

**Financial Fact Book**

(FY)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Management Results (million yen)</b>											
Net sales	95,071	101,353	141,096	143,843	150,061	151,633	163,726	191,363	191,501	174,628	214,514
[Net sales by segment] <sup>*1</sup>											
Chemicals	32,569	33,594	69,316	75,081	77,269	74,881	82,911	109,062	103,945	90,446	122,323
Laminates & Building Materials	56,590	62,539	67,016	68,762	72,791	76,752	80,815	82,300	87,555	84,182	92,191
Electronics	5,911	5,219	4,762	—	—	—	—	—	—	—	—
Operating profit	10,564	12,069	14,527	15,181	16,184	18,099	19,092	20,834	20,850	17,991	20,348
Ordinary profit	10,771	12,640	14,748	15,885	16,352	18,374	19,600	21,249	21,333	18,438	21,840
Profit attributable to owners of parent	5,986	7,633	8,221	10,137	9,962	11,064	11,996	13,316	12,732	10,759	13,117
[Profit by segment] <sup>*1 *2</sup>											
Chemicals	2,154	2,471	4,258	4,673	5,417	6,223	6,537	7,444	8,123	7,109	7,376
Laminates & Building Materials	9,843	11,320	12,160	12,602	12,838	14,488	15,623	16,169	15,874	13,751	16,379
Electronics	581	475	430	—	—	—	—	—	—	—	—
Capital investment	2,004	2,828	3,829	2,960	2,934	3,876	4,522	7,896	8,487	6,113	7,110
Depreciation	2,514	2,216	2,998	3,100	3,491	3,458	3,569	4,173	4,632	5,683	6,411
R&D expenditure	1,878	2,012	2,146	2,356	2,597	2,672	2,856	3,208	3,454	3,327	3,453
Total assets	102,997	119,301	131,812	147,017	153,434	164,634	189,626	191,025	206,439	207,363	240,388
Net assets	76,191	85,006	94,389	107,226	112,501	119,685	132,616	136,116	146,221	150,505	162,734
Interest-bearing debt	747	1,342	2,746	3,376	1,898	2,041	5,152	5,298	7,194	7,671	17,059
Cash and cash equivalents: at end of period	30,114	18,981	23,772	35,220	37,449	47,622	48,896	45,379	40,644	41,185	44,997
Cash flow from operating activities	8,402	9,479	11,228	13,080	14,612	18,331	16,436	13,275	18,240	19,713	11,685
Cash flow from investing activities	(4,386)	(18,312)	(4,851)	(143)	(7,025)	(3,269)	(7,950)	(8,147)	(16,798)	(9,756)	(8,342)
Cash flow from financing activities	(2,403)	(2,363)	(1,950)	(1,912)	(4,849)	(4,587)	(7,406)	(7,557)	(6,210)	(9,179)	(1,114)
Free cash flow	4,015	(8,833)	6,377	12,936	7,586	15,062	8,485	5,127	1,442	9,957	3,342
<b>Per Share Data</b>											
Earnings per share (yen)	92.78	117.95	126.77	155.99	152.62	169.48	183.76	203.95	195.01	164.79	200.90
Net assets per share (yen)	1,166.27	1,263.11	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
Dividend per share (yen)	34.00	36.00	38.00	43.00	46.00	85.00	92.00	103.00	106.00	107.00	108.00
Payout ratio (%)	37.1	30.8	30.2	27.6	30.1	50.2	50.1	50.5	54.4	64.9	53.8
<b>Financial Indicators</b>											
Overseas sales ratio (%)	6.6	7.2	29.2	33.3	33.2	30.8	33.4	42.0	40.7	42.7	49.2
Operating profit margin (%)	11.1	11.9	10.3	10.6	10.8	11.9	11.7	10.9	10.9	10.3	9.5
Return on equity (ROE) (%)	8.2	9.7	9.5	10.4	9.4	9.9	10.1	10.7	9.9	8.1	9.4
Return on assets (ROA) (%)	6.1	6.9	6.5	7.3	6.6	7.0	6.8	7.0	6.4	5.2	5.9
Debt-to-equity ratio (times)	0.010	0.016	0.030	0.033	0.018	0.018	0.042	0.042	0.055	0.057	0.124
Equity ratio (%)	73.2	68.6	69.2	70.2	70.4	69.8	64.7	66.2	63.1	65.0	60.4
<b>Other Indicators</b>											
Domestic naphtha price (yen)	54,500	55,100	65,300	69,700	46,000	32,800	40,500	51,000	42,000	33,000	50,000
Exchange rate (JPY/USD) <sup>*3</sup>	79.77	79.93	97.11	106.37	120.99	110.29	112.38	110.56	109.37	106.67	109.84
Number of new housing starts (x10,000 units)	84.1	89.3	98.7	88.0	92.0	97.4	94.6	95.2	88.3	81.2	86.5
Area of non-residential building starts (thousand m <sup>2</sup> )	47,522	52,031	56,438	52,612	49,988	51,334	53,313	51,016	47,979	44,921	48,055

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