

Financial Data

Consolidated Operating Results	Japanese GAAP ¹			
	FY2011	FY2012	FY2013	FY2014
Revenue	3,024.3	3,039.7	3,568.0	3,673.9
Adjusted operating profit	191.3	285.9	438.1	478.0
Adjusted operating profit margin	6.3	9.4	12.3	13.0
Profit attributable to owners of parent	102.9	171.6	202.0	300.5
Profit attributable to owners of parent margin	3.4	5.6	5.7	8.2

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

Consolidated Operating Results by Segments ¹	Japanese GAAP ⁴			
	FY2011	FY2012	FY2013	FY2014
Japan				
Revenue	1,229.0	1,218.7	1,270.3	1,264.9
Adjusted operating profit	69.5	158.4	219.5	210.1
Adjusted operating profit margin	5.7	13.0	17.3	16.6
Americas				
Revenue	1,288.6	1,330.9	1,651.9	1,768.1
Adjusted operating profit	61.9	92.3	156.4	180.2
Adjusted operating profit margin	4.8	6.9	9.5	10.2
Europe, Russia, Middle East, India and Africa (EMIA)²				
Revenue	413.1	348.8	423.3	439.2
Adjusted operating profit	11.3	1.8	2.0	20.3
Adjusted operating profit margin	2.8	0.5	0.5	4.6
China, Asia-Pacific (CAP)³				
Revenue	699.6	699.9	862.7	841.5
Adjusted operating profit	48.2	55.7	80.2	66.8
Adjusted operating profit margin	6.9	8.0	9.3	7.9

¹ Including transactions caused by businesses among segments

² Segment information: The Group decided to change our segment classifications since fiscal 2016. Until 2015 Europe; In 2016 Europe, Middle East and Africa; In 2017 and 2018 Europe, Russia, Middle East and Africa; Since 2019 Europe, Russia, Middle East, India and Africa

³ Segment information: The Group decided to change our segment classifications since fiscal 2016. Until 2015 China, Asia Pacific, Middle East, Africa and Russia; In 2016 China, Asia Pacific and Russia; In 2017 and 2018 China and Asia Pacific; Since 2019 China, Asia (excluding India)-Pacific

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

Financial Positions	Japanese GAAP ⁴			
	FY2011	FY2012	FY2013	FY2014
Total assets	2,677.3	3,039.7	3,577.0	3,960.9
Total equity	1,165.6	1,417.3	1,862.9	2,146.6
Ratio of equity attributable to owners of parent to total assets ¹	42.2	45.2	50.5	52.4
ROIC ²	-	-	-	-
ROE ³	9.1	13.7	12.7	15.5

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

Cash Flows	Japanese GAAP			
	FY2011	FY2012	FY2013	FY2014
Cash flows from operating activities	152.1	404.4	471.7	428.6
Cash flows from investing activities	-177.0	-237.9	-265.2	-305.6
Free cash flow ¹	-24.9	166.5	206.5	122.9

¹ Free cash flow = Cash flows from operating activities + cash flows from investing activities

CAPEX, Depreciation/Amortization and R&D	Japanese GAAP			
	FY2011	FY2012	FY2013	FY2014
Capital expenditure	201.3	245.6	274.9	296.3
Depreciation and amortization	158.0	155.0	176.1	188.3
Depreciation and amortization % to revenue	5.2	5.1	4.9	5.1
R&D expenses	83.9	82.8	89.0	94.1
R&D expenses % to revenue	2.8	2.7	2.5	2.6

¹ 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 discontinued operations. Accordingly, depreciation and amortization, and R&D expenses show figures for continuing operations and exclude expenses of the three businesses.

Cash Dividends	FY2011	FY2012	FY2013	FY2014
	Dividend per share	22	32	57

	FY2015	FY2016	FY2017	FY2018	IFRS			Unit
					FY2019	FY2020	FY2021 ²	
	3,790.2	3,337.0	3,643.4	3,650.1	3,507.2	2,994.5	3,246.1	billion JPY
	517.2	449.5	419.0	402.7	343.1	222.9	394.3	billion JPY
	13.6	13.5	11.5	11.0	9.8	7.4	12.1	%
	284.2	265.5	288.2	291.6	240.1	-23.3	394.0	billion JPY
	7.5	8.0	7.9	8.0	6.8	-0.8	12.1	%

	FY2015	FY2016	FY2017	FY2018	IFRS			Unit
					FY2019	FY2020	FY2021 ⁵	
	1,187.8	1,080.6	1,147.8	1,170.5	918.1	762.6	873.0	billion JPY
	197.4	150.6	160.2	153.5	108.8	64.6	117.0	billion JPY
	16.6	13.9	14.0	13.1	11.9	8.5	13.4	%
	1,941.6	1,645.3	1,776.5	1,758.2	1,661.7	1,407.9	1,454.6	billion JPY
	222.5	203.1	187.5	177.8	184.3	139.9	190.6	billion JPY
	11.5	12.3	10.6	10.1	11.1	9.9	13.1	%
	421.7	477.1	559.8	596.1	640.1	564.3	693.9	billion JPY
	21.4	27.7	13.6	11.0	15.0	-17.6	42.1	billion JPY
	5.1	5.8	2.4	1.9	2.3	-3.1	6.1	%
	838.0	621.7	648.8	633.8	462.8	394.6	386.9	billion JPY
	68.2	62.5	62.9	56.7	36.2	24.6	42.0	billion JPY
	8.1	10.1	9.7	9.0	7.8	6.2	10.9	%

	FY2015	FY2016	FY2017	FY2018	IFRS			Unit
					FY2019	FY2020	FY2021 ⁵	
	3,795.8	3,716.0	3,959.0	3,840.2	4,277.0	4,189.3	4,574.9	billion JPY
	2,282.0	2,345.8	2,402.7	2,436.1	2,402.5	2,195.3	2,675.4	billion JPY
	58.2	61.5	59.2	61.9	54.9	51.3	57.5	%
	-	-	-	-	7.4	5.5	9.0	%
	13.3	11.8	12.5	12.4	10.0	-1.0	12.9	%

	FY2015	FY2016	FY2017	FY2018	IFRS			Unit
					FY2019	FY2020	FY2021	
	553.9	444.5	418.1	360.9	505.0	526.9	281.5	billion JPY
	-233.3	-178.2	-200.7	-243.0	-261.9	-155.4	131.7	billion JPY
	320.5	266.2	217.3	117.8	243.2	371.6	413.2	billion JPY

	FY2015	FY2016	FY2017	FY2018	IFRS			Unit
					FY2019	FY2020	FY2021 ¹	
	253.5	194.1	234.8	268.4	328.2	271.9	262.0	billion JPY
	202.3	188.0	200.3	200.4	269.7	267.5	245.9	billion JPY
	5.3	5.6	5.5	5.5	7.7	8.9	7.6	%
	94.9	95.4	99.7	103.5	106.2	95.2	95.5	billion JPY
	2.5	2.9	2.7	2.8	3.0	3.2	2.9	%

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Unit
	130	140	150	160	160	110	170	JPY