

Financial Data

(Unit)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
Operating Results											
Net sales* ¹	Millions of yen	62,549	77,817	96,846	103,400	107,280	118,176	145,302	161,002	161,049	170,462
Agricultural Chemicals and Agriculture-Related Business	Millions of yen	58,167	60,636	68,147	72,623	79,395	89,150	112,430	129,466	128,134	135,697
Chemical Products Business	Millions of yen	—	10,937	19,466	21,474	18,921	20,660	25,004	22,472	24,965	25,100
Other Businesses	Millions of yen	4,383	6,243	9,233	9,303	8,965	8,366	7,869	9,064	7,949	9,664
Operating income* ¹⁺²	Millions of yen	2,267	3,764	5,582	7,639	8,283	8,456	12,673	14,089	11,350	10,567
Agricultural Chemicals and Agriculture-Related Business	Millions of yen	2,566	3,544	4,992	6,778	8,014	8,349	13,065	14,805	12,147	10,581
Chemical Products Business	Millions of yen	—	858	1,249	1,476	985	888	900	528	772	1,528
Other Businesses	Millions of yen	487	552	599	829	831	868	637	848	849	865
Ordinary income	Millions of yen	4,478	7,441	8,074	9,735	9,916	12,829	23,570	24,115	18,300	13,363
Net income attributable to owners of parent	Millions of yen	3,423	7,252	4,706	6,789	6,618	9,023	16,329	18,024	13,590	4,381
Comprehensive income	Millions of yen	1,207	10,278	747	5,416	6,294	7,042	18,591	21,543	17,687	2,480

Financial Status

Total assets	Millions of yen	83,608	139,168	133,756	142,660	154,857	169,172	204,604	226,939	275,474	248,205
Net assets	Millions of yen	57,264	99,365	97,739	99,260	103,959	109,954	121,995	139,845	152,941	151,107
Interest-bearing liabilities	Millions of yen	9,820	6,771	4,007	13,426	20,209	23,077	35,678	46,579	75,097	51,901

R&D Expenses / Capital Investment / Depreciation and Amortization

R&D expenses	Millions of yen	2,728	3,932	5,247	4,839	5,107	4,948	5,144	6,187	6,988	7,060
Capital investment	Millions of yen	1,035	2,659	3,110	4,869	6,563	5,930	9,639	8,735	9,938	7,043
Depreciation and amortization	Millions of yen	917	2,024	2,943	3,102	3,768	4,318	4,837	5,088	5,254	5,693

Cash Flows

Net cash provided by (used in) operating activities	Millions of yen	(2,551)	5,660	8,458	(1,221)	4,532	4,478	(1,159)	4,762	(16,725)	33,803
Net cash provided by (used in) investing activities	Millions of yen	(1,089)	(1,092)	(1,584)	(6,102)	(4,734)	(5,311)	(7,823)	(10,099)	(8,756)	(8,929)
Net cash provided by (used in) financing activities	Millions of yen	(231)	(10,329)	(5,016)	5,253	5,067	439	5,615	6,864	23,608	(27,850)

Operating Results

Gross profit margin	%	19.8	24.2	24.4	25.2	25.1	24.6	23.5	22.8	22.0	20.2
Return on sales (ROS)	%	3.6	4.8	5.8	7.4	7.7	7.2	8.7	8.8	7.0	6.2
Ratio of ordinary income to net sales	%	7.2	9.6	8.3	9.4	9.2	10.9	16.2	15.0	11.4	7.8
Ratio of net income attributable to owners of parent to net sales	%	5.5	9.3	4.9	6.6	6.2	7.6	11.2	11.2	8.4	2.6

Research and Development

Ratio of R&D expenses to net sales	%	4.4	5.1	5.4	4.7	4.8	4.2	3.5	3.8	4.3	4.1
------------------------------------	---	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Financial Status

Equity ratio	%	64.4	66.7	67.3	65.9	63.6	61.4	56.4	58.6	53.0	58.2
D/E ratio	Times	0.18	0.07	0.04	0.14	0.21	0.22	0.31	0.35	0.51	0.36

Management Efficiency

Return on equity (ROE)	%	6.4	9.9	5.1	7.4	6.9	8.9	14.9	14.5	9.7	3.0
Return on invested capital (ROIC)	%	2.3	2.5	3.8	4.7	4.6	4.4	5.6	5.2	3.5	3.6

Share Indices

Net assets per share	Yen	677.53	734.72	718.67	750.32	787.01	830.44	960.96	1,105.55	1,212.20	1,199.81
Net income per share	Yen	43.07	70.40	37.46	54.10	52.92	72.13	135.45	149.88	112.91	36.38
Dividend per share	Yen	8.00	8.00	10.00	11.00	12.00	15.00	22.00	45.00	34.00	24.00
Dividend payout ratio	%	18.6	11.4	26.7	20.3	22.7	20.8	16.2	30.0	30.1	66.0
Price-earnings ratio (PER)	Times	13.81	10.94	18.74	18.63	18.88	11.74	7.22	7.29	7.22	18.74
Price-to-book ratio (PBR)	Times	0.88	1.05	0.98	1.34	1.27	1.02	1.02	0.99	0.67	0.57

*1 Sales and operating income by segment are not indicated because segment classifications were different prior to the business integration with Ihara Chemical Industry in May 2017.

*2 Segment operating income does not include adjustments. Adjustments are mainly corporate expenses that are not allocated to any reportable segment (general and administrative expenses not attributable to any reportable segment).

Non-Financial Data

(Unit)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
Environment								
Total amount of industrial waste generated	Thousand tons	1.88	2.26	4.42	2.10	3.67	5.30	4.87
Landfill disposal amount of industrial waste generated	Thousand tons	0.01	0.01	0.03	0.05	0.08	0.08	0.13
Landfill disposal rate of industrial waste generated	%	0.7	0.6	0.7	2.2	2.2	1.6	2.6
Incineration disposal amount of industrial waste generated	Thousand tons	1.57	2.03	2.24	1.25	2.70	3.83	3.46
Incineration disposal rate of industrial waste generated	%	83.9	90.0	50.7	59.6	73.7	72.2	71.1
Recycled amount of industrial waste generated	Thousand tons	0.29	0.21	2.15	0.80	0.88	1.39	1.28
Recycled rate of industrial waste generated	%	15.4	9.4	48.6	38.3	24.1	26.2	26.3
Effective Use of Resources								
Total amount of specially controlled industrial waste generated	Thousand tons	—	1.07	1.04	1.05	2.29	3.99	2.31
Landfill disposal amount of specially controlled industrial waste generated	Thousand tons	—	0.00	0.00	0.00	0.00	0.00	0.00
Landfill disposal rate of specially controlled industrial waste generated	%	—	0.0	0.0	0.1	0.0	0.0	0.0
Incineration disposal amount of specially controlled industrial waste generated	Thousand tons	—	1.04	1.04	0.44	1.94	2.96	2.31
Incineration disposal rate of specially controlled industrial waste generated	%	—	97.1	100.0	41.9	84.7	74.1	100.0
Recycled amount of specially controlled industrial waste generated	Thousand tons	—	0.03	0.00	0.60	0.35	1.03	0.00
Recycled rate of specially controlled industrial waste generated	%	—	2.9	0.0	57.5	15.3	25.8	0.0
Emissions to Atmosphere								
Total emissions of SOx	Tons	—	2.3	2.6	2.3	2.1	1.7	0.7
Total emissions of NOx	Tons	—	4.5	4.4	4.8	3.4	3.0	2.8
Total emissions of particulate matter	Tons	—	0.5	0.5	0.5	0.4	0.4	0.4
Energy								
Amount of purchased electricity	MWh	54,875	56,317	57,016	55,992	55,729	56,022	54,148
Of which, renewable energy sources	MWh	12,525	12,544	12,635	12,420	25,184	40,827	41,448
Social								
Human capital								
Number of employees	Persons	724	745	758	758	761	793	799
Number of new graduate recruitments	Persons	24	35	34	16	12	23	26
Number of experienced professional recruitments	Persons	10	12	6	4	22	17	6
Job turnover	%	5.3	3.9	4.5	2.9	2.9	2.5	4.6
Diversity								
Percentage of female employees	%	14.5	15.2	16.4	16.8	17.3	19.3	19.8
Percentage of new graduate female recruitments	%	8.3	20.0	35.3	31.3	25.0	34.8	34.6
Percentage of experienced female professional recruitments	%	0.0	25.0	33.3	0.0	27.3	29.4	0.0
Percentage of female managers	%	—	1.6	1.5	1.6	2.3	2.2	2.2
Rate of male employees who take childcare leave	%	4.8	0.0	23.8	24.1	62.5	63.6	92.9
Work Style								
Average overtime hours	Hours per month	15.0	9.3	10.2	9.7	9.6	10.0	10.3
Average rate of employees taking annual paid leave	%	64.3	57.6	57.5	60.6	60.4	69.2	71.5
Learning								
Employee training expenses	Millions of yen	52	25	32	27	42	57	55
Training time per employee	Hours	9.9	12.2	14.2	12.8	24.6	41.7	59.6
Research and Development								
Intellectual Property								
Number of patent applications (Total)	Cases	—	107	80	93	101	83	36
Number of patent applications (Japan)	Cases	—	32	29	21	15	23	22
Number of patent applications (Overseas)	Cases	—	75	51	72	86	60	14
Number of patents held (Total)	Cases	—	1,079	1,088	1,026	993	998	893
Number of patents held (Japan)	Cases	—	209	151	147	145	143	132
Number of patents held (Overseas)	Cases	—	870	937	879	848	855	761
Human Capital								
Percentage of researchers with a Master's degree	%	88.9	88.7	89.9	91.5	90.1	90.1	91.4
Percentage of researchers with a Doctor's degree	%	15.1	12.0	8.7	7.0	7.1	7.7	6.5

*The non-financial data are for KUMIAI CHEMICAL only.

However, the energy-related data are for seven group companies (KUMIAI CHEMICAL, RIKENGREEN, IHARANIKKEI CHEMICAL INDUSTRY, K-I CHEMICAL INDUSTRY, Ihara Construction Industry, ONOMICHI KUMIKA INDUSTRY, and KUMIKA LOGISTICS).