

2020.11.24



Current view of Toranomon Hills area (Photo taken in June 2020)

# Overview of Interim Financial Results for FY2020

# Summary of Consolidated Income Statement for FY2020 First Half Period

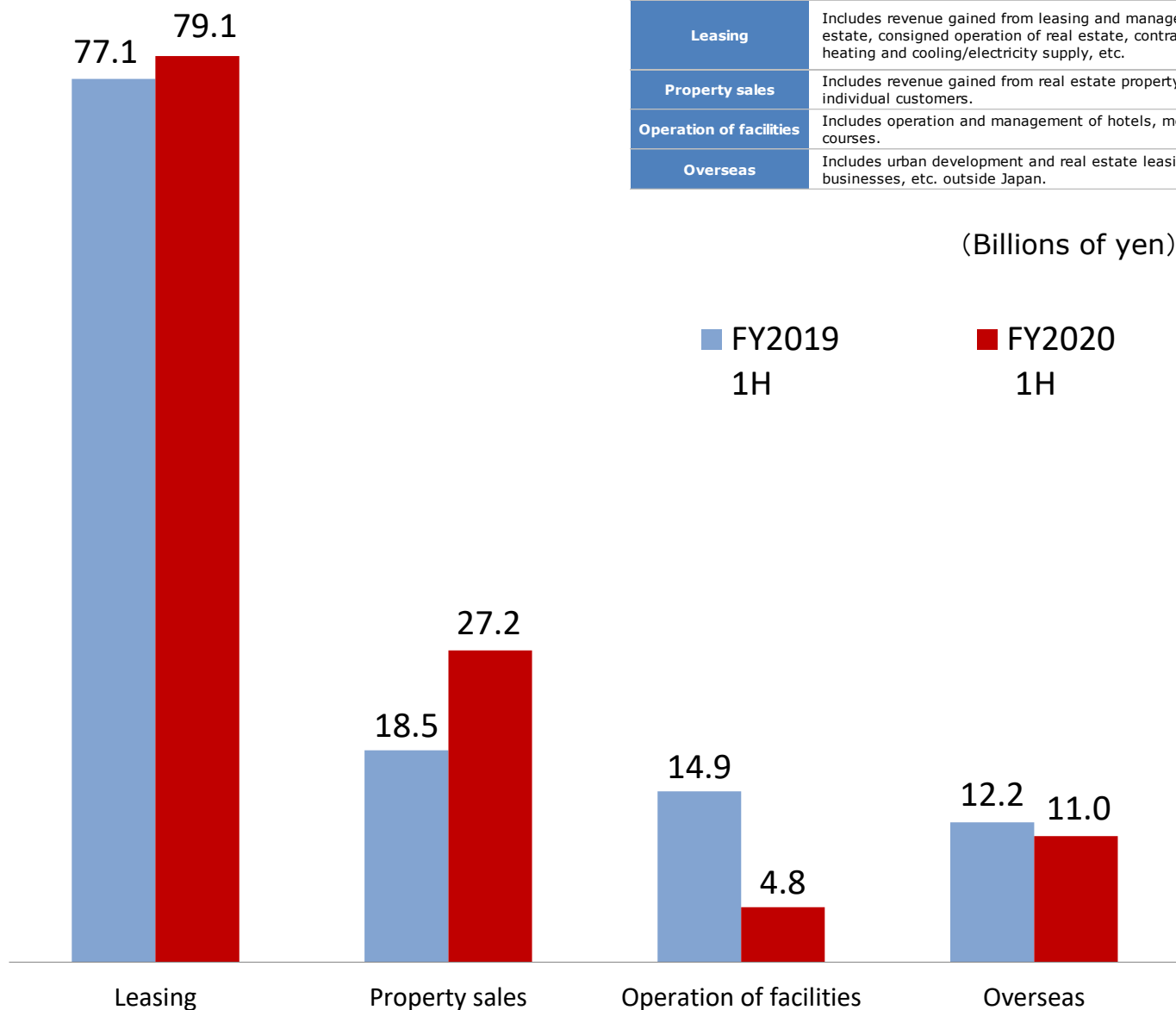


(Billions of yen)

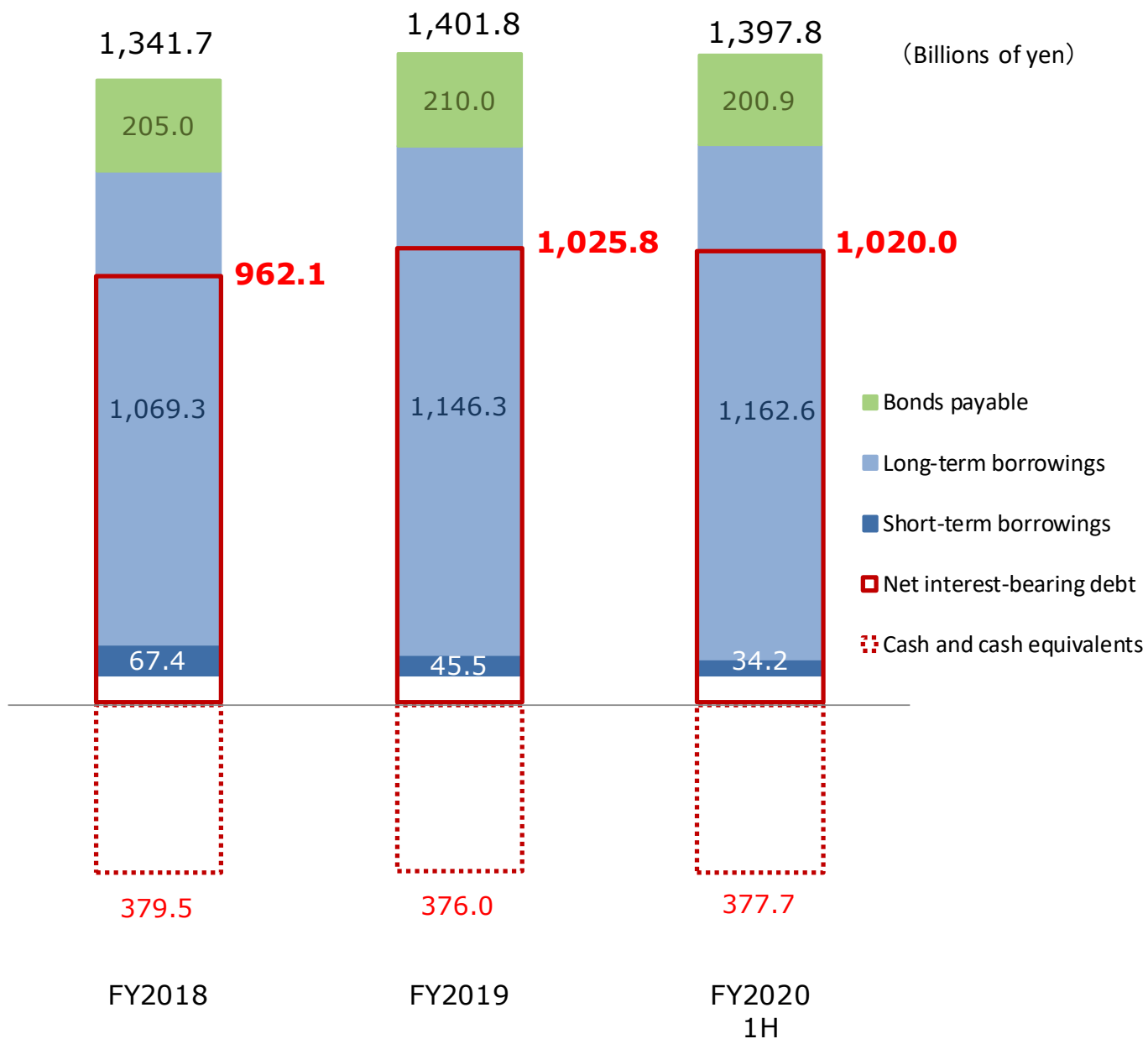
	FY2019 1H	FY2020 1H	Changes from the previous year	
Revenue from operations	120.3	118.6	△1.6	△1.4%
Operating income	30.5	30.0	△0.4	△1.4%
Non-operating income/expenses	△3.2	△0.3	+2.8	
Ordinary income	27.2	29.6	+2.3	+8.8%
Extraordinary income/losses	△0.5	△2.7	△2.2	
Income before income taxes	26.7	26.9	+0.1	
Profit attributable to owners of parent	18.0	19.1	+1.1	+6.3%

## ■Description of business segments

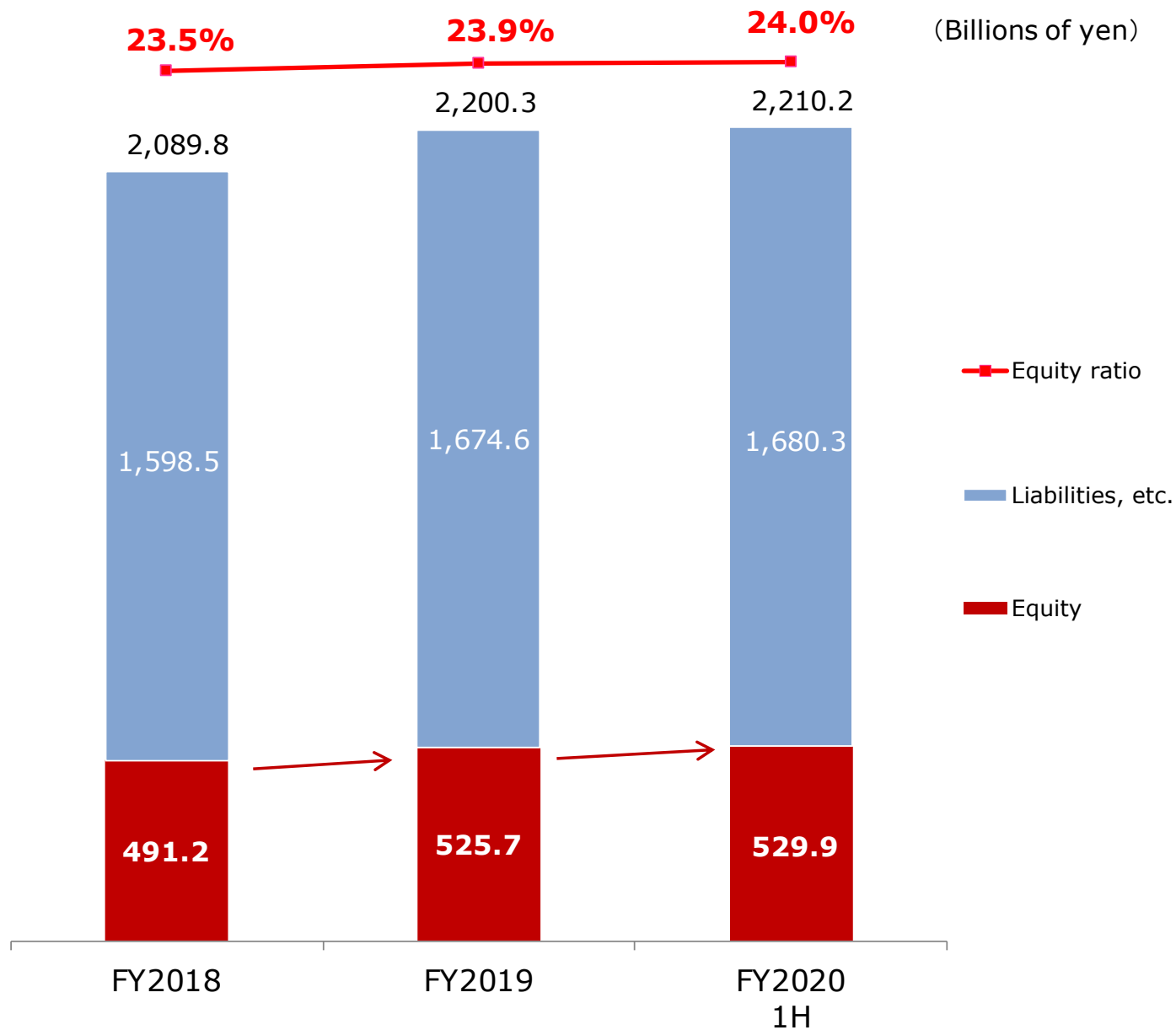
<b>Leasing</b>	Includes revenue gained from leasing and management and operation of real estate, consigned operation of real estate, contracted construction, regional heating and cooling/electricity supply, etc.
<b>Property sales</b>	Includes revenue gained from real estate property sales to investors and individual customers.
<b>Operation of facilities</b>	Includes operation and management of hotels, membership clubs and golf courses.
<b>Overseas</b>	Includes urban development and real estate leasing and management businesses, etc. outside Japan.



# Status of Interest-bearing debt for FY2020 First Half Period



# Status of Equity (Ratio) for FY2020 First Half Period



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# Financial Forecasts for FY2020

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# Financial Forecasts for FY2020

(Billions of yen)

	FY2019 Results	FY2020 Forecast	change		FY2020 1H	Achievement rate
Revenue from operations	250.2	225.5	△24.7	△9.9%	118.6	52.6%
Operating income	65.7	44.0	△21.7	△33.1%	30.0	68.2%
Ordinary income	60.7	40.0	△20.7	△34.1%	29.6	74.1%
Profit attributable to owners of parent	31.3	28.0	△3.3	△10.7%	19.1	68.3%

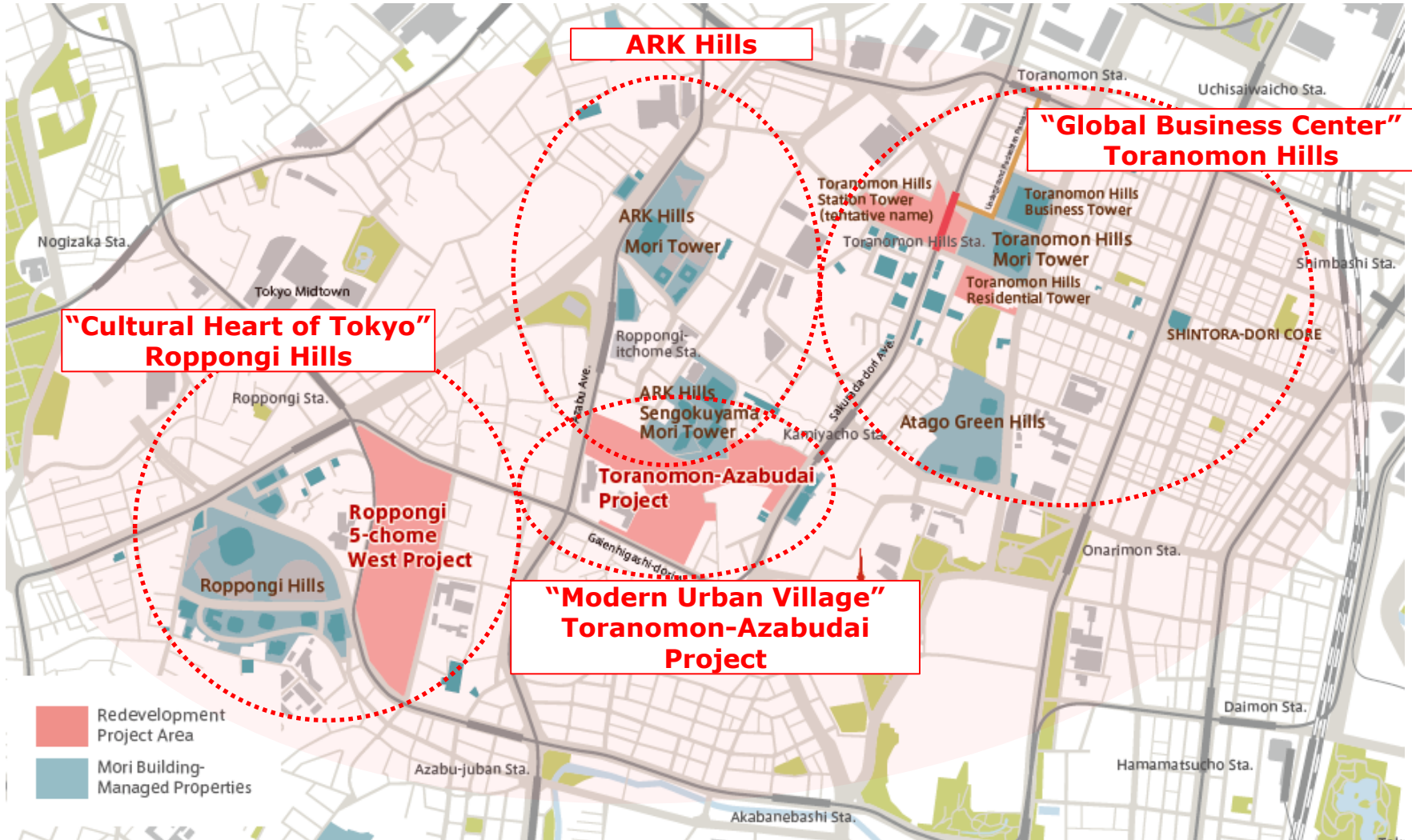


# Topics in First-Half Period of Fiscal 2020

Note:

Forecasts of projects in progress are based on the current plans. Completed projects may vary from these plans in some ways.

# Completed and Ongoing Projects



# Toranomon Hills Area Evolving as New International Hub and Global Business Center



**Toranomon Hills Business Tower**  
Opened in June 2020

**Toranomon Hills Mori Tower**

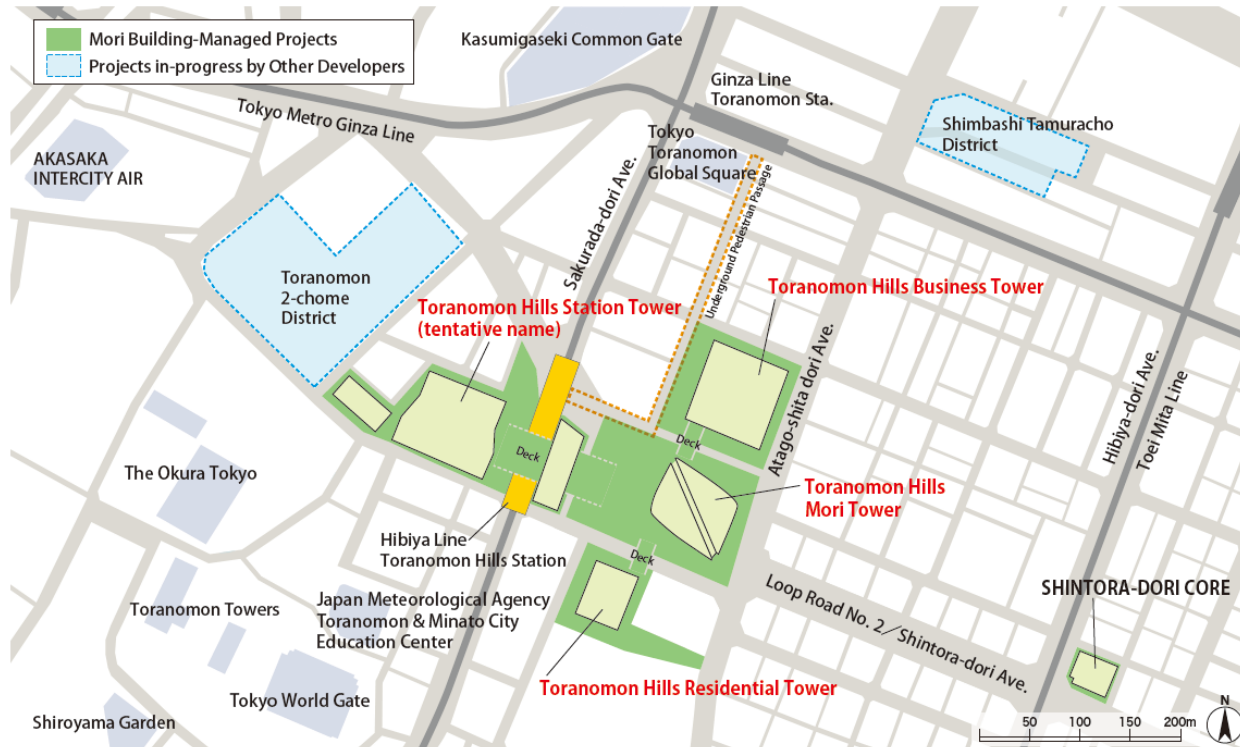
**Toranomon Hills Residential Tower**  
Planned completion in January 2021

**Toranomon Hills Station on the Tokyo Metro Hibiya Subway Line**  
Opened in June 2020

**Toranomon Hills Station Tower (tentative name)**  
Planned completion in July 2023

Site area	Approx. 7.5ha
Total floor space	Approx. 800,000m <sup>2</sup>
Office floor space	Approx. 300,000m <sup>2</sup>
Residential units	Approx. 720
Retail space	Approx. 26,000m <sup>2</sup>
Green space	Approx. 15,000m <sup>2</sup>

# Toranomon Hills Area Evolving as New International Hub and Global Business Center



## Toranomon Hills Mori Tower

Completed in 2014

Ground area : 17,069m<sup>2</sup>  
 Total floor space : 244,360m<sup>2</sup>  
 Height : 247m/52 floors  
 Configuration : Offices, retail facilities, residences, hotel, conference facility, etc.

## Toranomon Hills Business Tower

Completed in January 2020

Ground area : Approx. 10,065m<sup>2</sup>  
 Total floor space : Approx. 172,925m<sup>2</sup>  
 Height : Approx. 185m/36 floors  
 Configuration : Offices, retail facilities, business incubation center, bus terminal, etc.

## Toranomon Hills Residential Tower

Planned completion in January 2021

Ground area : Approx. 6,530m<sup>2</sup>  
 Total floor space : Approx. 121,000m<sup>2</sup>  
 Height : Approx. 220m/54 floors  
 Configuration : Residences, retail facilities, parenting support facilities, spa, etc.

## Toranomon Hills Station Tower (tentative name)

Planned completion in July 2023

Ground area : Approx. 13,960m<sup>2</sup>  
 Total floor space : Approx. 255,300m<sup>2</sup>  
 Height : Approx. 265m/49 floors  
 Configuration : Offices, commercial facilities, hotel, business multifunctional complex, etc.

	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Toranomon Hills Business Tower</b>	Jul. City plan decision	Jan. Establishment of redevelopment association	Feb. Start of construction			Jan. Completion			
<b>Toranomon Hills Residential Tower</b>	Sept. City plan decision		Mar. Start of construction				Jan. Completion		
<b>Toranomon Hills Station Tower (tentative name)</b>				Mar. City plan decision	Nov. Establishment of redevelopment association		Nov. Start of construction		Jul. Completion
<b>SHINTORA-DORI CORE</b>		Jul. Start of construction		Sept. Completion					

- The tower, with large office spaces of approx. 3,000 m<sup>2</sup> per floor, is now fully occupied. The ARCH incubation center supports new business creation by large-scale enterprises.
- Retail facilities catering to global-player lifestyles include Toranomon Yokochō, which boasts branches of 26 famous restaurants in Tokyo, as well as other restaurants, shops and services.
- The bus terminal serves as a key departure/arrival point for airport limousine buses and the Bus Rapid Transit service to/from Tokyo's waterfront. It also features an underground barrier-free pedestrian walkway that connects with Toranomon Station on the Ginza Subway Line and Toranomon Hills Station on the Hibiya Subway Line. Additionally, a pedestrian deck connects with Toranomon Hills Mori Tower.

## ■ Exterior design



Toranomon Hills Business Tower

Office space measuring approx. 3,000m<sup>2</sup> per floor and total leasing space of approx. 96,000m<sup>2</sup> between the 5th and 36th floors for approx. 10,000 workers.



German architect Christoph Ingenhoven designed the Business Tower's exterior as a distinctive landmark that integrates harmoniously with Residential Tower, which is also designed by him.

## ■ Retail area



The tower's retail area, totaling 7,600 m<sup>2</sup>, offers food and beverages, clothing, daily goods and many services to cater to global-player lifestyles.

## ■ ARCH incubation center



ARCH is a large incubation center, measuring some 3,800 m<sup>2</sup>, designed to host innovators from diverse fields for collaboration on new business ventures by large-scale enterprises. ARCH is expected to serve as a key base for Japan's unique innovation ecosystem.

## ■ Bus terminal



The bus terminal, a major transportation node, is a key departure/arrival point for the BRT service to/from Tokyo's waterfront, and also airport limousine buses.

## ■ Pedestrian network

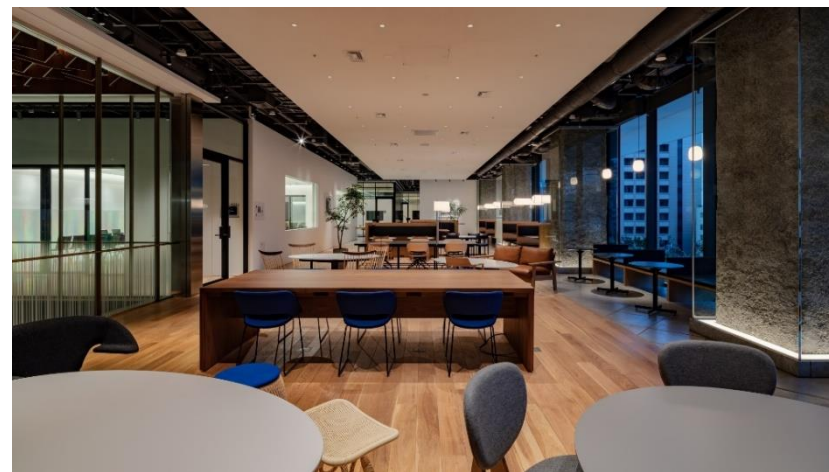


An underground barrier-free pedestrian walkway and separate pedestrian deck form a convenient walking network to integrate the entire area in and around Toranomon Hills.

- ARCH, a large (approx. 3,800m<sup>2</sup>) member-only incubation center, is a key component of a global business center within the Toranomon Hills complex.
- ARCH provides satellite offices for a total of 51 Japan's most noted corporations representing various industrial fields. By facilitating broad-based cooperation for innovation, it provides strong support for new business creation by member companies.
- WiL, a U.S. Silicon Valley-based venture capital firm that supports the business-creation initiatives of large enterprises and both invests in and nourishes venture companies has contributed its expertise to ARCH's high-quality operation.



ARCH café & bar



Co-working space

## Vision

ARCH connects players from diverse industrial fields in Japan and overseas for collaboration and the global deployment of innovation originating in Tokyo.

## Members

Membership includes new-business units of large enterprises, organizations that support such units, and planning departments within existing-business units of large companies

## Functions

- Enable large companies to take on business challenges
- Turn experiences gained from business challenges into assets for new initiatives
- Provide an environment where members solve problems together by sharing internal strengths and knowledge in a spirit of mutual trust
- Enable members to become entrepreneurs who can meaningfully impact their own companies/organizations

# Toranomon Yokocho: 26 Branches of Famous Restaurants in Tokyo

- Toranomon Yokocho offers an unprecedented collection of 26 branches of famous restaurants in Tokyo, several of which have opened their first-ever branches, such as *Torishige* and *ELEZO HOUSE*.
- Diverse a la carte choices are available, even from operators known for serving only course meals at their main restaurants, making it possible for customers to sample a rich variety of cuisines and cooking styles.
- Toranomon Yokocho offers safe, secure congestion-free dining by managing admission to the area as well as to individual restaurants when they reach capacity. Also, take-out food can be ordered via the handy LINE app (Japanese only). Customers never have to wait in line, allowing them to enjoy the cuisine of famous restaurants with peace of mind in a carefully managed environment.

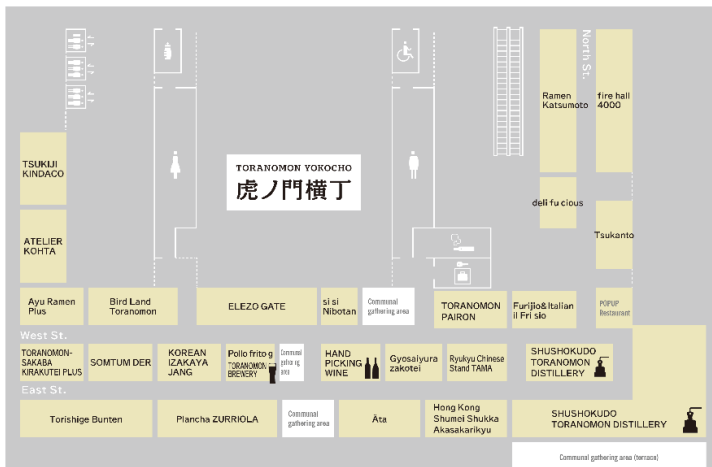
Toranomon Yokocho



Toranomon Yokocho Celler



## ■ Floor map

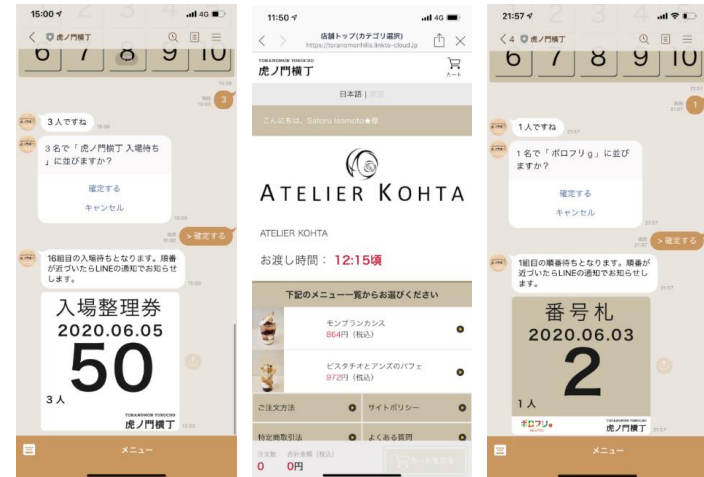


Torishige Buntan



ELEZO GATE

## ■ LINE app to avoid congestion



Area admission

Mobile ordering

Restaurant seating

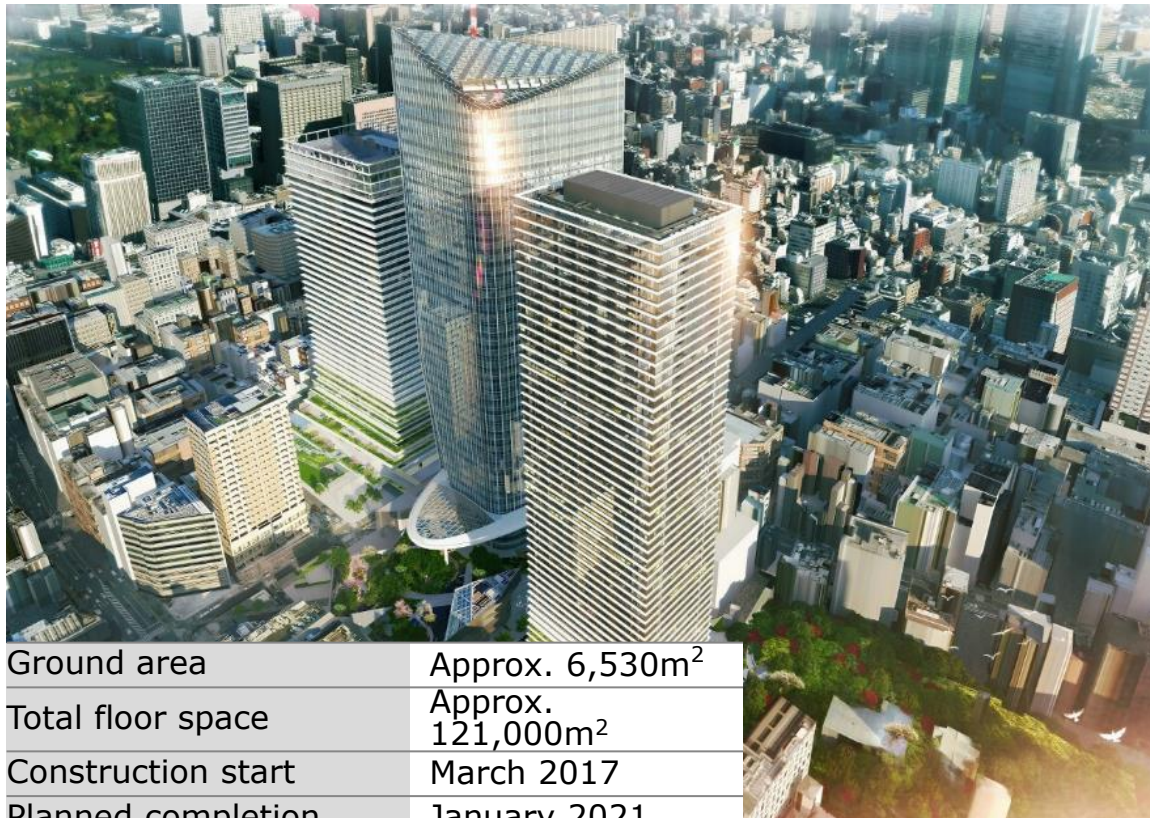




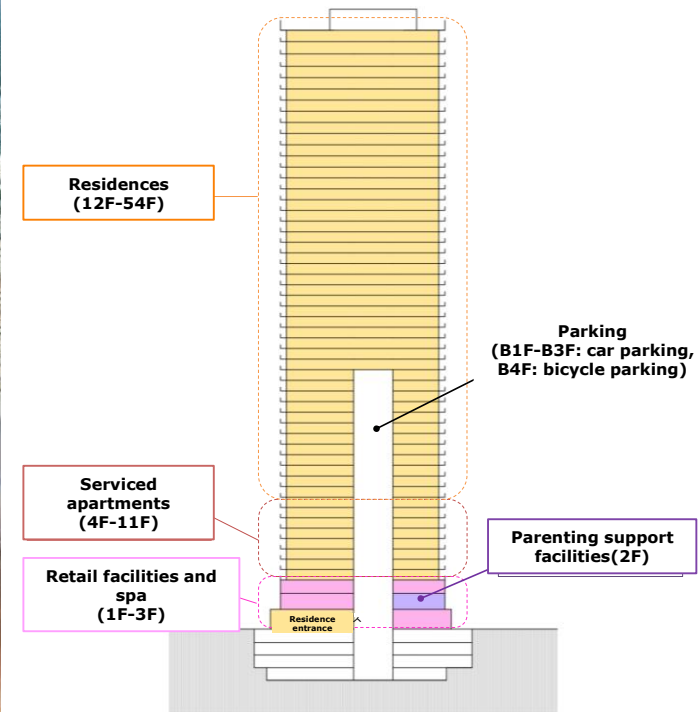
# Toranomon Hills Residential Tower to be Completed in Jan. 2021



- The 54-story Toranomon Hills Residential Tower is designed to harmonize with Toranomon Hills Business Tower and Toranomon Hills Mori Tower.
- Approx. 550 residential units are planned with great attention to detail for sophisticated lifestyles in central Tokyo.
- The tower will include a members-only spa and 1,000m<sup>2</sup> of practical retail facilities on its lower levels.
- The Mori Tower and Business Tower will be easily accessible via pedestrian walkways. Residents will enjoy highly convenient and rewarding lifestyles afforded by the dynamic Toranomon Hills complex.



Ground area	Approx. 6,530m <sup>2</sup>
Total floor space	Approx. 121,000m <sup>2</sup>
Construction start	March 2017
Planned completion	January 2021

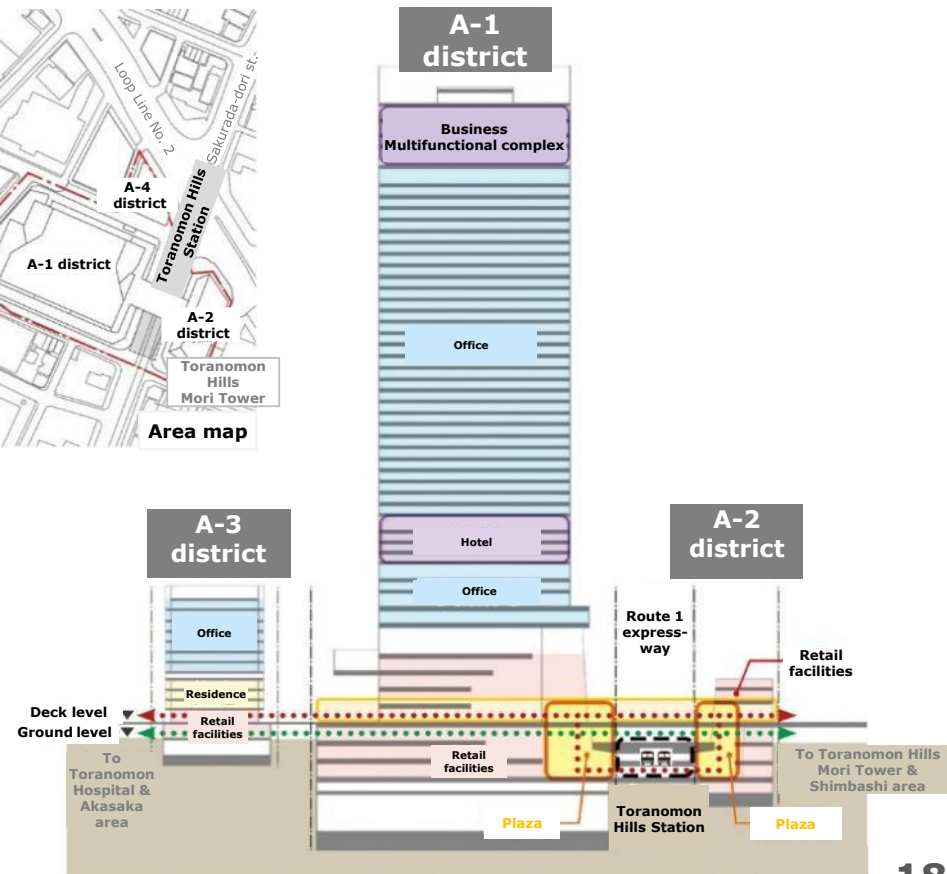
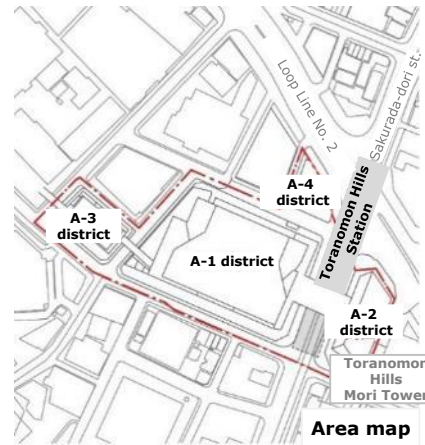


# Toranomon Hills Station Tower (tentative name) to be Completed in July 2023

- Construction of Toranomon Hills Station Tower began in November 2019 and is planned to be completed in July 2023.
- The tower features a plaza connected to the Toranomon Hills Station on the Hibiya Subway Line. A multilayer pedestrian network at the ground level, underground and the deck level will be realized in conjunction with surrounding projects.
- The building will be a 265m, 49-story skyscraper offering offices, retail facilities and a hotel.
- The top floor of the A-1 district, a multifunctional complex for forums equipped to handle diverse business events, galleries and restaurant, is expected to become a new focal point for business and innovation.



Ground area	Approx. 13,960m <sup>2</sup>
Total floor space	Approx. 255,300m <sup>2</sup>
Construction start	November 2019
Planned completion	July 2023



# Toranomon-Azabudai Project to be Completed in March 2023



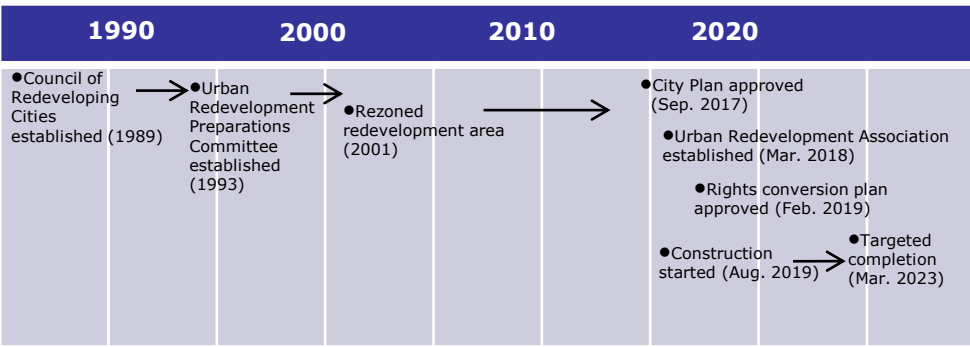
- This "Hills of the future" project boasts overwhelming scale and impact. Principal construction started in August 2019 and is scheduled to be completed in March 2023.
- The vast 8.1 hectare area will be filled with lush greenery totaling some 24,000m<sup>2</sup>, including a 6,000m<sup>2</sup> central square.
- As a comprehensive development it will comprise diverse urban functions, such as offices, residences, a hotel, an international school, retail and cultural facilities.
- Toranomon-Azabudai project aims to establish a new community where diverse people assemble in a green environment to enjoy active and healthy lives, both mentally and physically.



Project image, as viewed above Sakurada-dori Ave. from the Kamiyacho station



Image of central square



Site area	Approx. 8.1ha
Ground area	Approx. 63,900m <sup>2</sup>
Total floor area	Approx. 861,500m <sup>2</sup>
Construction start	August 2019
Targeted completion	March 2023

# Toranomon-Azabudai Project to be Completed in March 2023



## Site Plan

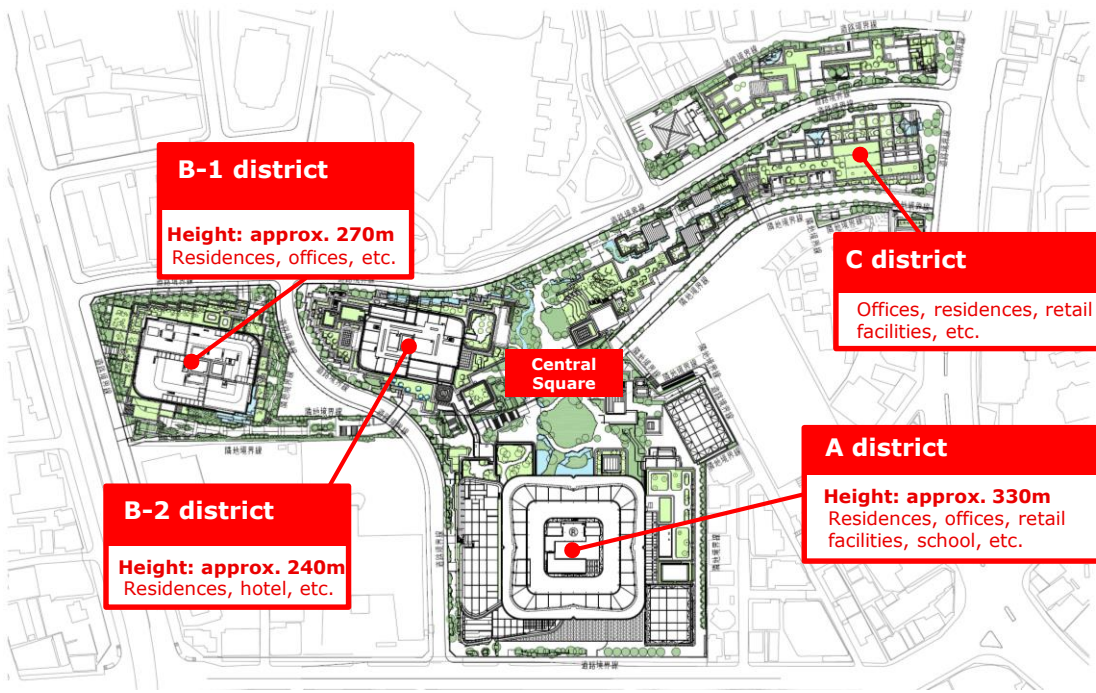


Image of retail facilities



Image of food market

## Cross-section Plan

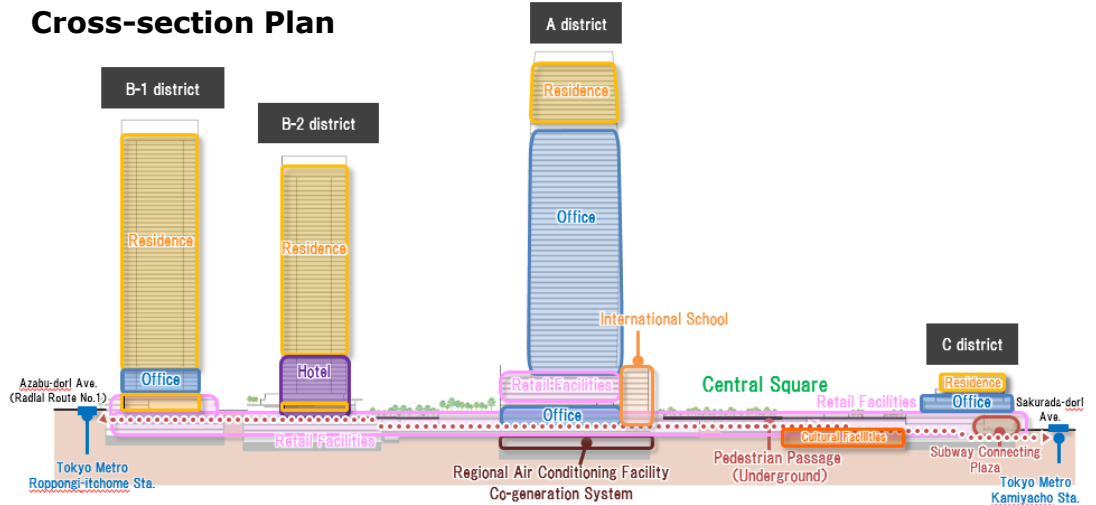


Image of international school



# "Our Rules at HILLS" Guidelines for COVID-19

- "Our Rules at HILLS" is a set of comprehensive COVID-19 guidelines being implemented at facilities managed by Mori Building in Tokyo, including ARK Hills, Roppongi Hills, Toranomon Hills and others. The guidelines support the prevention of the spread of COVID-19 and transition to a "new-lifestyle".
- Mori Building adopts forward-looking measures to ensure the safety of its facilities. The company asks for the cooperation of all personnel, including employees, people working in on-site shops, restaurants, etc., office workers, residents and visitors, to realize safe Hills environments.

## ■ Our Rules at HILLS

### ヒルズみんなのルール

Our Rules at HILLS

みんなで守るルール  
Rules to protect everyone

 <p style="font-size: 8px;">フィジカルディスタンスの確保 Maintain a safe physical distance</p>	 <p style="font-size: 8px;">マスク着用 Be sure to wear a mask</p>	 <p style="font-size: 8px;">消毒・手洗い Disinfect and wash hand</p>
<p style="margin: 0;">ヒルズの取り組み HILLS Safety Efforts</p>		
 <p style="font-size: 8px;">エレベーターの乗車ルール Enforcement of elevator usage rules</p>	 <p style="font-size: 8px;">一部箇所でのお客様への検温実施 Temperature measurement to our customers and visitors in certain locations</p>	 <p style="font-size: 8px;">街の清掃・消毒 入り口での消毒液設置 Extensive cleaning and disinfecting, Installation of disinfectant at entrances</p>
 <p style="font-size: 8px;">適切な換気 Proper ventilation</p>	 <p style="font-size: 8px;">スタッフの出動前の検温・体調管理 Temperature measurement of staff before work, physical condition management</p>	 <p style="font-size: 8px;">タッチレス会計 コイントレイの設置 Contactless payment, use of trays for coins</p>

詳しくは、各施設ウェブサイトをご確認ください。 For details, please check the website of each facility.

### Rules for everyone

1. Maintain safe physical distancing
2. Wear masks
3. Disinfect and wash hands

### HILLS safety efforts

1. In elevators, maintain physical distancing, wear masks and refrain from speaking
2. Measure body temperatures of visitors (at certain facilities)
3. Clean & disinfect extensively and install disinfectant dispensers at entrances
4. Regularly ventilate premises
5. Measure staffs body temperatures before work and manage physical conditions
6. Deploy contactless payment systems and coin trays at cash registers



Physical distancing in elevators



Physically distancing in elevator halls



Hand disinfection at store entrances



Measuring body temperatures at restaurant entrances



Measuring body temperatures of visitors

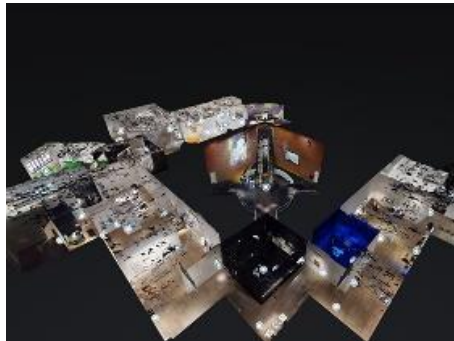


Extensive cleaning and disinfecting

# New-style Cultural Initiatives at Roppongi Hills

- In May, when Mori Art Museum closed temporarily, the museum launched the online program "Stay Home, Stay Creative: MAM@HOME" to enable people to continue enjoying contemporary art online at home.
- On July 31, "STARS: Six Contemporary Artists from Japan to the World" began at Mori Art Museum with the implementation of thorough coronavirus measures.
- On November 26, Takashi Murakami's huge 10-meter golden "Flower Parent and Child" sculpture was unveiled at 66 Plaza in Roppongi Hills to convey energy and hope for the future.

## ■ MAM DIGITAL



"Future and the Arts" 3D walkthrough



Online Screening of MAM Screen



LEARNING ONLINE

## ■ STARS exhibition

(July 31, 2020 – Jan. 3, 2021)



## ■ COVID-19 countermeasures for MAM

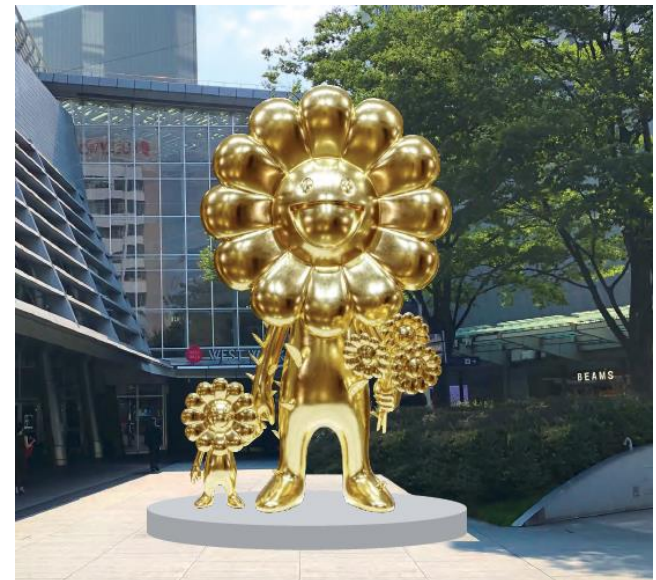


Online guide app



Physical distancing in elevators

## ■ Takashi Murakami's "Flower Parent and Child" (Nov. 26, 2020-)



Takashi Murakami *Haha Bangla Manus* 2020  
Material: Bronze and gold leaf  
Size: 1,000cm (H) × 647cm (W) × 465cm (L)

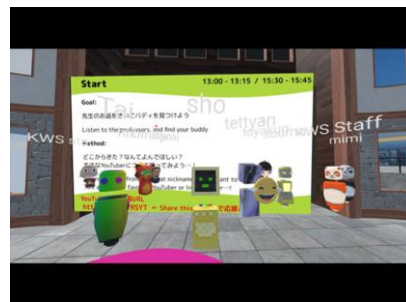
The Bloodstone Public Collection  
Courtesy Gagosian with cooperation from Kaikai Kiki Co., Ltd.  
©2020 Takashi Murakami/Kaikai Kiki Co., Ltd. All Rights Reserved.

- During the summer vacation, Mori Building invited experts from various fields to conduct the "KIDS' WORKSHOP 2020," which enabled children to participate in advanced-learning courses online for the first time (some 40 courses in 25 categories).
- "The Hills Machi-iku Project" is an experiential learning program in which we imagine the future of cities with parents and children, who will take the lead in the future. It was held online for the first time during Japan's Disaster Prevention Month in September, focusing on the themes of safety and earthquake countermeasures.

## ■ KIDS' WORKSHOP 2020 (August 8 to 16, 2020)



"Let's experience mock trial"  
(Supported by: TMI  
Comprehensive Law Office)



"Let's study about Live Entertainment  
production in WebVR"  
(Supported by: GREE VR Studio Lab &  
WFLE, Inc.)

## ■ HILLS Machi-Iku Project (September 13, 2020)



Learning about earthquake countermeasures through a  
behind-the-scenes look at safety and security measures of  
Roppongi Hills

# Awards Received in Japan and Overseas in 2020

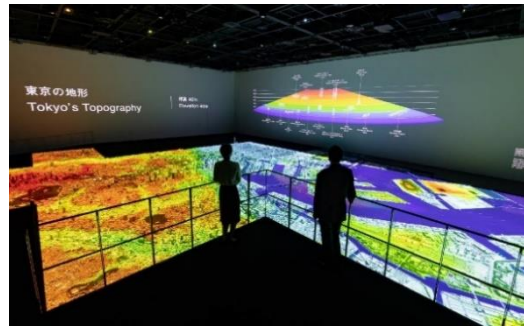
- Mori Building Brand Movie "DESIGNING TOKYO" won multiple awards from prestigious international advertising design awards including ADC 99th Annual Awards, and from ACC TOKYO CREATIVITY AWARDS, one of Japan's largest creative award programs.
- "Mori Building Urban Lab" for research on the future evolution of cities won awards from prestigious international advertising design awards, including ADC 99th Annual Awards.
- MORI Building DIGITAL ART MUSEUM: EPSON teamLab Borderless received the Minister of Internal Affairs and Communications' Prize from the third Nihon Service Award, an award program honoring outstanding service providers, in recognition of excellent service. It has also won many other awards in the past years.

## ■ Mori Building Brand Movie "DESIGNING TOKYO"



To express Mori Building's vision of Tokyo as a major international city, the movie vividly recreates urban scenery and culture (including symbolic persons from each era) realized by various projects that Mori Building has been implementing with cutting-edge technologies.

## ■ Mori Building Urban Lab



Mori Building Urban Lab serves as a research facility to conceptualize, consider and discuss the future of Tokyo as an international city from diverse perspectives by effectively combining a large model of Tokyo with the latest technologies, such as projection mappings.

## ■ MORI Building DIGITAL ART MUSEUM



The museum is jointly operated by Mori Building and teamLab, a world-leading art collective. It was highly evaluated for combining art, entertainment and education for experiences unlike those at traditional art museums, allowing visitors to immerse themselves in the works deeply and physically.

### ■ Awards Earned in 2020

#### Mori Building Brand Movie "DESIGNING TOKYO"

May	ADC 99th Annual Awards
June	The ONE SHOW 2020 D&AD Awards 2020
Sep	AD STARS 2020
Oct	ACC TOKYO CREATIVITY AWARDS

#### Mori Building Urban Lab

May	ADC 99th Annual Awards
Oct	ACC TOKYO CREATIVITY AWARDS

#### MORI Building DIGITAL ART MUSEUM

Oct	The third Nihon Service Award
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# Mori Building's Major Topics in FY2020 First Half

May 25	Survey of Large-scale Office Building Market in Tokyo's 23 Cities
June 3	Mori Building Earns Multiple Awards for Mori Building Brand Movie and Urban Research Facility from ADC 99th Annual Awards
June 10	Mori Building to Open Large-scale Retail Facilities at Toranomon Hills Business Tower
June 11	Mori Building Introduces "Our Rules at HILLS" COVID-19 Guidelines at "Hills" Properties to Support New-lifestyle Initiatives
June 29	Mori Building Earns New Accolades for DESIGNING TOKYO Brand Movie from THE ONE SHOW and D&AD Awards
July 10	Mori Building Holds "KIDS' WORKSHOP 2020" for First Time Online(Japanese only)
July 11	FREESTYLE 2020 SATOSHI OHNO EXHIBITION to be Held at Tokyo City View (Japanese only)
July 30	STARS: Six Contemporary Artists from Japan to the World to be Launched at the Mori Art Museum
August 31	The Hills Machi-iku Project to be Held Online for First Time; Tour to Learn Earthquake Disaster Countermeasures (Japanese only)
September 7	Public Offering Hybrid Corporate Bonds to be Issued (Subordinated Bonds) (Japanese only)
September 15	ARK Hills Music Week 2020 to be Held at ARK Hills (Japanese only)
October 5	Roppongi Hills Halloween Mobile Walk Rally to be Held at Roppongi Hills (Japanese only)
October 5	Opening Session of DESIGNART TOKYO 2020 to be Held (Japanese only)
October 6	Roppongi Hills Christmas 2020 to be Held at Roppongi Hills (Japanese only)
October 9	Innovative City Forum 2020 to be Held Online for First Time
October 13	Determination of Conditions for Issuing Public Offering Hybrid Corporate Bonds (Subordinated Bonds) (Japanese only)
October 26	TORANOMON FLOWER MART 2020 AUTUMN to be Held at Toranomon Hills (Japanese only)
October 28	MORI Building DIGITAL ART MUSEUM: EPSON teamLab Borderless Receives the Minister for Internal Affairs and Communications' Prize from the third Nihon Service Award (Japanese only)
October 29	Mickey Mouse Roppongi Hills-limited Collection to be Released (Japanese only)

Note: The dates are referred to press releases.  
Some press releases published in Japanese only.

# Referential Materials

# Consolidated Balance Sheet for FY2020 First Half Period



(millions of yen)

Assets				Liabilities			
Account name	FY2019 As of Mar-31,2020	FY2020 As of Sep-30,2020	change	Account name	FY2019 As of Mar-31,2020	FY2020 As of Sep-30,2020	change
<b>Current assets</b>				<b>Current liabilities</b>			
Cash and deposits	340,998	355,795	14,796	Notes and accounts payable - trade	10,748	9,026	△ 1,722
Notes and accounts receivable - trade	10,200	19,862	9,662	Short-term borrowings	45,517	34,244	△ 11,272
Short-term investment securities	35,084	21,999	△ 13,085	Current portion of bonds payable	20,000	20,000	-
Inventories	17,232	17,062	△ 170	Income taxes payable	9,462	2,155	△ 7,307
Other	31,884	21,592	△ 10,292	Provision for bonuses	1,596	1,416	△ 180
Allowance for doubtful accounts	△ 36	△ 34	1	Other	31,600	35,520	3,919
Total current assets	435,364	436,277	912	Total current liabilities	118,926	102,362	△ 16,563
<b>Fixed assets</b>				<b>Long-term liabilities</b>			
<b>Property, plant and equipment</b>				Bonds payable	190,000	180,950	△ 9,050
Buildings and structures	241,378	235,238	△ 6,139	Long-term borrowings	1,146,376	1,162,687	16,310
Machinery, equipment and vehicles	12,274	12,101	△ 173	Leasehold and guarantee deposits received	83,962	80,160	△ 3,801
Tools, furniture and fixtures	7,259	7,165	△ 94	Long-term deposits received	2,029	1,582	△ 446
Land	440,674	488,009	47,334	Retirement benefit liability	1,727	1,754	26
Construction in progress	126,674	127,854	1,179	Provision for retirement benefits for directors	903	877	△ 25
Real estate in progress	109,038	110,403	1,364	Provision for dismantling cost of fixed assets	3,500	3,500	-
Beneficial interests in real estate trust	549,717	547,507	△ 2,209	Deferred tax liabilities	114,822	118,631	3,808
Other	1,740	1,727	△ 12	Other	3,547	18,720	15,173
Total Property, plant and equipment	1,488,758	1,530,007	41,249	Total long-term liabilities	1,546,867	1,568,865	21,997
<b>Intangible assets</b>				<b>Total liabilities</b>	<b>1,665,794</b>	<b>1,671,227</b>	<b>5,433</b>
Leasehold right	54,572	54,569	△ 3				
Goodwill	12,084	11,786	△ 298	<b>Net assets</b>			
Other	2,892	3,093	200	<b>Shareholders' equity</b>			
Total intangible assets	69,550	69,449	△ 101	Capital stock	79,500	79,500	-
<b>Investments and other assets</b>				Capital surplus	22,516	22,516	-
Investment securities	34,398	33,492	△ 906	Retained earnings	428,398	431,324	2,925
Equity investments	82,946	46,393	△ 36,552	Treasury stock	△ 11,507	△ 11,507	-
Long-term loans receivable	43,565	46,984	3,418	Total shareholders' equity	518,907	521,833	2,925
Retirement benefit asset	317	465	148	<b>Accumulated other comprehensive income</b>			
Deferred tax assets	676	583	△ 93	Valuation difference on available-for-sale securities	4,187	4,757	569
Other	45,365	47,128	1,763	Deferred gains or losses hedges	△ 730	△ 806	△ 76
Allowance for doubtful accounts	△ 564	△ 518	45	Foreign currency translation adjustment	3,541	4,260	719
Total investments and other assets	206,705	174,529	△ 32,175	Remeasurements of defined benefit plans	△ 183	△ 136	46
Total fixed assets	1,765,013	1,773,985	8,972	Total accumulated other comprehensive income	6,815	8,074	1,259
<b>Total assets</b>	<b>2,200,378</b>	<b>2,210,263</b>	<b>9,885</b>	<b>Non-controlling interests</b>	8,860	9,127	266
				<b>Total net assets</b>	<b>534,583</b>	<b>539,035</b>	<b>4,451</b>
				<b>Total liabilities and net assets</b>	<b>2,200,378</b>	<b>2,210,263</b>	<b>9,885</b>

# Consolidated Income Statement for FY2020 First Half Period

(millions of yen)

Account name	FY2019 1H(Apr-Sep)	FY2020 1H(Apr-Sep)	change
<b>Revenue from operations</b>	<b>120,305</b>	<b>118,613</b>	<b>△ 1,692</b>
Cost of revenue from operations	76,810	77,938	1,128
Operating gross profit	43,495	40,674	△ 2,821
Selling, general and administrative expenses	12,978	10,593	△ 2,384
<b>Operating income</b>	<b>30,517</b>	<b>30,080</b>	<b>△ 436</b>
Interest income	243	296	53
Dividend income	350	741	391
Compensation income	991	963	△ 28
Equity in earnings of affiliates	906	830	△ 75
Subsidy income	-	568	568
Other	826	710	△ 115
Non-operating income	3,317	4,111	794
Interest expenses	3,906	3,821	△ 84
Finance charges and fees	1,686	606	△ 1,079
Foreign exchange losses	772	-	△ 772
Other	187	82	△ 104
Non-operating expenses	6,552	4,510	△ 2,041
<b>Ordinary income</b>	<b>27,282</b>	<b>29,681</b>	<b>2,399</b>
Gain on sales of fixed assets	132	708	575
Other	34	85	51
Extraordinary income	166	793	627
Loss on sales of fixed assets	258	36	△ 222
Loss on reduction of fixed assets	-	483	483
Loss on COVID-19	-	3,037	3,037
Other	415	12	△ 403
Extraordinary losses	674	3,570	2,895
Income before income taxes	26,774	26,905	130
Income taxes - current	5,464	3,931	△ 1,532
Income taxes - deferred	3,085	3,665	579
Profit	18,225	19,308	1,083
Profit attributable to non-controlling interests	220	177	△ 43
<b>Profit attributable to owners of parent</b>	<b>18,004</b>	<b>19,131</b>	<b>1,126</b>