

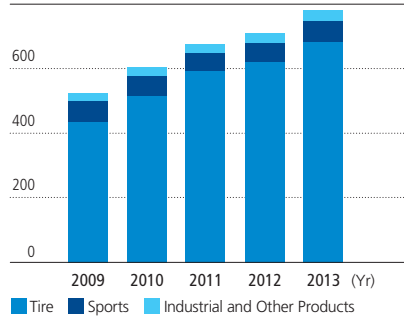
Fiscal 2013 Highlights

Net Sales

¥780.6 billion

+9.9%
Year on Year

(Billions of yen)



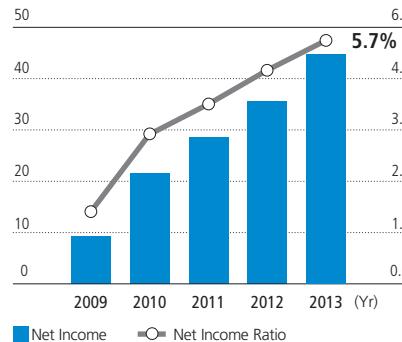
Net sales grew 9.9% year on year to ¥780.6 billion due to the favorable performance of the mainstay Tire business, which recorded higher sales in the domestic replacement market as well as in the overseas original equipment and replacement markets.

Net Income and Net Income Ratio

¥44.8 billion

+26.4%
Year on Year

(Billions of yen)



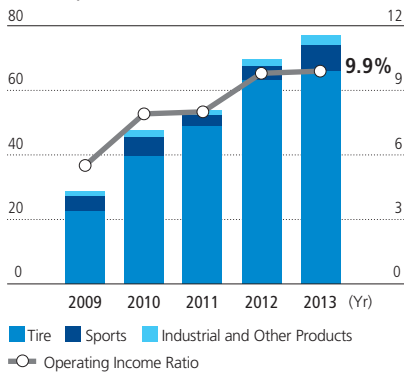
Net income rose 26.4% year on year to ¥44.8 billion. In addition to growth in operating income, major contributors to net income included an improvement in equity in losses of unconsolidated subsidiaries and affiliates as well as in impairment loss recorded during the fiscal year under review.

Operating Income and Operating Income Ratio

¥77.1 billion

+10.5%
Year on Year

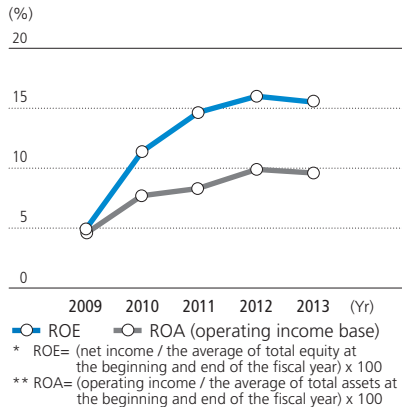
(Billions of yen)



Operating income rose 10.5% year on year to ¥77.1 billion. Primary factors contributing to operating income were growth in sales, a decline in raw material prices in the mainstay Tire business and the depreciation of the yen.

ROE* and ROA**

15.6% **-0.4pt** **9.6%** **-0.3pt**
ROE Year on Year ROA Year on Year



ROE fell 0.4 of a percentage point year on year to 15.6% due to a significant increase in total equity. ROA declined 0.3 of a percentage point to 9.6% in step with an increase in total assets, despite growth in operating income.

2013 February

Tire Released the VEURO VE303 premium comfort tire



VEURO VE303

March

Tire Released the ENASAVE SP688, a fuel-efficient, all-season tire for trucks and buses

Initiated a large-scale simulation utilizing the K computer, one of the world's most powerful supercomputers, to more accurately analyze the inner structure of tire constituents at the molecular level

Industrial and Other Products

Released the MIRAIE 2x4, a vibration control unit designed for wooden houses with two-by-four construction

April

Tire Decided to establish a new production facility in Thailand to manufacture radial tires for motorcycles

May

Tire Developed Ultra Pure Natural Rubber (UPNR)*

* Obtained substance and process patents (Nos. 4598853, etc.) for UPNR composition and for the advanced production processes developed to remove specific impurities from natural rubber to achieve superior fuel efficiency and wear resistance

July

Tire Received a "satisfied" rating from 93% of customers who bought Dunlop's WINTER MAXX studless snow tires

September

Tire Released the WINTER MAXX SJ8 studless snow tire for SUVs

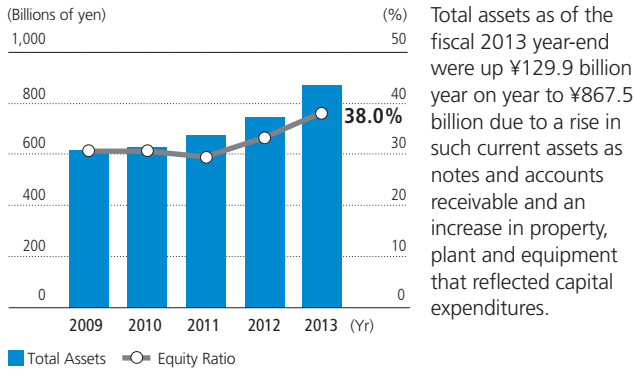
Tire Initiated the construction of a new factory in Turkey



Artist's rendition of the new factory

Total Assets and Equity Ratio

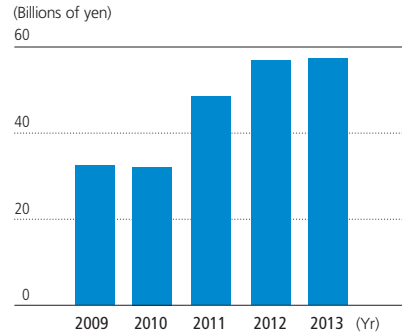
¥867.5 billion **+¥129.9 billion**
Year on Year



Total assets as of the fiscal 2013 year-end were up ¥129.9 billion year on year to ¥867.5 billion due to a rise in such current assets as notes and accounts receivable and an increase in property, plant and equipment that reflected capital expenditures.

Capital Expenditures

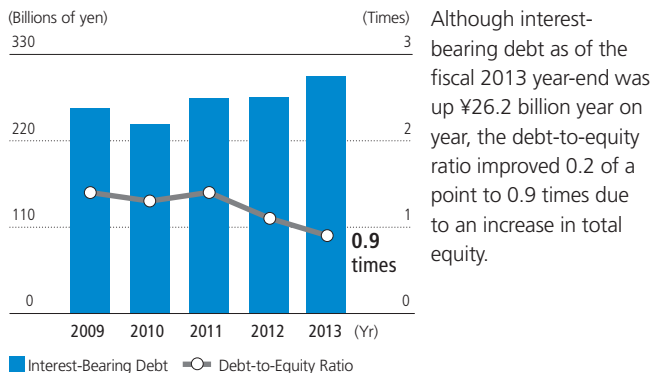
¥57.3 billion **+¥0.4 billion**
Year on Year



Total capital expenditures grew ¥0.4 billion year on year to ¥57.3 billion due mainly to investments aimed at increasing tire production capacity.

Interest-Bearing Debt and Debt-to-Equity Ratio

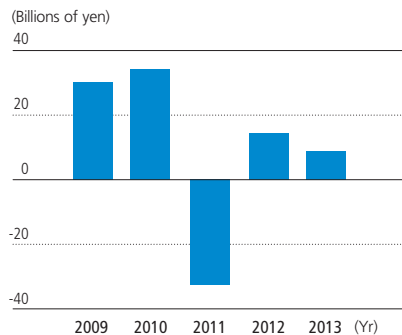
¥302.1 billion **+¥26.2 billion**
Year on Year



Although interest-bearing debt as of the fiscal 2013 year-end was up ¥26.2 billion year on year, the debt-to-equity ratio improved 0.2 of a point to 0.9 times due to an increase in total equity.

Free Cash Flow

¥8.7 billion **-¥5.7 billion**
Year on Year



Free cash flow for fiscal 2013 was a positive ¥8.7 billion. This was attributable mainly to growth in income before income taxes and minority interests and an increase in depreciation.

October

Tire Held a factory opening ceremony at our tire factory in Brazil



Industrial and Other Products

Released a remodeling-use MIRAIE damper for wooden houses that incorporates proprietary high damping rubber

November

Tire Released the 100% fossil resource-free tire ENASAVE 100



Tire Presented two tire prototypes: a tire with 50% less rolling resistance and a premium runflat tire produced using NEO-T01, a new, next-generation tire manufacturing system



A prototype tire with 50% less rolling resistance



SP SPORT MAXX 050 NEO

December

Tire Secured a tire production base in South Africa through the acquisition of Apollo Tyres South Africa

Sports Released XX108 golf clubs, the eighth generation in the XX10 series

