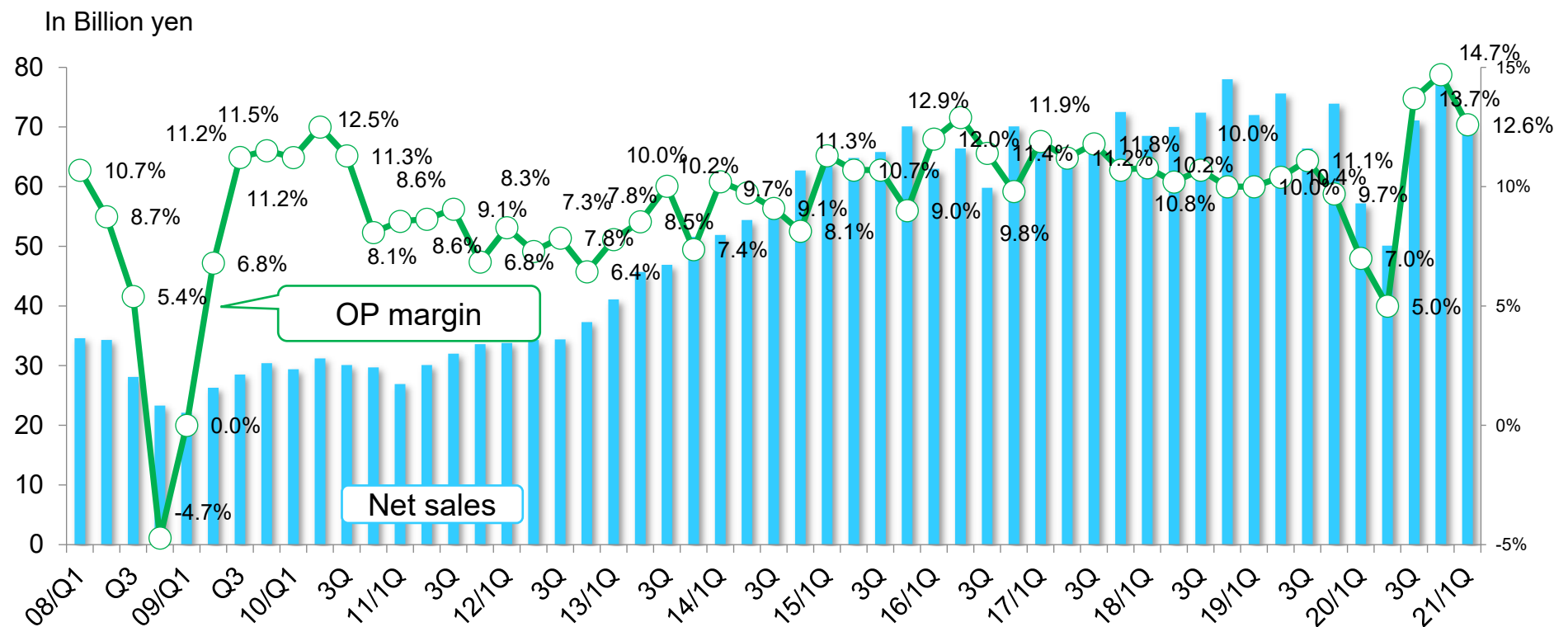




Business Results: 1st quarter of FY2021

1 : Summary

- Lower sales but higher operating profit compared to (FY20/3) pre-COVID results
- Decision to acquire own shares
 - Total number of shares to be acquired: 0.8mn shares (maximum)
 - Total acquisition cost: 3 bn yen (maximum)
 - Acquisition period: 2021/8/2 – the end of March 2022
 - Acquisition method: purchase on the Tokyo Stock Exchange



2 : Overview of FY2021 1Q Consolidated

- Achieved operating profit margin of over 12% through thorough management of fixed costs

(JPY)	FY2020		FY2021	
	1Q	4Q	1Q	YoY
Net Sales	57.3bn	77.5bn	70.4bn	+22.9%
Operating Profit (OP)	4.0bn	11.4bn	8.9bn	+120.9%
OP margin	7.0%	14.7%	12.6%	+79.8%
Net profit attributable to parent company	1.8bn	8.4bn	6.1bn	+234.3%
EPS	17.94yen	83.05yen	60.10yen	+234.8%
FX rates	1USD=JPY108.8 1EUR=JPY120.1	1USD=JPY106.7 1EUR=JPY121.8	1USD=JPY106.0 1EUR=JPY127.8	1USD=JPY-2.8 1EUR=JPY7.7

3 : Net Sales by Segment (FY2021 1Q)

(JPY)	FY2020 (1Q)	FY2021 (1Q)	YoY	Note
Consolidated	57.3bn	70.4bn	+22.9%	
Plastic	52.0bn	63.6bn	+22.2%	
Japan	11.7bn	18.0bn	+52.9%	Due to increase in domestic automobile production
North America	14.5bn	15.2bn	+5.0%	
Europe	9.6bn	9.6bn	+0.4%	
Asia	16.2bn	20.8bn	+28.2%	
China	4.1bn	7.3bn	+76.0%	Strong Japanese OEM sales
Bed	5.2bn	6.8bn	+30.2%	
Japan	3.6bn	4.0bn	+12.2%	Strong consumer sales
Asia	1.7bn	2.8bn	+68.5%	Strong performance in China region

4 : OP by Segment (FY2021 1Q)

(JPY)	FY2020 (1Q)	FY2021 (1Q)	YoY
Consolidated	4.0bn (7.0%)	8.9bn (12.6%)	+120.9%
Plastic	4.9bn (9.3%)	9.1bn (14.4%)	+88.3%
Japan	1.2bn (9.9%)	3.1bn (17.5%)	+169.5%
North America	1.0bn (7.0%)	1.2bn (7.9%)	+18.6%
Europe	0.4bn (4.1%)	0.9bn (9.0%)	+117.4%
Asia	2.3bn (14.0%)	3.9bn (18.9%)	+72.4%
China	-0.06bn (-1.4%)	1.1bn (17.0%)	-
Bed	0.3bn (6.5%)	1.2bn (17.5%)	+240.2%
Japan	0.3bn (9.0%)	0.6bn (14.5%)	+81.3%
Asia	0.02bn (1.3%)	0.6bn (20.6%)	+2,661.9%

5 : Cashflow Overview (CAPEX, etc.)

- Progress of capital investment is expected to be slow but in line with the plan for the full year.
- The impact of the change in accounting standards on depreciation and amortization will be approximately -2.5 bn yen (mainly for molds)

(JPY)	FY2020 (1Q)	FY 2021 (1Q)	Change	FY2021 Forecast
CAPEX	3.2bn	1.8bn	-1.4bn	13.7bn
Depreciation	3.2bn	3.0bn	-0.2bn	13.0bn
R&D	0.6bn	0.9bn	+0.3bn	3.1bn
Operating CF	9.6bn	8.6bn	-1.0bn	38.3bn
Investment CF	-2.2bn	-1.6bn	+0.6bn	-23.5bn
Free CF	7.4bn	7.0bn	-0.4bn	14.7bn
Financial CF	-15.3bn	-3.0bn	+12.3bn	-12.7bn
Cash equivalent balance	79.5bn	101.8bn	+22.3bn	96.4bn

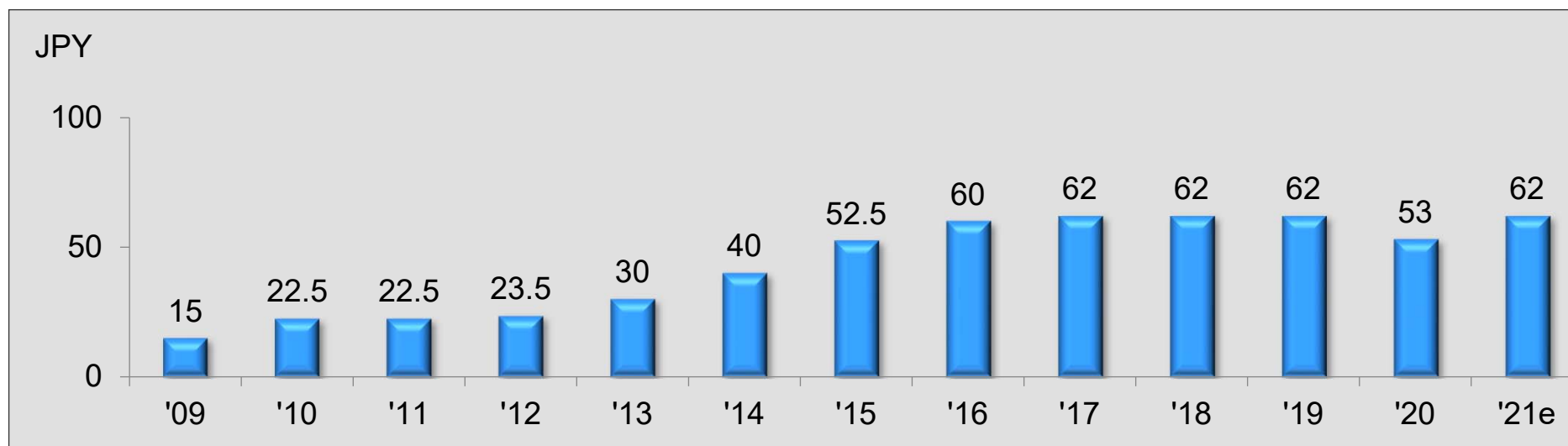
6 : FY 2021 Forecast by Segment

- No change in full-year forecast for FY2021
- There is a possibility of a decrease in production volume and an increase in raw material-related costs due to the impact of semiconductors.

(JPY)	FY2021(1Q)		FY 2021 (full year)		Progress rate	
Consolidated	Net sales	70.4bn	Net sales	280bn	Net sales	25.1%
	OP	8.9bn	OP	32bn	OP	27.8%
Plastic	Net sales	63.6bn	Net sales	253bn	Net sales	25.1%
	OP	9.1bn	OP	32.6bn	OP	27.9%
Japan	Net sales	18.0bn	Net sales	77bn	Net sales	23.4%
	OP	3.1bn	OP	13.5bn	OP	23.0%
North America	Net sales	15.2bn	Net sales	60bn	Net sales	25.3%
	OP	1.2bn	OP	3.5bn	OP	34.3%
Europe	Net sales	9.6bn	Net sales	35bn	Net sales	27.4%
	OP	0.9bn	OP	2.7bn	OP	33.3%
Asia	Net sales	20.8bn	Net sales	81bn	Net sales	25.7%
	OP	3.9bn	OP	12.9bn	OP	30.2%
China	Net sales	7.3bn	Net sales	32bn	Net sales	22.8%
	OP	1.1bn	OP	4.4bn	OP	25.0%
Bed	Net sales	6.8bn	Net sales	27bn	Net sales	25.2%
	OP	1.2bn	OP	4.4bn	OP	27.3%
Japan	Net sales	4.0bn	Net sales	16.5bn	Net sales	24.2%
	OP	0.6bn	OP	2.5bn	OP	24.0%
Asia	Net sales	2.8bn	Net sales	10.5bn	Net sales	26.7%
	OP	0.6bn	OP	1.9bn	OP	31.6%

7 : Summary of Shareholder Returns

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021e
Dividends (full year)	52.2 yen/share	60 yen/share	62 yen/share	62 yen/share	62 yen/share	53 yen/share	62 yen/share
Share buyback	2.23mn share (10.5bn yen)	---	0.53mn share (4bn yen)	1mn share (2.8bn yen)	0.79mn share (1.4bn yen)	0.71mn share (1.4bn yen)	Upper limit 3.0bn yen
Total payout ratio	90%	30%	49%	43%	42%	36%	-





Forward - looking statements or projections included in this document, including earnings projections, are based on currently available information and certain premises that are judged to be rational at the time of this writing. Actual results may differ greatly from the forecast figures depending on various factors.