

Financial Data

Consolidated Operating Results	Japanese GAAP ¹			
	FY2012	FY2013	FY2014	FY2015
Revenue	3,039.7	3,568.0	3,673.9	3,790.2
Adjusted operating profit	285.9	438.1	478.0	517.2
Adjusted operating profit margin	9.4	12.3	13.0	13.6
Profit attributable to owners of parent	171.6	202.0	300.5	284.2
Profit attributable to owners of parent margin	5.6	5.7	8.2	7.5

1. Until 2018 (J-GAAP): Net sales, operating profit, profit attributable to owners of parent

2. In accordance with the decisions of business transfer, the Company has classified its US building materials business, anti-vibration rubber business and chemical products solutions business as

Consolidated Operating Results by Segment ¹	Japanese GAAP ⁴			
	FY2012	FY2013	FY2014	FY2015
Japan				
Revenue	1,218.7	1,270.3	1,264.9	1,187.8
Adjusted operating profit	158.4	219.5	210.1	197.4
Adjusted operating profit margin	13.0	17.3	16.6	16.6
Americas				
Revenue	1,330.9	1,651.9	1,768.1	1,941.6
Adjusted operating profit	92.3	156.4	180.2	222.5
Adjusted operating profit margin	6.9	9.5	10.2	11.5
Europe, Russia, Middle East, India and Africa (EMIA)²				
Revenue	348.8	423.3	439.2	421.7
Adjusted operating profit	1.8	2.0	20.3	21.4
Adjusted operating profit margin	0.5	0.5	4.6	5.1
China, Asia-Pacific (CAP)³				
Revenue	699.9	862.7	841.5	838.0
Adjusted operating profit	55.7	80.2	66.8	68.2
Adjusted operating profit margin	8.0	9.3	7.9	8.1

1. Including intersegment transactions

2. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle

3. Segment information: The Group changed its segment classifications in fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia;

4. Until 2018 (J-GAAP): Net sales, operating profit

5. In accordance with the decisions of business transfer, the Company has classified its US building materials business, anti-vibration rubber business and chemical products solutions business as

Financial Position	Japanese GAAP ⁴			
	FY2012	FY2013	FY2014	FY2015
Total assets	3,039.7	3,577.0	3,960.9	3,795.8
Total liabilities	1,622.4	1,714.0	1,814.2	1,513.8
Total equity	1,417.3	1,862.9	2,146.6	2,282.0
Ratio of equity attributable to owners of parent to total assets ¹	45.2	50.5	52.4	58.2
ROIC ²	—	—	—	—
ROE ³	13.7	12.7	15.5	13.3

1. Ratio of equity attributable to owners of parent to total assets = Total equity attributable to owners of parent ÷ Total assets

2. ROIC (Return on invested capital) = Adjusted operating profit after tax ÷ Invested capital

3. ROE (Return on equity) = Profit / ((Previous year-end total equity + Current year-end total equity) ÷ 2) × 100

4. Until 2018 (J-GAAP): Total assets, liabilities, net assets and equity ratio* * Equity (Net assets - Share acquisition rights - Non-controlling interests) ÷ Total assets

5. In accordance with the decisions of business transfer, the Company has classified its US building materials business, anti-vibration rubber business and chemical products solutions

Cash Flows	Japanese GAAP			
	FY2012	FY2013	FY2014	FY2015
Cash flows from operating activities	404.4	471.7	428.6	553.9
Cash flows from investing activities	-237.9	-265.2	-305.6	-233.3
Free cash flow*	166.5	206.5	122.9	320.5

* Free cash flow = Cash flows from operating activities + Cash flows from investing activities

Capital Expenditures, Depreciation and Amortization, and R&D Expenses	Japanese GAAP			
	FY2012	FY2013	FY2014	FY2015
Capital expenditures	245.6	274.9	296.3	253.5
Depreciation and amortization	155.0	176.1	188.3	202.3
Ratio of depreciation and amortization to revenue	5.1	4.9	5.1	5.3
R&D expenses	82.8	89.0	94.1	94.9
Ratio of R&D expenses to revenue	2.7	2.5	2.6	2.5

* In accordance with the decisions of business transfer, the Company has classified its US building materials business, anti-vibration rubber business and chemical products solutions business

Cash Dividends	FY2012	FY2013	FY2014	FY2015
Dividend per share	32	57	100	130

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021 ²	FY2022 ²	
3,337.0	3,643.4	3,650.1	3,507.2	2,994.5	3,246.1	4,110.1	Billion JPY
449.5	419.0	402.7	343.1	222.9	394.3	482.6	Billion JPY
13.5	11.5	11.0	9.8	7.4	12.1	11.7	%
265.5	288.2	291.6	240.1	-23.3	394.0	300.4	Billion JPY
8.0	7.9	8.0	6.8	-0.8	12.1	7.3	%

discontinued operations from 2021. Accordingly, revenue and adjusted operating profit show figures for continuing operations and exclude revenue and expenses of the three businesses.

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021 ⁵	FY2022 ⁵	
1,080.6	1,147.8	1,170.5	918.1	762.6	873.0	1,036.3	Billion JPY
150.6	160.2	153.5	108.8	64.6	117.0	140.3	Billion JPY
13.9	14.0	13.1	11.9	8.5	13.4	13.5	%
1,645.3	1,776.5	1,758.2	1,661.7	1,407.9	1,454.6	1,988.0	Billion JPY
203.1	187.5	177.8	184.3	139.9	190.6	251.2	Billion JPY
12.3	10.6	10.1	11.1	9.9	13.1	12.6	%
477.1	559.8	596.1	640.1	564.3	693.9	870.0	Billion JPY
27.7	13.6	11.0	15.0	-17.6	42.1	66.4	Billion JPY
5.8	2.4	1.9	2.3	-3.1	6.1	7.6	%
621.7	648.8	633.8	462.8	394.6	386.9	457.0	Billion JPY
62.5	62.9	56.7	36.2	24.6	42.0	39.9	Billion JPY
10.1	9.7	9.0	7.8	6.2	10.9	8.7	%

East and Africa; Since 2019 Europe, Russia, Middle East, India and Africa
In 2017 and 2018 China and Asia Pacific; Since 2019 China, Asia-Pacific (excluding India)

discontinued operations from 2021. Accordingly, revenue and adjusted operating profit show figures for continuing operations and exclude revenue and expenses of the three businesses.

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021 ⁵	FY2022 ⁵	
3,716.0	3,959.0	3,840.2	4,277.0	4,189.3	4,574.9	4,961.8	Billion JPY
1,370.1	1,556.3	1,404.1	1,874.5	1,994.0	1,899.5	1,949.4	Billion JPY
2,345.8	2,402.7	2,436.1	2,402.5	2,195.3	2,675.4	3,012.5	Billion JPY
61.5	59.2	61.9	54.9	51.3	57.5	59.8	%
—	—	—	7.4	5.5	9.0	9.4	%
11.8	12.5	12.4	10.0	-1.0	12.9	10.9	%

business as discontinued operations from 2021. Accordingly, ROIC and ROE show figures for continuing operations and exclude revenue and expenses of the three businesses.

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021	FY2022	
444.5	418.1	360.9	505.0	526.9	281.5	268.5	Billion JPY
-178.2	-200.7	-243.0	-261.9	-155.4	131.7	-338.0	Billion JPY
266.2	217.3	117.8	243.2	371.6	413.2	-69.5	Billion JPY

FY2016	FY2017	FY2018	IFRS				Unit
			FY2019	FY2020	FY2021*	FY2022*	
194.1	234.8	268.4	328.2	271.9	262.0	317.1	Billion JPY
188.0	200.3	200.4	269.7	267.5	245.9	282.1	Billion JPY
5.6	5.5	5.5	7.7	8.9	7.6	6.9	%
95.4	99.7	103.5	106.2	95.2	95.5	112.2	Billion JPY
2.9	2.7	2.8	3.0	3.2	2.9	2.7	%

as discontinued operations from 2021. Accordingly, depreciation and amortization, and R&D expenses show figures for continuing operations and exclude expenses of the three businesses.

FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Unit
140	150	160	160	110	170	175	JPY