

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."



Gap between the current status and the Ultimate Goals = Materiality

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.

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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

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

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Input

- Human capital**
Number of employees (Consolidated): 2,124
- Intellectual capital**
R&D expenses: 6.2 billion yen
Number of proprietary active ingredients: 20
- Manufactured capital**
Capital investment: 8.7 billion yen
Manufacturing bases (Japan): 3 bases (Kumiai) / 9 bases (Group)
- Social capital**
Number of countries where Kumiai products are sold: Over 50
Overseas sales ratio: 60.3%
- Financial capital**
Total assets: 226.9 billion yen
- Natural capital**
Raw materials: 71,660 tons
Energy consumption: 31,554 kl (crude oil equivalent)*
*Key seven Kumiai Group companies



Strategy for achieving sustainable growth

- Corporate strategy: Medium-Term Business Plan → P.25
- Financial strategy → P.29
- Business strategy (marketing strategy, merchandizing strategy) → P.37

Foundation for achieving growth

- Human capital → P.49
- Mitigation of environmental impact → P.53
- Governance → P.57

Major products → P.5

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 chemical products

- Urethane-related products
- Chlorinated derivatives
- Bismaleimide monomers
- Creeping control agents, etc.



Internal and external impact through business activities (2026) → P.24

External

Social value

Contribution to smart agriculture

- Greater lineup of MAMETSUBU® products: 5 products (cumulative total from FY2022)

Strengthening R&D capabilities

- Number of patent applications: 100

Environmental value

Reduction of greenhouse gas emissions

- 30% reduction (Scope 1 and 2) by 2030 compared to 2019
- *Key seven Kumiai Group companies

Contribution to biodiversity

- Support for tree-fostering activities / Creation and maintenance of biotope

Reduction of industrial waste

- Promoting zero waste emissions: Landfill disposal rate of 1% or less

Internal

Human capital value

Promotion of industrial health and safety

- Number of accidents with lost time: 0

Respect for human rights

- Coverage of human rights education and harassment training: 100% of employees

Promotion of diversity and inclusion

- Percentage of female managers: 4.9%
- Rate of male employees who take childcare leave: 100%

Promotion of work-life balance

- Average rate of employees taking annual paid leave: 70%
- Certified Health & Productivity Management Outstanding Organization

Human capital development

- Training time per employee: 25 hours

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
- *ROS: Return on sales

Ultimate Goals

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Desired society Kumiai wants to realize

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