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# Fiscal Year Ended March 31, 2026 Supplemental Materials of Financial Results

**BEYOND COLOR**  
*EXPLORE THE UNKNOWN TO REACH A BETTER FUTURE.*

**Dainichiseika Color & Chemicals Mfg. Co., Ltd.**

**May 15, 2026**

# Summary



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## Full Year Results for the Fiscal Year Ended March 31, 2026

	Results	YoY
Net sales	¥124.2 billion	(¥0.4 billion) (0.4%)
Operating profit	¥7.6 billion	+¥0.6 billion +8.6%

## Earnings Forecast for the Fiscal Year Ending March 31, 2027

	Forecast	Compared to current fiscal year results
Net sales	¥126.6 billion	+¥2.3 billion +1.9%
Operating profit	¥8.4 billion	+¥0.7 billion +10.4%

## Shareholder Return

	Fiscal Year Ended March 31, 2026	Forecast for the Fiscal Year Ending March 31, 2027
Annual dividend per share*	¥220 (¥190+¥30)	¥55 (¥47.5+¥7.5)
Total dividends	¥3.75 billion	¥3.75 billion

- Compounds and colorants for automotive products remained solid, while polyurethanes were sluggish due to weak sales of adopted vehicle models.
- Pigments for LCD products performed strongly driven by adoption in new products, and coating materials remained solid.
- Operating profit increased due to price revisions and a shift to high value-added products, offsetting persistently high raw material prices and decreased profit at overseas subsidiaries.
- Automotive and LCD products are expected to remain solid, continuing from fiscal year ended March 2026.
- Impacts of the Middle East situation on raw material procurement, prices, and sales trends are not factored in.
- Annual dividend of ¥220 for the fiscal year ended March 31, 2026 (+¥64 YoY)
- Annual dividend forecast of ¥55 for the fiscal year ending March 31, 2027 (essentially the same amount as in fiscal year ended March 31, 2026)
- Targeting a total payout ratio of 50% or more on the three-year average during the medium-term management plan

\* On April 1, 2026, we conducted a stock split at a ratio of four shares for every one share of common stock. Dividend forecast for the fiscal year ending March 31, 2027, is stated in amounts that reflect the impact of the said stock split. Excluding the impact of the stock split, the annual dividend forecast for the fiscal year ending March 31, 2027, would be ¥220 (consisting of an ordinary dividend of ¥190 and a special dividend of ¥30). The year-end dividend for the fiscal year ended March 31, 2026, with a record date of March 31, 2026, is scheduled to be implemented based on the number of shares before the stock split.

# Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

## Consolidated Statements of Income



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100 million yen (Truncated)	Results for the Fiscal Year Ended March 31, 2025	Results for the Fiscal Year Ended March 31, 2026	Amount of Change (YoY)	Ratio of Change (YoY)	Initial Forecast for the Fiscal Year Ended March 31, 2026 (Disclosed on Feb. 13)	Ratio of Achievement
Color & Functional Products (C&F)	673	690	+17	+2.6%	679	101.7%
Polymer & Coating Materials (P&C)	253	241	(12)	(4.8%)	239	101.0%
Graphic & Printing Materials (G&P)	320	310	(9)	(3.0%)	310	100.2%
Net Sales*1	1,247	1,242	(4)	(0.4%)	1,230	101.1%
Color & Functional Products (C&F)	31	41	+10	+32.1%	40	103.5%
Polymer & Coating Materials (P&C)	31	25	(5)	(17.7%)	26	99.5%
Graphic & Printing Materials (G&P)	7	8	+1	+19.1%	8	106.7%
Operating profit	70	76	+6	+8.6%	76	100.1%
Ordinary profit	77	84	+7	+9.4%	85	99.9%
Profit attributable to owners of parent	102	81	(21)	(21.3%)	75	108.0%
EBITDA*2	119	127	+8	+6.8%	127	100.3%
Research and development expenses*3	11(18)	10(18)	-	-	-	-
Ratio of overseas sales	27.1%	25.7%	(1.4pt)	-	-	-
Profit per share*4	¥149.91	¥118.32	(¥31.59)	-	¥109.85	-
ROA	4.0%	4.2%	+0.2pt	-	-	-
ROE	8.4%	6.1%	(2.3pt)	-	-	-
Foreign exchange rates	\$1/¥152.36	\$1/¥150.20	¥2.16 stronger	-	\$1/¥148.00	-
Naphtha price	¥75,625	¥65,200	(¥10,425)	-	¥67,000	-

\*1 Amounts of materials supplied for a fee included in net sales and offset against cost of sales as a result of the adoption of the Accounting Standard for Revenue Recognition:

¥40.5 billion for the fiscal year ended March 2025, and ¥39.5 billion for the fiscal year ended March 2026.

\*2 EBITDA = Operating profit + Depreciation

\*3 Figures in () represent technology related expenses incurred for improvements to existing products, etc.

\*4 On April 1, 2026, we conducted a stock split at a ratio of four shares for every one share of common stock. Profit per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous consolidated fiscal year. 3

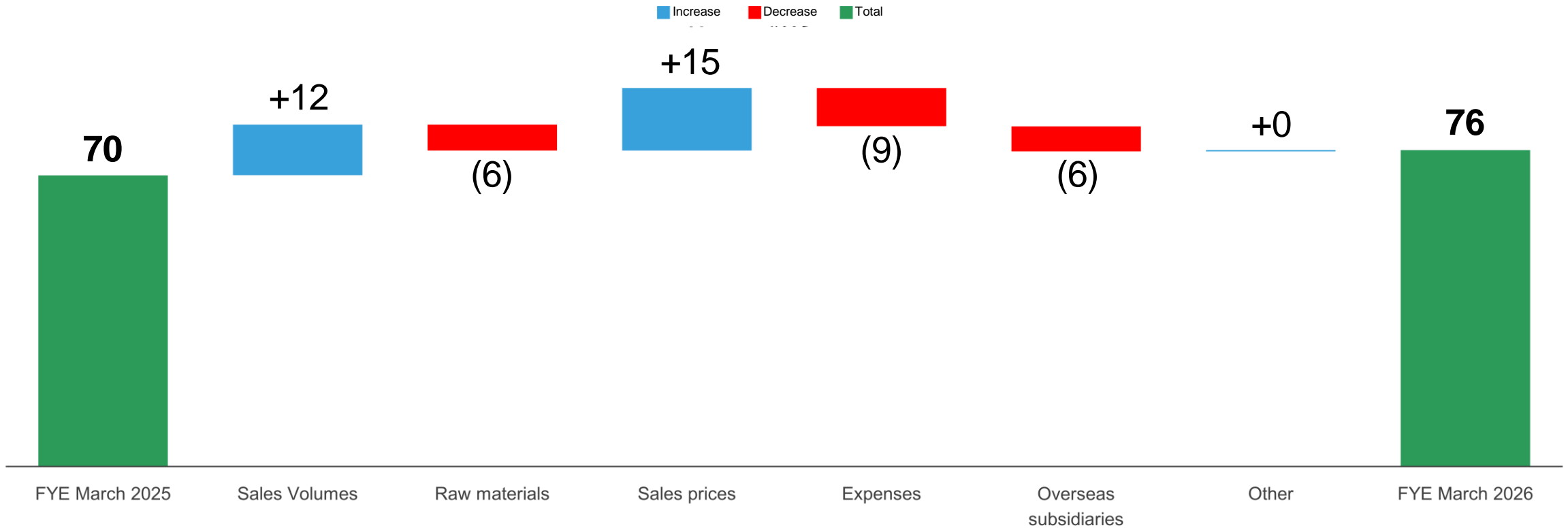
# Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

## Factors for Changes (FYE March 2025 vs. FYE March 2026)



### Operating profit

100 million yen

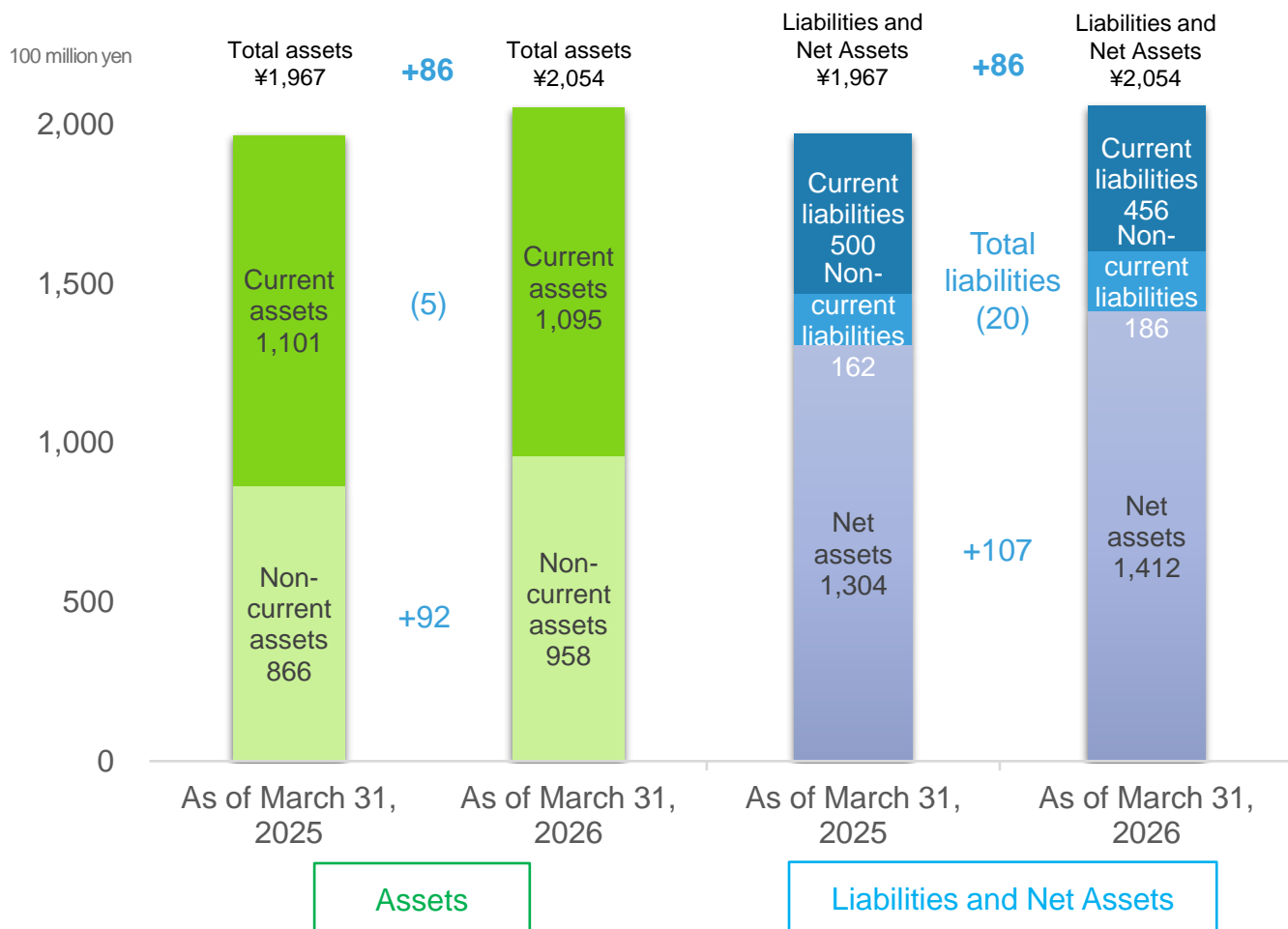


# Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

## Consolidated Balance Sheets



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	As of March 31, 2025	As of March 31, 2026	Amount of Change
Interest-bearing debt	¥21.0 billion	¥18.7 billion	(¥2.3 billion)
DE ratio	0.16	0.13	(0.03)
Equity ratio	65.0%	67.5%	+2.5pt
Net assets per share*1	¥1,864.79	¥2,030.85	+166.06

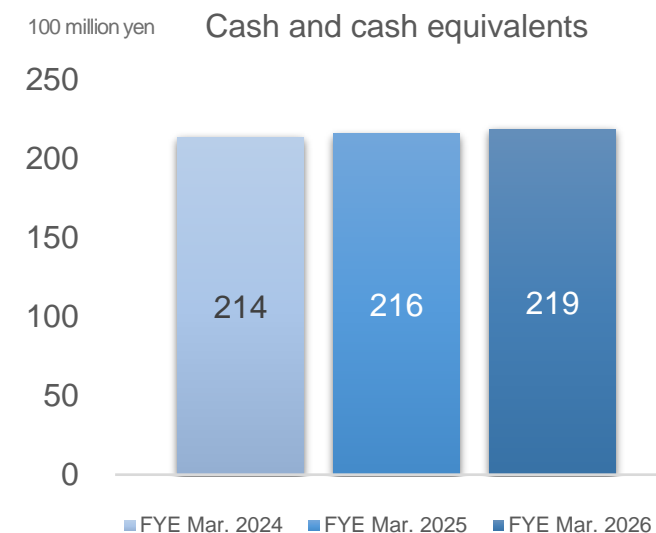
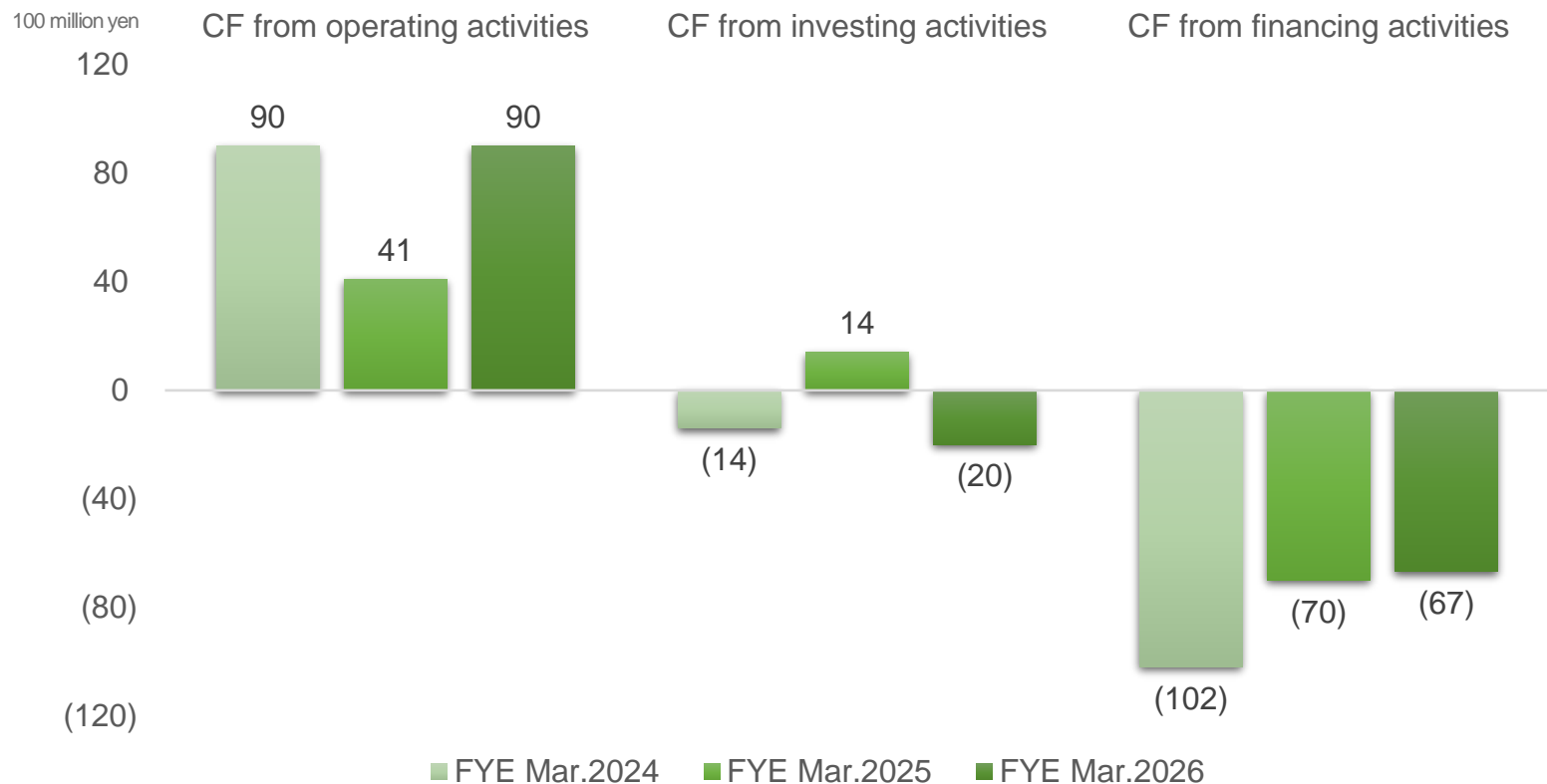
\*1 On April 1, 2026, we conducted a stock split at a ratio of four shares for every one share of common stock. Net assets per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous consolidated fiscal year.

# Consolidated Financial Results for the Fiscal Year Ended March 31, 2026

## Consolidated Statements of Cash Flows



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	As of March 31, 2024	As of March 31, 2025	As of March 31, 2026
Debt repayment period *1	2.8 years	5.1 years	2.1 years
Interest coverage ratio *2	32.4	16.7	29.7

\*1 Debt repayment period = Interest-bearing debt / CF from operating activities

\*2 Interest coverage ratio = CF from operating activities / Interest expense

# Reference: Consolidated Earnings Forecast for the Fiscal Year Ending March 31, 2027

## Assumptions

- ✓ While the following impacts from the situation in the Middle East are anticipated, it is difficult to reasonably estimate them at present. Therefore, they are not factored into the financial forecasts for fiscal year ending March 31, 2027 at this stage.
- ✓ Any specific impact on future earnings will be promptly disclosed as soon as it becomes clear.
- ✓ The impact of the initiatives outlined in the "Notice Concerning the Implementation of Business Structural Reform" disclosed May 15, 2026, namely, (1) reviewing the business portfolio and (2) domestic measures for the streamlining of production, sales, and administrative operations, and the reorganization of business plants, etc., remains undetermined.

## Anticipated impacts and countermeasures due to the deteriorating situation in the Middle East

Key Anticipated Factors	Expected impact on consolidated earnings	Countermeasures
<ul style="list-style-type: none"> <li>• Procurement constraints for raw materials, etc.</li> </ul>	The impact on Q1 fiscal year ending March 31, 2027 results is expected to be minimal.	<ul style="list-style-type: none"> <li>• Promoting hedging measures such as diversifying suppliers and utilizing alternative materials.</li> <li>• Even if delays in sales timing occur, we will respond steadily once the supply chain recovers.</li> </ul>
<ul style="list-style-type: none"> <li>• Rising prices of raw materials, utility costs, etc. (including naphtha price)</li> </ul>	Although the impact is being calculated based on information from suppliers, it remains difficult to reasonably estimate at this stage.	<ul style="list-style-type: none"> <li>• As a general rule, costs will be covered through price pass-through.</li> <li>• Aiming to improve profit margins and earnings by shifting to high-performance products.</li> </ul>
<ul style="list-style-type: none"> <li>• Decline in sales due to cautious spending, reduced customer operations, deteriorating consumer sentiment, etc.</li> </ul>	While a potential impact is anticipated, it remains difficult to reasonably estimate at this stage.	—

# Consolidated Earnings Forecast for the Fiscal Year Ending March 31, 2027

100 million yen (Truncated)	Results for the Fiscal Year Ended March 31, 2026	Forecast for the Fiscal Year Ending March 31, 2027	Amount of Change (YoY)	Ratio of Change (YoY)
Color & Functional Products (C&F)	690	703	+12	+1.8%
Polymer & Coating Materials (P&C)	241	244	+2	+1.1%
Graphic & Printing Materials (G&P)	310	318	+7	+2.4%
Net Sales	1,242	1,266	+23	+1.9%
Color & Functional Products (C&F)	41	41	(0)	(1.0%)
Polymer & Coating Materials (P&C)	25	31	+5	+19.8%
Graphic & Printing Materials (G&P)	8	11	+2	+28.8%
Operating profit	76	84	+7	+10.4%
Ordinary profit	84	95	+10	+11.9%
Profit attributable to owners of parent	81	66	(15)	(18.5%)
EBITDA*1	127	137	+10	+8.2%
Profit per share*2	118.32	96.69	(21.63)	-
Foreign exchange rates	\$1/¥150.20	\$1/¥148.00	¥2.20 stronger	-
Naphtha price	¥65,200	-	-	-

\*1 EBITDA = Operating profit + Depreciation

\*2 On April 1, 2026, we conducted a stock split at a ratio of four shares for every one share of common stock. Profit per share is calculated on the assumption that the said stock split was conducted at the beginning of the previous consolidated fiscal year.

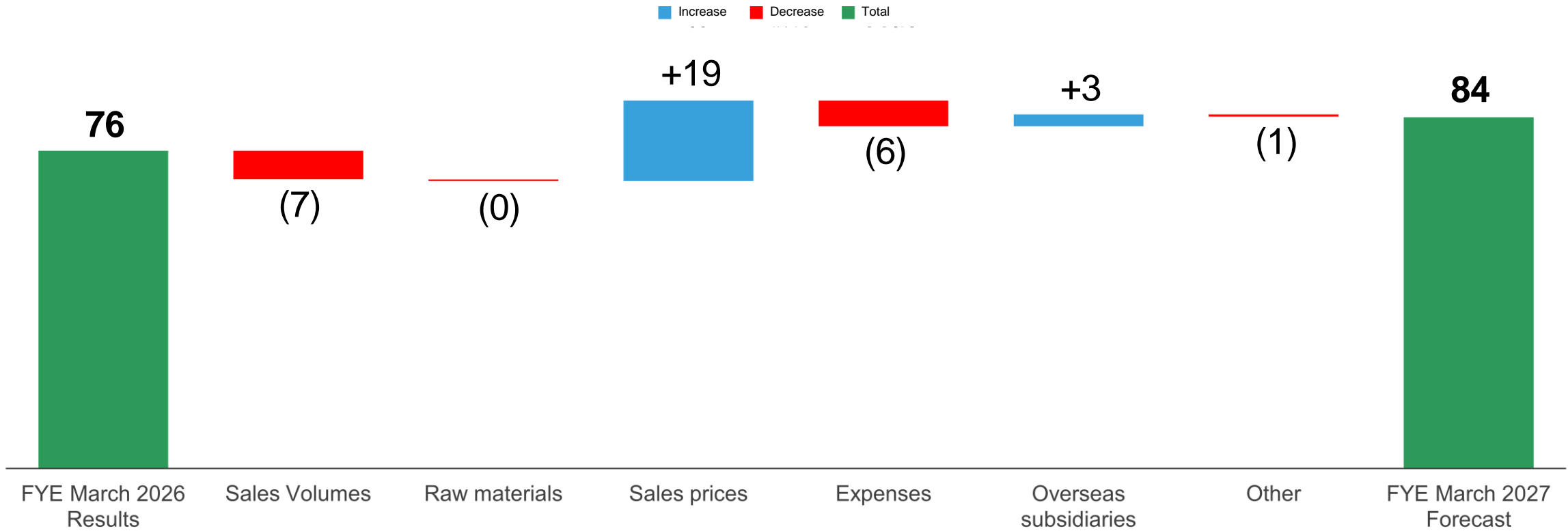
# Consolidated Earnings Forecast for the Fiscal Year Ending March 31, 2027

## Factors for Changes (FYE March 2026 Results vs. FYE March 2027 Forecast)



### Operating profit

100 million yen



## Dividend (Increase)

- **Year-end dividend of the FYE March 2026**
  - Increase of ¥12 in the ordinary dividend from the year-end dividend forecast disclosed on February 13, 2026
  - ¥133 per share (ordinary dividend:¥118 + special dividend:¥15)
- **Annual dividend of the FYE March 2026**
  - ¥220 annual dividends per share (ordinary dividend:¥190 + special dividend:¥30)

## Stock split

- **Purpose**
  - To expand our investor base and enhance the liquidity of our shares by lowering the investment unit price of the Company's stock, thereby creating an environment that is more accessible for a wider range of investors
- **Ratio**
  - Four shares for every one share of common stock
- **Effective date**
  - Wednesday, April 1, 2026

	Feb. 13, 2026 Disclosed forecast	May 15, 2026 Disclosed revised forecast	Post-split basis (Reference)
Interim Dividend (yen)	87	87	21.75
Year-end Dividend (yen)	121	<b>133</b>	<b>33.25</b>
Total (yen)	208	<b>220</b>	<b>55</b>

# Shareholder Return②

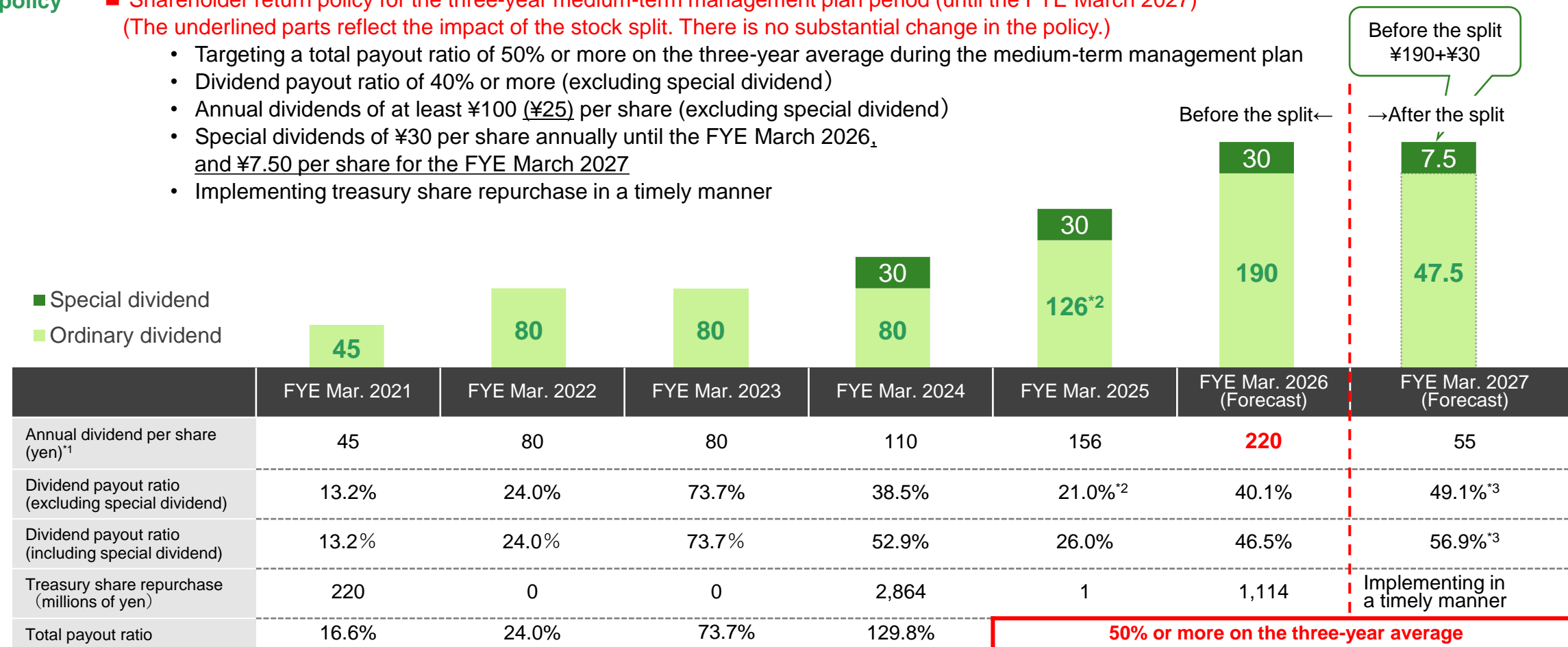


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**Dividend strategy** The Company, based on the perspective of sustainable growth and enhancement of medium- to long-term corporate values, makes it a principle to continuously pursue a dividend policy in which the return of profits to shareholders is regarded as an important management priority, yet with broader consideration to matters such as business development in the future, reinforcement of its operating basis, and enrichment of internal reserves.

**Dividend policy** ■ **Shareholder return policy for the three-year medium-term management plan period (until the FYE March 2027)**  
 (The underlined parts reflect the impact of the stock split. There is no substantial change in the policy.)

- Targeting a total payout ratio of 50% or more on the three-year average during the medium-term management plan
- Dividend payout ratio of 40% or more (excluding special dividend)
- Annual dividends of at least ¥100 (¥25) per share (excluding special dividend)
- Special dividends of ¥30 per share annually until the FYE March 2026, and ¥7.50 per share for the FYE March 2027
- Implementing treasury share repurchase in a timely manner



\*1 On April 1, 2026, we conducted a stock split at a ratio of four shares for every one share of common stock. For the fiscal year ended March 31, 2026 and prior years, the actual dividend amounts prior to the stock split are presented.

\*2 The ordinary dividends of ¥126 for the FYE March 2025 represents a dividend payout ratio of approximately 45% based on profit attributable to owners of the parent, excluding the gain on the sale of the Kawaguchi Production Plant (net of corporate income tax).

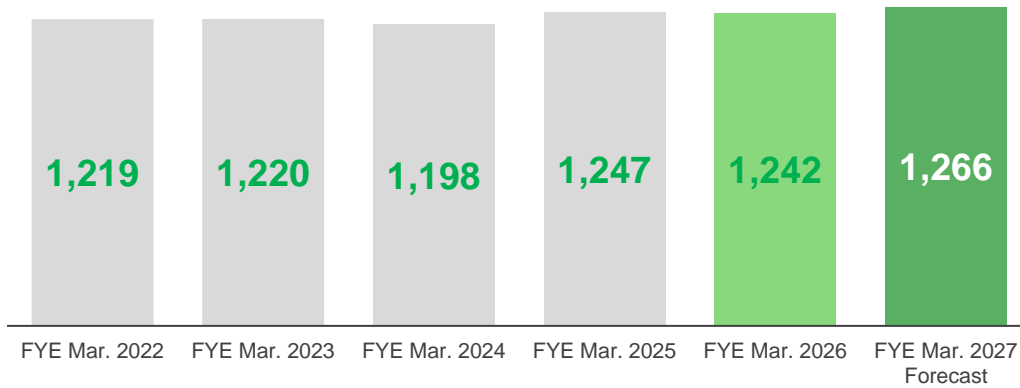
\*3 This represents the expected payout ratio against the forecast profit per share of ¥96.69 for the FYE March 2027.

# Consolidated Performance Trends

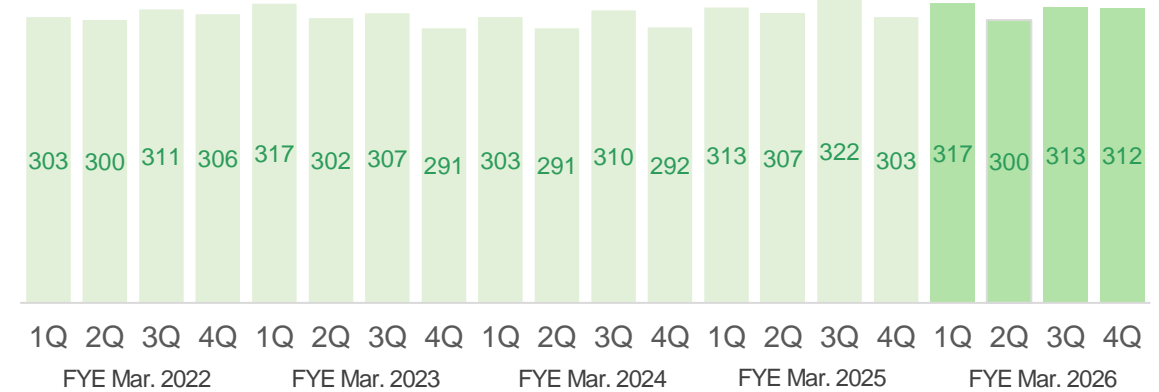


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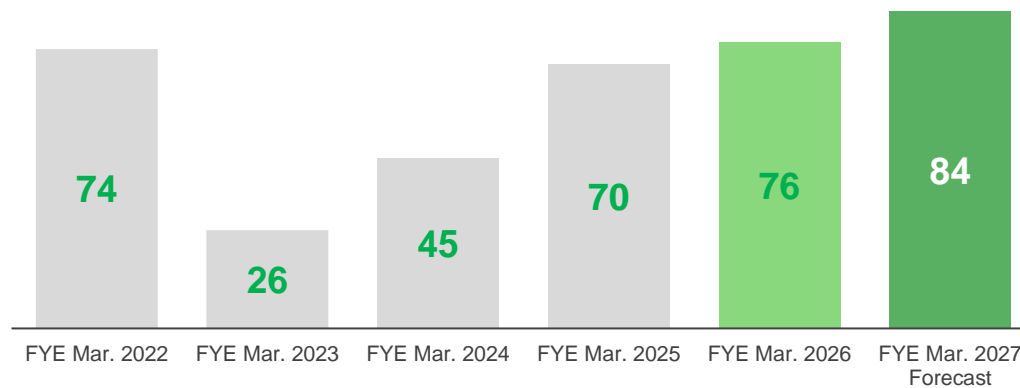
## Net sales: Full year (100 million yen)



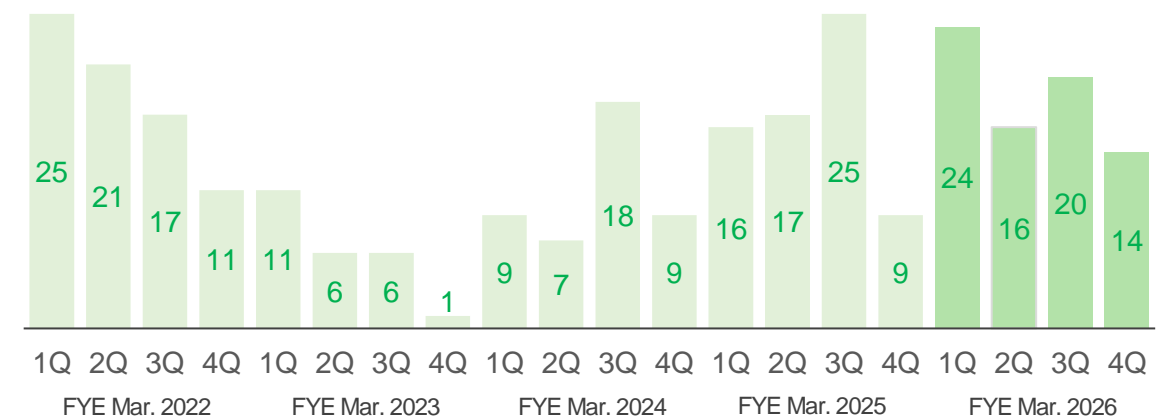
## Net sales: Quarterly (100 million yen)



## Operating profit: Full year (100 million yen)



## Operating profit: Quarterly (100 million yen)



# Action to Implement Management That is Conscious of Cost of Capital and Stock Price

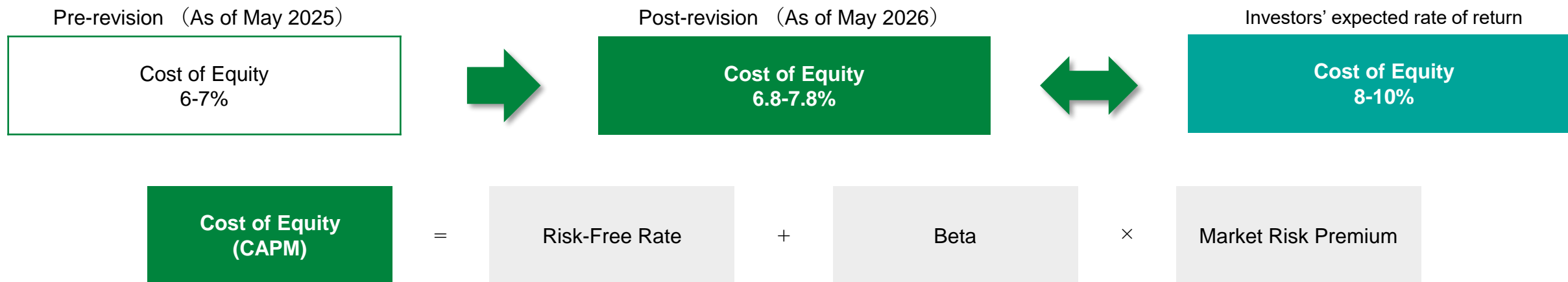


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## ① Review of Cost of Equity

### Review of Cost of Equity

- ✓ Previously, we recognized our cost of equity at 6-7% (CAPM basis).
- ✓ Reflecting the increase in the risk-free rate and as a result of reviewing the risk premium through dialogue with investors, **our cost of equity has been revised to 6.8-7.8% (CAPM basis).**
- ✓ A gap still remains, as the expected rate of return we have heard through meetings with institutional investors is 8-10%.



### Premises of Cost of Equity

Risk-Free Rate	<ul style="list-style-type: none"> <li>✓ Applied the 10-year government bond yield</li> <li>✓ Increased from approx. 1.5% (pre-revision) to approx. 2.3% (as of the end of March 2026)</li> </ul>
Beta	<ul style="list-style-type: none"> <li>✓ The value tended to be low due to the low liquidity of our stock.</li> <li>✓ The value approached 1.0 from pre- to post-revision, driven by an increase in trading volume (approx. 19% annual increase) following our earnings recovery, dividend increases, and the announcement of a stock split.</li> </ul>
Market Risk Premium	<ul style="list-style-type: none"> <li>✓ Assumed to be 6% or higher (historical method)</li> <li>✓ Reflects factors such as the rise in market interest rates</li> </ul>

# Action to Implement Management That is Conscious of Cost of Capital and Stock Price

## ② Current Status Analysis (1/2)



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### Assessment of the current status

✓ We have not consistently achieved an ROE exceeding the cost of equity (which we assess as 6.8-7.8% based on CAPM), and consequently, our PBR is below 1.0x.

### Factor analysis① Current ROE

1. A key characteristic of our business is a diverse customer base across various industries, which has enabled us to maintain stable financial performance resilient to economic fluctuations.
2. Although momentum slowed in recent years due to external factors and trends in certain customer sectors, our performance has been on a recovery trend since the FYE March 2025.
3. We are currently advancing strategic investments in new fields and overseas expansion to broaden our revenue opportunities. Supported by these investments and a revision of our shareholder return policy, our ROE is on an improving trend.
4. Our HR strategies and DX promotion are also progressing. We are enhancing operational efficiency and competitiveness by introducing a new personnel system, granting RS (restricted share) to the employee shareholding association, and utilizing generative AI and no-code tools.

	FYE March 2017	FYE March 2018	FYE March 2019	FYE March 2020	FYE March 2021	FYE March 2022	FYE March 2023	FYE March 2024	FYE March 2025	FYE March 2026
<b>Net sales</b> <sup>*1</sup>	¥157.1 billion	¥167.4 billion	¥170.3 billion	¥155.1 billion	¥138.4 billion	¥121.9 billion (¥168.0 billion)	¥122.0 billion (¥169.2 billion)	¥119.8 billion (¥160.9 billion)	¥124.7 billion (¥165.3 billion)	¥124.2 billion (163.8 billion)
<b>Operating income</b>	¥11.9 billion	¥13.0 billion	¥8.7 billion	¥4.8 billion	¥4.9 billion	¥7.4 billion	¥2.6 billion	¥4.5 billion	¥7.0 billion	¥7.6 billion
<b>Profit</b>	¥9.9 billion	¥8.3 billion	¥3.8 billion	¥3.9 billion	¥6.3 billion	¥6.1 billion	¥2.0 billion	¥3.6 billion	¥10.2 billion	¥8.1 billion
<b>Net assets</b>	¥88.4 billion	¥97.0 billion	¥96.0 billion	¥95.6 billion	¥103.6 billion	¥110.4 billion	¥114.3 billion	¥119.1 billion	¥130.4 billion	¥141.2 billion
<b>Equity ratio</b>	45.9%	47.3%	49.3%	50.1%	51.5%	55.1%	58.1%	59.9%	65.0%	67.5%
<b>ROE</b>	12.5%	9.2%	4.1%	4.2%	6.5%	5.9%	1.8%	3.2%	8.4%	6.1%
<b>Period-end stock price</b> <sup>*2</sup>	¥941.25	¥1,097.5	¥755	¥589.75	¥617.75	¥515	¥445.75	¥746.25	¥751.25	¥1,078
<b>PBR</b>	0.80x	0.85x	0.59x	0.46x	0.44x	0.35x	0.29x	0.44x	0.40x	0.53x

\*1 We have adopted the 'Accounting Standard for Revenue Recognition' starting from the FYE March 2022. Since this adoption has resulted in an average decrease in sales revenue of approximately ¥40 billion, we also state the pre adoption sales revenue figures in parentheses.

\*2 On October 1, 2017, we conducted a stock consolidation at a ratio of one share for every five shares of common stock. Furthermore, as of April 1, 2026, we conducted a stock split at a ratio of four shares for every one share of common stock. The period-end stock prices are presented on the assumption that the said stock consolidation and stock split were conducted at the beginning of the fiscal year ended March 31, 2017.

# Action to Implement Management That is Conscious of Cost of Capital and Stock Price



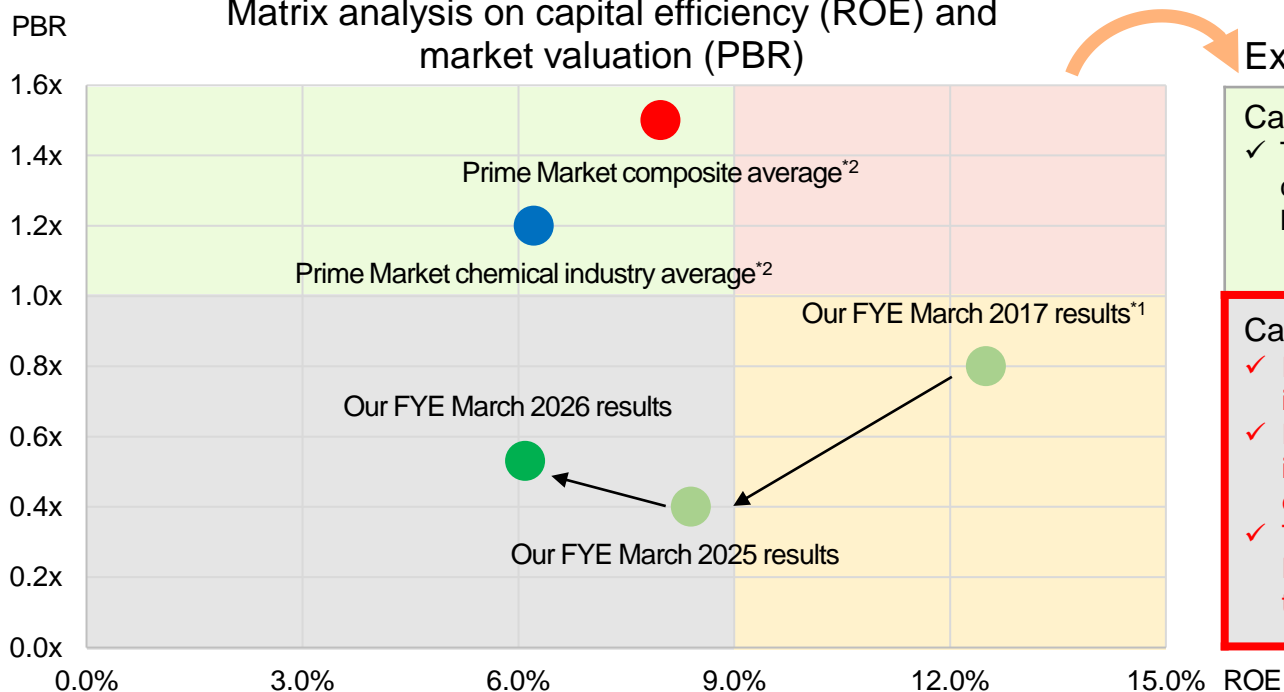
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## ② Current Status Analysis (2/2)

### Factor analysis② Current market valuation

5. Even during periods (from FYE March 2017 to FYE March 2018) when we achieved an ROE exceeding our cost of equity, our PBR remained below 1.0x, suggesting the existence of a company-specific risk premium.
  - While our company's recognized cost of equity is 6.8-7.8% (CAPM), the expected rate of return we have heard through IR and meetings with institutional investors is 8-10%, indicating a gap.
  - From the investors' perspective, the main opinions we received regarding our company's specific risk premium are as follows:
    - ① While our diverse customer base across various industries enables us to maintain stable performance, the lack of clear growth-driving products makes it difficult to foresee future opportunities for revenue expansion.
    - ② While our equity ratio remains high, the roadmap toward achieving our ROE target of 9%, by improving profitability and efficiency in line with our equity levels, remains unclear.

Matrix analysis on capital efficiency (ROE) and market valuation (PBR)



### Explanation of matrix analysis

<p>Capital Efficiency <b>Low</b> Market Valuation <b>High</b></p> <ul style="list-style-type: none"> <li>✓ The average of the chemical industry and the composite in the Prime Market fall into this position. Market valuation is high.</li> </ul>	<p>Capital Efficiency <b>High</b> Market Valuation <b>High</b></p> <ul style="list-style-type: none"> <li>✓ We aim to achieve this position in the medium to long term.</li> </ul>
<p>Capital Efficiency <b>Low</b> Market Valuation <b>Low</b></p> <ul style="list-style-type: none"> <li>✓ In the most recent fiscal period, we continued to fall into this position.</li> <li>✓ In the FYE March 2026, both ROE and PBR improved compared to the FYE March 2025, excluding the impact of extraordinary income.</li> <li>✓ These metrics are lower than the average for the Prime Market chemical industry and we recognize this as an issue specific to our company.</li> </ul>	<p>Capital Efficiency <b>High</b> Market Valuation <b>Low</b></p> <ul style="list-style-type: none"> <li>✓ Even when our ROE was at its highest in the past 10 years, the PBR remained low.</li> <li>✓ Our company's specific risk premium is depressing the market valuation, and this needs to be resolved.</li> </ul>

\*1 Our highest ROE in the last 10 years

\*2 (Source) Created by our company based on Tokyo Stock Exchange "Average PER and PBR by Size and Types of Industry" end of March 2026 average data (Consolidated)

# Action to Implement Management That is Conscious of Cost of Capital and Stock Price

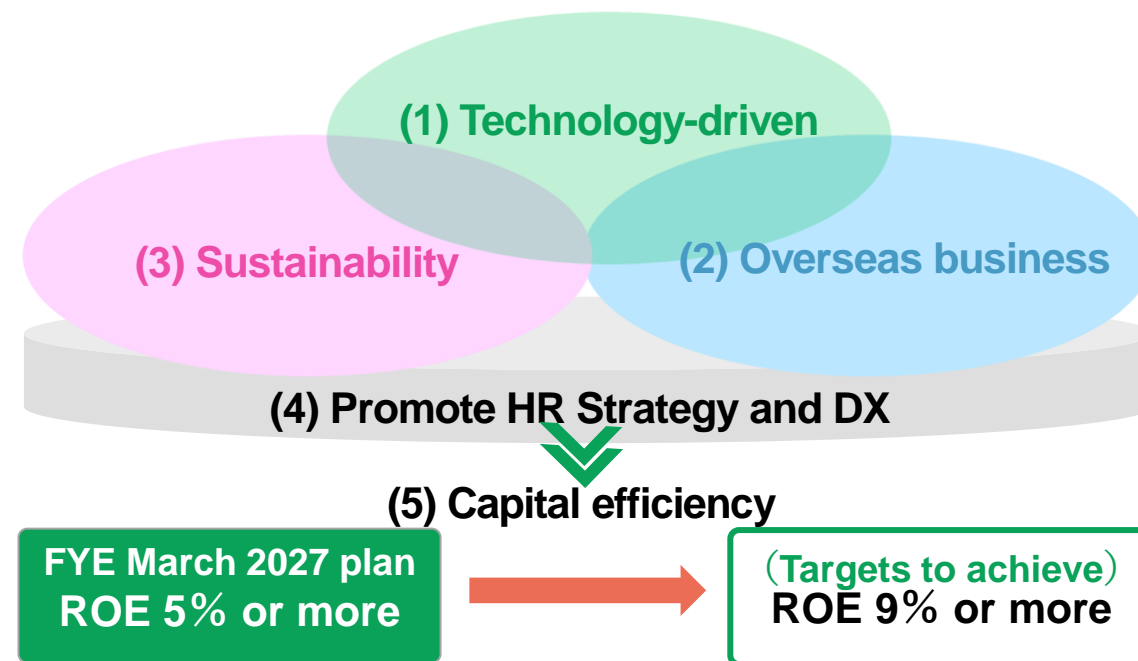
## ③ Progress of Medium-Term Management Plan

### Actions towards consistently realizing an ROE that surpasses the cost of shareholders' equity and a PBR of 1.0x or higher

Short term	<ul style="list-style-type: none"> <li>✓ By steadily implementing the various strategies and measures set forth in this document, in addition to those outlined in the medium-term management plan, we will achieve an ROE of 5% or more in the final year of the medium-term management plan.</li> <li>✓ We aim for an average total payout ratio of 50% or more over the three years of the medium-term management plan and will endeavor to further enhance shareholder returns.</li> </ul>
Medium to long term	<ul style="list-style-type: none"> <li>✓ Amidst an uncertain business environment driven by factors such as geopolitical risks, the slowdown of the Chinese economy, and raw material trends, we will continue to promote growth investments including M&amp;A, strategic investments and structural reform to build a business portfolio that is less susceptible to external factors. In addition, we will actively implement dividend distributions and share buybacks, aiming for an ROE of 9% or more.</li> </ul>

### Group targets

	FYE March 2026 Initial Forecast→Results	FYE March 2027 Initial Medium-Term Management Plan Forecast→Current Forecast
<b>Net sales</b>	¥127.3 billion→¥124.2 billion	¥130.0 billion→¥126.6 billion
<b>Operating profit</b>	¥7.2 billion→¥7.6 billion	¥7.8 billion→¥8.4 billion
<b>Ordinary profit</b>	¥8.2 billion→¥8.4 billion	¥8.4 billion→¥9.5 billion
<b>Profit</b>	¥6.1 billion→¥8.1 billion	¥5.8 billion→¥6.6 billion
<b>ROE</b>	6.1%	5% or more



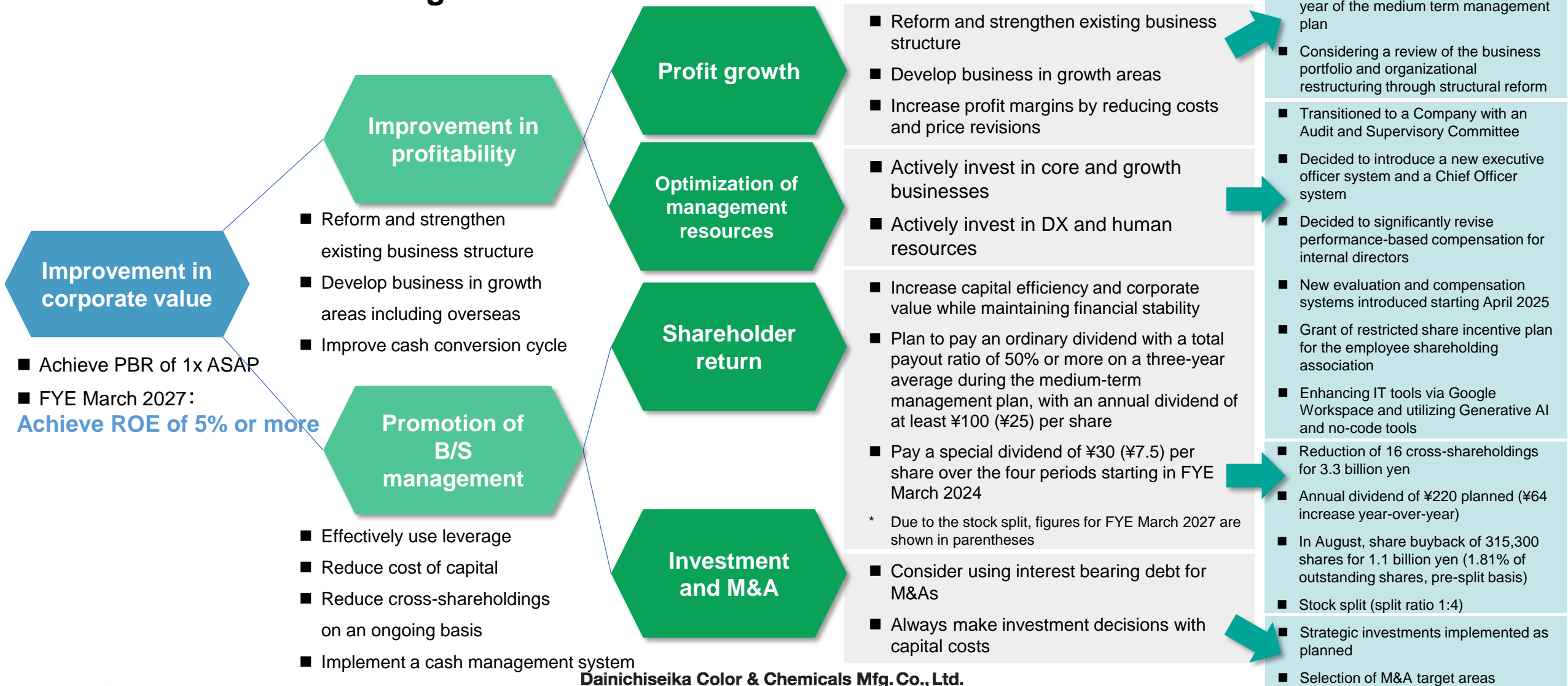
# Action to Implement Management That is Conscious of Cost of Capital and Stock Price

## ④ Initiatives to Improve ROE



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### Implement management with the need to improve ROE while taking into account our financial health



# Action to Implement Management That is Conscious of Cost of Capital and Stock Price

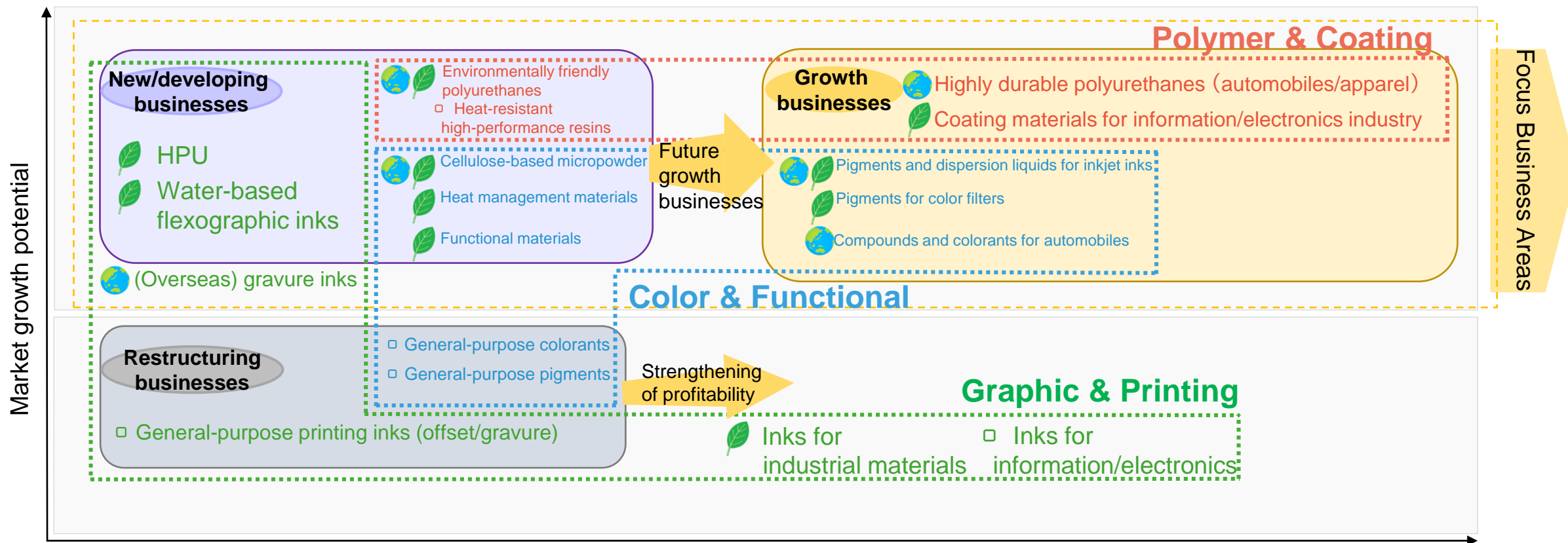


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## ⑤ Business Portfolio and Positioning of Each Segment

- ✓ At the Board of Directors meeting held on May 15, 2026, we resolved to implement company-wide business structural reform, including a review of the business portfolio. The objective is to improve profitability and growth potential in order to further enhance corporate value.
- ✓ Specific details are scheduled to be announced around autumn 2026.

- Products for overseas expansion focus
- Sustainable products



# Action to Implement Management That is Conscious of Cost of Capital and Stock Price



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## ⑥ Financial Strategies and Cash Allocation

### Financial strategies

- ✓ Increase efficiency of assets and capital to give back to shareholders, generate cash for growth and capital investment, and at the same time improve ROE/ROA and PBR (Estimated cost of equity at 6.8-7.8%)
- ✓ Use leverage to reduce cost of capital

### Promotion of B/S management

#### ● Cross-shareholdings

- Medium-term management plan target: Reduce 15% or more from the balance at the end of March 2024
- FYE March 2026 result: Increased approx. 9% from the balance at the end of March 2024 (due to a rise in stock prices)\*
- \* Reduced by approx. 14% based on the market value at the end of March 2024

#### ● Cash and deposits

- Implement a cash management system
- Achieved optimization of domestic group funds

#### Measures to increase capital efficiency

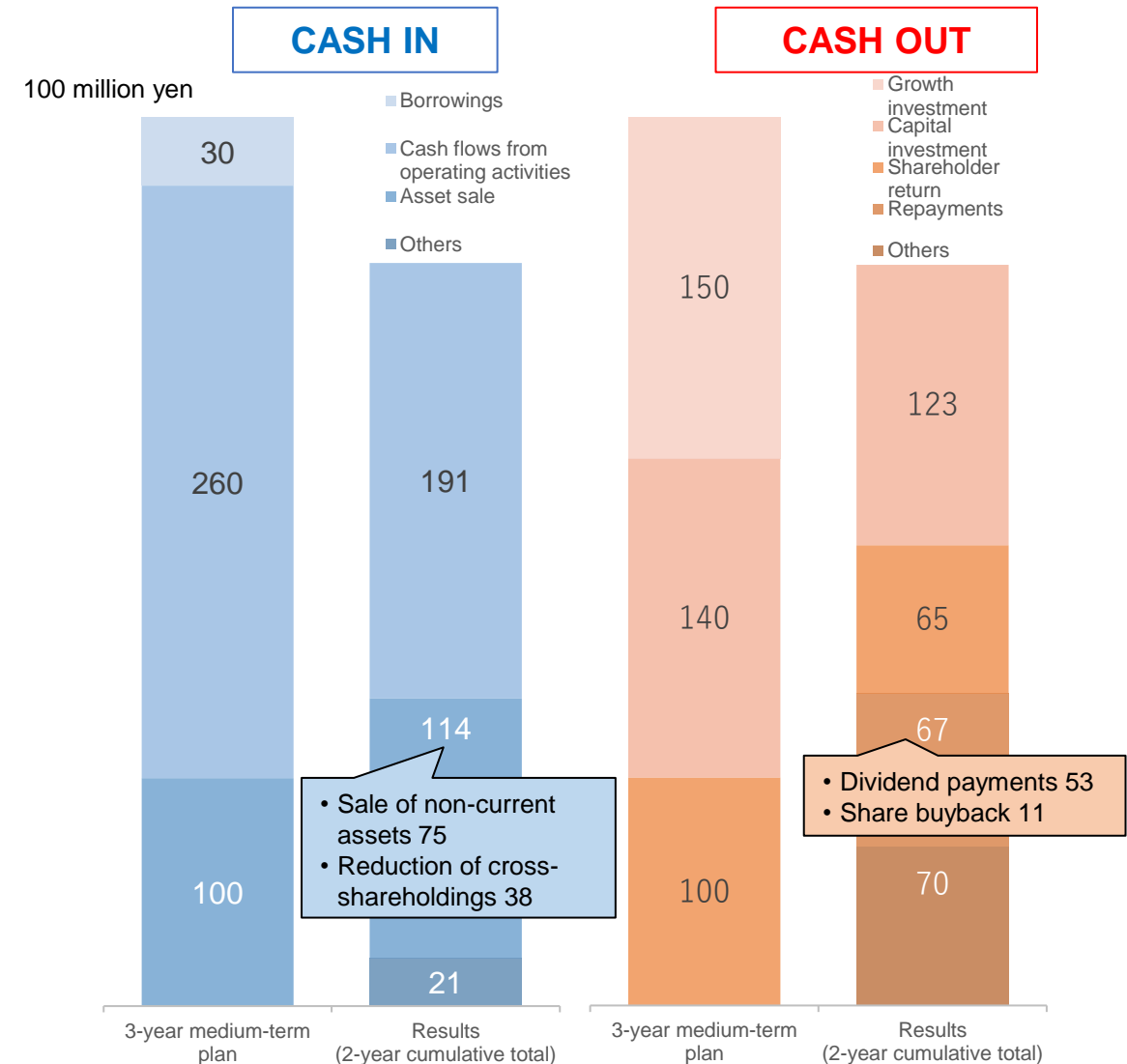
#### ● Cash conversion cycle

- Currently considering the securitization of accounts receivable, etc.

#### ● Increase efficiency of other assets

- Sell assets in connection with the relocation of the Kawaguchi Production Plant (a gain of ¥7.7 billion)
- Sale completed in August 2024

### Cash allocation for the current medium-term management plan (3-year cumulative total) and results (2-year cumulative total)



# Action to Implement Management That is Conscious of Cost of Capital and Stock Price



Dainichiseika

## ⑦ Dialogue with Shareholders and Investors

Company briefing / Financial results briefing			
Date	Type	Participating institutional investors, etc.	
June 2025	Financial results briefing	Domestic investors	3 companies
		Securities companies	4 companies
		Others	9 companies
December 2025	Second quarter financial results briefing	Domestic investors	3 companies
		Securities companies	11 companies
		Others	7 companies
January 2026	Individual investor briefing	Individual investors	139 participants (previous year 58 participants)

Meetings with individual institutional investors		
Period covered	Number of meetings (total)	Number of participating institutional investors (total)
From April 2025 to March 2026	24 times	Overseas investors 5 companies Domestic investors 18 companies Securities companies 1 company

### Factors for the increase in individual investor briefing participants

- ✓ Included a question about this briefing in the December 2025 shareholder survey
- ✓ Advance distribution of invitations and promotional videos
- ✓ Track record of the past two events

**As a B2B manufacturer, we recognize the challenge of raising awareness among retail investors. We will continue our efforts to expand our investor base and enhance stock liquidity.**

Main feedbacks received during the dialogue	Our response
<ul style="list-style-type: none"> <li>✓ Review of the business portfolio</li> <li>✓ Early implementation of measures to secure stable earnings (including profit improvement measures)</li> </ul>	<ul style="list-style-type: none"> <li>➢ Generate capital through structural reform (business portfolio reviews and organizational restructuring) to execute strategic investments, M&amp;A, and other growth initiatives.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Strengthening the implementation of PBR improvement measures</li> </ul>	<ul style="list-style-type: none"> <li>➢ Upwardly revised the shareholder return policy to a 3-year average total return ratio of 50% or more during the current Medium-Term Management Plan period and a dividend payout ratio of 40% or more.</li> <li>➢ Upwardly revised the Medium-Term Management Plan ROE target to 5% or more.</li> </ul>
<ul style="list-style-type: none"> <li>✓ Promoting sales price revisions</li> </ul>	<ul style="list-style-type: none"> <li>➢ FYE March 2026: ¥1.5 billion increase in operating profit resulting from sales price revisions.</li> </ul> <p>* Refer to page 4, "Consolidated Financial Results for the Fiscal Year Ended March 31, 2026 - Factors for Changes".</p>

### Our Company's IR Structure

- ✓ We appoint a director or a titled executive officer responsible for IR. In addition, departments such as the Office of the President, Corporate Finance & Accounting Division, Corporate Planning & Control Division, Personnel & General Affairs Division, Public Relations Division, and the CSR/ESG Promotion Group Headquarters collaborate to conduct IR activities actively.
- ✓ Feedbacks from shareholders and investors are shared with our management at the board of directors meeting etc.

- **Descriptions related to future predictions included in this document are based upon current information. These may change as a result of economic trends, the market environment, industry trends related to our company, and other internal and external factors. Accordingly, please be advised that actual performance may differ from the forward-looking statements presented in this document due to risks and uncertainties.**
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