



FY03/2026 Q1
(April 1, 2025 to June 30, 2025)

Financial Results Materials
(Highlights)

July 30, 2025

CHORI CO., LTD.

Key Points of the Summary

POINT

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

- Gross profit margin improvement in progress for achieving FY03/2026 business results forecast, the final year of CIP2025.
- Fully launched the new mission-critical system (SAP). Establishing the foundation for our growth strategy.

Business
results
summary

- Net sales and profit decreased YoY.
- FY03/2026 Q1 results were generally in line with the full-year forecast.

Financial
base

- | | | |
|----------------|-------|-----------------------------|
| • Equity ratio | 65.4% | Maintained at a high level. |
| • ROE*1 | 10.9% | |
| • ROIC*2 | 11.0% | |
- *1: Net profit attributable to owners of parent (annual basis)
*2: ROIC = Operating profit after income taxes (annual basis)
/ Invested capital (Equity + Interest-bearing debt) average during the period

Topics

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

Business Results Breakdown (YoY Comparison)

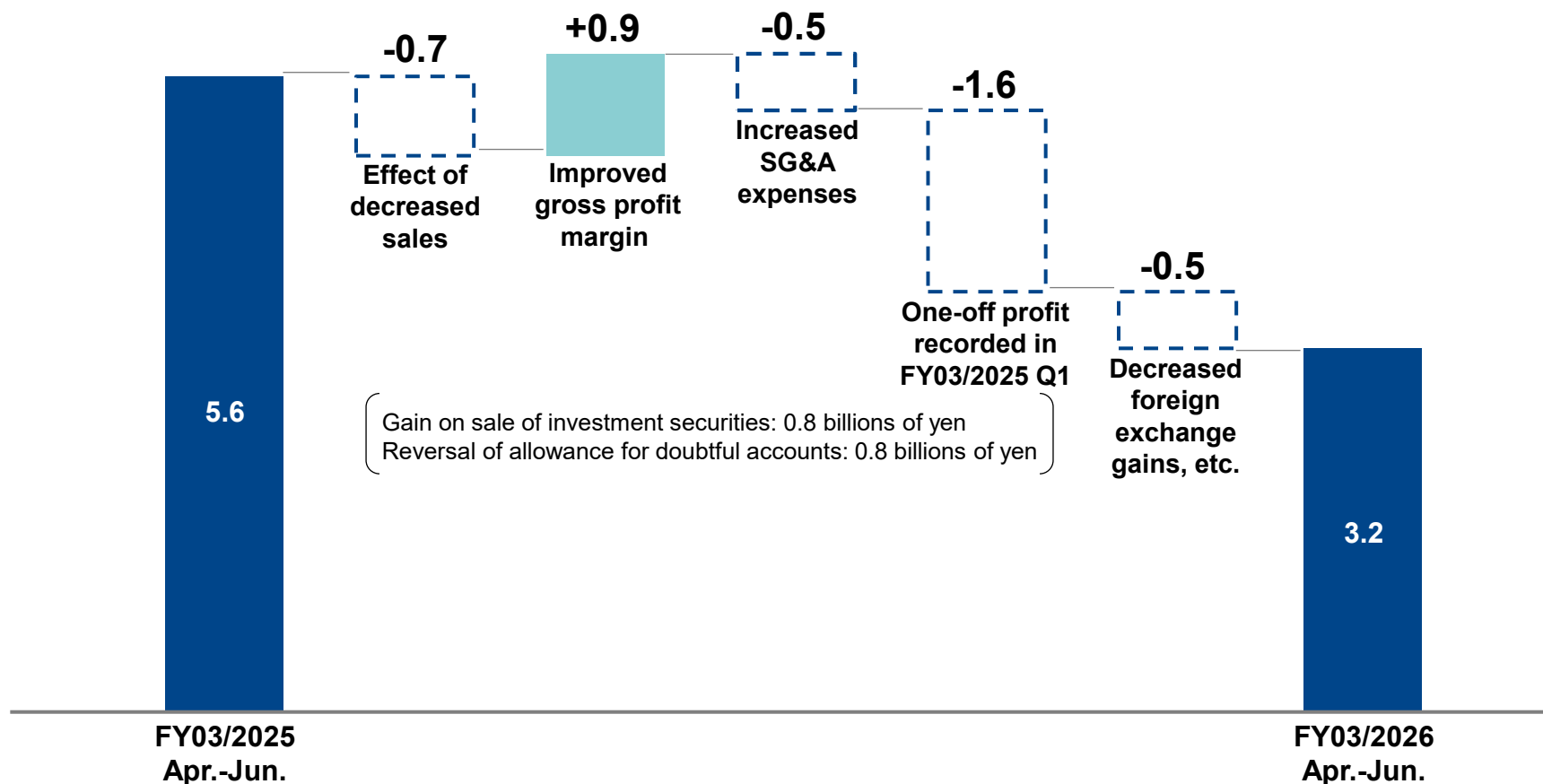
POINT

- The Japanese economy is on a gradual recovery path, with employment and income conditions improving against a backdrop of robust corporate earnings. The outlook for the global economy is uncertain mainly due to geopolitical risks and U.S. tariff policies.
- Net sales decreased mainly due to market downturn and exchange rate impacts. Although gross profit margin improved, it was not sufficient to offset the increase in SG&A expenses, resulting in a decline in operating profit. Moreover, profit before income taxes significantly decreased mainly due to the rebound of the reversal of allowance for doubtful accounts and the gain on sale of investment securities recorded in FY03/2025 Q1.

Unit: billions of yen	FY03/2025 Apr.-Jun.	FY03/2026 Apr.-Jun.	Difference	Ratio
Net sales	77.0	71.6	-5.4	-7.0%
Gross profit	9.9	10.1	+0.2	+2.0%
Selling, general and administrative expenses	6.2	6.8	+0.5	+8.5%
Operating profit	3.6	3.3	-0.3	-9.1%
Ordinary profit	4.9	3.3	-1.6	-32.5%
Profit before income taxes	5.6	3.2	-2.4	-42.5%
Net profit attributable to owners of parent	4.2	2.5	-1.7	-39.7%

Reasons for Changes in Profit before Income Taxes

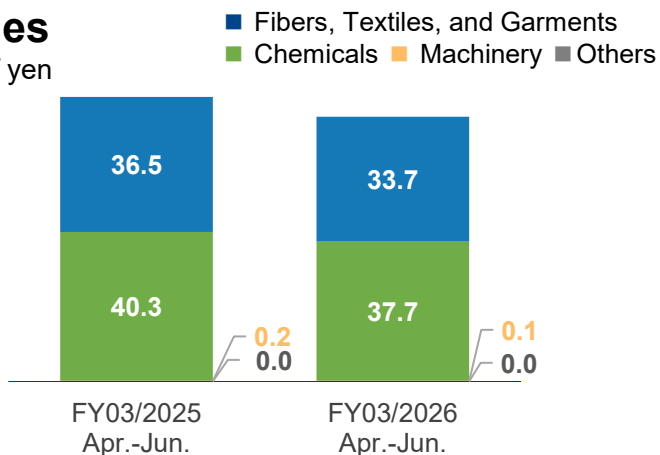
Unit: billions of yen



Segment Results

Net sales

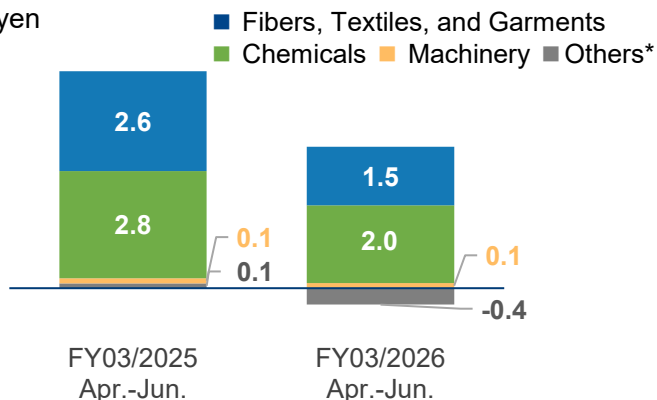
Unit: billions of yen



	FY03/2025 Apr.-Jun.	FY03/2026 Apr.-Jun.	Difference
Fibers, Textiles, and Garments	36.5	33.7	-2.8
Chemicals	40.3	37.7	-2.6
Machinery	0.2	0.1	-0.0
Others	0.0	0.0	-0.0
Total	77.0	71.6	-5.4

Profit (loss) before income taxes

Unit: billions of yen



	FY03/2025 Apr.-Jun.	FY03/2026 Apr.-Jun.	Difference
Fibers, Textiles, and Garments	2.6	1.5	-1.1
Chemicals	2.8	2.0	-0.8
Machinery	0.1	0.1	-0.0
Others*	0.1	-0.4	-0.6
Total	5.6	3.2	-2.4

**"Others" includes adjustments.

Fibers, Textiles, and Garments

Decreased sales and profit

Sluggish Overall

Decreased Rebound of the gain on sale of investment securities

Chemicals

Decreased sales and profit

Sluggish Performance chemicals

Decreased Rebound of the reversal of allowance for doubtful accounts

Recovery Fine chemicals

Machinery

Decreased sales and profit

Sluggish Automotive sales for European market

Net Sales by Operation

POINT

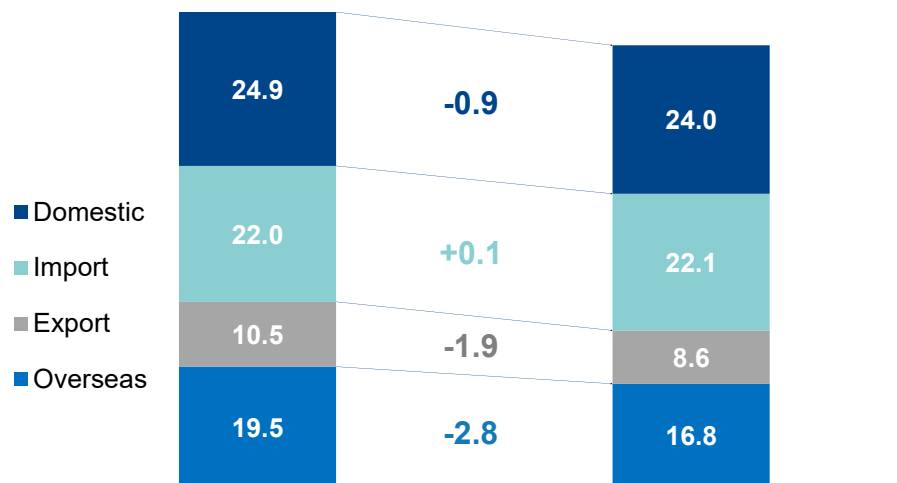
- Shipments for the domestic market (domestic and import) decreased in the Fibers, Textiles, and Garments business. Shipments for the overseas market (export and overseas) decreased in both the Fibers, Textiles, and Garments business and the Chemicals business.
- Trade ratio: 66.4% 1.2pt decrease YoY

Unit: billions of yen

Net sales	77.0	Net sales	71.6
Overseas transactions	52.1	Overseas transactions	47.5
Trade ratio	67.6%	Trade ratio	66.4%

Diff.

Net sales	-5.4
Overseas transactions	-4.5
Trade ratio	-1.2pt



FY03/2025 Apr.-Jun.

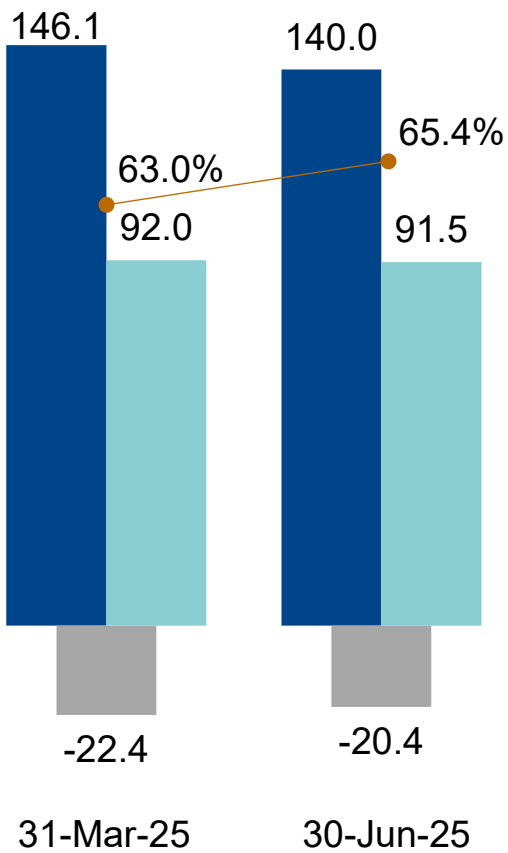
FY03/2026 Apr.-Jun.

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-25	30-Jun-25	Difference
Total assets	146.1	140.0	-6.1
Net interest-bearing debt	-22.4	-20.4	+2.0
Equity	92.0	91.5	-0.5
Equity ratio	63.0%	65.4%	+2.4pt

Profitability/Capital efficiency

	31-Mar-25	30-Jun-25 ^{*3}	Difference
ROA ^{*1}	8.1%	7.0%	-1.1pt
ROE ^{*1}	13.4%	10.9%	-2.5pt
ROIC ^{*2}	11.1%	11.0%	-0.1pt
(Reference) ROA (Ordinary profit basis)	11.2%	9.2%	-2.0pt

*1: Net profit attributable to owners of parent basis

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

*3: Annual basis

FY03/2026 Business Results Forecast

POINT

- In the final year of CIP2025, we will establish the foundation for our growth strategy. Although net sales are expected to fall short of the initial plan, we will continue to improve profitability and secure stable profits.
- FY03/2026 Q1 results were generally in line with the full-year forecast.

Unit: billions of yen		FY03/2026 Apr.-Jun. Result	FY03/2026 Forecast	FY03/2026 Progress rate	FY03/2025 Result
Net sales		71.6	330.0	21.7%	311.5
	Fibers, Textiles, and Garments	33.7	166.0	20.3%	152.7
	Chemicals	37.7	163.0	23.1%	157.9
	Machinery	0.1	1.0	15.0%	0.9
	Others	0.0	—	—	0.1
Profit (loss) before income taxes		3.2	16.0	20.2%	16.3
	Fibers, Textiles, and Garments	1.5	7.8	19.4%	7.7
	Chemicals	2.0	8.9	22.7%	8.9
	Machinery	0.1	0.3	43.1%	0.6
	Others*	-0.4	-1.0	—	-0.9
Net profit attributable to owners of parent		2.5	11.0	22.8%	11.7

*“Others” includes adjustments.

FY03/2026 Dividend

Basic dividend policy

- The Company’s policy is to provide performance-based dividends in accordance with the levels of net profit attributable to owners of parent with a view to continuously and stably returning profits to shareholders and ensuring stable management and finances.
- Dividend policy: Consolidated dividend payout ratio of 30% and dividend on equity ratio (DOE) of 3.5% or more

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).

Trends in dividends per share (Annual)

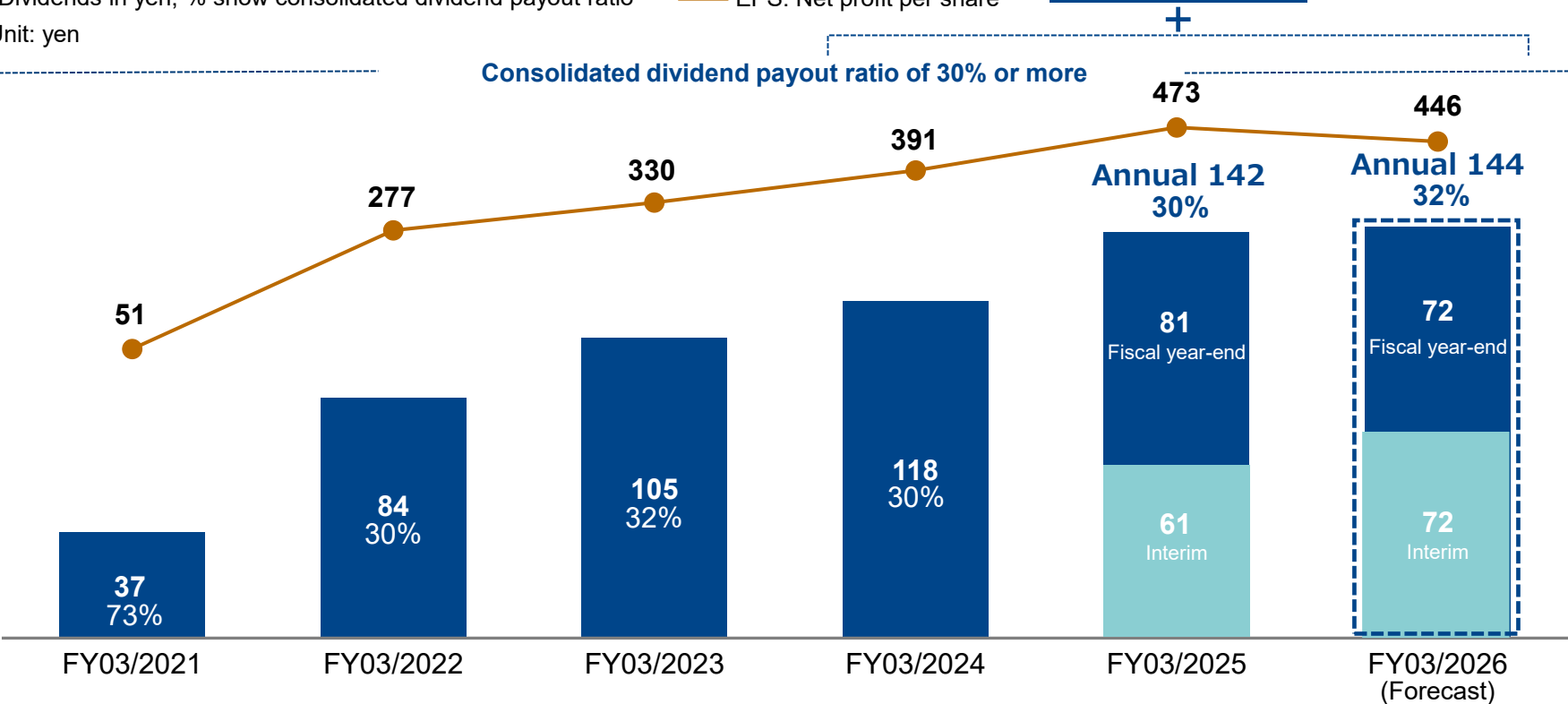
■ Dividends in yen, % show consolidated dividend payout ratio

— EPS: Net profit per share

Unit: yen

Consolidated dividend payout ratio of 30% or more

DOE of 3.5% or more





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CHORI CO., LTD.

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