

DATA BOOK

FY2025 (Fiscal Year ended March 31, 2025)

V-ACTION for sustainability



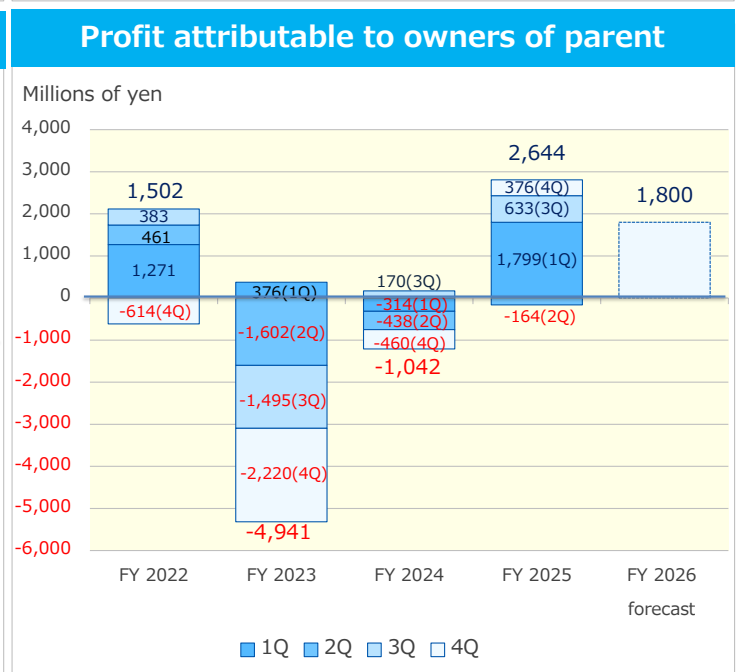
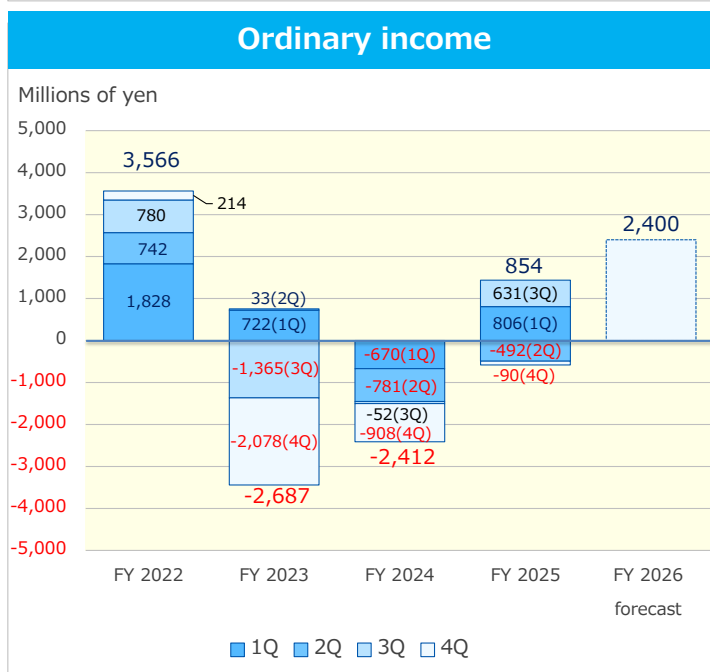
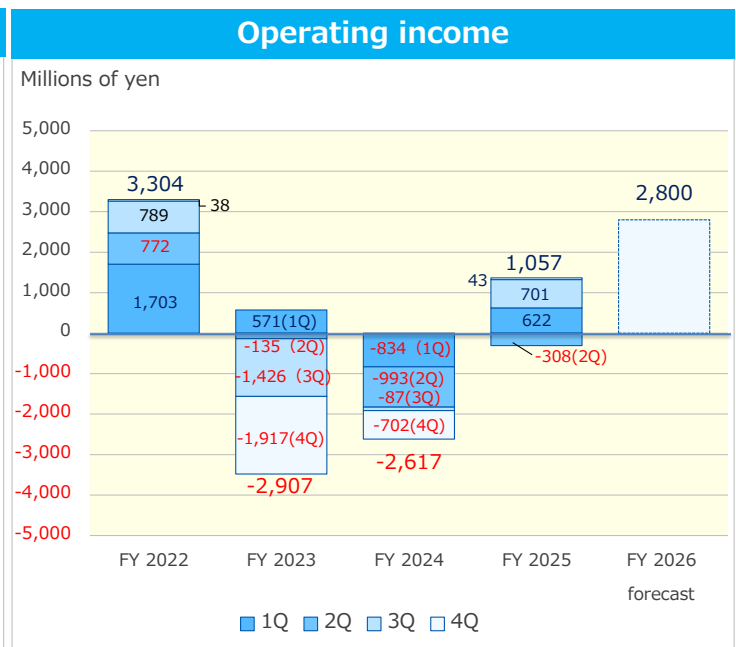
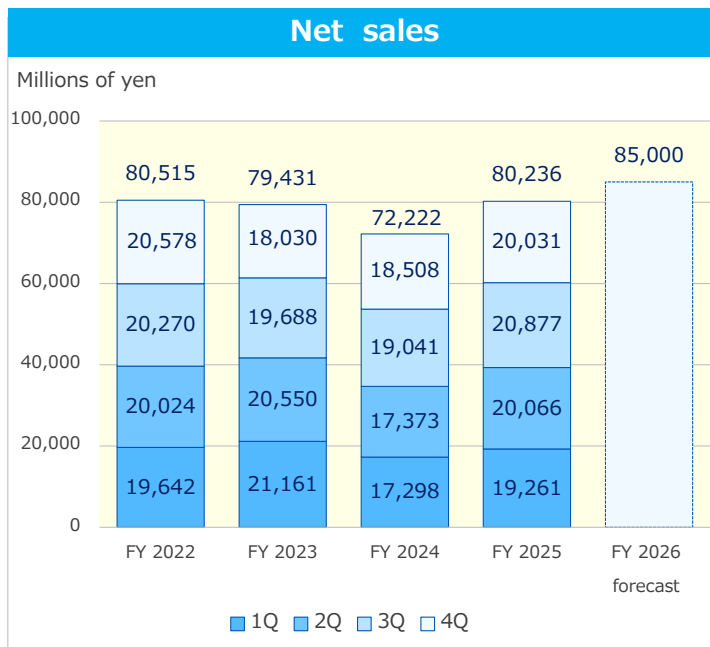
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May 14th, 2025

ARAKAWA CHEMICAL INDUSTRIES, LTD.

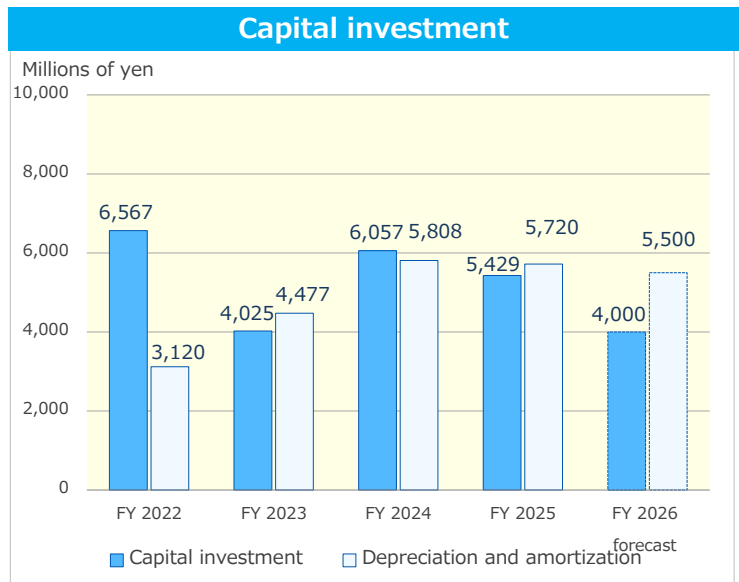
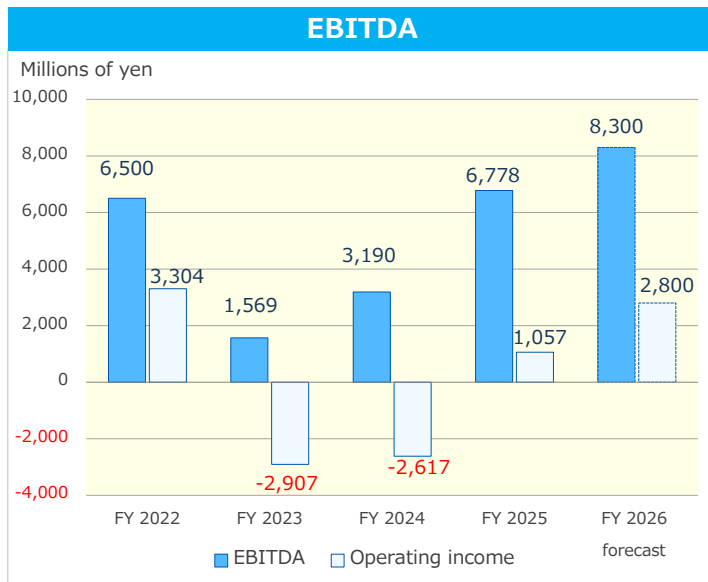
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Performance (Consolidated)

Consolidated	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026 forecast	
	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change
Net sales*	80,515	14.1	79,431	△ 1.3	72,222	△ 9.1	80,236	11.1	85,000	5.9
Operating income	3,304	1.4	△ 2,907	—	△ 2,617	—	1,057	—	2,800	164.7
Ordinary income	3,566	△ 2.3	△ 2,687	—	△ 2,412	—	854	—	2,400	180.7
Profit attributable to owners of parent	1,502	△ 30.7	△ 4,941	—	△ 1,042	—	2,644	—	1,800	△ 31.9

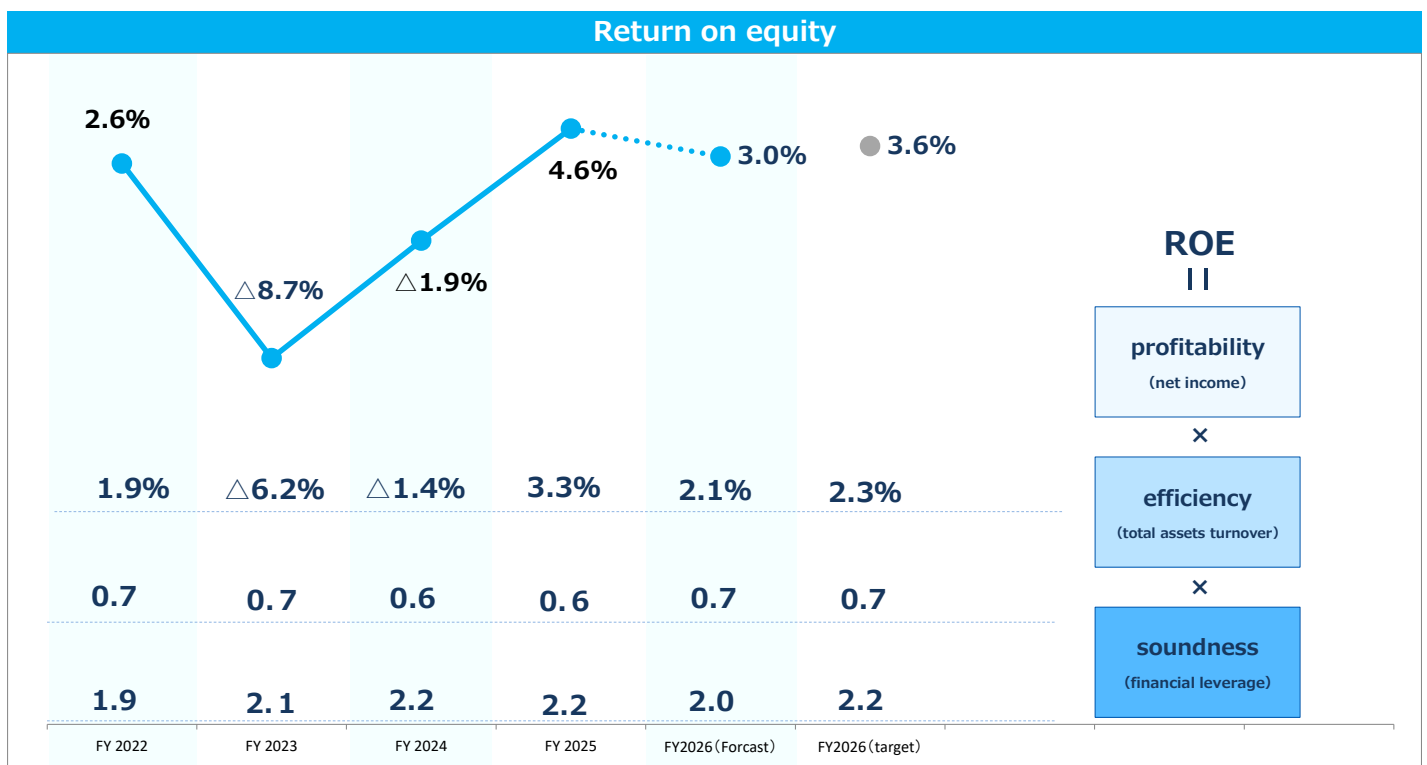
*Accounting Standard for Revenue Recognition has been applied since the beginning of FY2022.

Management index Transition



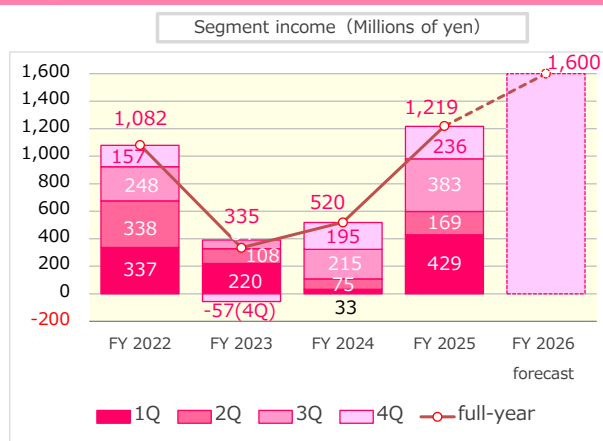
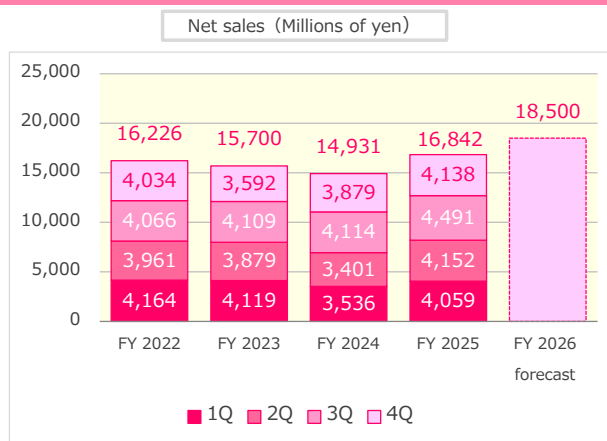
Consolidated	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026 forecast	
	Millions of yen	Increase /Decrease	Millions of yen	Increase /Decrease	Millions of yen	Increase /Decrease	Millions of yen	Increase /Decrease	Millions of yen	Increase /Decrease
Capital investment	6,567	△ 11,991	4,025	△ 2,541	6,057	2,031	5,429	△ 627	4,000	△ 1,429
Depreciation	3,120	139	4,477	1,357	5,808	1,330	5,720	△ 87	5,500	△ 220
R&D expenses	3,100	△ 147	3,024	△ 75	2,965	△ 59	3,058	93	3,300	241
Interest-bearing debt	26,680	4,891	35,052	8,371	42,388	7,335	39,381	△ 3,007	40,500	1,118
EBITDA	6,500	77	1,569	△ 4,931	3,190	1,621	6,778	3,587	8,300	1,521

[EBITDA] Operating profit before amortization = Operating profit + Depreciation expense + Amortization of goodwill

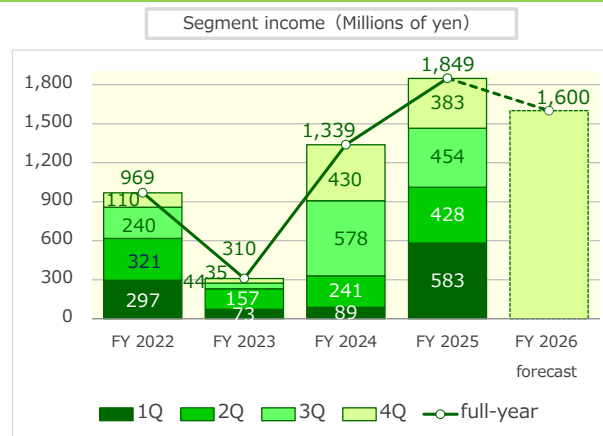
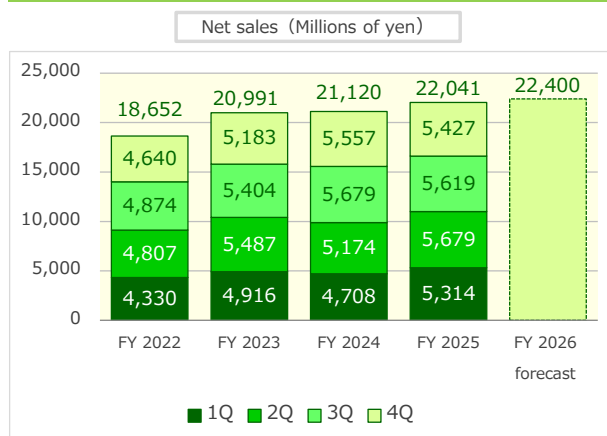


Segment Information (Consolidated)

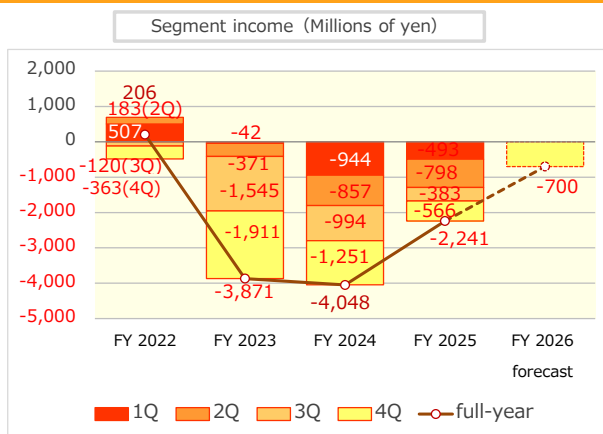
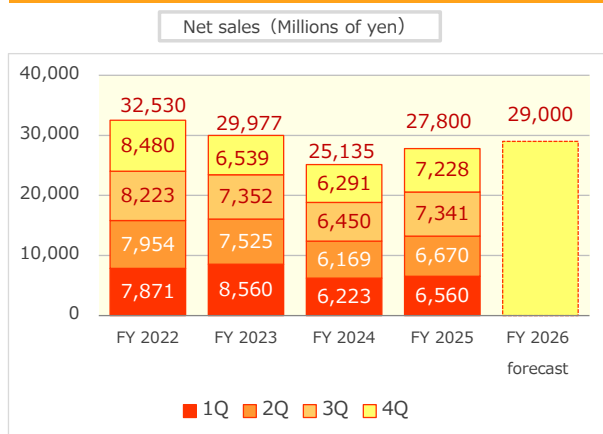
Functional Coating Chemicals



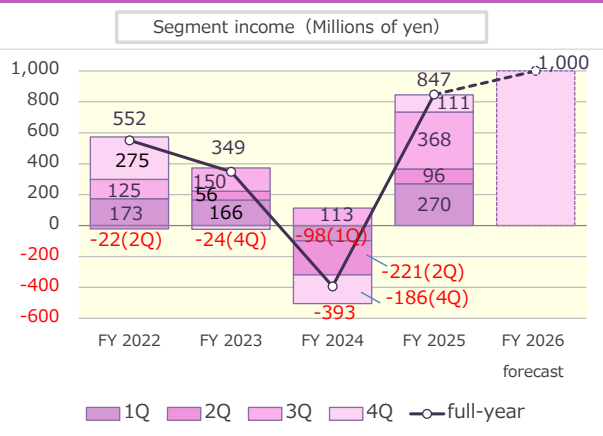
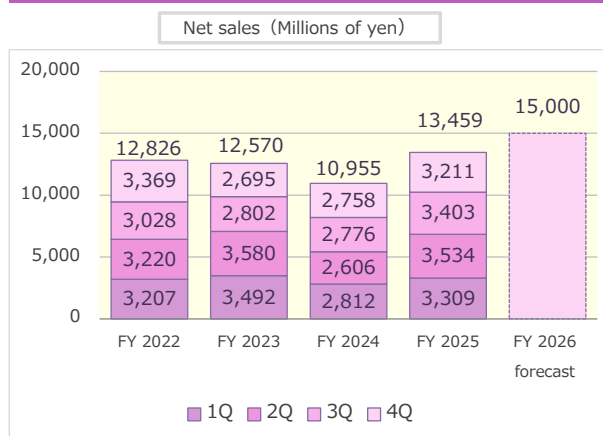
Paper Chemicals & Environmental Business



Adhesive & Biomass Materials



Fine Chemicals & Electronics



Segment Information (Consolidated)

Consolidated		FY 2022		FY 2023		FY 2024		FY 2025		FY 2026 forecast	
		Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change
Functional Coating Chemicals	Net sales ※1	16,226	7.1	15,700	△ 3.2	14,931	△ 4.9	16,842	12.8	18,500	9.8
	Segment income	1,082	△ 2.9	335	△ 69.0	520	55.2	1,219	134.2	1,600	31.2
	Segment income/sales	6.7%		2.1%		3.5%		7.2%		8.6%	
Paper Chemicals & Environmental Business	Net sales ※1	18,652	9.1	20,991	12.5	21,120	0.6	22,041	4.4	22,400	1.6
	Segment income	969	71.4	310	△ 67.9	1,339	330.9	1,849	38.1	1,600	△ 13.5
	Segment income/sales	5.2%		1.5%		6.3%		8.4%		7.1%	
Adhesive & Biomass Materials	Net sales ※1	32,530	26.1	29,977	△ 7.8	25,135	△ 16.2	27,800	10.6	29,000	4.3
	Segment income	206	△ 86.7	△ 3,871	—	△ 4,048	—	△ 2,241	—	△ 700	—
	Segment income/sales	0.6%		△12.9%		△16.1%		△8.1%		△2.4%	
Fine Chemicals & Electronics	Net sales ※1	12,826	4.7	12,570	△ 2.0	10,955	△ 12.8	13,459	22.9	15,000	11.4
	Segment income	552	4.6	349	△ 36.7	△ 393	—	847	—	1,000	18.0
	Segment income/sales	4.3%		2.8%		△3.6%		6.3%		6.7%	
Others	Net sales ※1	279	6.2	191	△ 31.4	80	△ 57.9	93	15.9	100	6.9
	Segment income	45	72.8	42	△ 7.3	38	△ 7.3	56	46.1	40	△ 29.7
	Segment income/sales	16.2%		22.0%		48.3%		60.8%		40.0%	
Subtotal	Net sales ※1	80,515	14.1	79,431	△ 1.3	72,222	△ 9.1	80,236	11.1	85,000	5.9
	Segment income	2,855	△ 24.6	△ 2,832	—	△ 2,542	—	1,732	—	3,540	104.4
	Segment income/sales	3.5%		△3.6%		△3.5%		2.2%		4.2%	
Consolidated total	DevelopmentInvestment ※2	△ 437	—	△ 406	—	△ 408	—	△ 384	—	△ 490	—
	Segment income	2,418	△ 29.1	△ 3,239	—	△ 2,950	—	1,347	—	3,050	126.3
	Segment income/sales	3.0%		△4.1%		△4.1%		1.7%		3.6%	

※1 The sales of business segmentation do not include intersegment sales.

※2 Applied research and development expense that will be the source of growth in the medium to long term.

※Accounting Standard for Revenue Recognition has been applied since the beginning of FY2022.

[Functional Coating Chemicals]

UV/EB curable resin,Resins for paint and printing ink,etc.

[Paper chemicals & Environmental Business]

Paper strengthening agent,Sizing agent,New water-based polymer,etc.

[Adhesive & Biomass Materials]

Hydrogenated hydrocarbon resin,Adhesive resin,Colorless rosin derivative,Synthetic rubber polymerization emulsifier,etc.

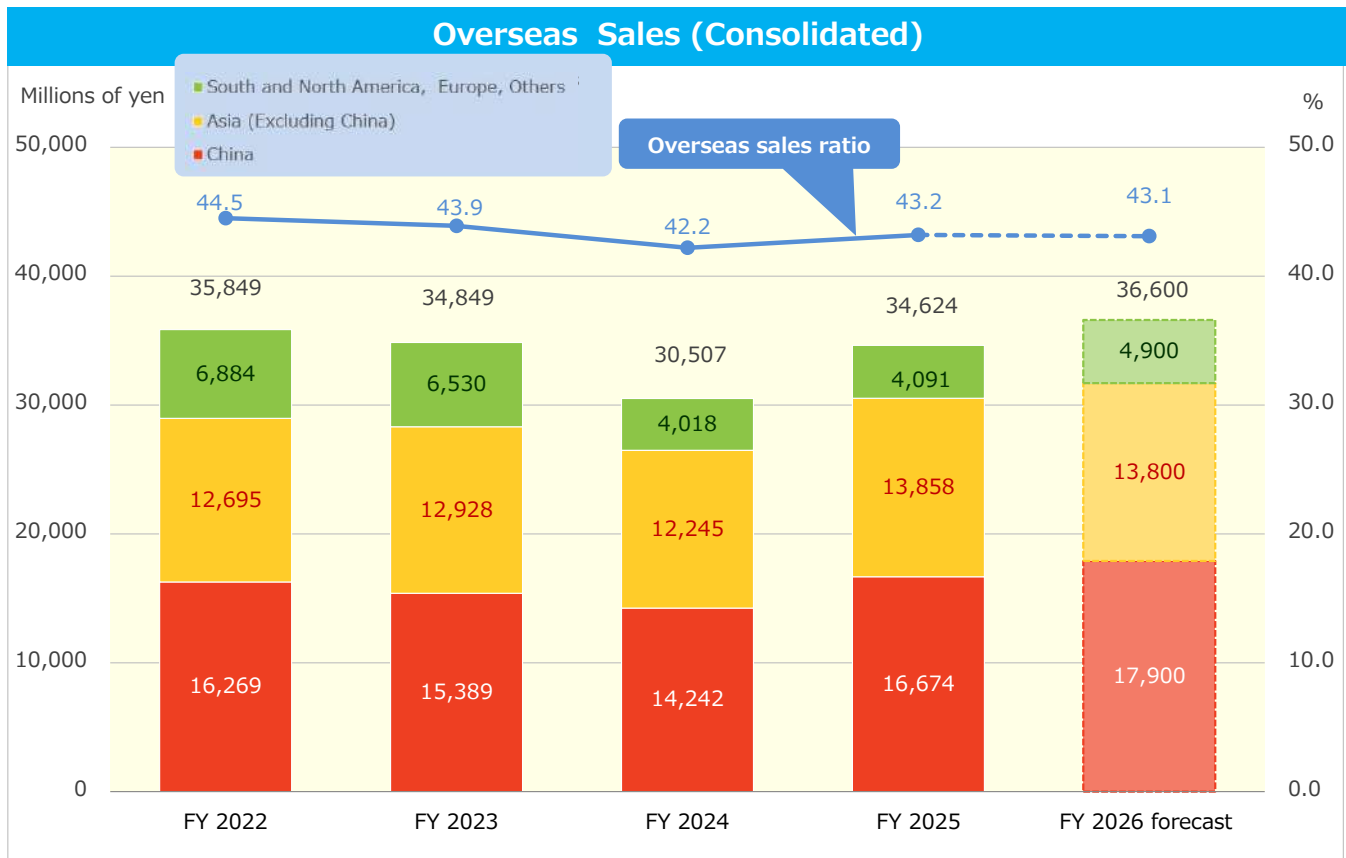
[Fine Chemicals & Electronics]

Precise parts cleaning agent and Cleaning system and its peripheral equipment,Thermoplastic Polyimide Solution, Fine chemical Products,Compounded Products for electronic material,Polishing agent for hard disk substrates,etc.

[Others]

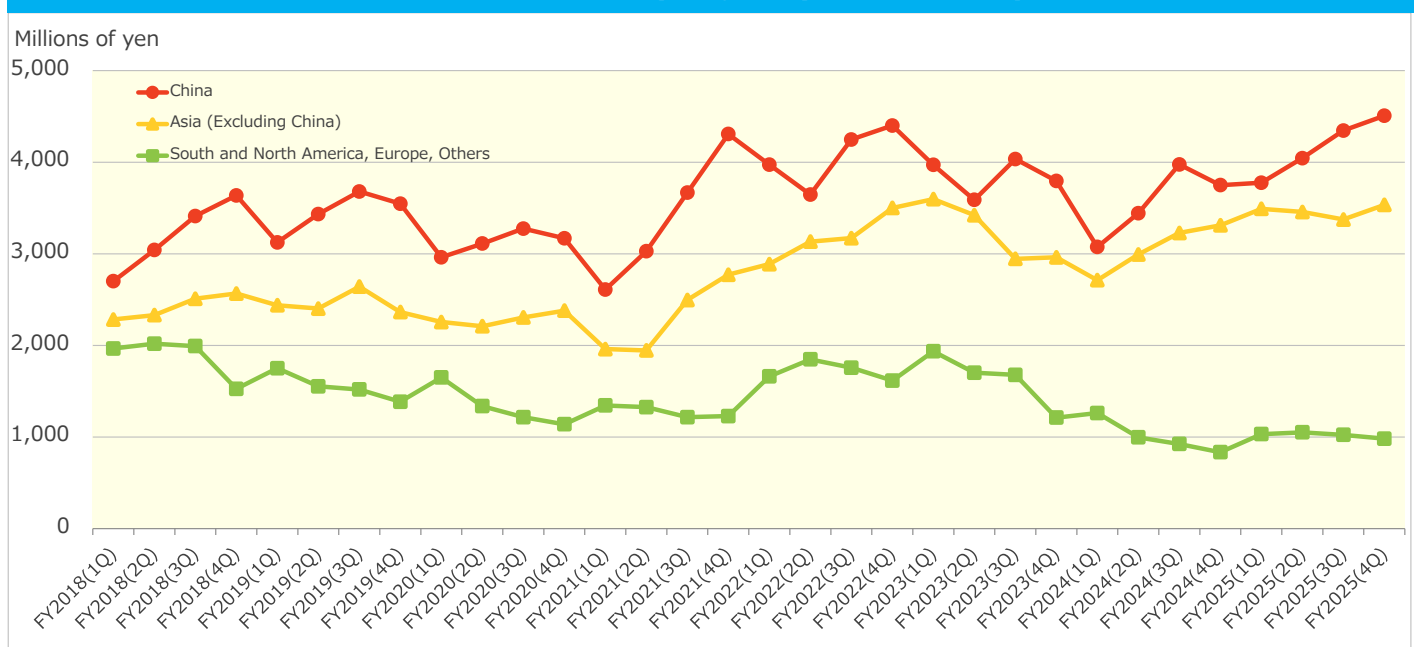
Insurance business, Real estate management, etc.

Overseas Sales (Consolidated)



Consolidated	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026 forecast	
	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change	Millions of yen	% Change
Overseas sales	35,849	28.5	34,849	△ 2.8	30,507	△ 12.5	34,624	13.5	36,600	5.7
Overseas sales in Asia	28,965	27.1	28,318	△ 2.2	26,488	△ 6.5	30,533	15.3	31,700	3.8
Overseas sales in China	16,269	19.5	15,389	△ 5.4	14,242	△ 7.5	16,674	17.1	17,900	7.3
Overseas sales ratio	44.5%		43.9%		42.2%		43.2%		43.1%	

Overseas sales by region (Consolidated)



Management Index(Consolidated)

	FY2021 (‘20/4-‘21/3)	※FY2022 (‘21/4-‘22/3)	FY2023 (‘22/4-‘23/3)	FY2024 (‘23/4-‘24/3)	FY2025 (‘24/4-‘25/3)	FY2026 forecast (‘25/4-‘26/3)
Capital investment (Completion basis) (Millions of yen)	18,559	6,567	4,025	6,057	5,429	4,000
Capital investment (Cash flows basis) (Millions of yen)	6,029	6,423	6,116	6,857	4,517	3,900
Depreciation (Millions of yen)	2,980	3,120	4,477	5,808	5,720	5,500
Research and development expenses (Millions of yen)	3,247	3,100	3,024	2,965	3,058	3,300
Interest-bearing debt (Millions of yen)	21,789	26,680	35,052	42,388	39,381	40,500
Debt equity ratio (Times)	0.38	0.45	0.65	0.76	0.67	0.65
Total assets (Millions of yen)	105,757	117,739	119,035	125,418	122,297	124,000
Shareholders' equity and accumulated other comprehensive income (Millions of yen)	57,228	59,184	54,082	56,134	58,475	61,977
Shareholders' equity to total assets (%)	54.1	50.3	45.2	44.8	47.8	50.0
Return on equity (%)	4.0	2.6	△ 8.7	△ 1.9	4.6	3.0
Net profit to sales(%)	3.1	1.9	△ 6.2	△ 1.4	3.3	2.1
Total assets turnover (Times)	0.7	0.7	0.7	0.6	0.6	0.7
Financial Leverage (Times)	1.8	1.9	2.1	2.2	2.2	2.0
Operating profit to net sales (%)	4.6	4.1	△ 3.7	△ 3.6	1.3	3.3
Ordinary profit to net sales (%)	5.2	4.4	△ 3.4	△ 3.3	1.1	2.8
Earnings per share (Yen)	109.35	75.75	△ 249.08	△ 52.56	133.31	90.73
Book-value per share (Yen)	2,884.66	2,983.23	2,726.08	2,829.54	2,947.52	3,124.03
Price to earnings ratio (Times)	12.1	14.1	—	—	8.3	—
Annual dividends per share (Yen)	46.00	48.00	48.00	48.00	49.00	50.00
Payout ratio (%)	42.1	63.4	—	—	36.8	55.1
Number of employees	1,593	1,615	1,677	1,668	1,667	1,698

* Accounting Standard for Revenue Recognition has been applied since the beginning of FY2022.

Balance Sheets (Consolidated)

(Unit : Millions of yen)

	FY2021 ('20/4-'21/3)	FY2022 ('21/4-'22/3)	FY2023 ('22/4-'23/3)	FY2024 ('23/4-'24/3)	FY2025 ('24/4-'25/3)
Assets					
◇ Current assets	53,713	62,477	62,799	64,159	62,264
Cash and deposits	8,464	10,374	11,140	11,578	9,431
Notes and accounts receivable-trade	23,097	25,713	23,461	25,683	25,884
Electronically recorded monetary claims - operating	1,746	1,953	1,965	2,504	2,258
Inventories	17,866	22,159	24,213	23,294	23,818
Other	2,643	2,392	2,129	1,215	997
Allowance for doubtful accounts	△ 107	△ 115	△ 110	△ 116	△ 126
◇ Noncurrent assets	51,396	53,895	54,331	59,332	58,500
• Property, plant and equipment	38,103	40,277	40,442	39,952	39,039
Buildings and structures	15,443	16,823	16,628	17,723	18,604
Machinery, equipment and vehicles	14,753	16,385	14,809	14,126	13,487
Land	4,993	4,994	4,993	4,996	5,007
Construction in progress	2,009	1,038	2,927	1,969	846
Other	902	1,035	1,083	1,136	1,092
• Intangible assets	1,770	1,851	1,678	1,529	1,374
• Investments and other assets	11,521	11,766	12,210	17,850	18,086
* A Investment securities	8,552	8,342	7,837	11,200	10,105
Net defined benefit asset	2,438	2,907	3,895	6,087	7,392
Deferred tax assets	277	267	231	286	288
Other	316	365	322	354	386
Allowance for doubtful accounts	△ 63	△ 115	△ 75	△ 79	△ 86
◇ Deferred assets	647	1,366	1,904	1,927	1,532
Business commencement expenses	647	1,366	1,904	1,927	1,532
Total assets	105,757	117,739	119,035	125,418	122,297
Liabilities					
◇ Current liabilities	33,773	36,474	42,113	43,406	37,608
Notes and accounts payable-trade	8,753	10,965	9,973	9,478	9,200
Electronically recorded obligations - operating	897	1,257	1,074	1,403	1,172
Short-term loans payable	7,976	12,965	19,645	18,512	18,319
Current portion of bonds	5,000	—	—	5,000	—
Income taxes payable	741	526	336	434	774
Accrued consumption taxes	91	54	67	100	52
Provision for bonuses	1,490	1,375	1,036	1,190	1,370
Provision for repairs	259	255	414	732	820
* Accounting Standard for Revenue Recognition has been applied since	201	76	219	297	104
Other	8,361	8,996	9,346	6,256	5,792
◇ Noncurrent liabilities	13,393	18,686	20,412	25,093	27,451
Bonds payable	5,000	10,000	10,000	5,000	10,000
Long-term loans payable	3,813	3,715	5,407	13,875	11,061
Deferred tax liabilities	2,242	2,313	2,372	3,847	4,161
Provision for retirement benefits/Net defined benefit liability	301	300	298	299	259
Other	2,035	2,357	2,333	2,071	1,968
Total liabilities	47,166	55,160	62,526	68,500	65,060
Net assets					
◇ Shareholders' equity	51,961	52,512	46,618	44,623	46,315
Capital stock	3,343	3,343	3,343	3,343	3,343
Capital surplus	3,564	3,564	3,564	3,564	3,564
Retained earnings	46,265	46,816	40,922	38,927	40,619
Treasury stock	△ 1,211	△ 1,211	△ 1,211	△ 1,211	△ 1,211
◇ Accumulated other comprehensive income	5,267	6,671	7,464	11,511	12,159
Valuation difference on available-for-sale securities	3,576	3,334	2,933	5,173	4,384
Foreign currency translation adjustment	646	2,112	2,819	3,530	4,671
Remeasurements of defined benefit plans	1,044	1,225	1,710	2,807	3,103
◇ Minority interests	1,361	3,394	2,426	783	△ 1,237
Total net assets	58,590	62,578	56,509	56,918	57,237
Total liabilities and net assets	105,757	117,739	119,035	125,418	122,297

Statements of Income (Consolidated)

(Unit : Millions of yen)

	FY2021 ('20/4-'21/3)	FY2022 ('21/4-'22/3)	FY2023 ('22/4-'23/3)	FY2024 ('23/4-'24/3)	FY2025 ('24/4-'25/3)
◇ Net sales	70,572	80,515	79,431	72,222	80,236
◇ Cost of sales	53,884	62,544	67,859	60,540	63,743
Gross profit	16,688	17,971	11,571	11,681	16,493
Selling, general and administrative expenses	13,431	14,667	14,479	14,299	15,436
Operating profit	3,257	3,304	△ 2,907	△ 2,617	1,057
◇ Non-operating income	642	967	935	821	752
Interest income	41	30	32	97	102
Dividends income	193	227	248	226	239
Rental income from real estate	95	96	93	49	57
Foreign exchange gains	21	329	413	172	151
Insurance claim income	42	101	—	—	—
Other	247	182	148	274	200
◇ Non-operating expenses	247	704	715	615	955
Interest expenses	138	158	224	331	393
Bond issuance cost	—	27	—	—	24
Loss on investments in investment partnerships	27	11	0	67	28
Amortization of business commencement expenses	—	—	10	43	396
Provision for repairs	—	404	384	—	—
Other	80	102	93	173	112
* A Ordinary profit	3,652	3,566	△ 2,687	△ 2,412	854
◇ Extraordinary income	327	7	1,363	1,463	2,252
Gain on sales of noncurrent assets	5	4	1,059	5	984
Gain on sales of investment securities	321	3	303	511	1,268
Compensation income	—	—	—	431	—
Gain on reversal of asset retirement obligations	—	—	—	514	—
◇ Extraordinary loss	137	633	3,328	470	239
Loss on sales and retirement of noncurrent assets	135	283	284	462	239
Impairment losses	—	346	1,838	—	—
Loss on valuation of noncurrent assets	—	3	—	7	—
Loss on valuation of investment securities	—	0	0	—	—
Loss on valuation of investments in capital of subsidiaries and associates	2	—	—	—	—
Loss on liquidation of subsidiaries and associates	—	—	1,205	—	—
Profit before income taxes	3,842	2,941	△ 4,652	△ 1,418	2,867
Income taxes—current	1,264	1,022	828	996	1,418
Income taxes—deferred	196	110	54	△ 57	386
Profit attributable to non-controlling interests	212	305	△ 595	△ 1,314	△ 1,582
Profit attributable to owners of parent	2,169	1,502	△ 4,941	△ 1,042	2,644

* Accounting Standard for Revenue Recognition has been applied since the beginning of FY2022.

Statements of Cash Flows (Consolidated)

	(Unit : Millions of yen)				
	FY2021 ('20/4-'21/3)	FY2022 ('21/4-'22/3)	FY2023 ('22/4-'23/3)	FY2024 ('23/4-'24/3)	FY2025 ('24/4-'24/3)
I . Net cash provided by (used in) operating					
Profit before income taxes	3,842	2,941	△ 4,652	△ 1,418	2,867
Depreciation	2,980	3,120	4,477	5,808	5,720
Impairment losses	—	346	1,838	—	—
Amortization of business commencement expenses	—	—	10	43	396
Amortization of goodwill	185	76	—	—	—
Increase (decrease) in allowance for doubtful accounts	△ 4	42	△ 54	2	5
Increase (decrease) in provision for bonuses	311	△ 133	△ 348	144	164
Increase (decrease) in provision for directors' bonuses	11	2	△ 58	—	27
Increase (decrease) in provision for retirement benefits	△ 20	△ 2	△ 3	△ 0	△ 40
Decrease (increase) in net defined benefit asset	△ 2,174	△ 468	△ 988	△ 2,190	△ 1,301
Increase (decrease) in provision for loss on business liquidation	—	—	1,155	△ 1,169	△ 59
Loss (gain) on sales and retirement of non-current assets	129	279	△ 775	456	△ 743
Loss on valuation of non-current assets	—	3	—	7	—
Loss (gain) on sales of investment securities	△ 321	△ 3	△ 303	△ 511	△ 1,268
Loss on valuation of investment securities	—	0	0	—	—
Loss on valuation of investments in capital	2	—	—	—	—
Loss (gain) on investments in investment partnerships	27	11	0	67	28
Compensation income	—	—	—	△ 431	—
Gain on reversal of asset retirement obligations	—	—	—	△ 514	—
Interest and dividends income	△ 234	△ 257	△ 280	△ 324	△ 342
Interest expenses	138	186	224	331	393
Decrease (increase) in notes and accounts receivable-trade	△ 295	△ 1,958	2,863	△ 2,281	627
Decrease (increase) in inventories	△ 1,634	△ 3,665	△ 1,898	1,386	△ 124
Increase (decrease) in notes and accounts payable-trade	422	2,206	△ 1,603	△ 435	△ 715
Increase (decrease) in accrued consumption taxes	△ 187	518	135	71	△ 15
Other, net	945	2,044	616	3,021	566
Sub-total	4,125	5,291	354	2,062	6,186
Interest and dividends income received	234	253	284	324	342
Interest expenses paid	△ 135	△ 155	△ 218	△ 358	△ 372
Income taxes (paid) refund	△ 538	△ 1,399	△ 996	△ 871	△ 1,036
Ne * Accounting Standard for Revenue Recognition has been applied since	3,685	3,989	△ 575	1,157	5,119
II . Net cash provided by (used in) investment activities					
Purchase of non-current assets	△ 6,029	△ 6,423	△ 6,116	△ 6,857	△ 4,517
Proceeds from sales of property, plant and equipment	160	8	1,231	14	773
Purchase of investment securities	△ 234	△ 172	△ 247	△ 38	△ 303
Proceeds from sales of investment securities	324	21	478	655	1,578
Purchase of shares of subsidiaries and associates	—	—	—	△ 305	—
Payments for deferred assets	△ 411	△ 742	△ 542	△ 64	—
Other, net	△ 1,106	△ 91	△ 850	△ 543	△ 773
Net cash provided by (used in) investment activities	△ 7,298	△ 7,401	△ 6,046	△ 7,140	△ 3,243
III . Net cash provided by (used in) financing activities					
Net increase (decrease) in short-term loans payable	2,974	4,647	1,506	309	△ 243
Proceeds from long-term loans payable	—	—	7,109	12,162	405
Repayment of long-term loans payable	△ 310	△ 132	△ 438	△ 5,503	△ 3,337
Proceeds from issuance of bonds	—	4,972	—	—	4,975
Redemption of bonds	—	△ 5,000	—	—	△ 5,000
Purchase of treasury shares	△ 0	△ 0	△ 0	△ 0	—
Proceeds from share issuance to non-controlling shareholders	—	1,940	—	—	—
Cash dividends paid	△ 872	△ 952	△ 952	△ 952	△ 952
Dividends paid to non-controlling interests	△ 345	△ 425	△ 448	△ 460	△ 537
Other, net	△ 90	△ 121	△ 110	△ 71	△ 14
Net cash provided by (used in) financing activities	1,354	4,927	6,666	5,484	△ 4,704
IV . Effect of exchange rate change on cash and cash equivalents	55	391	△ 7	376	97
V . Net increase (decrease) in cash and cash equivalents	△ 2,203	1,907	36	△ 121	△ 2,730
VI . Cash and cash equivalents, beginning of term	9,545	7,342	9,250	9,286	9,164
VII . Cash and cash equivalents, end of term	7,342	9,250	9,268	9,164	6,434

Balance Sheets (Consolidated)

(Unit : Millions of yen)

Item	FY2024 (As of March 31, 2024)		FY2025 (As of March 31, 2025)		Increase /Decrease
	Amount	Composition ratio	Amount	Composition ratio	
(Assets)		%		%	
I Current assets					
1. Cash and deposits	11,578		9,431		△ 2,146
2. Notes and accounts receivable – trade	25,683		25,884		201
3. Electronically recorded monetary claims – operating	2,504		2,258		△ 245
4. Merchandise and finished goods	12,423		12,619		196
5. Work in process	1,603		1,468		△ 135
6. Raw materials and supplies	9,267		9,730		463
7. Other	1,215		997		△ 217
8. Allowance for doubtful accounts	△ 116		△ 126		△ 9
Total current assets	64,159	51.2	62,264	50.9	△ 1,894
II Non-current assets					
1. Property, plant and equipment					
(1) Buildings and structures, net	17,723		18,604		881
(2) Machinery, equipment and vehicles, net	14,126		13,487		△ 639
(3) Land	4,996		5,008		11
(4) Construction in progress	1,969		846		△ 1,122
(5) Other, net	1,136		1,092		△ 43
Total property, plant and equipment	39,952	31.9	39,039	31.9	△ 912
2. Intangible assets					
(1) Other	1,529		1,374		△ 155
Total intangible assets	1,529	1.2	1,374	1.1	△ 155
3. Investments and other assets					
(1) Investment securities	11,200		10,105		△ 1,095
(2) Retirement benefit asset	6,087		7,392		1,304
(3) Deferred tax assets	286		288		2
(4) Other	354		386		31
(5) Allowance for doubtful accounts	△ 79		△ 86		△ 6
Total investments and other assets	17,850	14.2	18,086	14.8	236
Total non-current assets	59,332	47.3	58,500	47.8	△ 832
III Deferred assets					
1. Business commencement expenses	1,927		1,532		△ 394
Total deferred assets	1,927	1.5	1,532	1.3	△ 394
Total assets	125,418	100.0	122,297	100.0	△ 3,121

(Unit : Millions of yen)

Item	FY2024 (As of March 31, 2024)		FY2025 (As of March 31, 2025)		Increase /Decrease
	Amount	Composition ratio	Amount	Composition ratio	
(Liabilities)		%		%	
I Current liabilities					
1. Notes and accounts payable – trade	9,478		9,200		△ 277
2. Electronically recorded obligations – operating	1,403		1,172		△ 230
3. Short-term borrowings	18,512		18,319		△ 192
4. Current portion of bonds payable	5,000		–		△ 5,000
5. Income taxes payable	434		774		340
6. Accrued consumption taxes	100		52		△ 48
7. Provision for bonuses	1,190		1,370		180
8. Provision for bonuses for directors (and other officers)	–		27		27
9. Provision for repairs	732		820		87
10. Provision for loss on business liquidation	110		56		△ 53
11. Asset retirement obligations	–		26		26
12. Notes payable – facilities	297		104		△ 192
13. Other	6,146		5,682		△ 463
Total current liabilities	43,406	34.6	37,608	30.8	△ 5,798
II Non-current liabilities					
1. Bonds payable	5,000		10,000		5,000
2. Long-term borrowings	13,875		11,061		△ 2,814
3. Deferred tax liabilities	3,847		4,161		313
4. Retirement benefit liability	299		259		△ 39
5. Asset retirement obligations	1,919		1,832		△ 87
6. Other	151		135		△ 15
Total non-current liabilities	25,093	20.0	27,451	22.4	2,357
Total liabilities	68,500	54.6	65,060	53.2	△ 3,440
(Net assets)					
I Shareholders' equity					
1. Share capital	3,343		3,343		–
2. Capital surplus	3,564		3,564		–
3. Retained earnings	38,927		40,619		1,692
4. Treasury shares	△ 1,211		△ 1,211		–
Total shareholders' equity	44,623	35.6	46,315	37.9	1,692
II Accumulated other comprehensive income					
1. Valuation difference on available-for-sale securities	5,173		4,384		△ 789
2. Foreign currency translation adjustment	3,530		4,671		1,140
3. Remeasurements of defined benefit plans	2,807		3,103		296
Total accumulated other comprehensive income	11,511	9.2	12,159	9.9	648
III Non-controlling interests	783	0.6	△ 1,237	△ 1.0	△ 2,021
Total net assets	56,918	45.4	57,237	46.8	318
Total liabilities and net assets	125,418	100.0	122,297	100.0	△ 3,121

Statements of Income (Consolidated)

(Unit : Millions of yen)

Item	FY2024 '23/4-'24/3		FY2025 '24/4-'25/3		Increase /Decrease	
	Amount	Ratio	Amount	Ratio	Amount	Rate of Change
I Net sales	72,222	100.0	80,236	100.0	8,014	11.1
II Cost of sales	60,540	83.8	63,743	79.4	3,202	5.3
Gross profit	11,681	16.2	16,493	20.6	4,812	41.2
III Selling, general and administrative expenses	14,299	19.8	15,436	19.2	1,136	7.9
Operating profit (loss)	△ 2,617	△ 3.6	1,057	1.3	3,675	-
IV Non-operating income						
Interest income	97		102		5	
Dividend income	226		239		12	
Rental income from real estate	49		57		7	
Foreign exchange gains	172		151		△ 20	
Other	274		200		△ 73	
Total non-operating income	821	1.1	752	1.0	△ 69	△ 8.4
V Non-operating expenses						
Interest expenses	331		393		61	
Bond issuance costs	-		24		24	
Loss on investments in investment partnerships	67		28		△ 38	
Amortization of business commencement expenses	43		396		353	
Other	173		112		△ 61	
Total non-operating expenses	615	0.8	955	1.2	339	55.1
Ordinary profit (loss)	△ 2,412	△ 3.3	854	1.1	3,267	-
VI Extraordinary income						
Gain on sale of non-current assets	5		984		978	
Gain on sale of investment securities	511		1,268		756	
Compensation income	431		-		△ 431	
Gain on reversal of asset retirement obligations	514		-		△ 514	
Total extraordinary income	1,463	2.0	2,252	2.8	788	53.9
VII Extraordinary losses						
Loss on sale and retirement of non-current assets	462		239		△ 222	
Loss on valuation of non-current assets	7		-		△ 7	
Total extraordinary losses	470	0.7	239	0.3	△ 230	△ 49.0
Profit(Loss) before income taxes	△ 1,418	△ 2.0	2,867	3.6	4,286	-
Income taxes - current	996		1,418		422	
Income taxes - deferred	△ 57		386		443	
Income taxes	938	△ 0.1	1,805	2.3	866	92.4
Profit(Loss)	△ 2,356	△ 3.2	1,062	1.3	3,419	-
Profit(Loss) attributable to non-controlling interests	△ 1,314	△ 1.8	△ 1,582	△ 2.0	△ 268	-
Profit(Loss) attributable to owners of parent	△ 1,042	△ 1.4	2,644	3.3	3,687	-

<Reference> Statements of Comprehensive Income (Consolidated)

Profit(Loss)	△ 2,356		1,062		3,419	-
Other comprehensive income						
Valuation difference on available-for-sale securities	2,239		△ 789		△ 3,029	
Foreign currency translation adjustment	844		1,237		392	
Remeasurements of defined benefit plans, net of tax	1,094		298		△ 796	
Total other comprehensive income	4,179		746		△ 3,433	
Comprehensive income	1,822		1,808		△ 13	△ 0.8

Statements of Cash Flows (Consolidated)

(Unit : Millions of yen)

Item	FY2024 '23/4-'24/3	FY2025 '24/4-'25/3	Increase /Decrease
	Amount	Amount	
I Cash flows from operating activities			
Profit (loss) before income taxes	△ 1,418	2,867	4,286
Depreciation	5,808	5,720	△ 87
Amortization of business commencement expenses	43	396	353
Increase (decrease) in allowance for doubtful accounts	2	5	3
Increase (decrease) in provision for bonuses	144	164	20
Increase (decrease) in provision for bonuses for directors (and other officers)	—	27	27
Increase (decrease) in retirement benefit liability	△ 0	△ 40	△ 40
Decrease (increase) in retirement benefit asset	△ 2,190	△ 1,301	888
Increase (decrease) in provision for loss on business liquidation	△ 1,169	△ 59	1,110
Loss (gain) on sale and retirement of non-current assets	456	△ 743	△ 1,200
Loss on valuation of non-current assets	7	—	△ 7
Loss (gain) on sale of investment securities	△ 511	△ 1,268	△ 756
Loss (gain) on investments in investment partnerships	67	28	△ 38
Compensation income	△ 431	—	431
Gain on reversal of asset retirement obligations	△ 514	—	514
Interest and dividend income	△ 324	△ 342	△ 17
Interest expenses	331	393	61
Decrease (increase) in trade receivables	△ 2,281	627	2,909
Decrease (increase) in inventories	1,386	△ 124	△ 1,511
Increase (decrease) in trade payables	△ 435	△ 715	△ 280
Increase (decrease) in accrued consumption taxes	71	△ 15	△ 86
Other	3,021	566	△ 2,454
Subtotal	2,062	6,186	4,123
Interest and dividends received	324	342	18
Interest paid	△ 358	△ 372	△ 14
Income taxes refund (paid)	△ 871	△ 1,036	△ 165
Net cash provided by (used in) operating activities	1,157	5,119	3,962
II Cash flows from investing activities			
Decrease (increase) in time deposits	△ 428	△ 471	△ 42
Purchase of property, plant and equipment	△ 6,768	△ 4,407	2,361
Proceeds from sale of property, plant and equipment	14	773	758
Purchase of investment securities	△ 38	△ 303	△ 265
Proceeds from sale of investment securities	655	1,578	922
Purchase of intangible assets	△ 89	△ 110	△ 21
Purchase of shares of subsidiaries and associates	△ 305	—	305
Payments for deferred assets	△ 64	—	64
Decrease (increase) in investments and other assets	△ 1	△ 9	△ 7
Other	△ 113	△ 292	△ 179
Net cash provided by (used in) investing activities	△ 7,140	△ 3,243	3,897
III Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	309	△ 243	△ 553
Proceeds from long-term borrowings	12,162	405	△ 11,757
Repayments of long-term borrowings	△ 5,503	△ 3,337	2,166
Proceeds from issuance of bonds	—	4,975	4,975
Redemption of bonds	—	△ 5,000	△ 5,000
Purchase of treasury shares	△ 0	—	0
Dividends paid	△ 952	△ 952	0
Dividends paid to non-controlling interests	△ 460	△ 537	△ 76
Other	△ 71	△ 14	56
Net cash provided by (used in) financing activities	5,484	△ 4,704	△ 10,188
IV Effect of exchange rate change on cash and cash equivalents	376	97	△ 279
V Net increase (decrease) in cash and cash equivalents	△ 121	△ 2,730	△ 2,608
VI Cash and cash equivalents at beginning of period	9,286	9,164	△ 121
VII Cash and cash equivalents at end of period	9,164	6,434	△ 2,730