

Financial Fact Book

(FY)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Management Results (million yen)											
Net sales	141,096	143,843	150,061	151,633	163,726	191,363	191,501	174,628	214,514	242,055	236,625
[Net sales by segment]*1	Chemicals	69,316	75,081	77,269	74,881	82,911	109,062	103,945	90,446	122,323	141,312
	Laminates & Building Materials	67,016	68,762	72,791	76,752	80,815	82,300	87,555	84,182	92,191	100,743
	Electronics	4,762	—	—	—	—	—	—	—	—	—
Operating profit	14,527	15,181	16,184	18,099	19,092	20,834	20,850	17,991	20,348	20,557	25,286
Ordinary profit	14,748	15,885	16,352	18,374	19,600	21,249	21,333	18,438	21,840	22,088	26,135
Profit attributable to owners of parent	8,221	10,137	9,962	11,064	11,996	13,316	12,732	10,759	13,117	10,059	15,135
[Profit by segment] *1 *2	Chemicals	4,258	4,673	5,417	6,223	6,537	7,444	8,123	7,109	7,376	9,280
	Laminates & Building Materials	12,160	12,602	12,838	14,488	15,623	16,169	15,874	13,751	16,379	20,339
	Electronics	430	—	—	—	—	—	—	—	—	—
Capital investment	3,829	2,960	2,934	3,876	4,522	7,896	8,487	6,113	7,110	8,697	9,367
Depreciation	2,998	3,100	3,491	3,458	3,569	4,173	4,632	5,683	6,411	6,794	7,041
R&D expenditure	2,146	2,356	2,597	2,672	2,856	3,208	3,454	3,327	3,453	3,997	4,072
Total assets	131,812	147,017	153,434	164,634	189,626	191,025	206,439	207,363	240,388	250,049	274,739
Net assets	94,389	107,226	112,501	119,685	132,616	136,116	146,221	150,505	162,734	158,074	176,543
Interest-bearing debt	2,746	3,376	1,898	2,041	5,152	5,298	7,194	7,671	17,059	31,659	30,495
Cash and cash equivalents: at end of period	23,772	35,220	37,449	47,622	48,896	45,379	40,644	41,185	44,997	47,943	59,637
Cash flow from operating activities	11,228	13,080	14,612	18,331	16,436	13,275	18,240	19,713	11,685	19,852	28,482
Cash flow from investing activities	(4,851)	(143)	(7,025)	(3,269)	(7,950)	(8,147)	(16,798)	(9,756)	(8,342)	(9,061)	(7,574)
Cash flow from financing activities	(1,950)	(1,912)	(4,849)	(4,587)	(7,406)	(7,557)	(6,210)	(9,179)	(1,114)	(9,355)	(11,167)
Free cash flow	6,377	12,936	7,586	15,062	8,485	5,127	1,442	9,957	3,342	10,790	20,907
Per Share Data											
Earnings per share (yen)	126.77	155.99	152.62	169.48	183.76	203.95	195.01	164.79	200.90	157.27	236.60
Net assets per share (yen)	1,405.27	1,581.17	1,654.14	1,759.91	1,880.13	1,936.87	1,994.03	2,064.24	2,223.98	2,270.08	2,529.07
Dividend per share (yen)	38.00	43.00	46.00	85.00	92.00	103.00	106.00	107.00	108.00	109.00	112.00
Payout ratio (%)	30.2	27.6	30.1	50.2	50.1	50.5	54.4	64.9	53.8	69.3	47.3
Financial Indicators											
Overseas sales ratio (%)	29.2	33.3	33.2	30.8	33.4	42.0	40.7	42.7	49.2	51.2	47.8
Operating profit margin (%)	10.3	10.6	10.8	11.9	11.7	10.9	10.9	10.3	9.5	8.5	10.7
Return on equity (ROE) (%)	9.5	10.4	9.4	9.9	10.1	10.7	9.9	8.1	9.4	6.9	9.9
Return on assets (ROA) (%)	6.5	7.3	6.6	7.0	6.8	7.0	6.4	5.2	5.9	4.1	5.8
Debt-to-equity ratio (times)	0.030	0.033	0.018	0.018	0.042	0.042	0.055	0.057	0.124	0.218	0.188
Equity ratio (%)	69.2	70.2	70.4	69.8	64.7	66.2	63.1	65.0	60.4	58.1	58.9
Other Indicators											
Domestic naphtha price (yen)	65,300	69,700	46,000	32,800	40,500	51,000	42,000	33,000	50,000	76,250	67,500
Exchange rate (JPY/USD) *3	97.11	106.37	120.99	110.29	112.38	110.56	109.37	106.67	109.84	130.77	140.54
Number of new housing starts (x10,000 units)	98.7	88.0	92.0	97.4	94.6	95.2	88.3	81.2	86.5	86.0	80.0
Area of non-residential building starts (thousand m <sup>2</sup> )	56,438	52,612	49,988	51,334	53,313	51,016	47,979	44,856	48,055	46,899	42,793

\*1 With the sale of the Electronics Business in FY2014, some sections of the Electronics Business was transferred to the Chemicals Segment from FY2014.