Corporate philosophy

It is our aim to use creative science to contribute to a safe, "Protecting and fostering life and nature."

Business model

Financial strategy → P.29

Mitigation of environmental impact

secure, and prosperous society in harmony with our overriding theme of

Internal and external impact



the Ultimate Goals = Materiality

Gap between the current status and

We identify the gap between the current status and the Ultimate Goals as materiality (material issues), and intend to achieve the Ultimate Goals and contribute to realization of the desired society through the resolution of the material issues.



→ P.19

→ P.23

→ P.37

→ P.58

Governance

Major products → P.6

Agricultural Chemicals and

Agriculture-Related Business

Agricultural chemical products

One-shot herbicides for paddy rice

Agricultural chemical products

AXEEV

🍒 Effeeda.

Fine Chemicals Business

Fine chemical products

· Urethane-related products

· Chlorinated derivatives

Bismaleimide monomers
Creping control agents, etc.

for Japan

MAMFTSUBU[®], etc.

for overseas

AXEEV[®]

- 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): 2,134



Intellectual capital

R&D expenses: 7.0 billion yen Number of proprietary active ingredients: 20



Manufactured capital

Capital investment: 9.9 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: 60.6%



Financial capital
Total assets: 275.5 billion ven



Natural capital
Raw materials: 72,930 tons
Energy consumption: 27,895 kl
(crude oil equivalent)*

*Key seven Kumiai Chemical Group cor



Integrated manufacturing and sales strategy and business model

capable of continuing to create new value through overwhelming

through business activities (2026)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 industrial health and safety Respect for human rights Promotion of diversity and inclusion Promotion of work-life balance Human capital development Economic value Net sales: 185.0 billion yen Operating income: 16.0 billion yen R0E: 11.0% or more ROS: 8.5% or more * ROE: Return on equity ROS: Return on sales

lives of people through its unique technologies, and that contributes to sustainable development of society in harmony with nature **→** P.21 **Desired society** we want to realize Corporate philosophy Management vision **→** P.1

Ultimate Goals

A corporate group with

flexibility and a strong

presence that enriches the

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