

Corporate Philosophy

It is our aim to use creative science to contribute to a safe, secure, and prosperous society in harmony with our overriding theme of “Protecting and fostering life and nature.”

secure, and prosperous society in harmony with our overriding theme

External environment

- Population growth / Increasing demand for food
- Escalating climate change / Loss of biodiversity
- Greater demand for environmental protection
- More serious energy issues
- Digital technology advancement
- Greater interest in safe and secure daily life

Input

- Human capital**
Number of employees (Consolidated): 2,153
- Intellectual capital**
R&D expenses: 7.1 billion yen
Number of proprietary active ingredients: 20
- Manufactured capital**
Capital investment: 7.0 billion yen
Manufacturing bases (Japan): 3 bases (Kumiai) / 9 bases (Group companies)
- Social capital**
Number of countries where Kumiai products are sold: Over 50
Overseas sales ratio: 59%
- Financial capital**
Total assets: 248.2 billion yen
- Natural capital**
Raw materials: 73,306 tons
Energy consumption: 26,310 kl (crude oil equivalent)*
* Key seven Kumiai Chemical Group companies

Business model We will review management issues and market needs in internal environment in relation to our business activities, enhancement of our business model. response to the ever-changing external and leading to the next round of inputs and the

Integrated manufacturing and sales strategy and business model capable of continuing to create new value through overwhelming innovation, anticipating market needs 10 to 20 years from now → P.17



Major products → P.36

- Agricultural Chemicals and Agriculture-Related Business**
 - Agricultural chemical products for Japan
 - One-shot herbicides for paddy rice
 - MAMETSUBU®, etc.
 - Agricultural chemical products for overseas
 - AXEEV®
 - EFFEEDA®, etc.
- Fine Chemicals Business**
 - Fine chemicals
 - Urethane-related products
 - Chlorinated derivatives
 - Bismaleimides
 - High-purity carbonyl sulfide (COS) gas, etc.

Materiality = Issues for the achievement of the Ultimate Goals

We identify issues to be addressed to achieve the Ultimate Goals as materiality (material issues), and intend to achieve the Ultimate Goals and contribute to the realization of the desired society through the resolution of those material issues. → P.19

Strategy for achieving sustainable growth

Corporate strategy: Medium-Term Business Plan (FY2024–FY2026)

KUMI STORY 2026 → P.21

- Financial strategy → P.25
- Human capital strategy → P.29
- Business strategy (marketing strategy, merchandising strategy) → P.39

Foundation for achieving growth

- Mitigation of environmental impact → P.49
- Governance → P.67

Internal and external impact through business activities (2026) → P.19

External

- Social value
- Contribution to smart agriculture
- Strengthening R&D capabilities
- Environmental value
- Reduction of greenhouse gas emissions
- Contribution to Biodiversity
- Reduction of industrial waste

Internal

- Human Capital Value
- Promotion of occupational health and safety
- Respect for human rights
- Human capital development
- Promotion of work-life balance
- Promotion of diversity and inclusion
- Economic Value

KPIs

- Net sales: 185.0 billion yen
- Operating income: 16.0 billion yen
- ROE: 11.0% or more
- ROS: 8.5% or more
- * ROE: Return on equity
- ROS: Return on sales

Ultimate Goals

A corporate group with flexibility and a strong presence that enriches the lives of people through its unique technologies, and that contributes to sustainable development of society in harmony with nature → P.07

Desired society we want to realize

Corporate Philosophy → P.01