

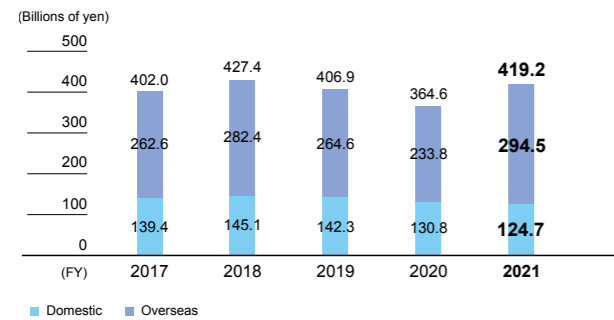
Financial and Non-Financial Highlights

Financial Highlights

Consolidated Net Sales

¥419.2 billion ↑ 15.0% increase

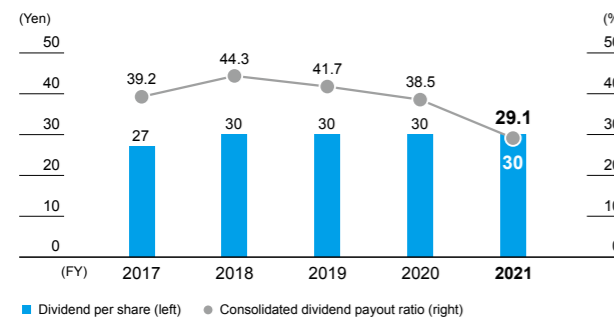
Net sales recovered amid the resumption of economic activities despite lingering impacts from the COVID-19 pandemic. There was a significant uptick year on year, mainly reflecting contributions from increased net sales overseas after sales volume rose on higher demand and our ability to pass through prices in response to soaring raw materials prices.



Dividend per Share and Consolidated Dividend Payout Ratio

Per share ¥30 ± ¥0 Dividend payout ratio 29.1% ↓ 9.4 pt. decrease

Under our basic policy of stable and sustainable returns, we paid the same dividend as the previous term. The consolidated dividend payout ratio has been declining, but this is attributed to the increase in consolidated net income owing to extraordinary income from a gain on sale of fixed assets.

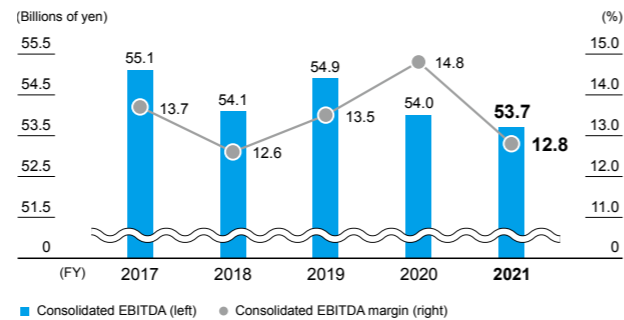


Consolidated EBITDA and EBITDA Margin*

12.8% ↓ 2.0 pt. decrease

Despite a significant increase in net sales, EBITDA remained largely unchanged from the previous fiscal year due to the significant impact of soaring raw material costs, and the EBITDA margin declined by 2.0 points to 12.8%.

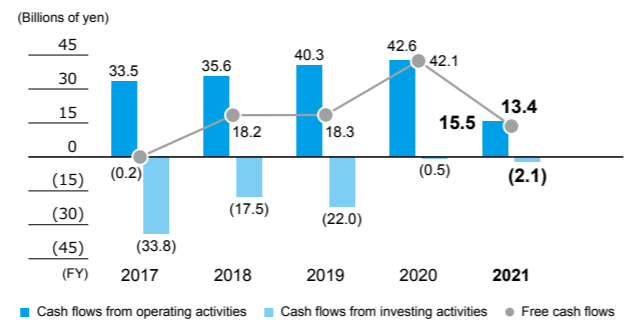
* Consolidated EBITDA margin = (Consolidated operating income + Depreciation and amortization + Amortization of goodwill + Equity in earnings of unconsolidated subsidiaries and affiliates) / Consolidated net sales



Free Cash Flows

¥13.4 billion ↓ ¥28.7 billion decrease

Net cash provided by operating activities declined by 27.1 billion yen compared to the previous fiscal year, due to higher working capital, reflecting soaring raw materials prices and an increase in income taxes paid. Net cash used in investing activities increased by 1.6 billion yen. This reflected lower proceeds from sale of investment securities and an increase in the purchase of tangible fixed assets, despite an increase in proceeds from sale of tangible fixed assets and a net decrease in securities. As a result, free cash flow totaled 13.4 billion yen.

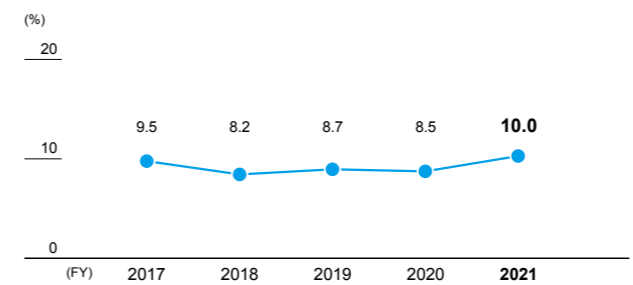


Adjusted Return on Equity (ROE)

10.0% ↑ 1.5 pt. increase

Despite an increase in equity, adjusted ROE rose 1.5 points, exceeding our target of over 10% amid the increase in net income attributable to owners of the parent.

* Adjusted ROE = (Net income attributable to owners of the parent + Amortization of goodwill) / Equity (the average shareholders' equity at the beginning and end of the fiscal year)

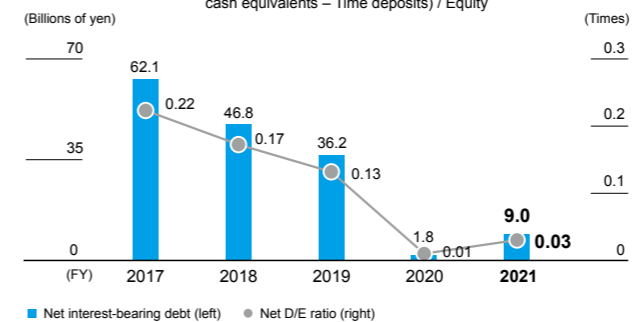


Net Interest-Bearing Debt and Net Debt-to-Equity Ratio

Net interest-bearing debt ¥9.0 billion Net debt-to-equity ratio 0.03 times

Net interest-bearing debt increased slightly, but it has generally been on a downward trend. The net debt-to-equity ratio stood at 0.03 times, indicating that we maintain financial soundness and a financing capacity that enables us to pursue proactive investment and fund consistent dividends.

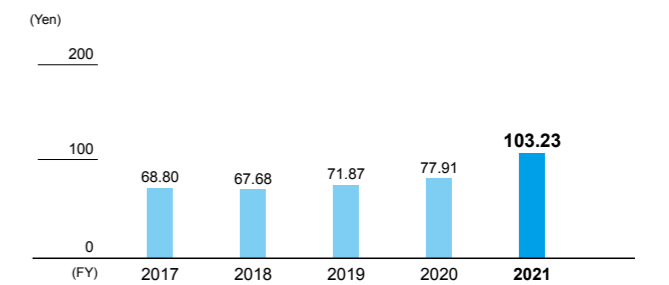
* Net debt-to-equity ratio = Net interest-bearing debt (Interest-bearing debt - Cash and cash equivalents - Time deposits) / Equity



Earnings per Share (EPS)

¥103.23 ↑ ¥25.32 increase

Although operating income decreased, EPS increased by 25.32 yen to 103.23 yen. This was due to better non-operating income figures including an increase in equity in earnings of unconsolidated subsidiaries and affiliates and foreign currency exchange gains, an improvement in extraordinary income/losses owing to a gain on the sale of tangible fixed assets, and a decrease in tax expenses.

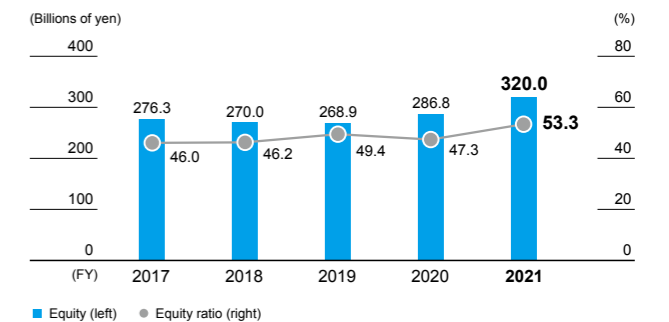


Equity and Equity Ratio

Equity ¥320.0 billion ↑ ¥33.2 billion increase

Equity ratio 53.3% ↑ 6.0 pt. increase

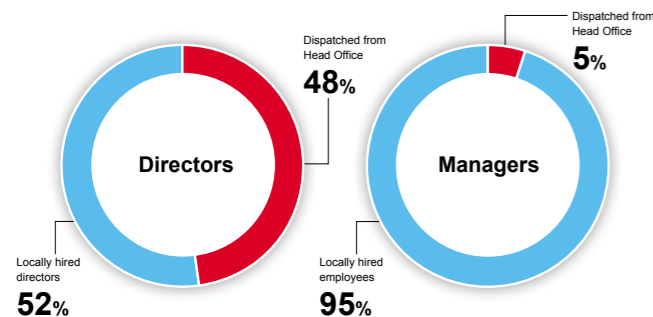
Equity increased due to the posting of net income attributable to owners of the parent, and the equity ratio stood at 53.3%, as we maintained a strong financial base.



Non-Financial Highlights

Human Capital Ratio of Locally Hired Employees in Important Positions Overseas

The ratio of employees dispatched from Head Office as directors of overseas subsidiaries was 48%, while the ratio for managers* was 5%. While local operations are carried out predominantly by locally hired employees, we dispatch directors depending upon our investment ratio to ensure effective governance.



* The company is currently examining whether to standardize the definition of managers Group-wide.

Human Capital Ratio of Female Employees and Managers* (Group)

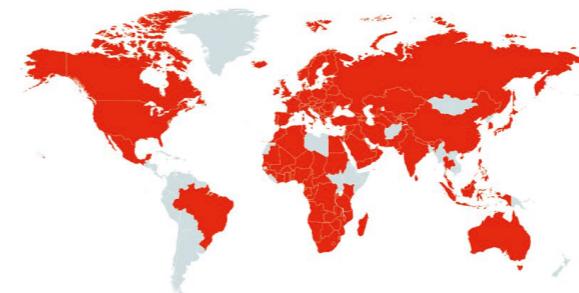
The ratio of female employees was 20% or more in Europe, Africa, and Asia (excluding Japan and India), but this same ratio was low in Japan and India, resulting in a ratio of 16.9% Group-wide. Equal opportunity in society and in economic activities is indispensable for the development of a sustainable society and the economy. We believe that the competitiveness of the Group as a whole will increase if our people are empowered to make full use of their skills in their respective fields, regardless of gender. Toward this end, we will promote the hiring of female employees and the development of female managers.

	FY2021	FY2030 Targets
Ratio of female employees	16.9%	20%
Ratio of female managers	14.6%	15%

Social and Relationship Capital Countries Where Our Corporate Brand Has Been Applied for Registration

86 countries + 2 regions

In November 2018, the Group formulated and introduced a unified corporate brand and logo for use in all Group operations. We are currently seeking to expand this corporate brand around the world, and are in the process of applying for registration of our logo as a means of improving our Group image. The number of applications is based on the number of countries and regions (EU and OAPI).



Manufacturing Capital Manufacturing Bases (Group)

90 locations

To cope with increasing globalization and robust demand for our products and services, especially in developing nations, we are carrying out business activities rooted in regions, with local production for local consumption. We currently have 90 bases in 31 countries, and have put in place systems for promptly providing products and services to global markets and customers of all kinds.

