

Ten-Year Financial Summary

(¥million)
6,000

■ Profit attributable to owners of parent
— Return on equity (ROE)



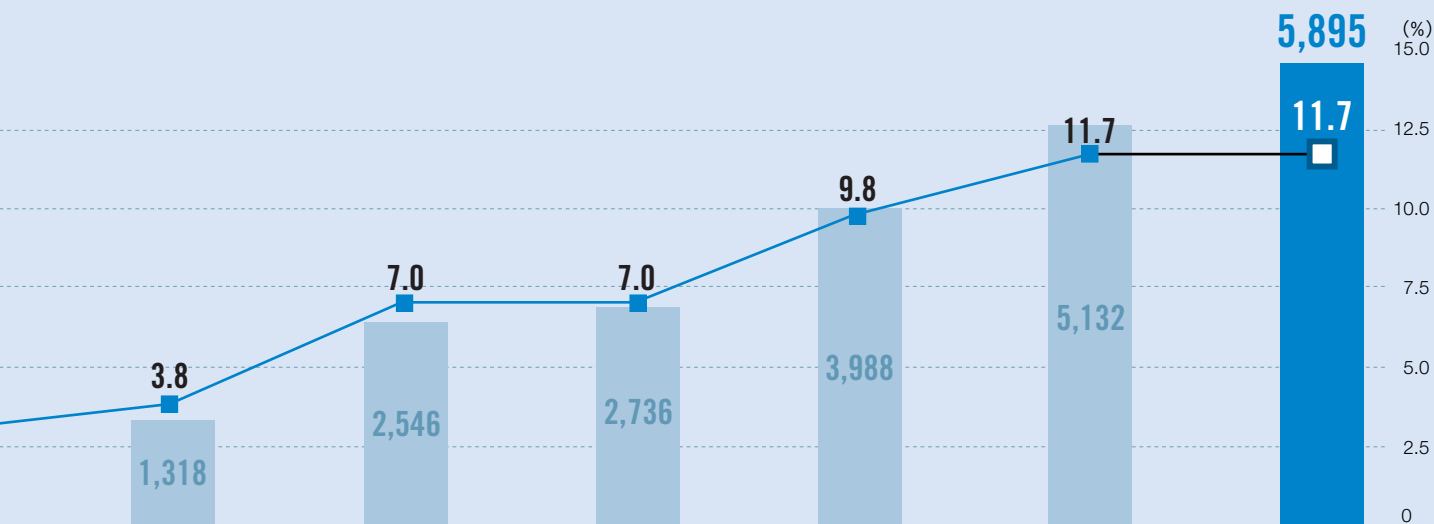
(¥million)	Fiscal 2009	Fiscal 2010	Fiscal 2011	Fiscal 2012
Net sales	150,325	140,936	141,506	151,209
Operating profit	1,830	3,010	4,349	4,542
Ordinary profit	1,331	2,819	4,373	4,600
Profit attributable to owners of parent	598	511	1,375	874
Return on equity (ROE) (%)	1.8%	1.6%	4.1%	2.6%
Return on assets (ROA) (%)	1.0%	2.3%	3.6%	3.8%
Operating profit ratio (%)	1.2%	2.1%	3.1%	3.0%
Ordinary profit to net sales (%)	0.9%	2.0%	3.1%	3.0%
Cash flows from operating activities	1,805	3,141	4,438	9,074
Cash flows from investing activities	(2,897)	(3,286)	(2,618)	(3,218)
Cash flows from financing activities	(1,793)	1,135	(7,095)	(1,929)
Free cash flows	(1,091)	(145)	1,819	5,856
Capital expenditures	2,934	2,785	3,765	2,758
Depreciation	4,054	4,197	4,574	4,217
R&D expenses	1,526	1,471	1,464	1,470
Total assets	125,080	123,862	115,969	125,469
Net assets	34,562	36,663	36,839	36,949
Shareholder equity	31,520	33,213	33,306	33,569
Shareholder equity ratio (%)	25.2%	26.8%	28.7%	26.8%
Interest-bearing debts	36,488	39,407	33,720	32,865
Debt-equity ratio (multiple)	1.16	1.19	1.01	0.98
Book value per share (BPS) (¥)	1,233.28	1,302.61	1,327.08	1,337.57
Earnings per share (EPS) (¥)	23.18	20.04	54.41	34.83
Dividend per share (¥)	31.25	25.00	31.25	37.50
Dividend payout ratio (%)	134.7%	124.8%	57.4%	107.7%
Total dividend	806	638	786	941
Employees (Consolidated) (Persons)	3,252	3,255	3,189	3,183

(Note) 1. The Company consolidated shares at a rate of one share per five as of October 1, 2016. The past figures were also consolidated retrospectively for ease of comparison.

2. For more information about our financial statements, please refer to our securities report posted on our website.
<https://www.daiken.jp/company/ir/document/>

3. Free cash flows = Cash flows from operating activities + Cash flows from investing activities

4. Debt-equity ratio = Interest-bearing debts / shareholder equity (multiple)



	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018
	158,153	180,392	168,833	168,141	168,841	170,581
	4,703	3,577	3,452	5,586	8,532	7,519
	5,669	5,025	4,648	5,281	9,033	8,760
	1,318	2,546	2,736	3,988	5,132	5,895
	3.8%	7.0%	7.0%	9.8%	11.7%	11.7%
	4.4%	3.8%	3.4%	4.0%	6.9%	6.4%
	3.0%	2.0%	2.0%	3.3%	5.1%	4.4%
	3.6%	2.8%	2.8%	3.1%	5.4%	5.1%
	2,624	9,663	9,299	6,016	10,566	9,158
	(2,033)	(5,168)	(4,072)	(5,972)	(4,201)	(2,711)
	224	(1,054)	(2,635)	(5,486)	(6,734)	(6,342)
	591	4,494	5,227	43	6,364	6,447
	4,036	3,274	3,206	3,508	4,757	3,081
	4,107	3,990	4,093	4,068	3,506	3,768
	1,453	1,342	1,349	1,430	1,477	1,551
	131,618	135,890	135,596	130,315	132,171	142,024
	39,870	41,419	44,984	43,833	49,086	56,979
	36,002	37,154	40,573	40,789	46,614	54,244
	27.4%	27.3%	29.9%	31.3%	35.3%	38.2%
	34,506	34,599	34,204	31,438	26,338	21,952
	0.96	0.93	0.84	0.77	0.57	0.40
	1,434.53	1,480.47	1,669.47	1,692.28	1,933.99	2,250.58
	52.53	101.46	111.70	164.67	212.96	244.60
	37.50	37.50	37.50	50.00	64.00	74.00
	71.4%	37.0%	33.6%	30.4%	30.1%	30.3%
	941	941	914	1,210	1,542	1,783
	3,194	3,141	3,191	3,060	3,071	3,073