

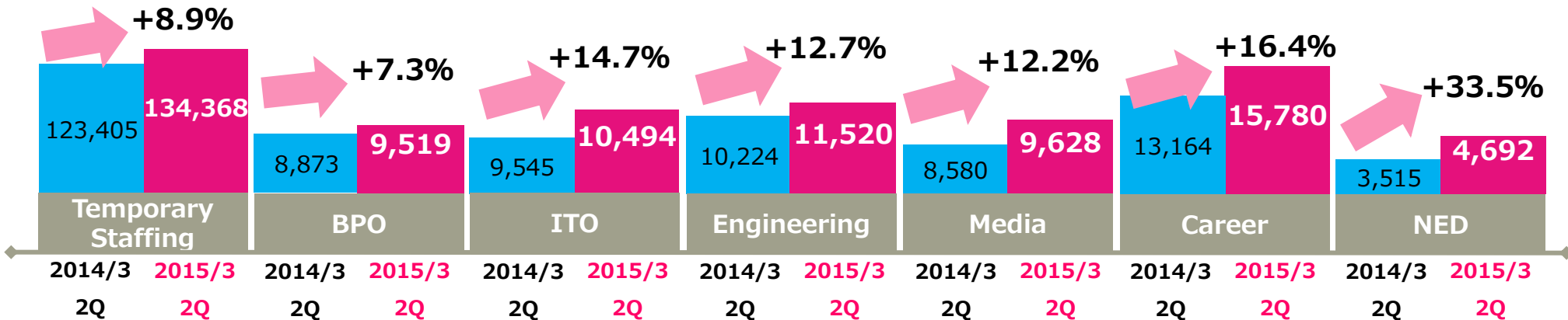
Briefing on Financial Results for the Second Quarter Ended September 30, 2014

November 11, 2014



2015/3 2Q: Sales by Segment

Higher revenues in every segment due to strong demand



*Rounded down. (Units: million yen, %)

*△= Negative value

| | 2014/3 2Q | | 2015/3 2Q | | | |
|--------------------|----------------|--------------|----------------|--------------|----------------|--------------|
| | Sales | Ratio (%) | Sales | Ratio (%) | Change | YoY (%) |
| Temporary Staffing | 123,405 | 70.8 | 134,368 | 69.9 | +10,962 | 108.9 |
| BPO ※ | 8,873 | 5.1 | 9,519 | 4.9 | +645 | 107.3 |
| ITO ※ | 9,147 | 5.2 | 10,494 | 5.5 | +1,347 | 114.7 |
| Engineering | 10,224 | 5.9 | 11,520 | 6.0 | +1,296 | 112.7 |
| Media | 8,580 | 4.9 | 9,628 | 5.0 | +1,047 | 112.2 |
| Career | 13,562 | 7.8 | 15,780 | 8.2 | +2,218 | 116.4 |
| NED ※ | 3,515 | 2.0 | 4,692 | 2.4 | +1,177 | 133.5 |
| Adjustments | △2,888 | △1.7 | △3,730 | △1.9 | △842 | — |
| Total | 174,420 | 100.0 | 192,273 | 100.0 | +17,853 | 110.2 |

※ BPO: Business Process Outsourcing, ITO: IT Outsourcing, NED: New Employment Development

We have changed our segment structure from FY March 2015, reallocated the results for FY March 2014 to the new segments.

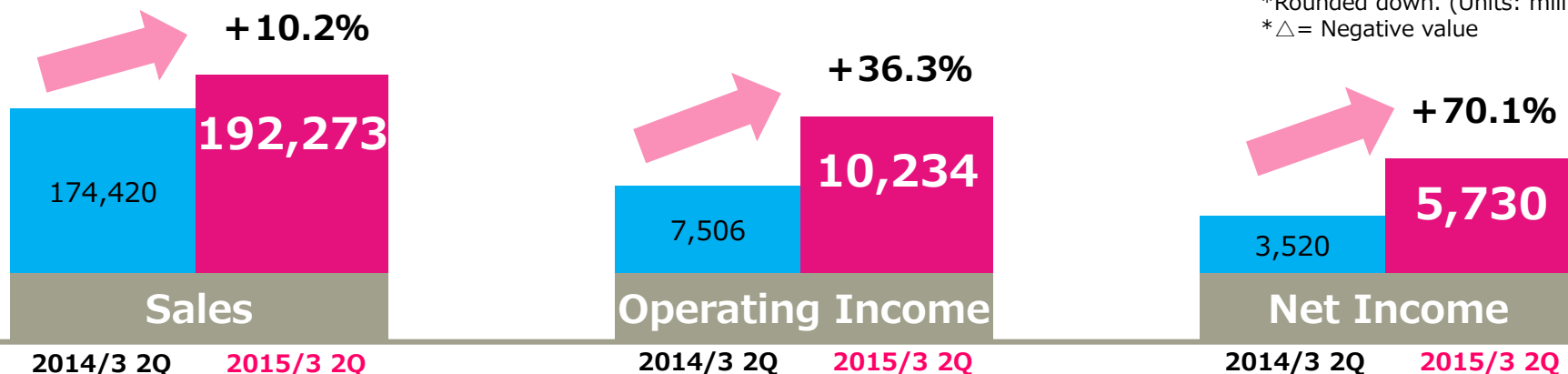


2015/3 2Q: Consolidated Statements of Income

Best performance ever for a 2Q

*Rounded down. (Units: million yen, %)

*△ = Negative value



| | 2014/3 2Q | Ratio (%) | 2015/3 2Q | Ratio (%) | Change | YoY (%) | 2015/3 (forecast) |
|--|-----------|-----------|-----------|-----------|---------|---------|-------------------|
| Sales | 174,420 | 100.0 | 192,273 | 100.0 | +17,853 | 110.2 | 396,500 |
| Cost of Sales | 133,785 | 76.7 | 146,231 | 76.1 | +12,445 | 109.3 | — |
| Gross Profit | 40,634 | 23.3 | 46,042 | 23.9 | +5,407 | 113.3 | — |
| Selling, General and Administrative Expenses | 33,128 | 19.0 | 35,808 | 18.6 | +2,679 | 108.1 | — |
| Operating Income | 7,506 | 4.3 | 10,234 | 5.3 | +2,727 | 136.3 | 23,000 |
| EBITDA | 10,686 | 6.1 | 13,281 | 6.9 | +2,595 | 124.3 | 29,183 |
| Ordinary Income | 7,433 | 4.3 | 10,424 | 5.4 | +2,991 | 140.2 | 23,200 |
| Net Income | 3,520 | 2.0 | 5,730 | 3.0 | +2,210 | 162.8 | 13,400 |



2015/3 2Q: Consolidated Balance Sheets

*Rounded down. (Units: million yen, %)

*△= Negative value

| | 2014/3 | | 2015/3 2Q | | | |
|--|---------|-----------|----------------|--------------|----------------|--|
| | Actual | Ratio (%) | Actual | Ratio (%) | Change | |
| Assets | 177,433 | 100.0 | 183,840 | 100.0 | +6,407 | (Assets) Increase in cash and deposit |
| Current assets | 87,463 | 49.3 | 96,847 | 52.7 | +9,384 | |
| (Cash and Deposits) | 36,292 | 20.5 | 41,864 | 22.8 | +5,572 | |
| (Notes and accounts receivable-trade) | 44,046 | 24.8 | 45,576 | 24.8 | +1,530 | |
| Non-current assets | 89,969 | 50.7 | 86,992 | 47.3 | △ 2,976 | (Trademark right, Goodwill) Decreased due to straight-line depreciation |
| (Right of trademark) | 11,660 | 6.6 | 11,353 | 6.2 | △ 307 | |
| (Goodwill) | 57,089 | 32.2 | 56,091 | 30.5 | △ 997 | |
| Liabilities | 87,629 | 49.4 | 90,981 | 49.5 | +3,351 | (Current liabilities) Increase in accrued consumption tax |
| Current liabilities | 44,154 | 24.9 | 50,405 | 27.4 | +6,251 | |
| (Short-term loans payable) | 143 | 0.1 | 83 | 0.0 | △ 60 | |
| (Current portion of long-term loans payable) | 4,640 | 2.6 | 4,640 | 2.5 | - | |
| Non-current liabilities | 43,474 | 24.5 | 40,575 | 22.1 | △ 2,899 | (Long-term loans payable) Decreased due to repayment |
| (Long-term loans payable) | 18,560 | 10.5 | 16,240 | 8.8 | △ 2,320 | |
| (Convertible bond-type bond with stock acquisition rights) | 15,000 | 8.5 | 15,000 | 8.2 | - | |
| Net assets | 89,803 | 50.6 | 92,859 | 50.5 | +3,055 | |
| Owners' equity | 85,380 | 48.1 | 90,070 | 49.0 | +4,689 | |
| (Capital stock) | 9,980 | 5.6 | 9,980 | 5.4 | - | |
| (Capital surplus) | 13,572 | 7.6 | 13,572 | 7.4 | - | |
| (Legal retained earnings) | 62,140 | 35.0 | 66,830 | 36.4 | +4,689 | |
| Minority interests | 2,829 | 1.6 | 2,017 | 1.1 | △ 812 | |



2015/3 2Q: Consolidated Cash Flow

*Rounded down. (Units: million yen, %)

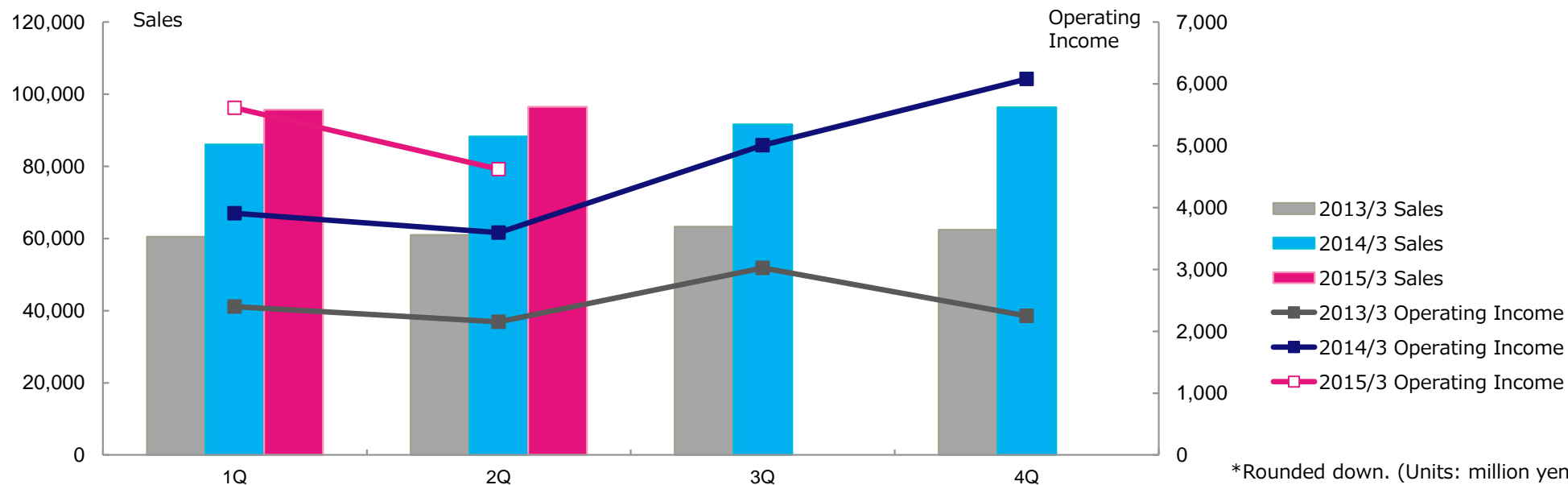
*△ = Negative value

| | 2014/3 2Q | 2015/3 2Q | Change | | 2014/3 2Q | 2015/3 2Q |
|--|--------------|----------------|-----------------|--|--------------|--------------|
| Net cash provided by operating activities | 2,255 | 11,962 | +9,707 | •Income before income taxes | 7,452 | ⇒ 10,133 |
| Net cash used in investment activities | △50,770 | △ 2,933 | +47,837 | •Depreciation | 1,212 | ⇒ 1,239 |
| Net cash used in financing activities | 34,183 | △ 3,334 | △ 37,518 | •Amortization of goodwill | 2,039 | ⇒ 2,184 |
| Increase (decrease) in cash and cash equivalents | △14,122 | 5,577 | +19,699 | •Decrease (increase) in notes and accounts receivable-trade | 2,505 | ⇒ △1,165 |
| | | | | •Increase (decrease) in operating debt | △3,042 | ⇒ 2,800 |
| | | | | •Income tax paid | △5,166 | ⇒ △5,631 |
| | | | | •Payments for acquisition of newly consolidated subsidiaries | △49,402 | ⇒ △180 |
| | | | | •Increase in short-term loans payable | 35,000 | ⇒ 64 |
| | | | | •Decrease in short-term loans payable | △30,007 | ⇒ △124 |
| | | | | •Repayment of long-term loans payable | △1,200 | ⇒ △2,320 |
| | | | | •Proceeds from issuance of bonds | 14,975 | ⇒ – |
| | | | | •Proceeds from issuance of common stock | 15,942 | ⇒ – |



Transition of Quarterly Business Results

Performance remains strong



| | 2013/3 | | | | 2014/3 | | | | | | | | 2015/3 | | | |
|------------------------|--------|--------|--------|--------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|--------|-------|
| | 1Q | 2Q | 3Q | 4Q | 1Q | YoY | 2Q | YoY | 3Q | YoY | 4Q | YoY | 1Q | YoY | 2Q | YoY |
| Sales | 60,533 | 60,966 | 63,320 | 62,411 | 86,091 | 142.2 | 88,328 | 144.9 | 91,679 | 144.8 | 96,389 | 154.4 | 95,767 | 111.2 | 96,505 | 109.3 |
| Cost of Sales | 50,856 | 51,618 | 52,915 | 52,376 | 66,006 | 129.8 | 67,779 | 131.3 | 70,246 | 132.8 | 73,115 | 139.6 | 72,433 | 109.7 | 73,797 | 108.9 |
| Gross Profit | 9,676 | 9,348 | 10,404 | 10,034 | 20,085 | 207.6 | 20,548 | 219.8 | 21,432 | 206.0 | 23,274 | 231.9 | 23,333 | 116.2 | 22,708 | 110.5 |
| Gross Profit Rate | 16.0 | 15.3 | 16.4 | 16.1 | 23.3 | — | 23.3 | — | 23.4 | — | 24.1 | — | 24.4 | — | 23.5 | — |
| SGA | 7,275 | 7,193 | 7,378 | 7,784 | 16,176 | 222.3 | 16,951 | 235.7 | 16,423 | 222.6 | 17,191 | 220.9 | 17,719 | 109.5 | 18,088 | 106.7 |
| Operating Income | 2,400 | 2,154 | 3,025 | 2,250 | 3,909 | 162.8 | 3,597 | 167.0 | 5,008 | 165.5 | 6,082 | 270.3 | 5,614 | 143.6 | 4,620 | 128.4 |
| Operating Income Ratio | 4.0 | 3.5 | 4.8 | 3.6 | 4.5 | — | 4.1 | — | 5.5 | — | 6.3 | — | 5.9 | — | 4.8 | — |



2015/3 2Q: Transition of Business Results by Segment①

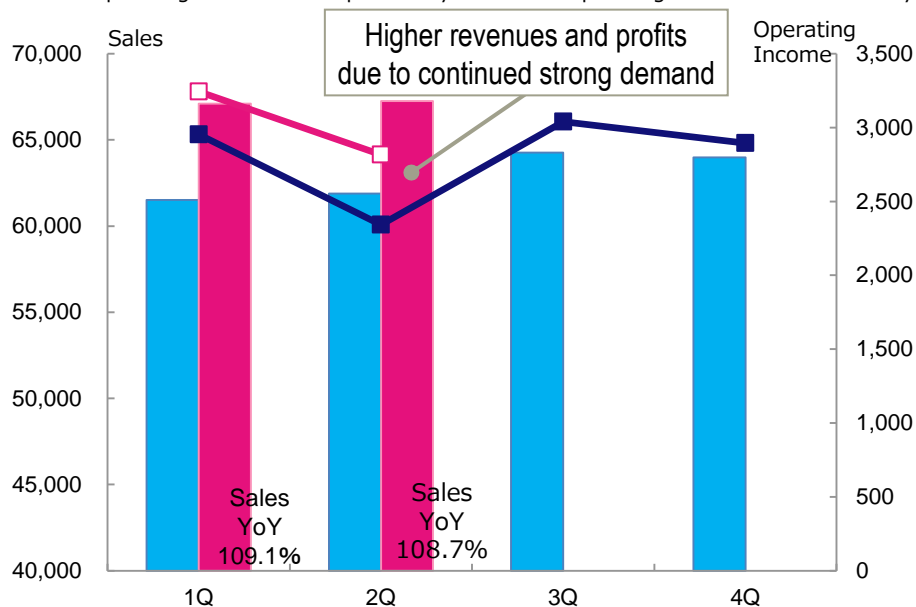
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*From FY March 2015 there are seven segments, and the results for FY March 2014 have also been reallocated and presented in the new segments.

*Segment results for FY March 2014 are pre-audit estimates. Figures may change depending on the result of the audit.

1 Temporary Staffing

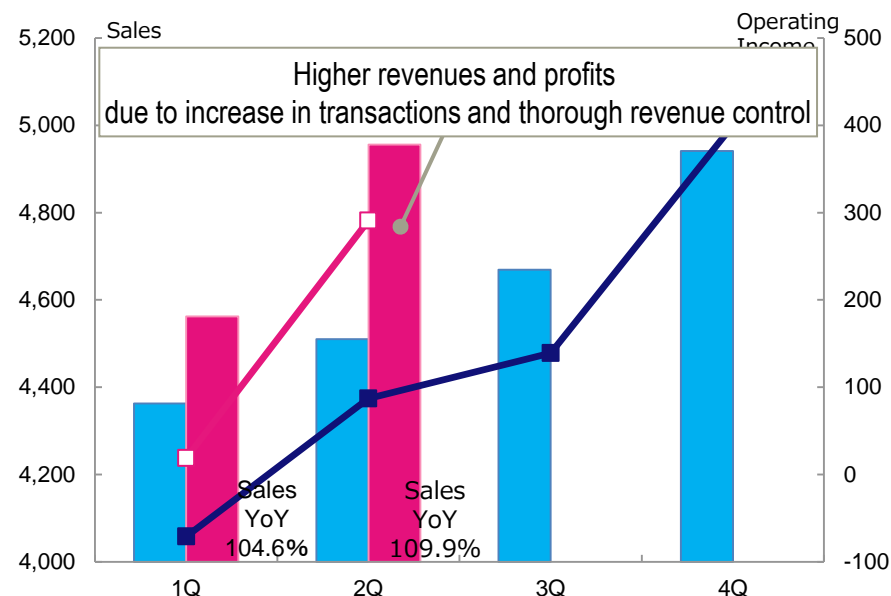
■ Sales of the previous year ■ Sales of the current year
— Operating Income of the previous year — Operating Income of the current year



| | | 1Q | 2Q | 3Q | 4Q | Full year |
|------------------|--------|--------|--------|--------------------|--------|-----------|
| Sales | 2014/3 | 61,517 | 61,887 | 64,272 | 63,981 | 251,660 |
| | 2015/3 | 67,111 | 67,257 | (forecast) 271,600 | | |
| Operating Income | 2014/3 | 2,954 | 2,330 | 3,040 | 2,894 | 11,219 |
| | 2015/3 | 3,244 | 2,817 | (forecast) 12,700 | | |
| EBITDA | 2014/3 | 3,317 | 2,696 | 3,360 | 3,207 | 12,581 |
| | 2015/3 | 3,625 | 3,095 | (forecast) 13,977 | | |

2 BPO

■ Sales of the previous year ■ Sales of the current year
— Operating Income of the previous year — Operating Income of the current year



| | | 1Q | 2Q | 3Q | 4Q | Full year |
|------------------|--------|-------------|-------|-------------------|-------|-----------|
| Sales | 2014/3 | 4,363 | 4,510 | 4,669 | 4,941 | 18,485 |
| | 2015/3 | 4,562 | 4,956 | (forecast) 19,900 | | |
| Operating Income | 2014/3 | Δ 71 | 87 | 139 | 400 | 555 |
| | 2015/3 | 19 | 291 | (forecast) 910 | | |
| EBITDA | 2014/3 | Δ 37 | 125 | 172 | 435 | 695 |
| | 2015/3 | 32 | 348 | (forecast) 1,005 | | |



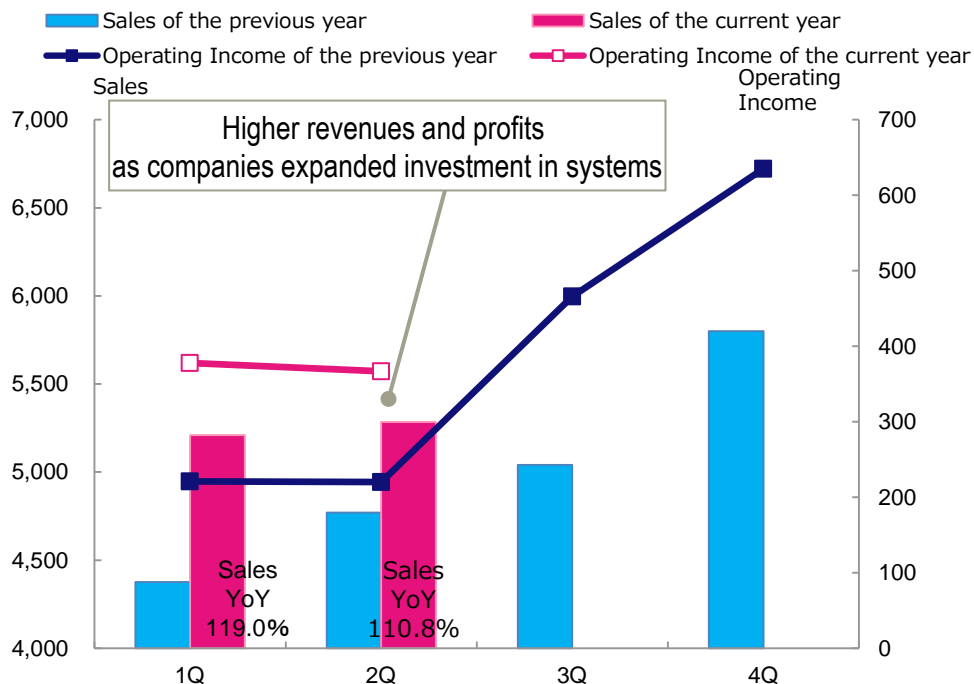
2015/3 2Q: Transition of Business Results by Segment②

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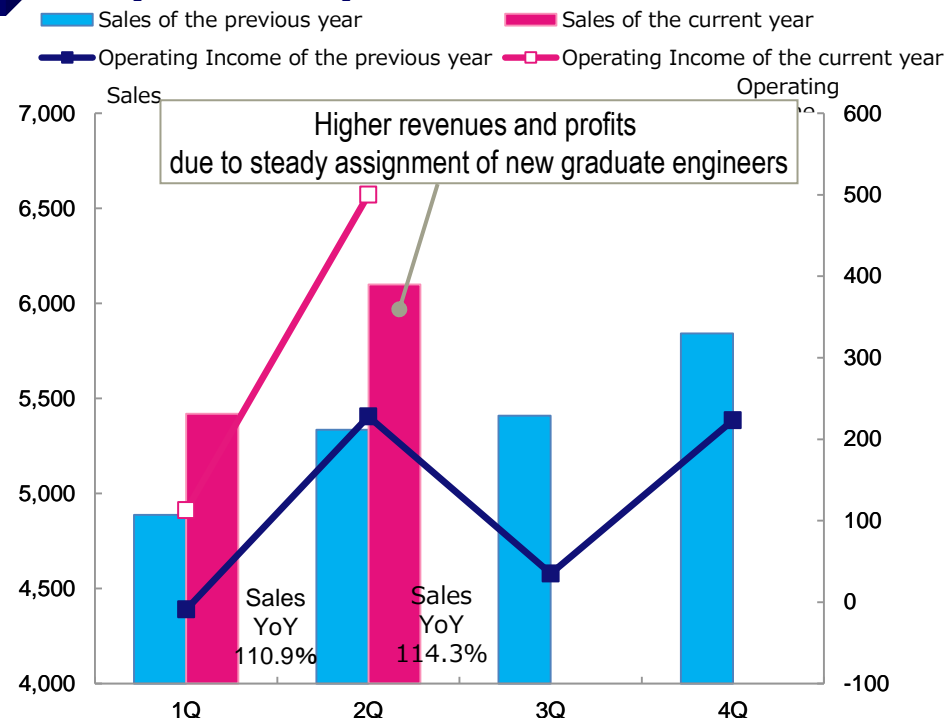
*Segment results for FY March 2014 are pre-audit estimates. Figures may change depending on the result of the audit.

3 ITO



| | | 1Q | 2Q | 3Q | 4Q | Full year |
|------------------|---------------|--------------|--------------|--------------------------|-------|-----------|
| Sales | 2014/3 | 4,376 | 4,770 | 5,041 | 5,800 | 19,988 |
| | 2015/3 | 5,209 | 5,285 | (forecast) 22,000 | | |
| Operating Income | 2014/3 | 221 | 213 | 466 | 635 | 1,536 |
| | 2015/3 | 378 | 367 | (forecast) 2,000 | | |
| EBITDA | 2014/3 | 404 | 399 | 650 | 819 | 2,274 |
| | 2015/3 | 558 | 545 | (forecast) 2,707 | | |

4 Engineering



| | | 1Q | 2Q | 3Q | 4Q | Full year |
|------------------|---------------|--------------|--------------|--------------------------|-------|-----------|
| Sales | 2014/3 | 4,887 | 5,336 | 5,410 | 5,842 | 21,476 |
| | 2015/3 | 5,419 | 6,100 | (forecast) 23,100 | | |
| Operating Income | 2014/3 | △9 | 228 | 35 | 223 | 477 |
| | 2015/3 | 113 | 500 | (forecast) 1,160 | | |
| EBITDA | 2014/3 | 123 | 383 | 203 | 368 | 1,078 |
| | 2015/3 | 219 | 606 | (forecast) 1,589 | | |



2015/3 2Q: Transition of Business Results by Segment③

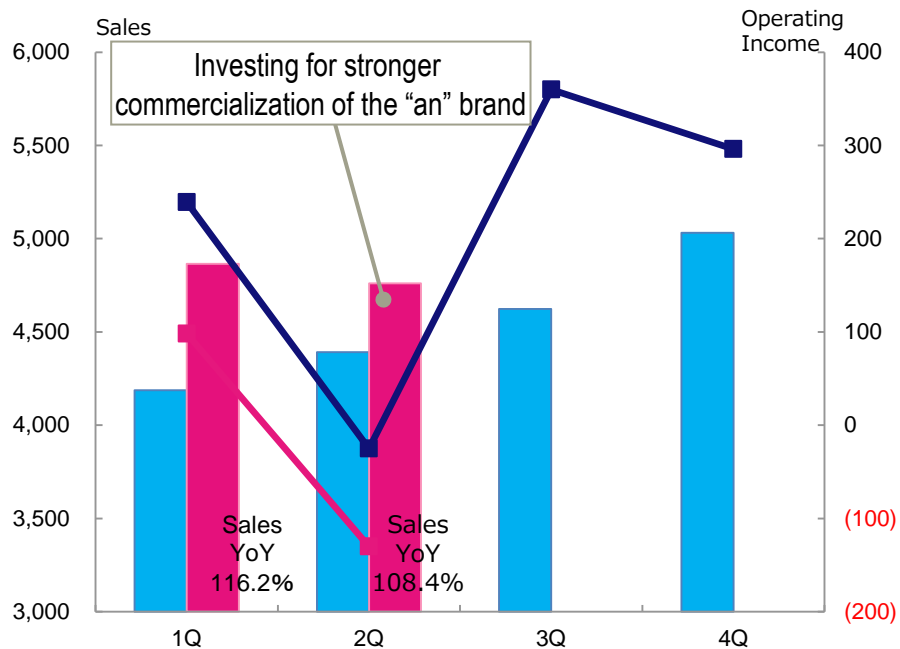
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5 Media

■ Sales of the previous year ■ Sales of the current year
■ Operating Income of the previous year ■ Operating Income of the current year

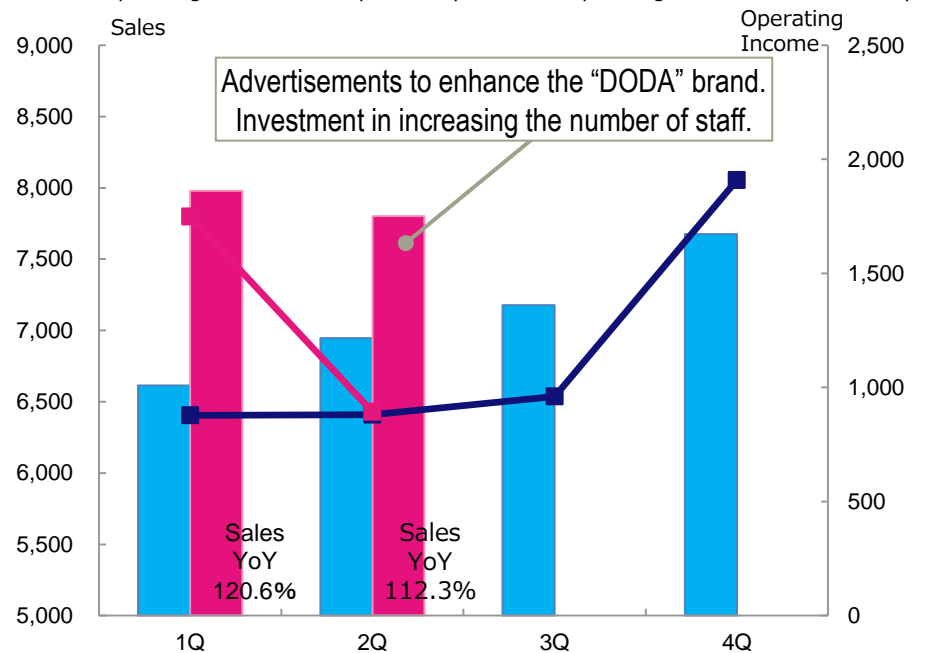


| | 1Q | 2Q | 3Q | 4Q | Full year |
|--|----|----|----|----|-----------|
|--|----|----|----|----|-----------|

| | | | | | | |
|------------------|--------|-------|-------|-------------------|-------|--------|
| Sales | 2014/3 | 4,187 | 4,392 | 4,623 | 5,031 | 18,235 |
| | 2015/3 | 4,866 | 4,761 | (forecast) 21,000 | | |
| Operating Income | 2014/3 | 239 | △25 | 360 | 296 | 870 |
| | 2015/3 | 98 | △130 | (forecast) 350 | | |
| EBITDA | 2014/3 | 507 | 252 | 649 | 582 | 1,993 |
| | 2015/3 | 388 | 172 | (forecast) 1,606 | | |

6 Career

■ Sales of the previous year ■ Sales of the current year
■ Operating Income of the previous year ■ Operating Income of the current year



| | 1Q | 2Q | 3Q | 4Q | Full year |
|--|----|----|----|----|-----------|
|--|----|----|----|----|-----------|

| | | | | | | |
|------------------|--------|-------|-------|-------------------|-------|--------|
| Sales | 2014/3 | 6,615 | 6,946 | 7,177 | 7,676 | 28,415 |
| | 2015/3 | 7,979 | 7,801 | (forecast) 32,200 | | |
| Operating Income | 2014/3 | 878 | 880 | 961 | 1,909 | 4,629 |
| | 2015/3 | 1,749 | 893 | (forecast) 5,540 | | |
| EBITDA | 2014/3 | 1,427 | 1,448 | 1,530 | 2,485 | 6,892 |
| | 2015/3 | 2,320 | 1,489 | (forecast) 7,903 | | |



2015/3 2Q: Transition of Business Results by Segment④

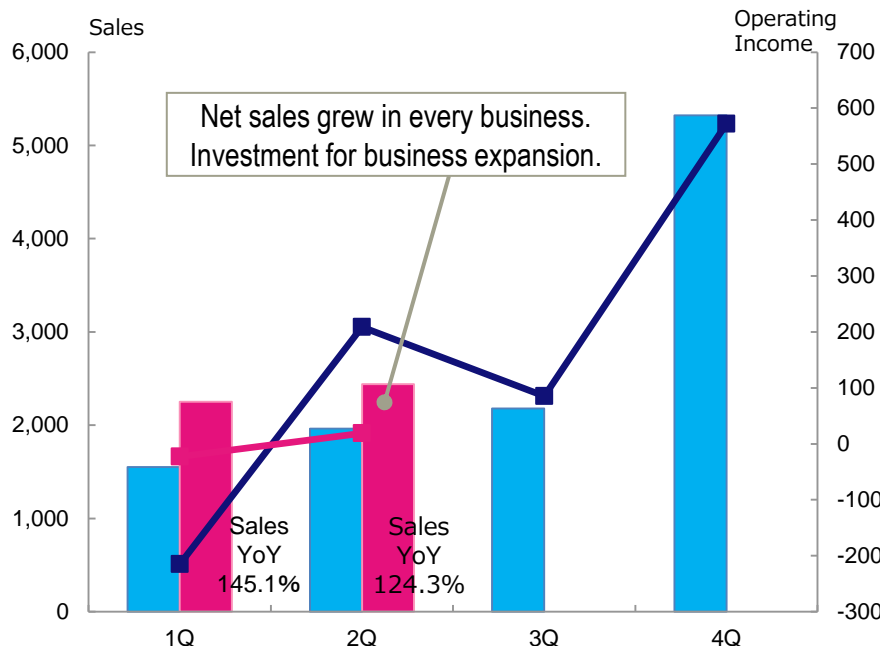
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7 NED

■ Sales of the previous year ■ Sales of the current year
■ Operating Income of the previous year ■ Operating Income of the current year

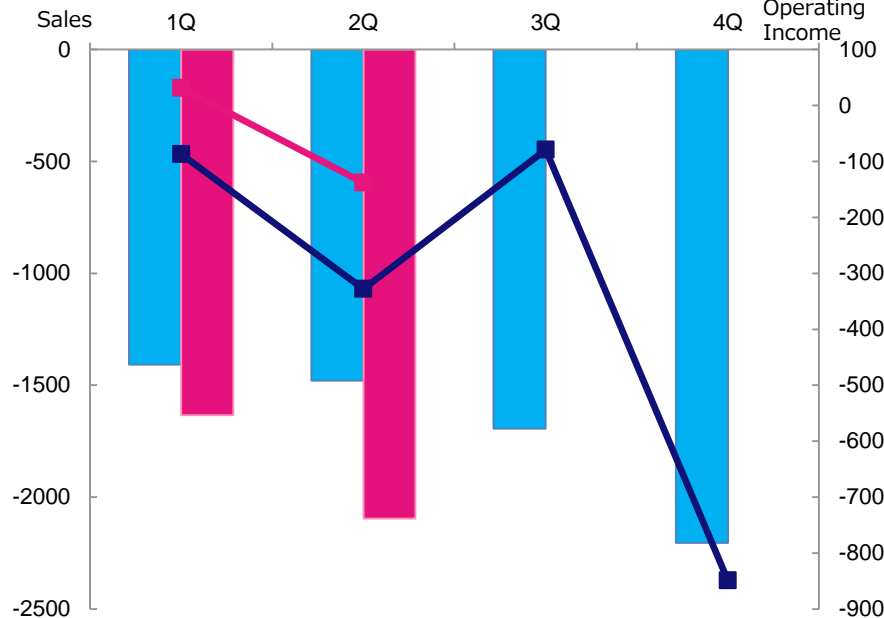


| | | 1Q | 2Q | 3Q | 4Q | Full year |
|------------------|--------|--------------|-------|-------------------|-------|-----------|
| Sales | 2014/3 | 1,552 | 1,962 | 2,178 | 5,321 | 11,015 |
| | 2015/3 | 2,253 | 2,439 | (forecast) 13,200 | | |
| Operating Income | 2014/3 | Δ 215 | 209 | 85 | 572 | 652 |
| | 2015/3 | Δ 23 | 19 | (forecast) 500 | | |
| EBITDA | 2014/3 | Δ 189 | 227 | 104 | 591 | 733 |
| | 2015/3 | 4 | 30 | (forecast) 603 | | |

8 Adjustment

*Adjustments are eliminations of inter-segment transactions, all-company revenues and all-company costs

■ Sales of the previous year ■ Sales of the current year
■ Operating Income of the previous year ■ Operating Income of the current year



| | | 1Q | 2Q | 3Q | 4Q | Full year |
|------------------|--------|----------------|----------------|---------------------------|----------------|----------------|
| Sales | 2014/3 | Δ 1,408 | Δ 1,480 | Δ 1,694 | Δ 2,204 | Δ 6,787 |
| | 2015/3 | Δ 1,634 | Δ 2,096 | (forecast) Δ 6,500 | | |
| Operating Income | 2014/3 | Δ 87 | Δ 328 | Δ 79 | Δ 849 | Δ 1,344 |
| | 2015/3 | 31 | Δ 138 | (forecast) Δ 160 | | |
| EBITDA | 2014/3 | Δ 80 | Δ 320 | Δ 70 | Δ 826 | Δ 1,298 |
| | 2015/3 | 2 | Δ 159 | (forecast) Δ 206 | | |



2015/3 Consolidated Forecast of Results①: Sales by Segment

*From FY March 2015 there are seven segments, and year-on-year sales comparisons with FY March 2014 are calculated based on the new segments.

*Results for FY March 2014 that have been reallocated to reflect the new segments are pre-audit estimates. Figures may change depending on the result of the audit.

*The earnings forecast for the full fiscal year 2015 was raised on November 7, 2014.

*Rounded down. (Units: million yen, %)

| | 2015/3 Actual | | | | 2015/3 Forecast | | | |
|--------------------|----------------------|----------|----------|-------|-------------------|----------|-------|-------|
| | 1 st Half | | | | Full year | | | |
| | | Forecast | Progress | YoY | Forecast revision | Progress | Ratio | YoY |
| Sales | 192,273 | 185,800 | 103.5 | 110.2 | 396,500 | 48.5 | 100.0 | 109.4 |
| Temporary staffing | 134,368 | 131,500 | 102.2 | 108.9 | 271,600 | 49.5 | 68.5 | 107.9 |
| BPO (※1) | 9,519 | 9,200 | 103.5 | 107.3 | 19,900 | 47.8 | 5.0 | 107.7 |
| ITO (※1) | 10,494 | 9,800 | 107.1 | 114.7 | 22,000 | 47.7 | 5.6 | 110.1 |
| Engineering | 11,520 | 10,600 | 108.7 | 112.7 | 23,100 | 49.9 | 5.8 | 107.6 |
| Media | 9,628 | 9,900 | 97.3 | 112.2 | 21,000 | 45.8 | 5.3 | 115.2 |
| Career | 15,780 | 15,200 | 103.8 | 116.4 | 32,200 | 49.0 | 8.1 | 113.3 |
| NED (※1) | 4,692 | 2,700 | 173.8 | 133.5 | 13,200 | 35.5 | 3.3 | 119.8 |
| Adjustment (※2) | △3,730 | △3,100 | | — | △6,500 | — | △1.6 | — |

※1 BPO: Business Process Outsourcing, ITO: IT Outsourcing, NED: New Employment Development

※2 Intersegment transactions eliminated, revenues and expenses for Temp Holdings

※3 Figures in parentheses () are expenses allocated to headquarters, which have been introduced from FY March 2015.



2015/3 Consolidated Forecast of Results②: Operating Income by Segment

*From FY March 2015 there are seven segments, and year-on-year sales comparisons with FY March 2014 are calculated based on the new segments.

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*The earnings forecast for the full fiscal year 2015 was raised on November 7, 2014.

*Rounded down. (Units: million yen, %)

| | 2015/3 Actual | | | | 2015/3 Forecast | | | |
|--------------------|----------------------|---------------------|----------|---------|-------------------|----------|-------|-------|
| | 1 st Half | | | | Full year | | | |
| | | Forecast | Progress | YoY | Forecast revision | Progress | Ratio | YoY |
| Operating Income | 10,234 | 8,200 | 124.8 | 136.3 | 23,000 | 44.5 | 100.0 | 123.7 |
| Temporary staffing | 6,062 | 5,350 (※3) (489) | 113.3 | 114.7 | 12,700 (979) | 47.7 | 55.2 | 113.2 |
| BPO (※1) | 310 | 150 (33) | 207.3 | 1,964.2 | 910 (67) | 34.2 | 4.0 | 163.7 |
| ITO (※1) | 746 | 600 (47) | 124.4 | 171.5 | 2,000 (94) | 37.3 | 8.7 | 130.2 |
| Engineering | 614 | 100 (26) | 614.4 | 280.2 | 1,160 (52) | 53.0 | 5.0 | 242.8 |
| Media | △31 | 10 (100) | — | — | 350 (200) | — | 1.5 | 40.2 |
| Career | 2,642 | 2,200 (119) | 120.1 | 150.2 | 5,540 (238) | 47.7 | 24.1 | 119.7 |
| NED (※1) | △4 | △100 (34) | — | — | 500 (68) | — | 2.2 | 76.7 |
| Adjustment (※2) | △107 | △110 (△850) | — | — | △160 (△1,701) | — | △0.7 | — |

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※2 Intersegment transactions eliminated, revenues and expenses for Temp Holdings

※3 Figures in parentheses () are expenses allocated to headquarters, which have been introduced from FY March 2015.



2015/3 Consolidated Forecast of Results③: EBITDA by Segment

*From FY March 2015 there are seven segments, and year-on-year sales comparisons with FY March 2014 are calculated based on the new segments.

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*The earnings forecast for the full fiscal year 2015 was raised on November 7, 2014.

*Rounded down. (Units: million yen, %)

| | 2015/3 Actual | | | | 2015/3 Forecast | | | |
|--------------------|----------------------|---------------------|----------|-------|------------------|-------------------|----------|-------|
| | 1 st Half | Forecast | Progress | YoY | Full year | Forecast revision | Progress | Ratio |
| EBITDA | 13,281 | 10,996 | 120.8 | 124.3 | 29,183 | 45.5 | 100.0 | 117.0 |
| Temporary staffing | 6,721 | 5,940 (※3) (489) | 113.2 | 111.8 | 13,977 (979) | 48.1 | 47.9 | 111.1 |
| BPO (※1) | 381 | 170 (33) | 224.4 | 435.9 | 1,005 (67) | 38.0 | 3.4 | 144.6 |
| ITO (※1) | 1,103 | 935 (47) | 118.1 | 137.2 | 2,707 (94) | 40.8 | 9.3 | 119.0 |
| Engineering | 825 | 318 (26) | 259.6 | 162.9 | 1,589 (52) | 52.0 | 5.4 | 147.3 |
| Media | 560 | 612 (100) | 91.6 | 73.7 | 1,606 (200) | 34.9 | 5.5 | 80.6 |
| Career | 3,810 | 3,340 (119) | 114.1 | 132.5 | 7,903 (238) | 48.2 | 27.1 | 114.7 |
| NED (※1) | 35 | △216 (34) | — | 94.3 | 603 (68) | 5.9 | 2.1 | 82.1 |
| Adjustment (※2) | △157 | △106 (△850) | — | — | △206 (△1,701) | — | △0.7 | — |

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※2 Intersegment transactions eliminated, revenues and expenses for Temp Holdings

※3 Figures in parentheses () are expenses allocated to headquarters, which have been introduced from FY March 2015.



2015/3 Consolidated Forecast of Results④

*Rounded down. (Units: million yen, %)

| | 2015/3 Actual | | | | 2015/3 Forecast | | | |
|------------------|----------------------|----------|----------|-------|-------------------|----------|-------|-------|
| | 1 st Half | | | | Full Year | | | |
| | | Forecast | Progress | YoY | Forecast revision | Progress | Ratio | YoY |
| Sales | 192,273 | 185,800 | 103.5 | 110.2 | 396,500 | 48.5 | 100.0 | 109.4 |
| Operating Income | 10,234 | 8,200 | 124.8 | 136.3 | 23,000 | 44.5 | 5.8 | 123.7 |
| EBITDA | 13,281 | 10,996 | 120.8 | 124.3 | 29,183 | 45.5 | 7.4 | 117.0 |
| Ordinary Income | 10,424 | 8,200 | 127.1 | 140.2 | 23,200 | 44.9 | 5.9 | 125.6 |
| Net Income | 5,730 | 4,300 | 133.3 | 162.8 | 13,400 | 42.8 | 3.4 | 135.9 |



Disclaimer



The statements concerning the Company's future business performances in this material such as earnings forecasts are based on information available as of November 11, 2014 to and certain assumptions deemed to be reasonable by the Company, and do not mean that we promise to achieve these figures. Actual earnings may differ materially from the statements due to a variety of factors.