
Dividend income	72,035	70,114
Share of profit of entities accounted for using equity method	197,604	108,037
Other	94,425	70,284
Total non-operating income	370,239	253,023
Non-operating expenses		
Interest expenses	18,990	41,450
Loss on investments in investment partnerships	147,099	72,003
Loss on retirement of non-current assets	86,304	77,323
Foreign exchange losses	1,643	34,159
Other	169,502	68,594
Total non-operating expenses	423,540	293,532
Ordinary income	4,215,318	3,739,363
Extraordinary income		
Gain on sales of non-current assets	76,326	—
Gain on bargain purchase	42,486	—
Gain on sales of investment securities	39,886	18,035
Total extraordinary income	158,700	18,035
Extraordinary loss		
Impairment loss	20,673	560,608
Loss on valuation of investment securities	157,975	256,403
Total extraordinary loss	178,649	817,011
Income before income taxes	4,195,369	2,940,387
Income taxes - current	1,409,795	1,381,187
Income taxes - deferred	7,318	△ 89,649
Total income taxes	1,417,114	1,291,538
Net income	2,778,254	1,648,849
Net income (loss) attributable to non-controlling interests	△ 80,867	△ 34,677
Net income attributable to owners of the Parent	2,859,122	1,683,527

Consolidated Statements of Comprehensive Income

	Thousands of yen	
	2018/4/1 - 2019/3/31	2019/4/1 - 2020/6/30
Net income	2,778,254	1,648,849
Other comprehensive income		
Valuation difference on available-for-sale securities	△ 220,841	104,340
Foreign currency translation adjustments	△ 76,676	△ 61,068
Remeasurements of defined benefit plans	△ 133,548	△ 320,009
Share of other comprehensive income of entities accounted for using equity method	133	681
Total of other comprehensive income	430,933	△ 276,056
Comprehensive income	2,347,321	1,372,792
Comprehensive income attributable to:		
Comprehensive income attributable to owners of the Parent	2,433,525	1,412,719
Comprehensive income (loss) attributable to non-controlling interests	△ 86,204	△ 39,926

Consolidated Statements of Cash Flows

Thousands of yen

	2018/4/1-2019/3/31	2019/4/1 - 2020/6/30
Cash flows from operating activities		
Income before income taxes	4,195,369	2,940,387
Depreciation	1,327,737	1,519,791
Impairment loss	20,673	560,608
Amortization of goodwill	75,100	100,369
Gain on bargain purchase	△ 42,486	—
Decrease (increase) in retirement benefit asset	△ 5,213	5,213
Increase (decrease) in retirement benefit liability	△ 229,052	△ 56,442
Increase (decrease) in provision for retirement benefits for directors (and other officers)	1,560	△ 35,472
Increase (decrease) in provision for bonuses	261,221	△ 885,199
Increase (decrease) in allowance for doubtful accounts	△ 138	△ 3,227
Increase (decrease) in provision for point-card certificates	38,380	70,714
Increase (decrease) in provision for share-based remuneration	8,153	38,056
Interest and dividend income	△ 78,210	△ 74,701
Share of loss (profit) of entities accounted for using equity method	△ 197,604	△ 108,037
Interest expenses	18,990	41,450
Loss (gain) on investments in investment partnerships	147,099	72,003
Loss on retirement of non-current assets	86,304	77,323
Loss (gain) on sales of non-current assets	△ 76,326	—
Loss (gain) on sales of investment securities	△ 39,886	△ 18,035
Loss (gain) on valuation of investment securities	157,975	256,403
Decrease (increase) in trade receivables	208,664	5,414,702
Decrease (increase) in inventories	22,478	△ 844,338
Increase (decrease) in trade payables	△ 226,061	△ 734,609
Increase (decrease) in accrued consumption taxes	△ 47,954	30,865
Other	△ 203,757	517,391
Subtotal	5,423,017	8,885,218
Interest and dividends received	77,338	75,334
Interest paid	△ 18,200	△ 46,009
Income taxes paid	△ 1,202,517	△ 1,882,123
Cash flows from operating activities	4,279,638	7,032,419
Cash flows from investing activities		
Payments into time deposits	△ 95,008	△ 82,980
Proceeds from withdrawal of time deposits	36,250	83,905
Purchase of property, plant and equipment	△ 122,567	△ 215,226
Purchase of intangible assets	△ 1,043,034	△ 1,373,388
Purchase of investment securities	△ 1,725,834	△ 669,806
Proceeds from sales of investment securities	81,719	1,059,073
Purchase of shares of subsidiaries resulting in change in scope of consolidation	△ 1,911,981	△ 386,130
Loan advances	△ 2,058	△ 4,655
Collection of loans receivable	1,920	3,748
Payments for asset retirement obligations	—	△ 45,400
Payments of guarantee deposits	△ 91,277	△ 72,839
Proceeds from refund of guarantee deposits	49,373	225,688
Proceeds from maturity of insurance funds	482,002	56,075
Proceeds from sales of investment property	280,000	—
Other	△ 27,319	19,057
Cash flows from investing activities	△ 4,087,816	△ 1,402,879
Cash flows from financing activities		
Proceeds from short-term borrowings	4,982,200	9,243,350
Repayments of short-term borrowings	△ 3,822,100	△ 12,355,281
Repayments of long-term borrowings	△ 186,599	△ 7,984
Repayments of lease obligations	△ 225,194	△ 344,292
Proceeds from share issuance to non-controlling shareholders	42,640	72,635
Purchase of treasury stocks	△ 41	△ 1,117,250
Dividends paid	△ 826,844	△ 914,746
Payments from changes in ownership interests in subsidiaries that do not result in change in scope of consolidation	△ 6,500	△ 87,781
Other	△ 16,017	△ 7,174
Cash flows from financing activities	△ 58,457	△ 5,518,524
Effect of exchange rate change on cash and cash equivalents	△ 35,215	△ 51,341
Net increase (decrease) in cash and cash equivalents	98,149	59,673
Cash and cash equivalents at beginning of period	11,622,146	11,720,295
Cash and cash equivalents at end of period	11,720,295	11,779,969