



FY03/2025

(April 1, 2024 to March 31, 2025)

Financial Results Materials

(Highlights)

April 28, 2025

CHORI CO., LTD.

Key Points of the Summary

POINT

Promoted the Medium-Term Management Plan “Chori Innovation Plan 2025 (CIP2025)”

- Net profit attributable to owners of parent reached ¥10.0 billion range.
- Posted ordinary profit of ¥16.2 billion, profit before income taxes of ¥16.3 billion, and net profit attributable to owners of parent of ¥11.7 billion, which were all record highs for a fourth straight year.

Business
results
summary

- A year-on-year slight increase in net sales, increased profit at the ordinary profit level and below.
- The Fibers, Textiles, and Garments business posted decreased profit but remains steady. The Chemicals business posted increased profit. The Machinery business returned to profit.

Financial
base

- Equity ratio 63.0% Maintained at a high level.
- ROE*1 13.4%
- ROIC*2 11.1%

*1: Net profit attributable to owners of parent basis

*2: ROIC = Operating profit after income taxes / shareholders' equity (Equity + Interest-bearing debt) average during the period

Dividends

- Year-end dividend increased from the dividend forecast announced on April 26, 2024. Continued dividend increase.
Year-end dividend ¥81 per share (Dividend increase of ¥20 per share) Annual dividend ¥142 per share
Consolidated dividend payout ratio: 30.0% Dividend on equity ratio (DOE): 4.4%

Topics

- The new mission-critical system (SAP) went into operation in April 2025.

Business Results Breakdown (YoY Comparison)

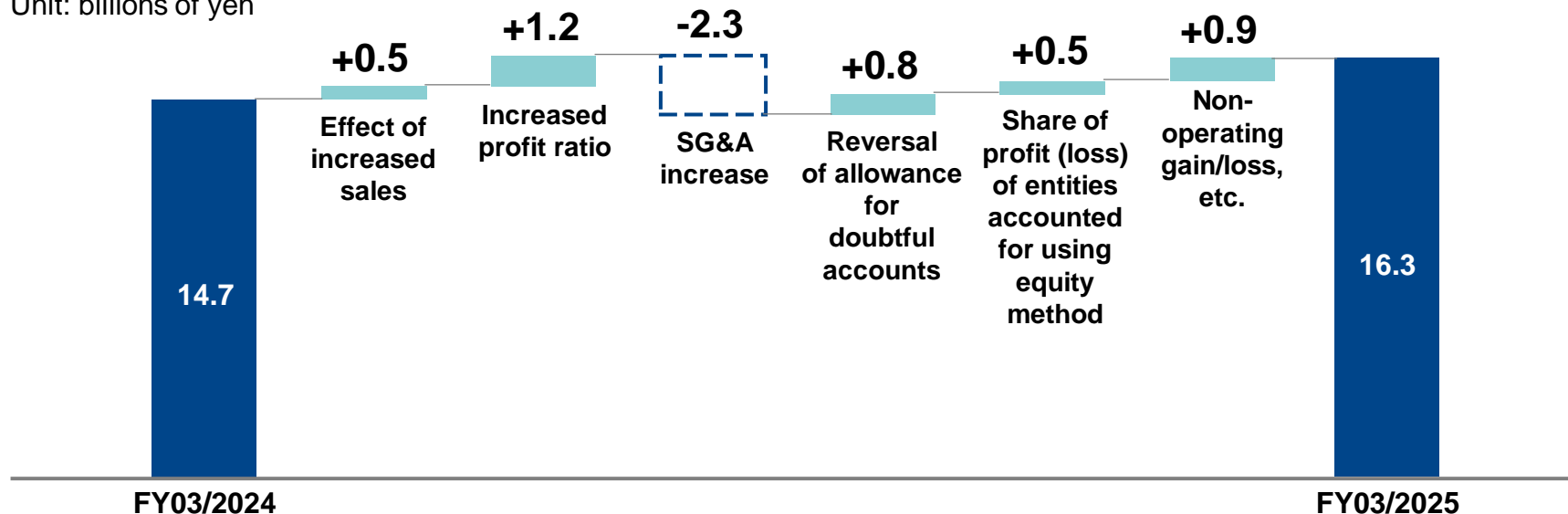
POINT

- The Japanese economy is on a gradual recovery trend, with personal consumption improving, as well as increased inbound tourism consumption. The outlook for the global economy is uncertain due to prolonged geopolitical risks, along with an economic slowdown in China.
- Net sales slightly increased. Operating profit decreased due to higher SG&A expenses, mainly due to higher personnel expenses and expenses related to the Osaka Head Office relocation. Profit before income taxes (segment profit) increased due to reversal of allowance for doubtful accounts due to partial collection of the receivables from a chemical manufacturing group in China and the recording of gain on sale of investment securities.

Unit: billions of yen	FY03/2024	FY03/2025	Difference	Ratio
Net sales	307.7	311.5	+3.8	+1.3%
Gross profit	38.7	40.5	+1.8	+4.6%
Selling, general and administrative expenses	23.7	26.0	+2.3	+9.8%
Operating profit	15.0	14.5	-0.5	-3.6%
Ordinary profit	14.5	16.2	+1.7	+11.9%
Profit before income taxes	14.7	16.3	+1.6	+11.0%
Net profit attributable to owners of parent	9.6	11.7	+2.0	+21.1%

Reasons for Changes in Profit before Income Taxes

Unit: billions of yen



Trends in Business Performance

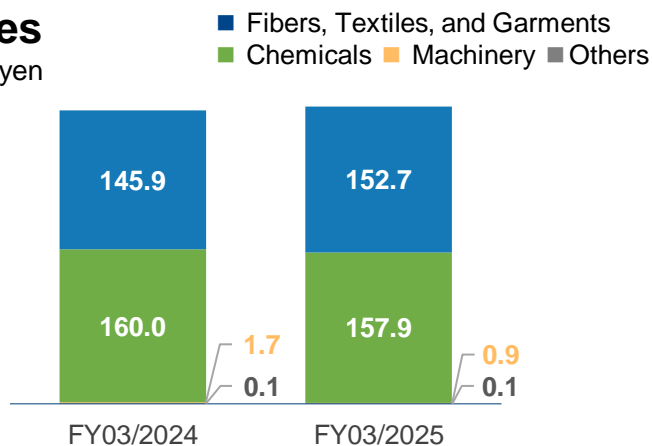
	FY03/2024					FY03/2025				
	1Q	2Q	3Q	4Q	Full-year total	1Q	2Q	3Q	4Q	Full-year total
Net sales	75.8	77.1	80.5	74.3	307.7	77.0	77.5	75.8	81.3	311.5
Profit (loss) before income taxes	3.6	4.2	4.2	2.7	14.7	5.6	3.7	3.4	3.6	16.3
Fibers, Textiles, and Garments	1.9	2.4	2.1	1.6	8.0	2.6	1.8	1.7	1.6	7.7
Chemicals	2.1	2.1	1.9	1.5	7.6	2.8	1.8	2.2	2.2	8.9
Machinery	-0.5	-0.3	0.4	-0.2	-0.6	0.1	0.2	0.1	0.2	0.6
Others*	0.0	-0.0	-0.3	-0.1	-0.4	0.1	-0.0	-0.6	-0.4	-0.9
Net profit attributable to owners of parent	2.2	2.8	3.0	1.6	9.6	4.2	2.9	2.1	2.5	11.7

*“Others” includes adjustments.

Segment Results

Net sales

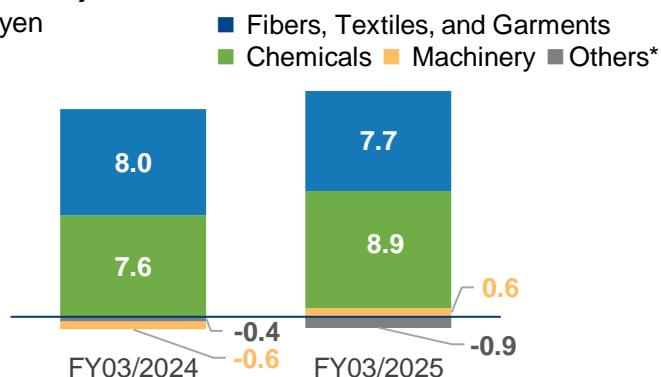
Unit: billions of yen



	FY03/2024	FY03/2025	Difference
Fibers, Textiles, and Garments	145.9	152.7	+6.8
Chemicals	160.0	157.9	-2.1
Machinery	1.7	0.9	-0.9
Others	0.1	0.1	+0.0
Total	307.7	311.5	+3.8

Profit (loss) before income taxes

Unit: billions of yen



	FY03/2024	FY03/2025	Difference
Fibers, Textiles, and Garments	8.0	7.7	-0.3
Chemicals	7.6	8.9	+1.2
Machinery	-0.6	0.6	+1.2
Others*	-0.4	-0.9	-0.5
Total	14.7	16.3	+1.6

**"Others" includes adjustments.

Fibers, Textiles, and Garments

Increased sales and decreased profit

Sluggish

Men's suits and uniforms

Steady

Fiber raw materials, textiles (export), women's clothing

Chemicals

Decreased sales and increased profit

Sluggish

Overall decrease in demand and poor market condition

Profit

Reversal of allowance for doubtful accounts

Machinery

Decreased sales and increased profit (returned to profit)

Recovery

Improvement in foreign exchange gains/losses

Net Sales by Operation

POINT

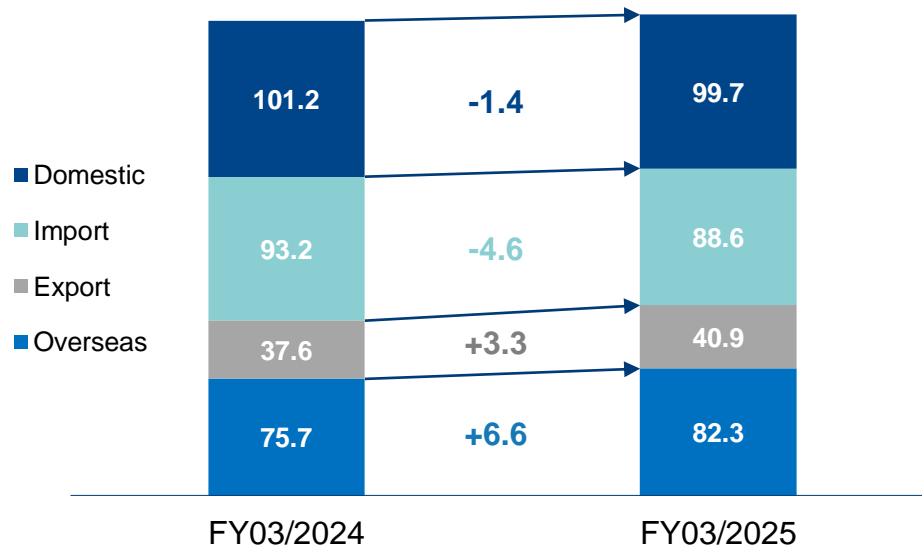
- Shipments for the domestic market (domestic and import) decreased, while shipments for the overseas market (export and overseas) increased.
- Trade ratio: 68.0% 0.9pt increase YoY

Unit: billions of yen

Net sales	307.7	Net sales	311.5
Overseas transactions	206.5	Overseas transactions	211.8
Trade ratio	67.1%	Trade ratio	68.0%

Diff.

Net sales	+3.8
Overseas transactions	+5.3
Trade ratio	+0.9pt

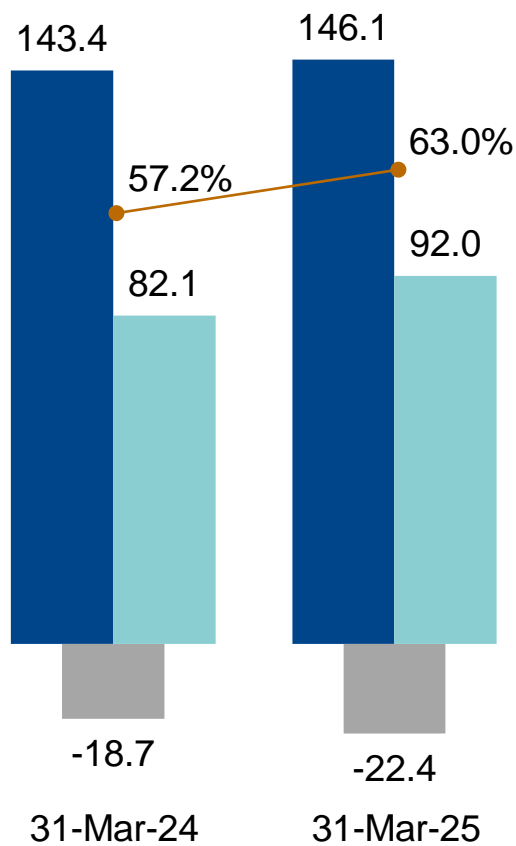


Domestic sales	Amount of domestic sales from domestic suppliers
Overseas transactions	
Import sales	Amount of net sales from overseas to Japan
Export sales	Amount of net sales from Japan to overseas
Overseas sales	Amount of net sales from overseas business

Financial Position

Unit: billions of yen

■ Total assets ■ Net interest-bearing debt
■ Equity ● Equity ratio



Financial soundness

	31-Mar-24	31-Mar-25	Difference
Total assets	143.4	146.1	+2.7
Net interest-bearing debt	-18.7	-22.4	-3.7
Equity	82.1	92.0	+10.0
Equity ratio	57.2%	63.0%	+5.8pt

Profitability/Capital efficiency

	31-Mar-24	31-Mar-25	Difference
ROA ^{*1}	6.7%	8.1%	+1.4pt
ROE ^{*1}	12.5%	13.4%	+0.9pt
ROIC ^{*2}	12.4%	11.1%	-1.3pt
(Reference) ROA (Ordinary profit basis)	10.1%	11.2%	+1.1pt

*1: Net profit attributable to owners of parent basis

*2: ROIC = Operating profit after income taxes / shareholders' equity (Equity + Interest-bearing debt) average during the period

Cash Flows

POINT

- Operating activities : Provided ¥7.1 billion due to profit before income taxes (+¥16.3 billion), decrease in trade payables (-¥5.4 billion), income taxes paid (-¥5.4 billion) and others
- Investing activities : Used ¥1.0 billion due to purchase of intangible assets associated with mainly the new mission-critical system (-¥2.1 billion), purchase of property, plant and equipment (-¥0.7 billion), proceeds from sale of investment securities (+¥2.4 billion) and others
- Financing activities : Used ¥4.8 billion due to dividend payments (-¥3.0 billion), repayments of borrowings (-¥1.5 billion) and others

(+: cash in, -: cash out)

Unit: billions of yen

	FY03/2024	FY03/2025	Difference
Cash flows from operating activities	9.7	7.1	-2.6
Cash flows from investing activities	-2.7	-1.0	+1.7
Cash flows from financing activities	-5.4	-4.8	+0.6
Effect of exchange rate change on cash and cash equivalents	0.6	0.8	+0.2
Total cash flows	2.2	2.1	-0.1
Cash and cash equivalents at end of period	21.1	23.2	+2.1

POINT

- In the final year of CIP2025, we will establish the foundation for our growth strategy, and although net sales are expected to fall short of the plan, we will continue to improve profitability and secure stable profits.

Cf. Profitability/Capital efficiency

CIP2025 Target: ROA^{*1} 7% or higher ROE^{*1} 12% or higher ROIC^{*2} Approx. 10%

^{*1}: Net profit attributable to owners of parent basis

^{*2}: ROIC = Operating profit after income taxes / shareholders' equity (Equity + Interest-bearing debt) average during the period

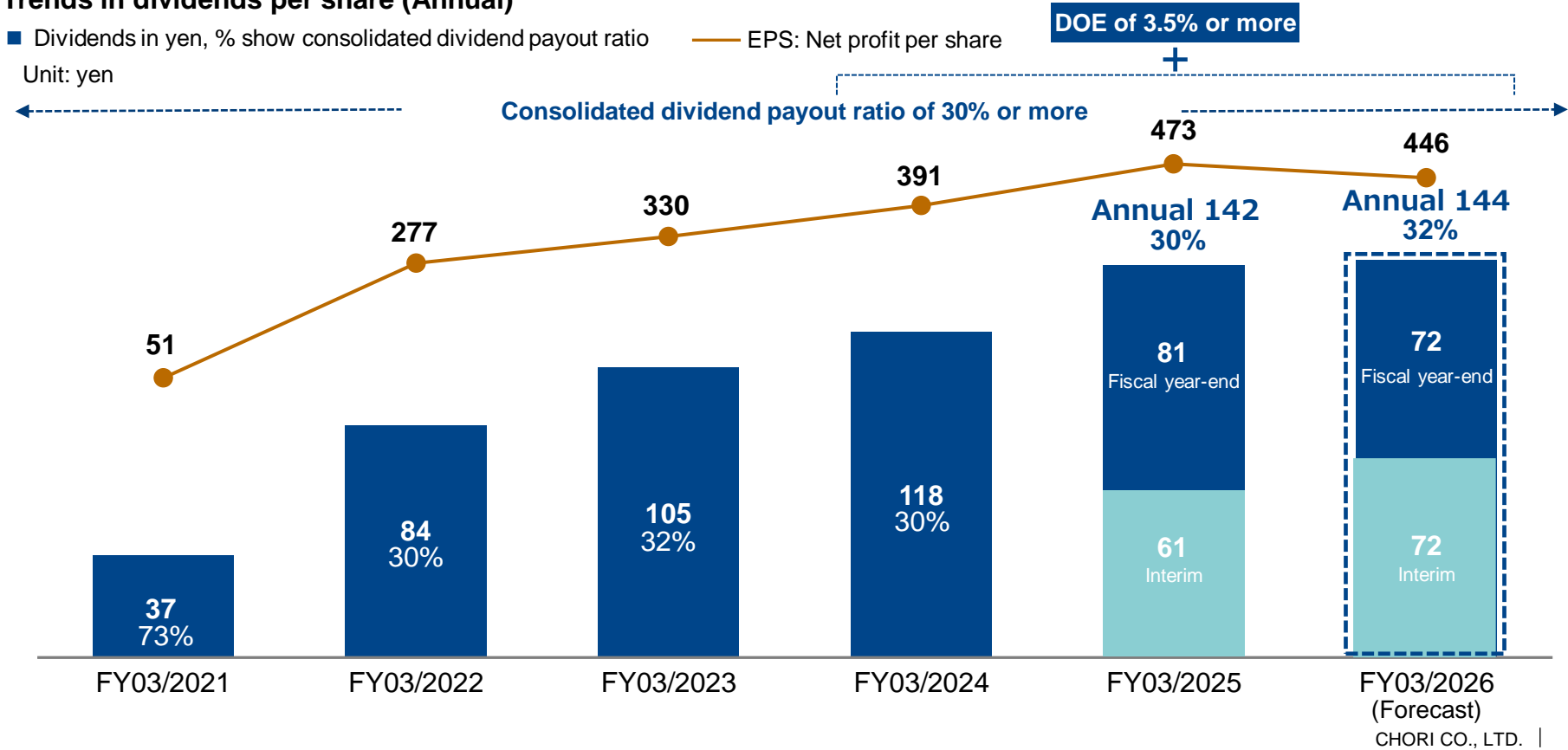
Unit: billions of yen		FY03/2025 Result	FY03/2026 Forecast	Difference	CIP2025 Plan
Net sales		311.5	330.0	+18.5	360.0
	Fibers, Textiles, and Garments	152.7	166.0	+13.3	—
	Chemicals	157.9	163.0	+5.1	—
	Machinery	0.9	1.0	+0.1	—
	Others	0.1	—	-0.1	—
Profit before income taxes		16.3	16.0	-0.3	16.0
	Fibers, Textiles, and Garments	7.7	7.8	+0.1	7.5
	Chemicals	8.9	8.9	+0.0	9.5
	Machinery	0.6	0.3	-0.3	—
	Others*	-0.9	-1.0	-0.1	—
Net profit attributable to owners of parent		11.7	11.0	-0.7	11.0

*"Others" includes adjustments.

Dividend

Dividend policy	Consolidated dividend payout ratio of at least 30% and dividend on equity (DOE) ratio of 3.5% or more.
FY03/2025 Year-end dividend	Based on FY03/2025 consolidated results, the year-end dividend will be ¥81 per share, an increase of ¥20 per share from the previous forecast of ¥61 per share. Combined with the interim dividend of ¥61 per share, the annual dividend is ¥142 per share.
FY03/2026 Dividend forecast	The annual dividend forecast is ¥144 per share (interim dividend of ¥72 per share, year-end dividend of ¥72 per share), an increase of ¥2 per share from FY03/2025.

Trends in dividends per share (Annual)





Making your dreams come true

CHORI CO., LTD.

Forecasts of operational performance, as well as future predictions described in this document, were prepared based on information available as of the day on which this document was released. This document in no way guarantees the condition and operational performance of the company in the future.