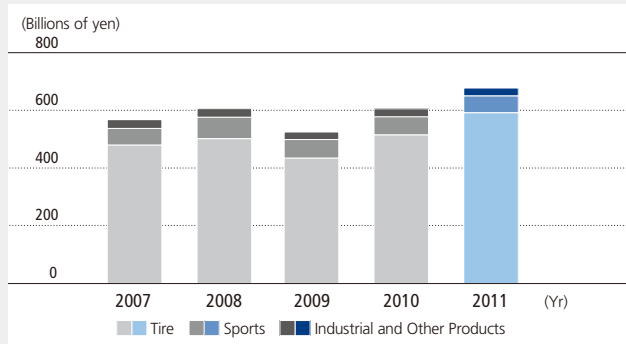


Net Sales

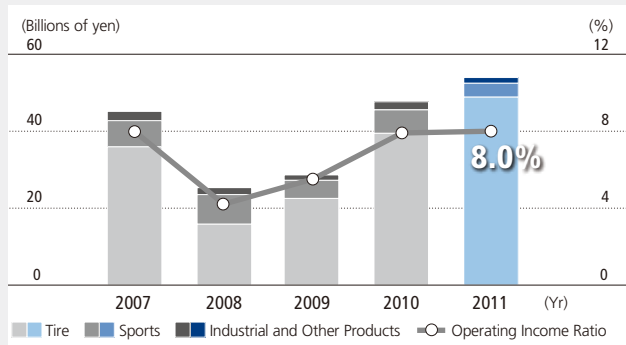
¥676.9 billion Year on Year
+12.0%



Net sales grew 12.0% year on year to ¥676.9 billion due to strong sales of tires both in Japan and overseas.

Operating Income and Operating Income Ratio

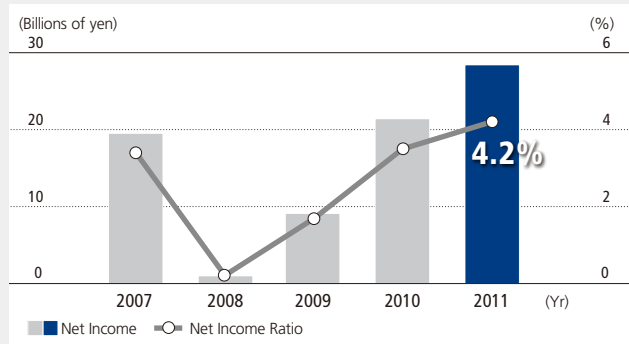
¥53.9 billion Year on Year
+13.4%



Operating income rose 13.4% year on year to ¥53.9 billion, owing to efforts to shift a greater portion of escalating raw material prices to sales prices as well as to improve the sales volume and product mix in the mainstay Tire business.

Net Income and Net Income Ratio

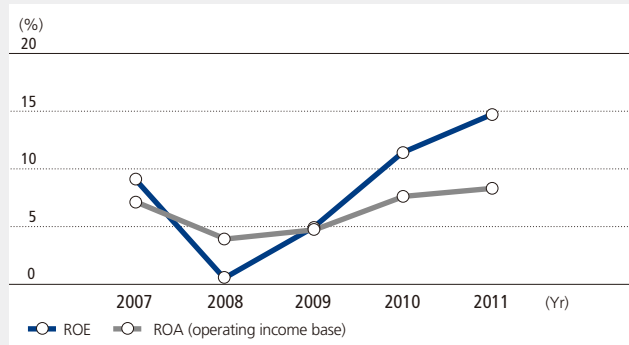
¥28.4 billion Year on Year
+32.5%



Net income surged 32.5% year on year to ¥28.4 billion, despite a loss on disaster amounting to approximately ¥4.7 billion as a result of the Great East Japan Earthquake and the eruption of Mount Shinmoe in the Kirishima mountain range.

ROE and ROA

ROE **14.7%** Year on Year
+3.3pt ROA **8.3%** Year on Year
+0.6pt



ROE grew 3.3 percentage points year on year to 14.7%, while ROA edged up 0.6 of a percentage point to 8.3% along with an increase in total assets.

2011

Jan. **Company** Acquired the industry's first certification for a globally integrated ISO 14001 environmental management system

Mar. **Tire** Held a groundbreaking ceremony for the Group's second tire factory in China in Changsha City, Hunan Province

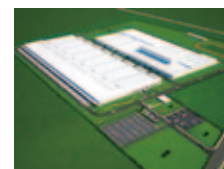


Tire The Shirakawa Factory was damaged by the Great East Japan Earthquake

Company Tetsuji Mino assumed the post of Chairman of the Board and Representative Director and Ikuji Ikeda the President and CEO, Representative Director

Apr. **Tire** Restored the Shirakawa Factory to pre-quake operational levels

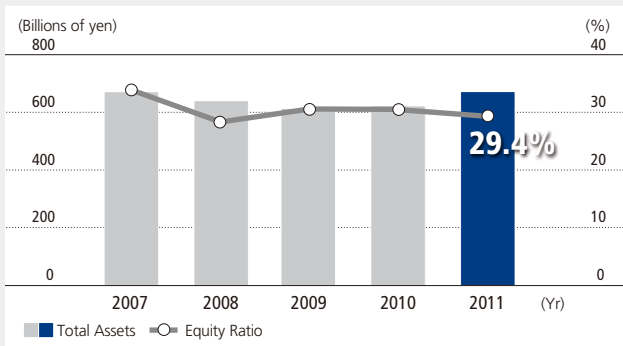
May **Tire** Established a tire production subsidiary in Brazil



Oct. **Tire** Received the Good Design Award for the LE MANS 4 fuel-efficient tire, which employs a special noise-absorbing sponge

Total Assets and Equity Ratio

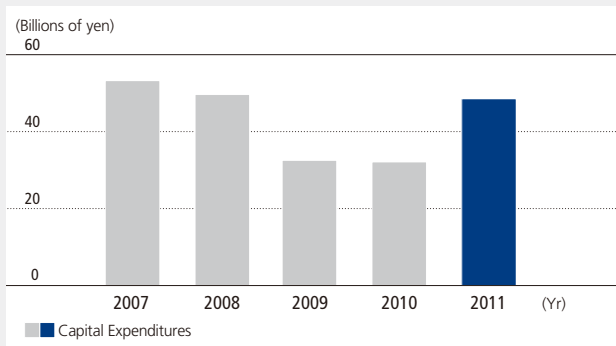
¥671.6 billion Year on Year **+¥49.4 billion**



Total assets climbed ¥49.4 billion year on year to ¥671.6 billion due mainly to an increase in inventories along with escalating raw material prices.

Capital Expenditures

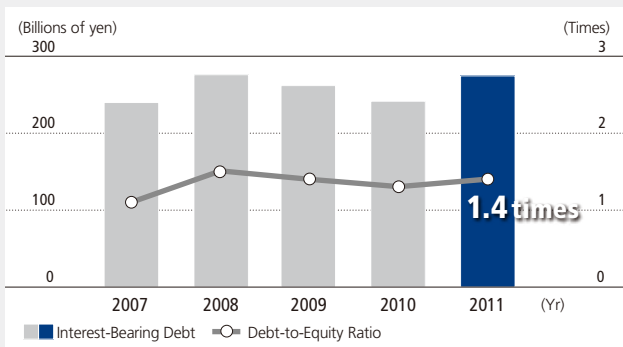
¥48.5 billion Year on Year **+¥16.5 billion**



Total capital expenditures grew ¥16.5 billion year on year to ¥48.5 billion due mainly to investments aimed at increasing tire production capacity.

Interest-Bearing Debt and Debt-to-Equity Ratio

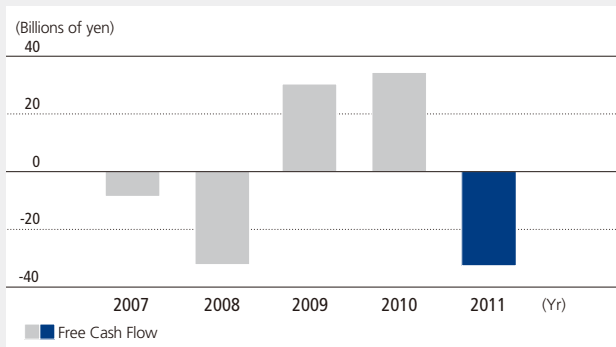
¥274.2 billion Year on Year **+¥33.0 billion**



Interest-bearing debt as of the fiscal 2011 year-end increased ¥33.0 billion year on year to ¥274.2 billion, reflecting new debt financing and the issuance of bonds to procure funds.

Free Cash Flow

¥(32.6) billion Year on Year **-¥66.9 billion**



Free cash flow for fiscal 2011 was a negative ¥32.6 billion. This was attributable mainly to cash outflows related to expanding production capacity outstripping total cash inflows.

Dec.

Sports

Launched the XXIO 7, the XXIO brand's seventh generation golf club



Tire

Completed the prototype of a 100% fossil resource-free tire



Tire

Released the ENASAVE PREMIUM fuel-efficient tire, which received an AAA classification under the tire labeling system for its rolling resistance



Tire

Established 4D NANO DESIGN, a new material development technology



Company

Received the Thomson Reuters 2011 Top 100 Global Innovator Award

