

Financial Summaries

(Millions of yen)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Consolidated statement of income:											
Sales (consolidated)	22,086	18,831	20,720	21,675	22,960	27,225	29,461	30,963	29,213	30,200	40,670
Japan	19,087	16,707	17,565	17,647	19,156	22,416	23,124	23,904	21,427	21,975	28,254
Asia	2,216	1,458	2,095	2,862	2,565	3,172	4,528	4,345	5,316	5,721	7,410
Others	782	664	1,059	1,165	1,238	1,637	1,809	2,713	2,470	2,504	5,005
Overseas sales ratio (%)	13.6	11.3	15.2	18.6	16.6	17.7	21.5	22.8	26.7	27.2	30.5
Sales (nonconsolidated)	20,709	17,634	19,585	20,359	21,665	25,803	28,091	28,987	26,592	28,368	38,207
Operating income	3,806	2,393	2,908	3,226	3,469	5,166	5,161	5,126	3,683	4,847	11,392
Operating income margin (%)	17.2	12.7	14.0	14.9	15.1	19.0	17.5	16.6	12.6	16.1	28.0
Ordinary income	3,820	2,522	3,031	3,447	3,493	5,255	5,156	5,227	3,725	5,094	11,821
Profit before income taxes	3,833	2,522	3,031	3,124	3,595	4,609	5,014	5,456	3,653	4,837	11,822
Profit attributable to owners of parent	2,233	1,589	1,854	1,986	2,397	3,204	3,422	3,719	2,635	3,445	8,285
Cash flow from operating activities	3,671	2,930	3,429	2,957	3,074	3,220	3,752	5,035	4,064	5,676	11,950
Cash flow from investing activities	(624)	(494)	(927)	(1,378)	(3,230)	(2,363)	(3,244)	(3,902)	(2,950)	(3,705)	(1,551)
Cash flow from financing activities	(1,168)	(1,088)	(505)	(839)	(1,145)	813	(1,455)	(1,493)	(1,862)	(2,238)	(1,711)
Cash and cash equivalents	7,869	9,409	11,631	12,561	11,132	12,729	11,813	11,582	10,798	10,517	19,809
Capital expenditure	401	421	597	1,703	1,475	4,189	3,008	5,110	3,531	972	992
Depreciation	1,170	967	924	954	940	1,022	1,397	1,718	1,822	2,056	1,991

Consolidated statement of financial position:											
Total assets	36,590	35,731	38,986	41,466	42,164	49,347	51,539	52,972	53,190	54,949	64,991
Property, plant and equipment	11,770	11,304	11,254	11,510	13,901	15,493	18,107	20,266	21,971	20,669	20,272
Interest-bearing debt	1,987	1,319	1,231	855	539	2,147	1,609	1,082	693	254	350
Net assets	27,135	28,629	30,585	33,099	33,905	36,740	39,834	42,169	43,010	45,776	52,658

Per-share indicators:											
Profit (yen)	90	64	75	80	97	131	140	152	109	145	350
Net assets (yen)	1,096	1,157	1,236	1,338	1,387	1,503	1,629	1,725	1,781	1,937	2,227
Dividend (yen)	16.00	16.00	16.00	20.00	28.00	34.00	36.00	45.00	40.00	50.00	106.00

Management indicators:											
Equity ratio (%)	74.2	80.1	78.5	79.8	80.4	74.5	77.3	79.6	80.9	83.3	81.0
ROA (%)	6.2	4.4	5.0	4.9	5.7	7.0	6.8	7.1	5.0	6.4	13.8
ROE (%)	8.5	5.7	6.3	6.2	7.2	9.1	8.9	9.1	6.2	7.8	16.8
Payout ratio (%)	17.7	24.9	21.4	24.9	28.8	25.9	25.7	29.6	36.8	34.6	30.3

Non-Financial Summaries

	2017	2018	2019	2020	2021
CO ₂ emissions (Scope 1+2) (t-CO ₂)* ¹	13,854	12,644	10,777	10,785	12,897
CO ₂ emissions (Scope 1) (t-CO ₂)* ¹	899	917	932	818	807
CO ₂ emissions (Scope 2) (t-CO ₂)* ¹	12,954	11,726	9,845	9,967	12,090
CO ₂ emissions per unit of sales (t-CO ₂ /100 million yen)* ¹	47.1	40.9	36.9	35.7	31.8
Total energy consumption (kl)* ²	6,919	7,326	7,490	7,655	8,200
Of which, electricity (kl)* ²	6,581	6,973	7,142	7,343	7,880
Of which, gas (kl)* ²	116	138	137	146	137
Of which, fuel (kl)* ²	221	215	212	166	183
Energy emissions per unit of sales (kl/100 million yen)* ²	23.5	23.7	25.7	25.3	20.2
Solar power generation (kWh)* ³	857,330	871,800	785,583	824,804	808,375
Water intake (thousand m ³)	133	132	144	140	117
Waste generated (t)	826.1	778.4	709.7	687.3	884.0
Volume sold (t)	493.9	403.7	336.9	334.5	435.1
Volume recycled (t)	191.0	195.4	216.4	184.4	213.1
Volume disposed (t)	141.2	179.4	140.6	168.4	235.3
Recycling rate (%)	81.3	77.0	78.0	75.5	73.3
Full-time employees (consolidated basis)* ⁵	764	797	809	759	832
Temporary employees including contract and part-time workers (consolidated basis)	193	170	167	175	178
Full-time employees (nonconsolidated basis)	516	531	535	541	551
Male employees (nonconsolidated basis)	420	429	434	438	442
Female employees (nonconsolidated basis)	96	102	101	103	109
Overseas employees	107	120	132	87	127
Average age (years)	38.6	39.2	39.6	39.6	40.2
Male (years)	39.1	39.5	39.8	39.8	40.4
Female (years)	37.9	38.0	38.9	39.2	39.5
Average length of service (years)	15.0	15.1	15.4	15.3	15.6
Male (years)	15.0	15.2	15.4	15.2	15.7
Female (years)	15.1	15.1	15.3	15.7	15.5
Ratio of female managers (nonconsolidated basis) (%)	0.8	0.0	1.6	2.5	2.2
Ratio of employees with disabilities (%)	1.42	1.42	1.13	1.66	2.59
Ratio of foreign national employees (%)	0.4	0.6	0.4	0.4	0.4
Ratio of rehired retirees (nonconsolidated basis) (%)	4.8	3.9	3.7	4.3	3.2
Paid annual leave usage rate (%)	71.4	75.7	70.5	60.3	65.0
Childcare leave usage rate among female employees (%)	100	83.3	100	100	100
Childcare leave usage rate among male employees (%)	3.4	4.3	0.0	13.6	0.0
Number of new graduates hired	24	17	18	22	18
Ratio of women (%)	16.7	29.4	5.6	18.2	27.8
Number of mid-career hires	11	14	8	13	10
Ratio of women (%)	18.2	21.4	25.0	15.4	50.0
Consolidated employee turnover rate (%)* ⁴	3.0	4.0	3.9	2.4	3.3
Nonconsolidated employee turnover rate (%)* ⁴	2.4	4.3	3.3	2.3	2.7
Number of employees supported by self-development programs	499	502	499	555	503
Number of lost time injuries	0	0	0	0	0
Number of non-lost time injuries	12	4	7	7	3

*1 Scope of coverage: Japan and overseas. The emission factor for electricity is the adjusted emission factor (residual) from the "emission factor by electric utility" published by the Ministry of the Environment. For some of our sales offices, we use alternative values published by the Minister of the Environment and the Minister of Economy, Trade and Industry for the emission factor.

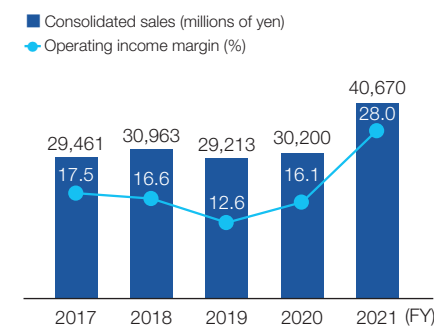
*2 Crude oil equivalent

*3 Annual power generation from January to December

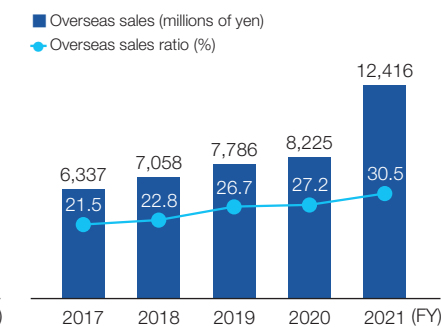
*4 Full-time employees only; excluding those reaching mandatory retirement age

Financial Indicators

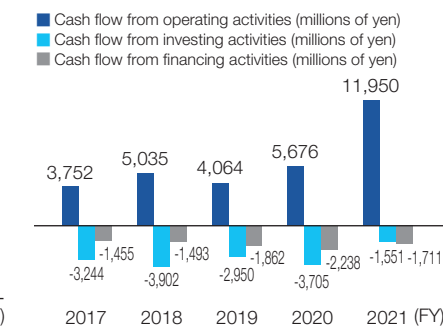
Consolidated sales/Operating income margin



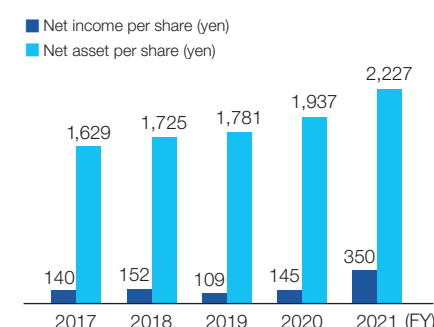
Overseas sales/Overseas sales ratio



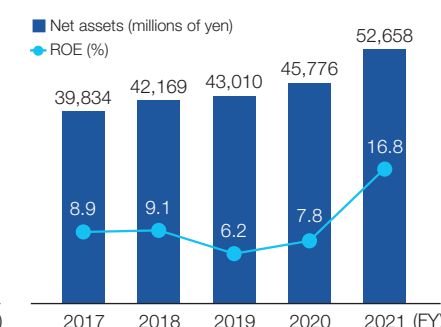
Cash flow



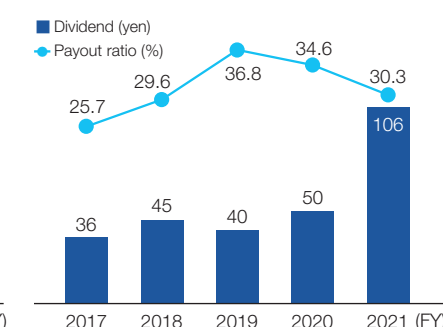
Net income per share/Net asset per share



Net assets/ROE

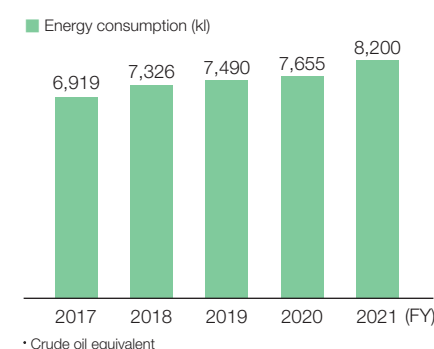


Dividend/Payout ratio

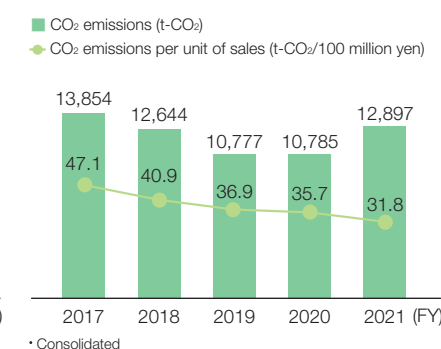


Non-Financial Indicators

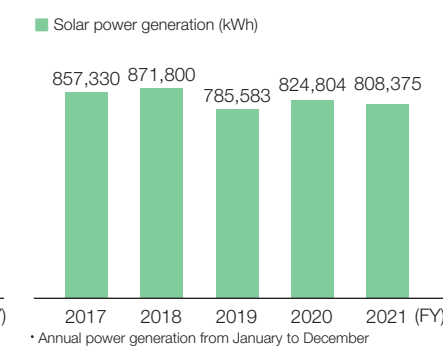
Energy Consumption



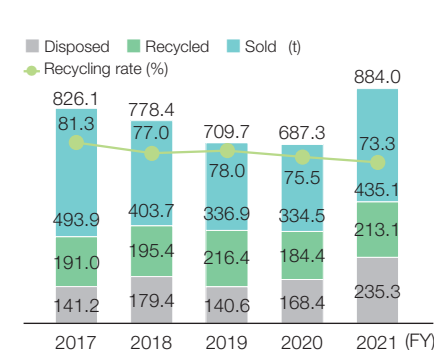
CO₂ emissions (Scope 1 + Scope 2)



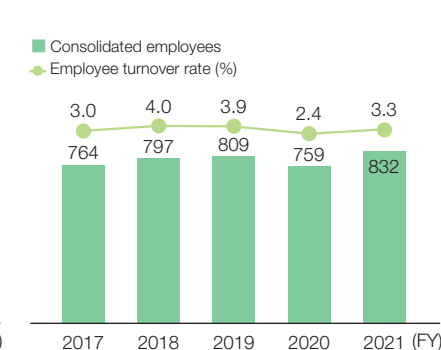
Solar power generation



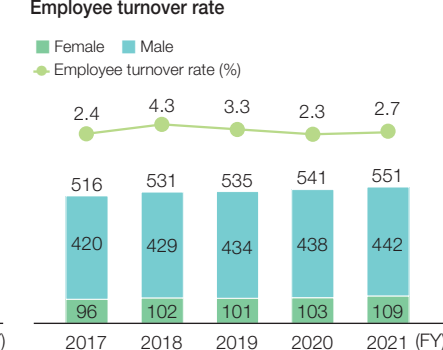
Waste generated/Recycling rate



Consolidated employees/Employee turnover rate



Nonconsolidated employees (male and female)/Employee turnover rate



• Waste for recycling includes scrap metal, fluorocarbon polymers scrap, waste oils, liquids, plastics, and paper
• Employee turnover rate excludes those reaching mandatory retirement age
• Recycling rate = (Recycled volume + Volume sold) / Total volume of waste generated × 100

• Employees include only full-time employees
• Employee turnover rate excludes those reaching mandatory retirement age

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