

## Operating Performance

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
Net Sales	1,496.9	2,074.4	2,808.8	2,414.9	2,561.2
Operating Income	392.2	676.3	998.2	701.0	742.1
Ordinary Income	405.1	694.4	1,020.2	787.2	820.5
Net Income Attributable to Owners of Parent	293.7	500.1	708.2	520.1	534.0
Net Income per Share (yen)*	141.35	240.76	347.84	259.41	269.52

\*The Company enacted a five-for-one stock split of its common stock with an effective date of April 1, 2023.

## Key Indicators

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
ROIC	17.2%	27.2%	33.6%	19.4%	18.2%
ROE	10.7%	16.3%	19.7%	12.8%	12.0%
ROA	12.3%	18.7%	23.2%	15.9%	15.2%
Operating Income to Net Sales Ratio	26.2%	32.6%	35.5%	29.0%	29.0%
Net Income Attributable to Owners of Parent to Net Sales Ratio	19.6%	24.1%	25.2%	21.5%	20.8%

## Financial Position

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
Total Assets	3,380.6	4,053.4	4,730.3	5,147.9	5,636.6
Net Assets	2,886.6	3,429.2	4,026.2	4,424.0	4,837.5
Stockholders' Equity Ratio	83.2%	82.1%	81.8%	82.7%	82.6%

## Capital Expenditures and R&D

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
Capital Expenditures	228.8	213.9	318.0	406.8	434.5
Depreciation and Amortization	143.8	168.7	213.6	227.6	238.3
R&D Costs	51.2	62.4	67.2	65.7	73.1

## Net Sales by Segment (Old Segment)

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
PVC/Chlor-Alkali Business	469.7				
Silicones Business	208.3				
Specialty Chemicals Business	112.6				
Semiconductor Silicon Business	374.0				
Electronics & Functional Materials Business	234.8				
Processing, Trading & Specialized Services Business	97.2				

## Operating Income by Segment (Old Segment)

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
PVC/Chlor-Alkali Business	97.0				
Silicones Business	45.1				
Specialty Chemicals Business	21.8				
Semiconductor Silicon Business	144.1				
Electronics & Functional Materials Business	70.2				
Processing, Trading & Specialized Services Business	14.3				

## Net Sales by Segment (New Segment)

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
Infrastructure Materials		857.1	1,308.0	1,010.2	1,041.5
Electronics Materials		708.9	875.6	850.4	934.3
Functional Materials		395.6	493.3	425.2	448.6
Processing & Specialized Services		112.6	131.6	128.9	136.7

## Operating Income by Segment (New Segment)

(Billions of yen)

	Mar/2021	Mar/2022	Mar/2023	Mar/2024	Mar/2025
Infrastructure Materials		317.7	541.3	321.9	291.4
Electronics Materials		244.7	301.4	272.1	324.7
Functional Materials		94.7	130.6	85.0	100.0
Processing & Specialized Services		20.9	26.3	24.1	28.7

## Sales by Region

	Japan	U.S.	Asia/Oceania	Europe	Other Areas
Fiscal year ended March 2025	20%	31%	33%	9%	7%