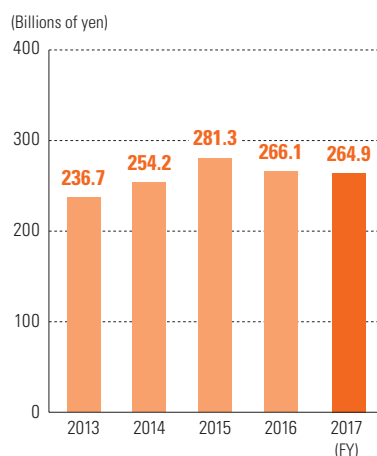


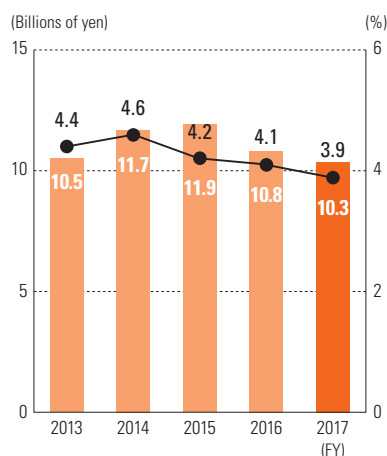
## Financial and Non-Financial Highlights

|  | (Billions of yen) |            |         |         |
|--|-------------------|------------|---------|---------|
|  | 2007              | 2008       | 2009    | 2010    |
| Net sales  | ¥ 184.7           | ¥ 159.6    | ¥ 130.6 | ¥ 216.6 |
| Gross profit   | 36.6              | 14.6       | 19.8    | 30.4    |
| Ratio of gross profit to sales (%)   | 19.8              | 9.2        | 15.2    | 14.0    |
| Selling, general and administrative expenses                                 | 21.4              | 20.9       | 15.1    | 19.0    |
| Ratio of selling, general and administrative expenses to sales (%)           | 11.6              | 13.1       | 11.6    | 8.8     |
| Operating profit (loss)  | 15.2              | (6.3)      | 4.7     | 11.4    |
| Ratio of operating profit (loss) to sales (%)                                | 8.2               | (3.9)      | 3.6     | 5.3     |
| Profit (loss) attributable to owners of parent                               | 6.6               | (16.3)     | 2.1     | 5.3     |
| Ratio of net profit (loss) to sales (%)                                      | 3.6               | (10.2)     | 1.6     | 2.4     |
| Return on assets (ROA) (%)   | 4.2               | (10.2)     | 1.3     | 3.0     |
| Return on equity (ROE) (%)   | 13.7              | (42.2)     | 5.8     | 11.6    |
| Capital investment   | 14.9              | 17.8       | 5.4     | 5.1     |
| Depreciation   | 9.9               | 11.4       | 10.0    | 9.8     |
| Cash flow from operating activities  | 15.1              | 4.2        | 3.2     | 7.4     |
| Cash flow from investing activities  | (16.0)            | (13.6)     | (13.4)  | (8.6)   |
| Cash flow from financing activities  | 0.1               | 38.6       | (0.0)   | 18.2    |
|  | (Thousands)       |            |         |         |
| Number of outstanding shares at the end of period (including treasury stock) | 110,992           | 110,992    | 135,992 | 135,992 |
|  | (Yen)             |            |         |         |
| Net profit (loss) per share—basic  | ¥ 61.85           | ¥ (151.65) | ¥ 17.80 | ¥ 39.75 |
| Cash dividends per share   | 10.00             | 5.00       | 5.00    | 10.00   |
|  | (Billions of yen) |            |         |         |
| Total assets   | ¥ 163.3           | ¥ 155.4    | ¥ 164.1 | ¥ 186.0 |
| Net interest-bearing debt  | 40.2              | 47.7       | 39.5    | 36.9    |
| Net debt-equity ratio (times)  | 0.8               | 1.7        | 0.9     | 0.8     |
| Net equity (Equity minus minority interests minus share acquisition rights)  | 49.8              | 27.4       | 43.8    | 47.1    |
| Net equity ratio (%)   | 30.5              | 17.6       | 26.7    | 25.4    |

## Net sales



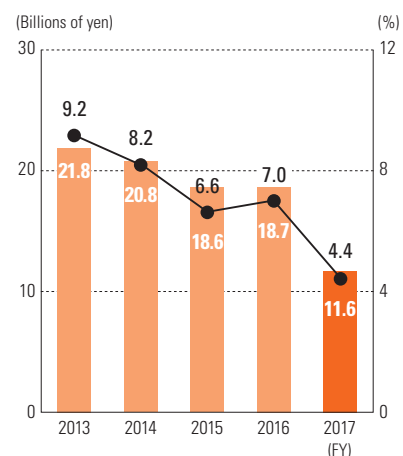
## R&amp;D expenses\* and ratio of R&amp;D expenses to sales



■ R&D expenses (left axis)  
● Ratio of R&D expenses to sales (right axis)

\*Note: Includes expenses arising from daily operations aimed at achieving improvements

## Capital investment and ratio of CAPEX to sales

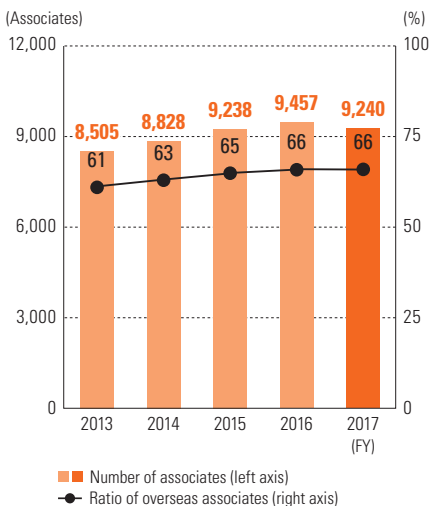


■ Capital investment (left axis)  
● Ratio of CAPEX to sales (right axis)

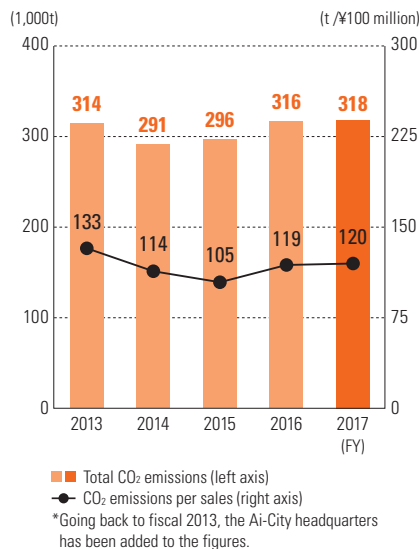
(Billions of yen)

| 2011              | 2012    | 2013    | 2014      | 2015       | 2016    | 2017    |
|-------------------|---------|---------|-----------|------------|---------|---------|
| ¥ 209.6           | ¥ 206.0 | ¥ 236.7 | ¥ 254.2   | ¥ 281.3    | ¥ 266.1 | ¥ 264.9 |
| 24.9              | 23.5    | 26.8    | 24.3      | 16.5       | 26.6    | 29.5    |
| 11.9              | 11.4    | 11.3    | 9.6       | 5.9        | 10.0    | 11.2    |
| 21.1              | 19.2    | 18.7    | 20.3      | 20.2       | 22.3    | 21.4    |
| 10.1              | 9.3     | 7.9     | 8.0       | 7.2        | 8.4     | 8.1     |
| 3.8               | 4.3     | 8.1     | 4.0       | (3.8)      | 4.2     | 8.1     |
| 1.8               | 2.1     | 3.4     | 1.6       | (1.3)      | 1.6     | 3.1     |
| (3.2)             | 0.5     | 2.4     | (6.1)     | (19.5)     | 0.4     | 0.8     |
| (1.5)             | 0.3     | 1.0     | (2.4)     | (6.9)      | 0.1     | 0.3     |
| (1.8)             | 0.3     | 1.3     | (2.9)     | (9.0)      | 0.2     | 0.4     |
| (7.1)             | 1.2     | 4.9     | (11.5)    | (50.1)     | 1.4     | 3.0     |
| 14.3              | 19.8    | 21.8    | 20.8      | 18.6       | 18.7    | 11.6    |
| 9.8               | 8.6     | 8.9     | 10.8      | 13.1       | 11.9    | 12.4    |
| 2.9               | 7.6     | 18.9    | 10.2      | 7.5        | 14.1    | 19.4    |
| (23.8)            | (4.1)   | (20.3)  | (17.7)    | (10.1)     | (15.9)  | (11.1)  |
| 1.4               | (2.0)   | (6.2)   | 5.8       | 11.2       | (2.8)   | (11.3)  |
| (Thousands)       |         |         |           |            |         |         |
| 135,992           | 135,992 | 135,992 | 135,992   | 135,992    | 135,992 | 135,992 |
| (Yen)             |         |         |           |            |         |         |
| ¥ (24.25)         | ¥ 3.90  | ¥ 18.24 | ¥ (45.83) | ¥ (146.31) | ¥ 2.66  | ¥ 5.87  |
| 10.00             | 10.00   | 10.00   | 10.00     | —          | —       | —       |
| (Billions of yen) |         |         |           |            |         |         |
| ¥ 181.0           | ¥ 186.6 | ¥ 199.2 | ¥ 225.9   | ¥ 204.4    | ¥ 201.8 | ¥ 194.3 |
| 52.4              | 68.1    | 76.2    | 95.8      | 99.4       | 102.5   | 97.0    |
| 1.2               | 1.46    | 1.45    | 1.78      | 4.17       | 4.09    | 3.59    |
| 43.3              | 46.5    | 52.7    | 53.9      | 23.8       | 25.1    | 27.0    |
| 23.9              | 24.9    | 26.4    | 23.9      | 11.6       | 12.4    | 13.9    |

Number of associates and ratio of overseas associates



CO<sub>2</sub> emissions and CO<sub>2</sub> emissions per sales (Akebono group worldwide)



Water resource usage and water resource usage per sales (Akebono group worldwide)

