Translation

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# Summary of Consolidated Financial Results for the Year Ended March 31, 2019 (Based on Japanese GAAP)

May 14, 2019

| Company name:   | KYOWA EXEO CORI           | PORATION             |                       |              |               |              |
|---|---------------------------|----------------------|-----------------------|--------------|---------------|--------------|
| Stock exchange listing:                                     | Tokyo                     |                      |                       |              |               |              |
| Stock code:   | 1951 URL http             | tp://www.exeo.co.jp/ |                       |              |               |              |
| Representative:   | President                 |                      | Fuminor               | ri Kozono    |               |              |
| Inquiries: Managing Executive Officer, General              |                           | Officer,General      | Hideo H               | 03-5778-1105 |               |              |
| inquiries.  | Manager, Accounts & F     | Finance Division     | Thueo II              | nguem        | TEL           | 03-3778-1103 |
| Scheduled date of ordin                                     | ary general meeting of sl | shareholders:        | June 21, 2019         |              |               |              |
| Scheduled date to file S                                    | ecurities Report:         |                      | June 21, 2019         |              |               |              |
| Scheduled date to commence dividend payments:               |                           | ts:                  | June 24, 2019         |              |               |              |
| Preparation of supplementary material on financial results: |                           | Yes                  |                       |              |               |              |
| Holding of financial results meeting:                       |                           | Yes                  | (for institutional in | vestors      | and analysts) |              |

(Amounts less than one million yen are rounded down)

1. Consolidated financial results for the year ended March 31, 2019 (from April 1, 2018 to March 31, 2019)

| (1) Consolidated operating results Percentages indicate year-on-year changes |                 |      |                  |      |                 |      |  |       |
|--|-----------------|------|------------------|------|-----------------|------|--|-------|
|  | Net sales       |      | Operating profit |      | Ordinary profit |      | Profit attributable to<br>owners of parent |       |
|  | Millions of yen | %    | Millions of yen  | %    | Millions of yen | %    | Millions of yen                            | %     |
| Year ended March 31, 2019  | 423,727         | 35.5 | 31,716           | 23.8 | 33,431          | 26.4 | 40,219                                     | 123.5 |
| Year ended March 31, 2018  | 312,669         | 4.6  | 25,621           | 22.7 | 26,448          | 23.5 | 17,993                                     | 30.5  |

|                           | Earnings per share | Diluted earnings per<br>share | Profit attributable to<br>owners of<br>parent/equity | Ordinary profit/total<br>assets | Operating profit/net sales |
|---------------------------|--------------------|-------------------------------|--|---------------------------------|----------------------------|
|                           | Yen                | Yen                           | %  | %                               | %                          |
| Year ended March 31, 2019 | 390.25             | 388.92                        | 18.3   | 9.9                             | 7.5                        |
| Year ended March 31, 2018 | 189.42             | 188.72                        | 10.8   | 10.5                            | 8.2                        |

(2) Consolidated financial position

|                      | Total assets    | Net assets      | Equity ratio | Net assets per share |
|----------------------|-----------------|-----------------|--------------|----------------------|
|                      | Millions of yen | Millions of yen | %            | Yen                  |
| As of March 31, 2019 | 416,483         | 267,811         | 63.4         | 2,343.43             |
| As of March 31, 2018 | 261,305         | 176,101         | 67.2         | 1,842.97             |

(3) Consolidated cash flows

|                           | Cash flows from      | Cash flows from      | Cash flows from      | Cash and cash equivalents |
|---------------------------|----------------------|----------------------|----------------------|---------------------------|
|                           | operating activities | investing activities | financing activities | at end of period          |
|                           | Millions of yen      | Millions of yen      | Millions of yen      | Millions of yen           |
| Year ended March 31, 2019 | 12,770               | (17,609)             | (4,924)              | 41,469                    |
| Year ended March 31, 2018 | 24,800               | (4,538)              | (5,137)              | 30,343                    |

### 2. Cash dividends

| Annual dividends per share               |                 |                 |                 |                 |       | Total cash        | otal cash Dividend payout | Ratio of dividends              |
|--|-----------------|-----------------|-----------------|-----------------|-------|-------------------|---------------------------|---------------------------------|
|  | 1st quarter-end | 2nd quarter-end | 3rd quarter-end | Fiscal year-end | Total | dividends (Total) | ratio (Consolidated)      | to net assets<br>(Consolidated) |
|  | Yen             | Yen             | Yen             | Yen             | Yen   | Millions of yen   | %                         | %                               |
| Year ended March 31, 2018                | -               | 25.00           | -               | 25.00           | 50.00 | 4,786             | 26.4                      | 2.8                             |
| Year ended March 31, 2019                | -               | 32.00           | -               | 38.00           | 70.00 | 7,318             | 17.9                      | 3.3                             |
| Year ending March 31, 2020<br>(Forecast) | -               | 40.00           | -               | 40.00           | 80.00 |                   | 40.9                      |                                 |

### 3. Forecast of consolidated financial results for the year ending March 31, 2020 (from April 1, 2019 to March 31, 2020)

|   |           |                 |      |                  |     |                 |       | Percentages in         | dicate ve | ear-on-year changes |
|---|-----------|-----------------|------|------------------|-----|-----------------|-------|------------------------|-----------|---------------------|
|   |           | Net sales       |      | Operating profit |     | Ordinary profit |       | Profit attributable to |           | Earnings per share  |
| Γ |           | Millions of yen | %    | Millions of yen  | %   | Millions of yen | %     | Millions of yen        | %         | Yen                 |
|   | Full year | 495,000         | 16.8 | 32,000           | 0.9 | 32,800          | (1.9) | 21,800                 | (45.8)    | 195.80              |

Yes

#### 4. Notes

(1) Changes in significant subsidiaries during the year ended March 31, 2019

(changes in specified subsidiaries resulting in the change in scope of consolidation):

(2) Changes in accounting policies, changes in accounting estimates, and restatement of prior period financial statements
Changes in accounting policies due to revisions to accounting standards and other regulations: No
Changes in accounting policies due to other reasons: No
Changes in accounting estimates: No
Restatement of prior period financial statements: No

### (3) Number of issued shares (common shares)

Total number of issued shares at the end of the period (including treasury shares)

| As of March 31, 2019                               | 117,812,419 shares | As of March 31, 2018      | 117,812,419 shares |  |  |  |  |
|--|--------------------|---------------------------|--------------------|--|--|--|--|
| Number of treasury shares at the end of the period |                    |                           |                    |  |  |  |  |
| As of March 31, 2019                               | 5,201,053 shares   | As of March 31, 2018      | 22,545,402 shares  |  |  |  |  |
| Average number of shares during the period         |                    |                           |                    |  |  |  |  |
| Year ended March 31, 2019                          | 103,061,286 shares | Year ended March 31, 2018 | 94,991,522 shares  |  |  |  |  |

# Consolidated financial statements

**Consolidated balance sheets** 

|   |                      | (Millions of yen)    |
|---|----------------------|----------------------|
|   | As of March 31, 2018 | As of March 31, 2019 |
| Assets  |                      |                      |
| Current assets  |                      |                      |
| Cash and deposits   | 26,095               | 41,805               |
| Notes receivable, accounts receivable from completed construction contracts | 92,185               | 156,361              |
| Securities  | 4,499                | 895                  |
| Costs on uncompleted construction contracts and other                       | 27,617               | 38,401               |
| Other   | 1,967                | 4,403                |
| Allowance for doubtful accounts   | (1)                  | (158                 |
| Total current assets  | 152,365              | 241,708              |
| Non-current assets  |                      |                      |
| Property, plant and equipment   |                      |                      |
| Buildings and structures, net   | 21,003               | 31,603               |
| Machinery, vehicles, tools, furniture and fixtures, net                     | 4,542                | 8,738                |
| Land  | 36,602               | 55,403               |
| Other, net  | 516                  | 2,209                |
| Total property, plant and equipment   | 62,664               | 97,955               |
| Intangible assets   |                      |                      |
| Goodwill  | 658                  | 10,259               |
| Other   | 3,251                | 4,502                |
| Total intangible assets   | 3,909                | 14,762               |
| Investments and other assets  |                      |                      |
| Investment securities   | 19,833               | 37,917               |
| Retirement benefit asset  | 17,947               | 16,283               |
| Other   | 4,819                | 8,341                |
| Allowance for doubtful accounts   | (235)                | (485                 |
| Total investments and other assets  | 42,365               | 62,056               |
| Total non-current assets  | 108,940              | 174,774              |
| Total assets  | 261,305              | 416,483              |

|  | As of March 31, 2018 | (Millions of yen)<br>As of March 31, 2019   |
|--|----------------------|---|
| Liabilities  | As 01 Water 51, 2018 | AS 01 Watch 31, 2019  |
| Current liabilities  |                      |   |
| Notes payable, accounts payable for construction contracts | 34,802               | 59,265  |
| Short-term loans payable                                   | 1,012                | 13,069  |
| Income taxes payable                                       | 5,004                | 7,498   |
| Advances received on uncompleted construction contracts    | 3,574                | 5,487   |
| Provision for bonuses                                      | 1,421                | 3,744   |
| Provision for bonuses for directors (and other officers)   | 126                  | 420   |
| Provision for warranties for completed construction        | 58                   | 86  |
| Provision for loss on construction contracts               | 290                  | 344   |
| Other  | 16,870               | 24,489  |
| –<br>Total current liabilities                             | 63,161               | 114,406   |
| Non-current liabilities                                    |                      | ,   |
| Bonds payable  | 10,000               | 10,000  |
| Long-term loans payable                                    | 10                   | 4,659   |
| Deferred tax liabilities                                   | 4,966                | 6,965   |
| Provision for retirement benefits for directors (and other |                      |   |
| officers)  | 272                  | 604   |
| Allowance for investment loss                              | 42                   | -   |
| Retirement benefit liability                               | 5,070                | 9,283   |
| Other  | 1,680                | 2,753   |
| Total non-current liabilities                              | 22,042               | 34,265  |
| Total liabilities  | 85,204               | 148,671   |
|  |                      |   |
| Shareholders' equity                                       |                      |   |
| Capital stock  | 6,888                | 6,888   |
| Capital surplus  | 8,098                | 47,868  |
| Retained earnings  | 169,883              | 204,647   |
| Treasury shares  | (23,187)             | (6,534  |
| Total shareholders' equity                                 | 161,682              | 252,870   |
| Accumulated other comprehensive income                     | ,                    | , , ,, , ,, , ,, , ,, , ,, , , ,, |
| Valuation difference on available-for-sale securities      | 5,198                | 4,603   |
| Foreign currency translation adjustment                    | 11                   | (6:   |
| Remeasurements of defined benefit plans                    | 8,681                | 6,488   |
| Total accumulated other comprehensive income               | 13,891               | 11,020  |
| Share acquisition rights                                   | 285                  | 355   |
| Non-controlling interests                                  | 242                  | 3,559   |
| Total net assets   | 176,101              | 267,811   |
| Total liabilities and net assets                           | 261,305              | 416,483   |
|  | 201,505              | 410,40.   |

# Consolidated statements of income and consolidated statements of comprehensive income Consolidated statements of income

|   |                   | (Millions of yen) |
|---|-------------------|-------------------|
|   | Fiscal year ended | Fiscal year ended |
|   | March 31, 2018    | March 31, 2019    |
| Net sales of completed construction contracts     | 312,669           | 423,727           |
| Cost of sales of completed construction contracts | 269,315           | 365,389           |
| Gross profit on completed construction contracts  | 43,354            | 58,337            |
| Selling, general and administrative expenses      | 17,732            | 26,620            |
| Operating profit                                  | 25,621            | 31,716            |
| Non-operating income                              |                   |                   |
| Interest income                                   | 4                 | 16                |
| Dividend income                                   | 403               | 537               |
| Land and house rent received                      | 401               | 295               |
| Gain on sales of non-current assets               | 114               | 592               |
| Reversal of allowance for investment loss         | 170               | -                 |
| Gain on step acquisitions                         | _                 | 346               |
| Other   | 303               | 679               |
| Total non-operating income                        | 1,398             | 2,468             |
| Non-operating expenses                            |                   |                   |
| Interest expenses                                 | 33                | 48                |
| Impairment loss                                   | _                 | 135               |
| Loss on sales of non-current assets               | 57                | 4                 |
| Loss on retirement of non-current assets          | 68                | 118               |
| Loss on valuation of investment securities        | 1                 | 106               |
| Foreign exchange losses                           | 169               | -                 |
| Other   | 241               | 340               |
| Total non-operating expenses                      | 571               | 753               |
| Ordinary profit                                   | 26,448            | 33,431            |
| Extraordinary income                              |                   |                   |
| Gain on bargain purchase                          | _                 | 18,313            |
| Total extraordinary income                        |                   | 18,313            |
| Extraordinary losses                              |                   |                   |
| Goodwill amortization                             | _                 | 126               |
| Total extraordinary losses                        |                   | 126               |
| Profit before income taxes                        | 26,448            | 51,617            |
| Income taxes - current                            | 8,018             | 11,943            |
| Income taxes - deferred                           | 375               | (658              |
| Total income taxes                                | 8,393             | 11,284            |
| Profit  | 18,054            | 40,333            |
| Profit attributable to non-controlling interests  | 61                | 113               |
| Profit attributable to owners of parent           | 17,993            | 40,219            |
| rom autouable to owners of parent                 | 17,993            | т0,219            |

## Consolidated statements of comprehensive income

|  |                   | (Millions of yen) |
|--|-------------------|-------------------|
|  | Fiscal year ended | Fiscal year ended |
|  | March 31, 2018    | March 31, 2019    |
| Profit   | 18,054            | 40,333            |
| Other comprehensive income                                     |                   |                   |
| Valuation difference on available-for-sale securities          | 1,631             | (625)             |
| Foreign currency translation adjustment                        | (10)              | (92)              |
| Remeasurements of defined benefit plans, net of tax            | 1,793             | (2,193)           |
| Total other comprehensive income                               | 3,414             | (2,911)           |
| Comprehensive income   | 21,469            | 37,421            |
| Comprehensive income attributable to                           |                   |                   |
| Comprehensive income attributable to owners of parent          | 21,413            | 37,354            |
| Comprehensive income attributable to non-controlling interests | 55                | 67                |
| interests  |                   |                   |

## Consolidated statements of changes in equity

Fiscal year ended March 31, 2018

(Millions of yen)

|   |                      |                 |                   |                 | (Millions of yen)             |  |  |
|---|----------------------|-----------------|-------------------|-----------------|-------------------------------|--|--|
|   | Shareholders' equity |                 |                   |                 |                               |  |  |
|   | Capital stock        | Capital surplus | Retained earnings | Treasury shares | Total shareholders'<br>equity |  |  |
| Balance at beginning of current period  | 6,888                | 7,978           | 156,477           | (24,011)        | 147,333                       |  |  |
| Changes of items during period  |                      |                 |                   |                 |                               |  |  |
| Dividends of surplus  |                      |                 | (4,588)           |                 | (4,588                        |  |  |
| Profit attributable to owners of parent   |                      |                 | 17,993            |                 | 17,993                        |  |  |
| Purchase of treasury shares   |                      |                 |                   | (3)             | (3                            |  |  |
| Disposal of treasury shares   |                      | 120             |                   | 311             | 431                           |  |  |
| Changes in Stock exchange   |                      |                 |                   |                 | -                             |  |  |
| Increase in treasury stock due<br>to increase in consolidated<br>subsidiaries         |                      |                 |                   |                 | -                             |  |  |
| Change of scope of consolidation  |                      |                 |                   |                 | -                             |  |  |
| Change in equity due to<br>additional acquisition of<br>consolidated subsidiary stock |                      |                 |                   |                 | -                             |  |  |
| Transfer of treasury shares via trust   |                      |                 |                   | 515             | 51:                           |  |  |
| Net changes of items other than shareholders' equity                                  |                      |                 |                   |                 | -                             |  |  |
| Total changes of items during period  | _                    | 120             | 13,405            | 823             | 14,349                        |  |  |
| Balance at end of current period  | 6,888                | 8,098           | 169,883           | (23,187)        | 161,682                       |  |  |

|   | Accumulated other comprehensive income                          |  |   |  |                                |                              |                  |
|---|---|--|---|--|--------------------------------|------------------------------|------------------|
|   | Valuation<br>difference on<br>available-for-<br>sale securities | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined benefit<br>plans | Total<br>accumulated<br>other<br>comprehensive<br>income | Share<br>acquisition<br>rights | Non-controlling<br>interests | Total net assets |
| Balance at beginning of current period  | 3,566   | 15   | 6,888   | 10,470   | 288                            | 187                          | 158,280          |
| Changes of items during period  |   |  |   |  |                                |                              |                  |
| Dividends of surplus  |   |  |   |  |                                |                              | (4,588)          |
| Profit attributable to owners of parent   |   |  |   |  |                                |                              | 17,993           |
| Purchase of treasury shares   |   |  |   |  |                                |                              | (3)              |
| Disposal of treasury shares   |   |  |   |  |                                |                              | 431              |
| Changes in Stock exchange   |   |  |   |  |                                |                              | -                |
| Increase in treasury stock due<br>to increase in consolidated<br>subsidiaries         |   |  |   |  |                                |                              | _                |
| Change of scope of consolidation  |   |  |   |  |                                |                              | _                |
| Change in equity due to<br>additional acquisition of<br>consolidated subsidiary stock |   |  |   |  |                                |                              | _                |
| Transfer of treasury shares via trust   |   |  |   |  |                                |                              | 515              |
| Net changes of items other than shareholders' equity                                  | 1,631   | (4)  | 1,793   | 3,420  | (3)                            | 55                           | 3,471            |
| Total changes of items during period  | 1,631   | (4)  | 1,793   | 3,420  | (3)                            | 55                           | 17,820           |
| Balance at end of current period  | 5,198   | 11   | 8,681   | 13,891   | 285                            | 242                          | 176,101          |

## Fiscal year ended March 31, 2019

(Millions of yen)

|   | Shareholders' equity |                 |                   |                 |                               |  |  |
|---|----------------------|-----------------|-------------------|-----------------|-------------------------------|--|--|
|   | Capital stock        | Capital surplus | Retained earnings | Treasury shares | Total shareholders'<br>equity |  |  |
| Balance at beginning of current period  | 6,888                | 8,098           | 169,883           | (23,187)        | 161,682                       |  |  |
| Changes of items during period  |                      |                 |                   |                 |                               |  |  |
| Dividends of surplus  |                      |                 | (5,433)           |                 | (5,43                         |  |  |
| Profit attributable to owners of parent   |                      |                 | 40,219            |                 | 40,21                         |  |  |
| Purchase of treasury shares   |                      |                 |                   | (3,015)         | (3,01                         |  |  |
| Disposal of treasury shares   |                      | 123             |                   | 277             | 40                            |  |  |
| Changes in Stock exchange   |                      | 39,639          |                   | 19,862          | 59,50                         |  |  |
| Increase in treasury stock due<br>to increase in consolidated<br>subsidiaries         |                      |                 |                   | (1,157)         | (1,15                         |  |  |
| Change of scope of consolidation  |                      |                 | (21)              |                 | (2                            |  |  |
| Change in equity due to<br>additional acquisition of<br>consolidated subsidiary stock |                      | 7               |                   |                 |                               |  |  |
| Transfer of treasury shares via trust   |                      |                 |                   | 685             | 68                            |  |  |
| Net changes of items other<br>than shareholders' equity                               |                      |                 |                   |                 |                               |  |  |
| Total changes of items during period  | _                    | 39,770          | 34,764            | 16,653          | 91,18                         |  |  |
| Balance at end of current period  | 6,888                | 47,868          | 204,647           | (6,534)         | 252,87                        |  |  |

|   | Accumulated other comprehensive income                          |  |   |  |                                |                              |                  |
|---|---|--|---|--|--------------------------------|------------------------------|------------------|
|   | Valuation<br>difference on<br>available-for-<br>sale securities | Foreign<br>currency<br>translation<br>adjustment | Remeasurements<br>of defined benefit<br>plans | Total<br>accumulated<br>other<br>comprehensive<br>income | Share<br>acquisition<br>rights | Non-controlling<br>interests | Total net assets |
| Balance at beginning of current period  | 5,198   | 11   | 8,681   | 13,891   | 285                            | 242                          | 176,101          |
| Changes of items during period  |   |  |   |  |                                |                              |                  |
| Dividends of surplus  |   |  |   |  |                                |                              | (5,433)          |
| Profit attributable to owners of parent   |   |  |   |  |                                |                              | 40,219           |
| Purchase of treasury shares   |   |  |   |  |                                |                              | (3,015)          |
| Disposal of treasury shares   |   |  |   |  |                                |                              | 400              |
| Changes in Stock exchange   |   |  |   |  |                                |                              | 59,502           |
| Increase in treasury stock due<br>to increase in consolidated<br>subsidiaries         |   |  |   |  |                                |                              | (1,157)          |
| Change of scope of consolidation  |   |  |   |  |                                |                              | (21)             |
| Change in equity due to<br>additional acquisition of<br>consolidated subsidiary stock |   |  |   |  |                                |                              | 7                |
| Transfer of treasury shares via trust   |   |  |   |  |                                |                              | 685              |
| Net changes of items other than shareholders' equity                                  | (594)   | (76)   | (2,193)                                       | (2,865)  | 70                             | 3,317                        | 522              |
| Total changes of items during period  | (594)   | (76)   | (2,193)                                       | (2,865)  | 70                             | 3,317                        | 91,710           |
| Balance at end of current period  | 4,603   | (65)   | 6,488   | 11,026   | 355                            | 3,559                        | 267,811          |

## Consolidated statements of cash flows

|   |                   | (Millions of yen) |
|---|-------------------|-------------------|
|   | Fiscal year ended | Fiscal year ended |
|   | March 31, 2018    | March 31, 2019    |
| Cash flows from operating activities                            |                   |                   |
| Profit before income taxes                                      | 26,448            | 51,617            |
| Depreciation  | 3,272             | 4,725             |
| Impairment loss   | 0                 | 135               |
| Amortization of goodwill  | 395               | 1,201             |
| Gain on bargain purchase  | -                 | (18,313           |
| Increase (decrease) in allowance for doubtful accounts          | (980)             | 50                |
| Increase (decrease) in provision for bonuses                    | 179               | 419               |
| Increase (decrease) in provision for warranties for completed   | 0                 | 28                |
| construction  | 0                 | 20                |
| Increase (decrease) in provision for loss on construction       | (216)             | (104              |
| contracts   | (216)             | (106              |
| Increase in Defined Benefit Asset or Liability                  | (694)             | (1,231            |
| Interest and dividend income                                    | (407)             | (554              |
| Interest expenses   | 33                | 48                |
| Loss (gain) on sales of non-current assets                      | (56)              | (580              |
| Loss (gain) on sales of investment securities                   | 0                 | (67               |
| Decrease (increase) in notes and accounts receivable - trade    | 3,892             | (28,202           |
| Decrease (increase) in costs on uncompleted construction        |                   |                   |
| contracts and other   | (3,447)           | 701               |
| Decrease (increase) in other assets                             | 2,175             | (1,009            |
| Increase (decrease) in notes and accounts payable - trade       | (1,802)           | 9,240             |
| Increase (decrease) in advances received on uncompleted         |                   |                   |
| construction contracts  | 118               | 198               |
| Increase (decrease) in other liabilities                        | 2,327             | 4,528             |
| Other, net  | 285               | 356               |
| Subtotal  | 31,523            | 23,187            |
| Interest and dividend income received                           | 408               | 552               |
| Interest and dividend meenie received                           | (33)              | (49               |
| Income taxes paid   | (7,098)           | (10,920           |
| Net cash provided by (used in) operating activities             | 24,800            | 12,770            |
|   | 24,800            | 12,770            |
| Cash flows from investing activities                            | (2, 214)          | (2.757            |
| Purchase of property, plant and equipment                       | (3,214)           | (2,757            |
| Proceeds from sales of property, plant and equipment            | 352               | 698               |
| Purchase of intangible assets                                   | (1,010)           | (1,079            |
| Purchase of investment securities                               | (429)             | (484              |
| Proceeds from sales of investment securities                    | 0                 | 233               |
| Purchase of shares of subsidiaries resulting in change in scope | _                 | (16,961           |
| of consolidation  |                   | ·                 |
| Payments of loans receivable                                    | (204)             | (358              |
| Collection of loans receivable                                  | 1                 | 3,098             |
| Decrease (increase) in time deposits and other                  | 1                 | 20                |
| Other, net  | (35)              | (20               |
| Net cash provided by (used in) investing activities             | (4,538)           | (17,609           |

|   |                   | (Millions of yen) |
|---|-------------------|-------------------|
|   | Fiscal year ended | Fiscal year ended |
|   | March 31, 2018    | March 31, 2019    |
| Cash flows from financing activities                            |                   |                   |
| Net increase (decrease) in short-term loans payable             | (100)             | 4,130             |
| Repayments of long-term loans payable                           | (1,093)           | (2,474)           |
| Proceeds from long-term loans payable                           | _                 | 1,260             |
| Purchase of treasury shares                                     | (3)               | (3,015)           |
| Proceeds from sales of treasury shares                          | 308               | 339               |
| Transfer of treasury shares via trust                           | 515               | 685               |
| Cash dividends paid   | (4,581)           | (5,425)           |
| Other, net  | (182)             | (426)             |
| Net cash provided by (used in) financing activities             | (5,137)           | (4,924)           |
| Effect of exchange rate change on cash and cash equivalents     | (23)              | (113)             |
| Net increase (decrease) in cash and cash equivalents            | 15,101            | (9,877)           |
| Cash and cash equivalents at beginning of period                | 15,241            | 30,343            |
| Increase (decrease) in cash and cash equivalents resulting from | _                 | 55                |
| change of scope of consolidation                                |                   | 55                |
| Increase in cash and cash equivalents due to share exchange     |                   | 20,948            |
| Cash and cash equivalents at end of period                      | 30,343            | 41,469            |