

4631.T : Tokyo Stock Exchange

# DIC Corporation

Consolidated Financial Results  
FY2025: Six Months Ended June 30

**August 2025**



ENGLISH TRANSLATION OF JAPANESE-LANGUAGE DOCUMENT

This is a translation of the original Japanese-language document and is provided for convenience only.  
In all cases, the Japanese-language original shall take precedence.



**DIC Corporation**

# Highlights

| (Billion yen)                                   | 2024<br>1st Half | 2025<br>1st Half | % Change | 2025<br>Forecasts | Old forecasts |
|---|------------------|------------------|----------|-------------------|---------------|
| Net sales                                       | 538.8            | 523.2            | -2.9%    | 1,060.0           | 1,110.0       |
| Operating income                                | 21.9             | 27.0             | +22.9%   | 50.0              | 48.0          |
| Ordinary income                                 | 20.0             | 20.3             | +1.3%    | 40.0              | 44.0          |
| Net income attributable to owners of the parent | 6.4              | 13.1             | +104.0%  | 24.0              | 24.0          |
| Annual dividends per share (Yen)                | 50.00            | 50.00            |          | 200.00            | 100.00        |

## FY2025 six months results

- Net sales slipped. Shipments of pigments and inks slowed from the beginning of the second quarter (April–June 2025), caused by concerns regarding U.S. tariffs.
- Operating income advanced. Factors behind this included a return to profitability in the pigments business overseas, owing to cost reductions achieved through structural reforms, together with the revision of sales prices.
- While foreign exchange losses hindered ordinary income, net income attributable to owners of the parent climbed sharply, with contributing factors including a decrease in extraordinary losses from the corresponding period of the previous fiscal year.

## FY2025 forecasts

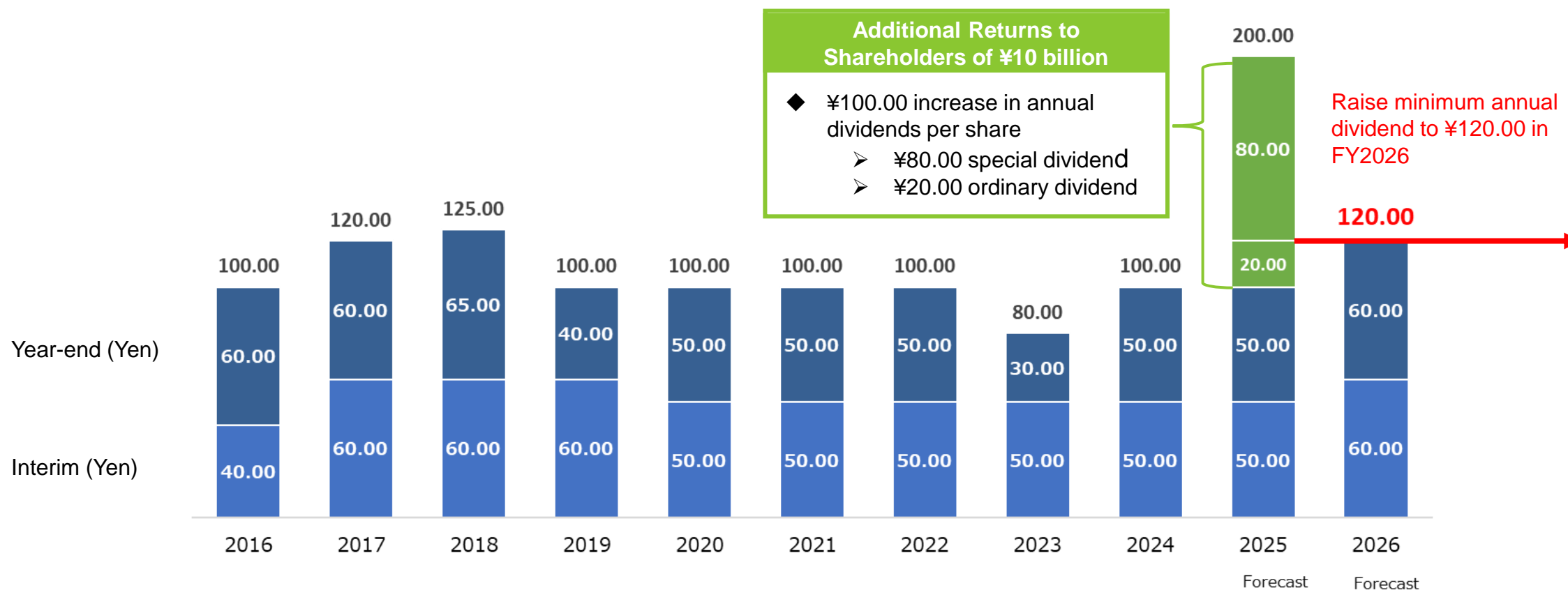
- Although the full-term net sales forecast has been revised downward from the initial forecast, operating income is now expected to exceed the initial forecast, thanks to efforts to expand sales of high-value-added products and adjust sales prices. The forecast for ordinary income has also been revised downward, owing to an expanded increase in foreign exchange losses, but with extraordinary losses likely to be lower than expected the forecast for net income attributable to owners of the parent remains unchanged.
- Forecasts do not reflect the impact of extraordinary gains from the sale of works of art.

## Returns to shareholders

- In line with policies for cash allocation, dividends will be increased to provide an additional ¥10 billion in returns to shareholders. The year-end dividend will be increased by ¥100.00, to ¥150.00 per share. As a consequence, dividends for the period, including a ¥50.00 interim dividend, will be ¥200.00 per share.

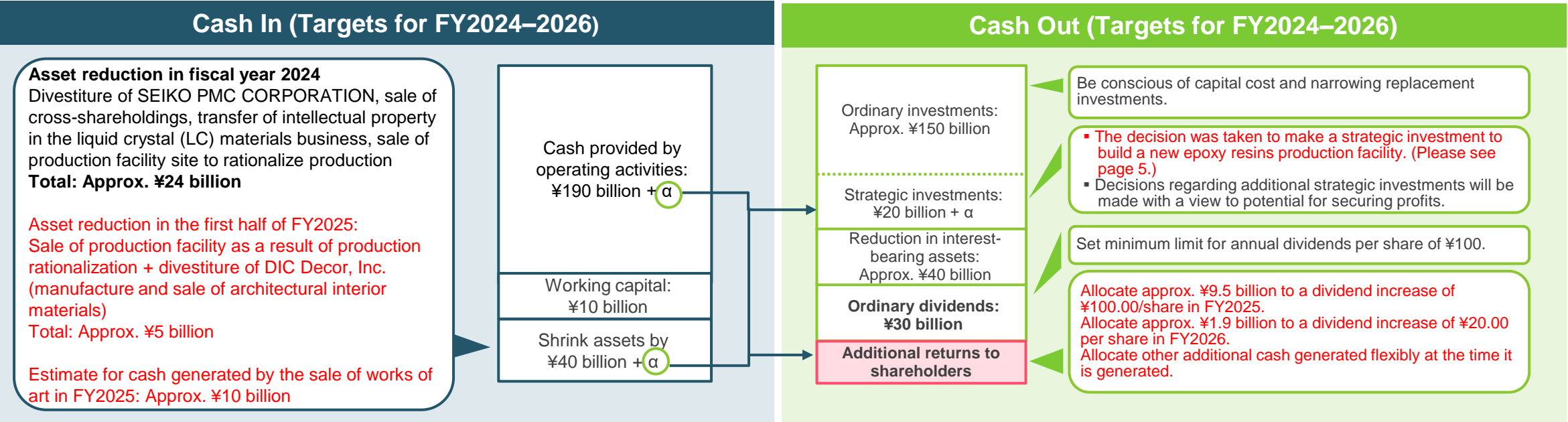
# Returns to shareholders

- As efforts to shrink assets are progressing as planned, additional returns to shareholders of approximately ¥10 billion will be implemented in the form of a ¥100.00 increase in the year-end dividend.
- Performance is on track for recovery and record-high operating income is expected in fiscal year 2026. Plans are to raise the minimum dividend level to ¥120.00, from the current ¥100.00.



# Policies for cash allocation

- Asset reduction generated approximately ¥24 billion in fiscal year 2024 and ¥5 billion in the six months ended June 30, 2025. Including cash provided by the sale of works of art, asset reduction is expected to generate approximately ¥40 billion-plus by the end of fiscal year 2026.
- Strategic investment of up to ¥20 billion to build a new epoxy resins production facility for electronics at the Chiba Plant. Supply to begin in July 2029.
- Applications for other additional cash generated will be determined at the time it is generated in accordance with the policies for cash allocation.



|                                   | FY2024 (Actual) | Target and Approach for Fiscal Year 2026            |  |
|-----------------------------------|-----------------|---|--|
| Return on invested capital (ROIC) | 3.8%            | 4.0%–5.0% ≥ Weighted average cost of capital (WACC) | Efforts will focus on achieving a prompt improvement by promoting structural reforms and reviewing the allocation of management resources.   |
| Return on equity (ROE)            | 5.6%            | 7.0%–8.0% ≥ Cost of equity                          | Fiscal year 2026 is simply a transit point in the drive to improve capital efficiency and bolster corporate value.   |
| Net debt-to- equity (D/E) ratio   | 1.05 times      | 1.00–1.10 times                                     | Thanks to the progress of structural reforms in relevant businesses, a degree of leverage exists, but financial management will continue to focus on maintaining an A credit rating. |

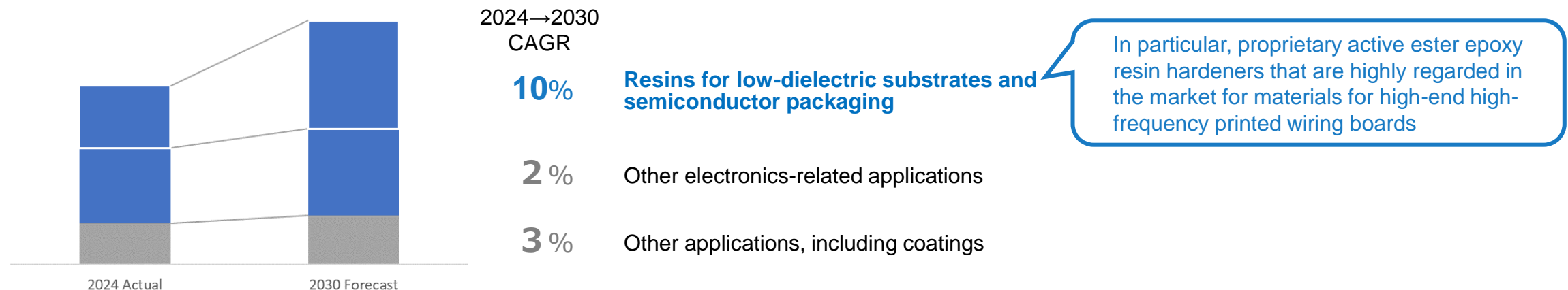
# Construction of New Epoxy Resins Production Facility at the Chiba Plant (Chemitronics)

## Responding to increasingly advanced needs in the area of semiconductor backend processing and driving business expansion by locking in expanding demand

- DIC is a leading producer of high-performance epoxy resins for low-dielectric substrates and semiconductor packaging, including encapsulants and insulation films.
- The decision to build this new production facility at the Chiba plant was made following approval as a “plan for ensuring stable supply” by the Ministry of Economy, Trade and Industry under Japan’s Act on the Promotion of Ensuring National Security through Integrated Implementation of Economic Measures. As a result, DIC is expected to receive a subsidy of up to ¥3 billion and to increase its production capacity for epoxy resins used in semiconductor fabrication by approximately 59%.
- The project aims to secure sufficient production capacity to meet rising demand for epoxy resins—underpinned by the growth of the semiconductor market—over the medium to long term and build a stable supply framework in Japan, as well as to further expand the chemitronics business.

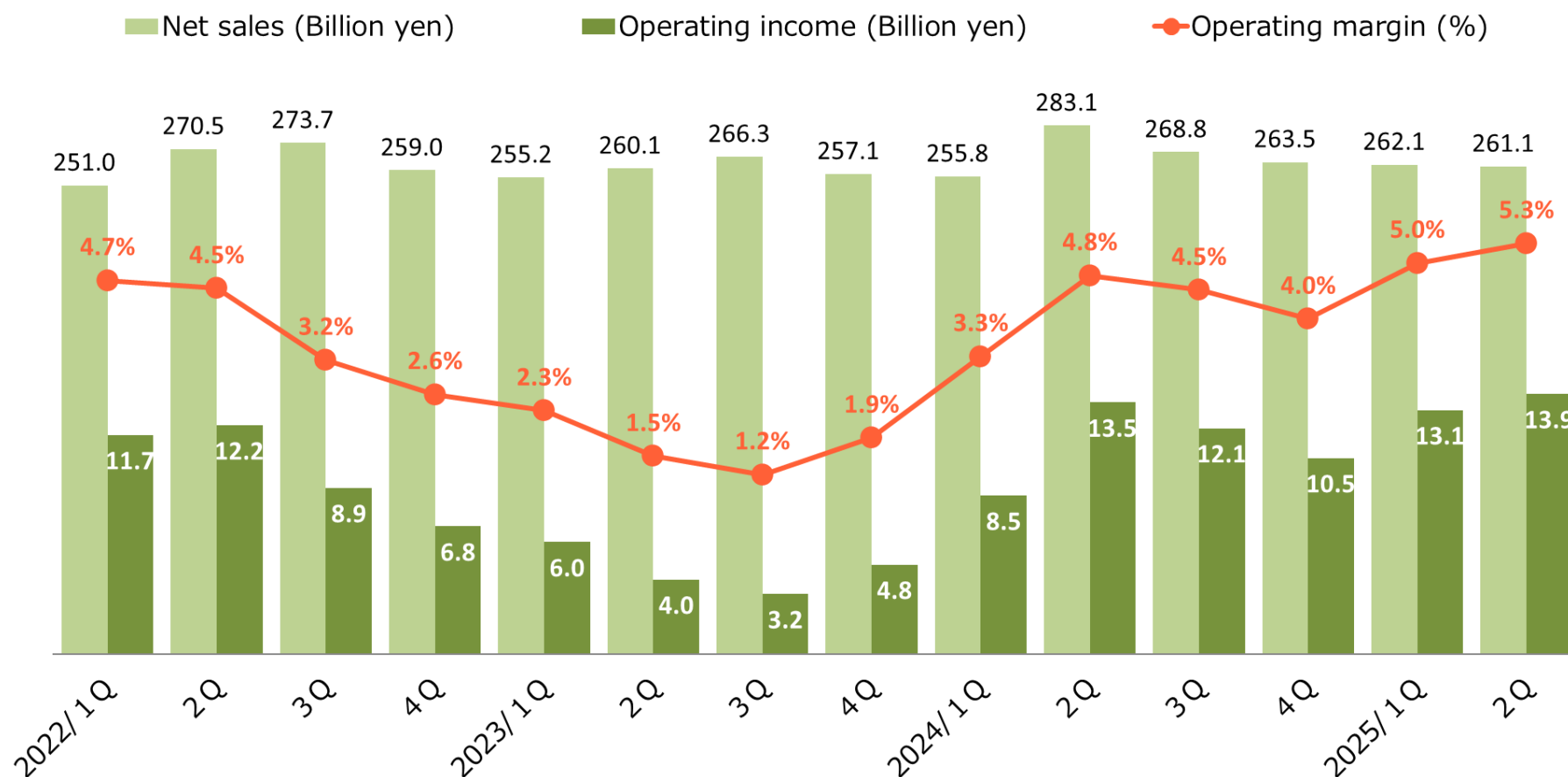
### Sales of Epoxy Resins

- Sales for use in low-dielectric substrates and semiconductor packaging, an area of the epoxy resins for electronics applications for which demand is projected to expand, are rising.
- Overall sales of epoxy resins are expected to increase approximately 1.4 times between fiscal year 2024 and fiscal year 2030.



# Quarterly trends in operating results

- Profitability is recovering steadily. Operating income in the second quarter (April–June 2025) was the highest quarterly result since the acquisition of the Colors & Effects pigments business.





# Consolidated statement of income

| (Billion yen)  | 2024<br>6 Months | 2025<br>6 Months | Change       | % Change | % Change on<br>a local currency basis |
|--|------------------|------------------|--------------|----------|---------------------------------------|
| <b>Net sales</b>                                       | <b>538.8</b>     | <b>523.2</b>     | <b>-15.6</b> | -2.9%    | -0.5%                                 |
| Cost of sales  | (425.7)          | (406.4)          | 19.3         |          |                                       |
| Selling, general and administrative expenses           | (91.2)           | (89.8)           | 1.4          |          |                                       |
| <b>Operating income</b>                                | <b>21.9</b>      | <b>27.0</b>      | <b>5.0</b>   | + 22.9%  | + 27.9%                               |
| <b>Operating margin</b>                                | <b>4.1%</b>      | <b>5.2%</b>      | -            |          |                                       |
| Interest expenses                                      | (2.7)            | (1.8)            | 0.9          |          |                                       |
| Equity in earnings (losses) of affiliates              | 1.0              | 0.9              | -0.2         |          |                                       |
| Foreign exchange gains (losses)                        | 0.3              | (4.8)            | -5.1         |          |                                       |
| Other, net   | (0.6)            | (1.0)            | -0.4         |          |                                       |
| <b>Ordinary income</b>                                 | <b>20.0</b>      | <b>20.3</b>      | <b>0.3</b>   | + 1.3%   |                                       |
| Extraordinary income                                   | 4.8              | 2.4              | -2.4         |          |                                       |
| Extraordinary losses                                   | (9.1)            | (1.9)            | 7.3          |          |                                       |
| Income before income taxes                             | 15.7             | 20.8             | 5.1          |          |                                       |
| Income taxes   | (8.7)            | (7.4)            | 1.2          |          |                                       |
| Net income   | 7.0              | 13.4             | 6.3          |          |                                       |
| Net income attributable to non-controlling interests   | (0.6)            | (0.3)            | 0.3          |          |                                       |
| <b>Net income attributable to owners of the parent</b> | <b>6.4</b>       | <b>13.1</b>      | <b>6.7</b>   | + 104.0% |                                       |
| <b>EBITDA *</b>  | <b>43.8</b>      | <b>49.1</b>      | <b>5.3</b>   | + 12.0%  |                                       |

| Extraordinary income and losses   | 2024<br>6 Months | 2025<br>6 Months |
|---|------------------|------------------|
| <b>Extraordinary income</b>   |                  |                  |
| Gain on sales of shares and investments in capital of subsidiaries and affiliates | 0.9              | 1.7              |
| Gain on sales of non-current assets   | 3.9              | 0.7              |
| <b>Extraordinary losses</b>   |                  |                  |
| Loss on disposal of non-current assets  | (1.2)            | (0.8)            |
| Loss on sales of shares and investments in capital of subsidiaries and affiliates | (4.5)            | (0.5)            |
| Severance costs   | (3.2)            | (0.4)            |
| Impairment losses   | (0.2)            | (0.2)            |

## ■Average rate

|          | 2024<br>6 Months | 2025<br>6 Months |
|----------|------------------|------------------|
| Yen/US\$ | 152.13           | 148.58           |
| Yen/EUR  | 164.43           | 162.72           |

\* EBITDA: Net income attributable to owners of the parent + Total income taxes + (Interest expenses – Interest income) + Depreciation and amortization + Amortization of goodwill

# Financial health

| (Billion yen)             | Dec 31<br>2024 | Jun 30<br>2025 | Change |
|---------------------------|----------------|----------------|--------|
| Net interest-bearing debt | 422.5          | 424.6          | 2.2    |
| Shareholders' equity      | 401.4          | 396.1          | -5.3   |
| Net D/E ratio* (Times)    | 1.05           | 1.07           |        |
| Equity ratio              | 32.7%          | 32.9%          |        |
| BPS (Yen)                 | 4,239.67       | 4,183.85       |        |



Foreign currency translation adjustments declined as a consequence of yen appreciation. (-13.8)

\* Net D/E ratio: Net Interest-bearing debt / Shareholders' equity

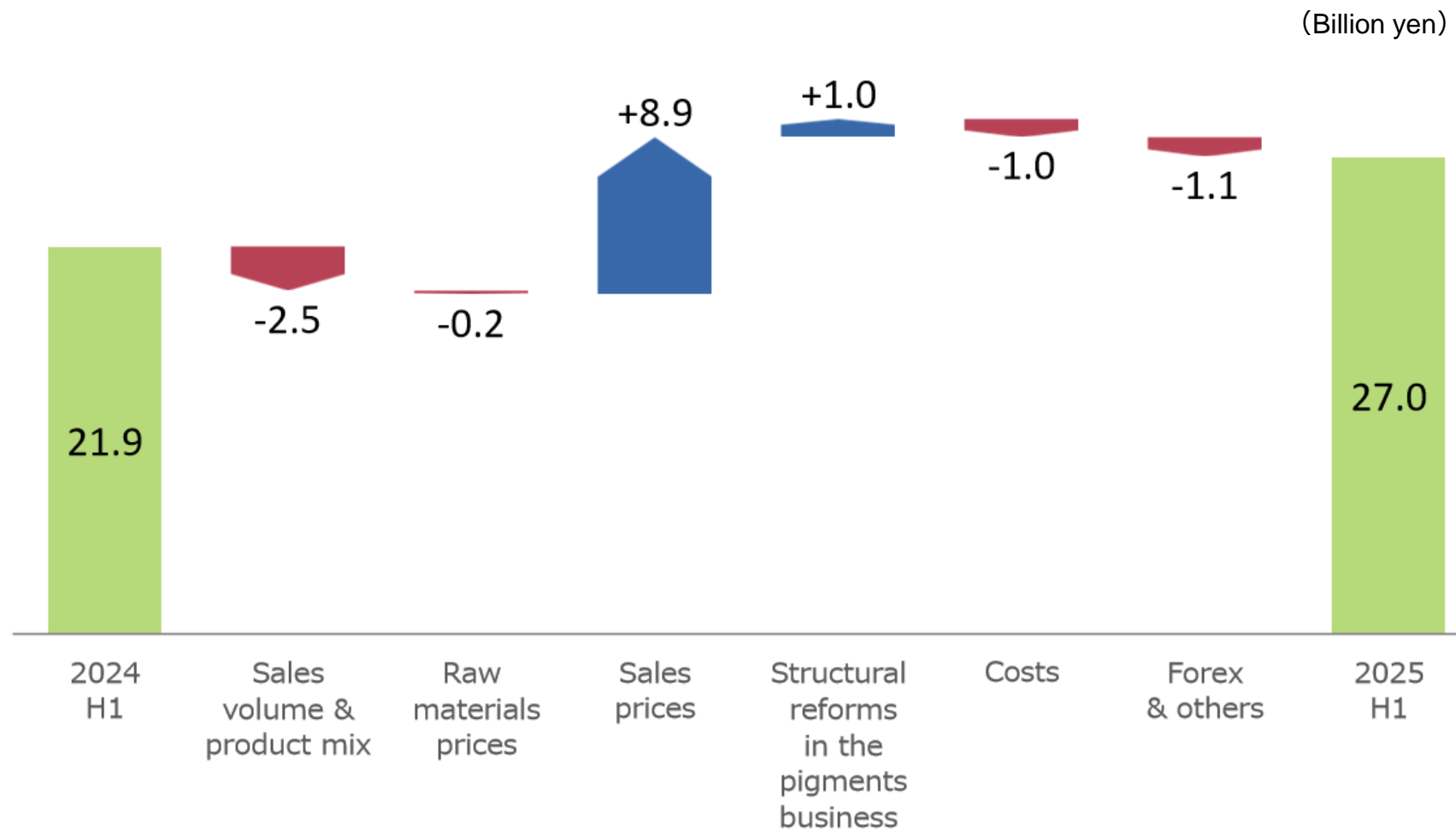
## ■Closing rate

|          | Dec 31<br>2024 | Jun 30<br>2025 |
|----------|----------------|----------------|
| Yen/US\$ | 156.24         | 143.91         |



# Operating income variance

- Profitability improved thanks to exhaustive price-control efforts that emphasized spreads.



# Segment results

| (Billion yen)                      | Net sales        |                  |        |          |   | Operating income |                  |        |                |   | Operating margin |                  |
|------------------------------------|------------------|------------------|--------|----------|---|------------------|------------------|--------|----------------|---|------------------|------------------|
|                                    | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months | Change | % Change       | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months |
| Packaging & Graphic                | 280.8            | 268.8            | -12.0  | -4.3%    | -1.1%                                       | 15.2             | 13.4             | -1.8   | -11.9%         | -5.2%                                       | 5.4%             | 5.0%             |
| Japan                              | 63.2             | 62.2             | -1.0   | -1.6%    | -1.6%                                       | 3.5              | 2.5              | -1.0   | -28.6%         | -28.6%                                      | 5.5%             | 4.0%             |
| The Americas and Europe            | 181.4            | 172.7            | -8.7   | -4.8%    | -0.4%                                       | 9.0              | 8.2              | -0.8   | -9.1%          | + 1.6%                                      | 5.0%             | 4.7%             |
| Asia and Oceania                   | 44.3             | 41.0             | -3.4   | -7.6%    | -5.4%                                       | 3.0              | 2.6              | -0.4   | -11.9%         | -10.4%                                      | 6.8%             | 6.4%             |
| Eliminations                       | (8.1)            | (7.1)            | 1.0    | -        | -   | (0.3)            | 0.1              | 0.4    | -              | -   | -                | -                |
| Color & Display                    | 134.3            | 132.0            | -2.3   | -1.7%    | + 0.5%                                      | 0.4              | 5.7              | 5.2    | 13.1 times     | 8.0 times                                   | 0.3%             | 4.3%             |
| Japan                              | 17.0             | 18.0             | 1.1    | + 6.3%   | + 6.3%                                      | 2.8              | 3.1              | 0.3    | + 12.0%        | + 12.0%                                     | 16.2%            | 17.1%            |
| Overseas                           | 125.0            | 123.4            | -1.6   | -1.3%    | + 1.3%                                      | (2.2)            | 2.6              | 4.8    | Into the black | Into the black                              | -                | 2.1%             |
| Eliminations                       | (7.7)            | (9.5)            | -1.8   | -        | -   | (0.2)            | (0.1)            | 0.1    | -              | -   | -                | -                |
| Functional Products                | 144.7            | 143.0            | -1.8   | -1.2%    | -0.4%                                       | 10.8             | 10.9             | 0.1    | + 0.8%         | + 1.3%                                      | 7.5%             | 7.6%             |
| Japan                              | 87.8             | 88.9             | 1.0    | + 1.2%   | + 1.2%                                      | 5.6              | 5.2              | -0.4   | -6.5%          | -6.5%                                       | 6.4%             | 5.9%             |
| Overseas                           | 73.2             | 69.8             | -3.5   | -4.7%    | -3.2%                                       | 5.3              | 5.7              | 0.4    | + 7.6%         | + 8.8%                                      | 7.2%             | 8.2%             |
| Eliminations                       | (16.3)           | (15.7)           | 0.7    | -        | -   | (0.1)            | (0.0)            | 0.0    | -              | -   | -                | -                |
| Others, Corporate and eliminations | (20.9)           | (20.5)           | 0.5    | -        | -   | (4.5)            | (3.0)            | 1.5    | -              | -   | -                | -                |
| Total                              | 538.8            | 523.2            | -15.6  | -2.9%    | -0.5%                                       | 21.9             | 27.0             | 5.0    | + 22.9%        | + 27.9%                                     | 4.1%             | 5.2%             |
| Yen/US\$                           | 152.13           | 148.58           |        | -2.3%    |   | 152.13           | 148.58           |        | -2.3%          |   |                  |                  |
| Yen/EUR                            | 164.43           | 162.72           |        | -1.0%    |   | 164.43           | 162.72           |        | -1.0%          |   |                  |                  |

# Packaging & Graphic

## Japan

- Operating income decreased as a result of weak shipments, especially in packaging inks and polystyrene.

## The Americas and Europe

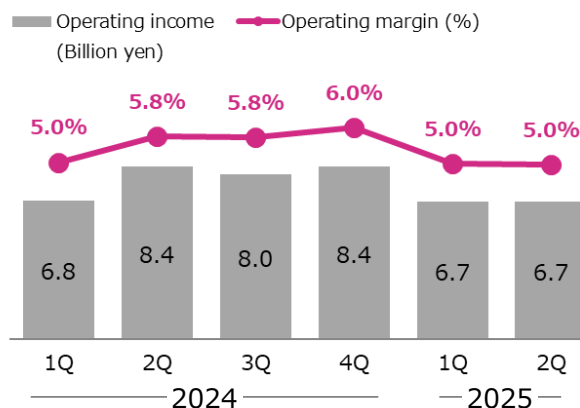
- Shipments of packaging inks deteriorated, owing to slowing demand. Despite rising on a local currency basis, thanks to efforts to maintain sales prices by ensuring stable supplies and services, operating income fell after translation, owing to the depreciation of emerging market currencies.

## Asia and Oceania

- Markets conditions stagnated in Asia and Oceania. Price competition intensified, pushing down operating income.

| (Billion yen)           | Net sales        |                  |        |          |   | Operating income |                  |        |          |   | Operating margin |                  |
|-------------------------|------------------|------------------|--------|----------|---|------------------|------------------|--------|----------|---|------------------|------------------|
|                         | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months |
| Packaging & Graphic     | 280.8            | 268.8            | -12.0  | -4.3%    | -1.1%                                       | 15.2             | 13.4             | -1.8   | -11.9%   | -5.2%                                       | 5.4%             | 5.0%             |
| Japan                   | 63.2             | 62.2             | -1.0   | -1.6%    | -1.6%                                       | 3.5              | 2.5              | -1.0   | -28.6%   | -28.6%                                      | 5.5%             | 4.0%             |
| The Americas and Europe | 181.4            | 172.7            | -8.7   | -4.8%    | -0.4%                                       | 9.0              | 8.2              | -0.8   | -9.1%    | + 1.6%                                      | 5.0%             | 4.7%             |
| Asia and Oceania        | 44.3             | 41.0             | -3.4   | -7.6%    | -5.4%                                       | 3.0              | 2.6              | -0.4   | -11.9%   | -10.4%                                      | 6.8%             | 6.4%             |
| Eliminations            | (8.1)            | (7.1)            | 1.0    | -        | -   | (0.3)            | 0.1              | 0.4    | -        | -   | -                | -                |

## Operating income/margin



## Sales of principal products

|                   | %<br>Change |  |
|-------------------|-------------|--|
| Packaging inks*   | + 1%        | Demand slowed and shipments were sluggish, but sales rose thanks to sales price adjustments that emphasize spreads.  |
| Publication inks* | -8%         | Demand declined, owing to a continuing shift to digital printing.  |
| Jet inks          | + 6%        | A continuing shift to digital printing bolstered shipments and sales.  |
| Polystyrene       | -11%        | Sales were down owing to the revision of sales prices following a decrease in raw materials prices and buying restraint from July forward in anticipation of further declines. |
| Multilayer films  | + 5%        | Demand for use in food packaging flagged, owing to rising food prices, but sales increased thanks to efforts to maintain sales prices.   |

\*Change on a local currency basis

# Color & Display

## Net sales

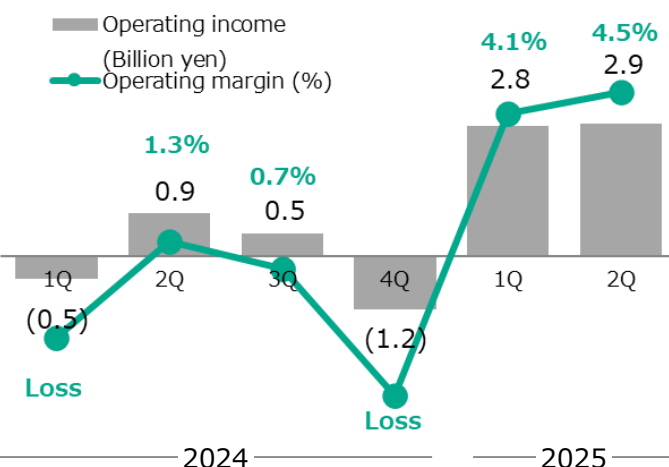
- Customers began to curb orders early in the second quarter (April–June 2025), provoked by concerns regarding tariffs, sales rose on a local currency basis thanks to sales prices implemented to improve margins.

## Operating income

- Segment operating income soared, as the revision of sales prices improved margins and structural reforms helped trim costs, underpinning a return to profitability overseas.

| (Billion yen)   | Net sales        |                  |        |          |   | Operating income |                  |        |                |   | Operating margin |                  |
|-----------------|------------------|------------------|--------|----------|---|------------------|------------------|--------|----------------|---|------------------|------------------|
|                 | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months | Change | % Change       | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months |
| Color & Display | 134.3            | 132.0            | -2.3   | -1.7%    | + 0.5%                                      | 0.4              | 5.7              | 5.2    | 13.1 times     | 8.0 times                                   | 0.3%             | 4.3%             |
| Japan           | 17.0             | 18.0             | 1.1    | + 6.3%   | + 6.3%                                      | 2.8              | 3.1              | 0.3    | + 12.0%        | + 12.0%                                     | 16.2%            | 17.1%            |
| Overseas        | 125.0            | 123.4            | -1.6   | -1.3%    | + 1.3%                                      | (2.2)            | 2.6              | 4.8    | Into the black | Into the black                              | -                | 2.1%             |
| Eliminations    | (7.7)            | (9.5)            | -1.8   | -        | -   | (0.2)            | (0.1)            | 0.1    | -              | -   | -                | -                |

## Operating income/margin



## Sales of principal products

|              |                        | %<br>Change* |   |
|--------------|------------------------|--------------|---|
| Pigments for | coatings               | + 2%         | Shipments decreased, as customers curbed orders to assess the impact of tariffs, but sales increased, thanks to the revision of sales prices. |
|              | plastics               | + 5%         | Shipments decreased, as customers curbed orders to assess the impact of tariffs, but sales increased, thanks to the revision of sales prices. |
|              | printing inks          | -3%          | Sales declined, owing to customer inventory adjustments.  |
|              | cosmetics              | -9%          | Shipments to cosmetics manufacturers in the Americas and Europe were listless.  |
|              | displays               | + 8%         | Shipments slowed in the second quarter, owing to minor operating rate adjustments by display manufacturers, but remained firm.                |
|              | specialty applications | + 1%         | Shipments for agricultural use, a target of ongoing inventory adjustments, showed signs of recovering.  |

\*Change on a local currency basis

# Functional Products

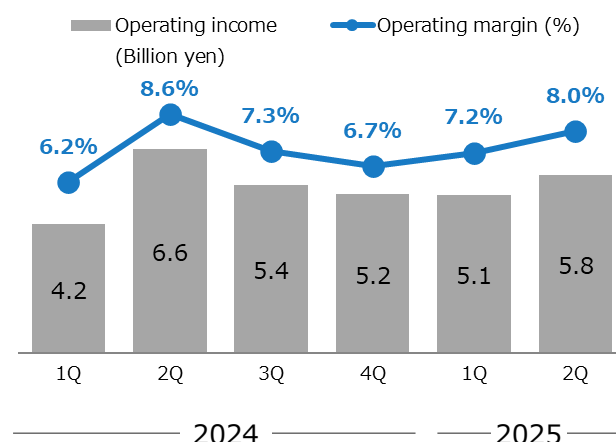
## Net sales

## Operating income

- Sales slipped, despite an increase in shipments of high-value-added products for use in electronics equipment and mobility solutions, as shipments of general-purpose products for housing construction and infrastructure-related applications, and for general industrial applications, declined.
- Segment operating income was up, with contributing factors including an improved product mix and successful efforts to maintain sales prices that emphasized spreads.

| (Billion yen)       | Net sales        |                  |        |          |   | Operating income |                  |        |          |   | Operating margin |                  |
|---------------------|------------------|------------------|--------|----------|---|------------------|------------------|--------|----------|---|------------------|------------------|
|                     | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | % Change<br>on a local<br>currency<br>basis | 2024<br>6 Months | 2025<br>6 Months |
| Functional Products | 144.7            | 143.0            | -1.8   | -1.2%    | -0.4%                                       | 10.8             | 10.9             | 0.1    | + 0.8%   | + 1.3%                                      | 7.5%             | 7.6%             |
| Japan               | 87.8             | 88.9             | 1.0    | + 1.2%   | + 1.2%                                      | 5.6              | 5.2              | -0.4   | -6.5%    | -6.5%                                       | 6.4%             | 5.9%             |
| Overseas            | 73.2             | 69.8             | -3.5   | -4.7%    | -3.2%                                       | 5.3              | 5.7              | 0.4    | + 7.6%   | + 8.8%                                      | 7.2%             | 8.2%             |
| Eliminations        | (16.3)           | (15.7)           | 0.7    | -        | -   | (0.1)            | (0.0)            | 0.0    | -        | -   | -                | -                |

## Operating income/margin



## Sales of principal products

|                               | %<br>Change |                                       | %<br>Change |
|-------------------------------|-------------|---------------------------------------|-------------|
| Epoxy resins                  | + 5%        | polyphenylene sulfide (PPS) compounds | + 0%        |
| Industrial-use adhesive tapes | + 17%       | Acrylic resins                        | + 2%        |
| UV-curable resins             | + 2%        | Polyurethane resins                   | + 1%        |
|                               |             | Waterborne resins                     | -1%         |
|                               |             | Polyester resins                      | -7%         |
|                               |             | Hollow-fiber membrane modules         | + 27%       |

Products for digital applications, including epoxy resins, industrial-use adhesive tapes, UV-curable resins and hollow-fiber membrane modules, performed well. Among other products, those for mobility solutions remained firm thanks to front-loaded demand in certain areas in advance of the U.S. tariffs, but shipments of general-purpose products for housing construction and infrastructure-related applications and for general industrial applications were sluggish. Shipments of polyester resins—many uses for which are in housing construction and infrastructure—fell sharply.

## Functional Products (Supplementary materials)

### ● Results for the Chemitronics Business Division (accounted for in the Functional Products segment)

#### Net sales

- Shipments of epoxy resins— notably high-valueadded products used in generative AI servers, computers and smartphones—were strong.
- In the area of industrial-use adhesive tapes, steady efforts to lock in demand for use in smartphones and other mobile devices led to the broader adoption of DIC Group products.

#### Operating income

- Operating income was negatively impacted by increased technology costs, a consequence of efforts to accelerate the development and realization of products, but remained in line with initial forecasts.

| (Billion yen)                  | Net sales        |                  |        |          | Operating income |                  |        |          | Operating margin |                  |
|--------------------------------|------------------|------------------|--------|----------|------------------|------------------|--------|----------|------------------|------------------|
|                                | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | 2024<br>6 Months | 2025<br>6 Months | Change | % Change | 2024<br>6 Months | 2025<br>6 Months |
| Chemitronics Business Division | 28.6             | 30.0             | 1.4    | + 4.9%   | 3.8              | 3.3              | -0.6   | -15.5%   | 13.5%            | 10.9%            |

Principal products: Epoxy and other thermosetting resins for packaging substrates and printed circuit boards, industrial-use adhesive tapes, ultraviolet (UV)-curable resins, photoresist polymers and compounds, surfactants

## FY2025 forecasts: Full-term operating results

- Although the full-term net sales forecast has been revised downward from the initial forecast, operating income is now expected to exceed the initial forecast, thanks to efforts to expand sales of high-value-added products and adjust sales prices. The forecast for ordinary income has also been revised downward, owing to an expanded increase in foreign exchange losses, but with extraordinary losses likely to be lower than expected the forecast for net income attributable to owners of the parent remains unchanged.
- Forecasts do not reflect the impact of extraordinary gains from the sale of works of art.

(Billion yen)

|   | 2024    | 2025<br>Forecasts | % Change | Old forecasts |
|---|---------|-------------------|----------|---------------|
| Net sales                                       | 1,071.1 | 1,060.0           | -1.0%    | 1,110.0       |
| Operating income                                | 44.5    | 50.0              | + 12.3%  | 48.0          |
| Operating margin                                | 4.2%    | 4.7%              | —        | 4.3%          |
| Ordinary income                                 | 37.9    | 40.0              | + 5.5%   | 44.0          |
| Net income attributable to owners of the parent | 21.3    | 24.0              | + 12.6%  | 24.0          |
| EPS (Yen)                                       | 225.11  | 253.48            | —        | 253.48        |
| EBITDA*1  | 95.7    | 99.0              | + 3.5%   | 102.0         |
| Capital expenditure and investment              | 47.3    | 49.2              | + 4.0%   | 49.2          |
| Depreciation and amortization                   | 53.9    | 54.0              | + 0.1%   | 56.5          |
| Average rate Yen/US\$                           | 151.04  | 145.00            | -4.0%    | 145.00        |
| Yen/EUR   | 163.34  | 158.00            | -3.3%    | 158.00        |

|                                  | 2024  | 2025<br>Forecasts |
|----------------------------------|-------|-------------------|
| ROIC*2                           | 3.8%  | 4.3%              |
| ROE                              | 5.6%  | 6.0%              |
| Net D/E ratio*3 (times)          | 1.05  | 1.03              |
| Annual dividends per share (Yen) | 100.0 | 200.0             |
| Payout ratio                     | 44.4% | 78.9%             |

\*2 ROIC: Operating income x (1 – tax rate 28%) / (Net interest-bearing debt + Net assets)

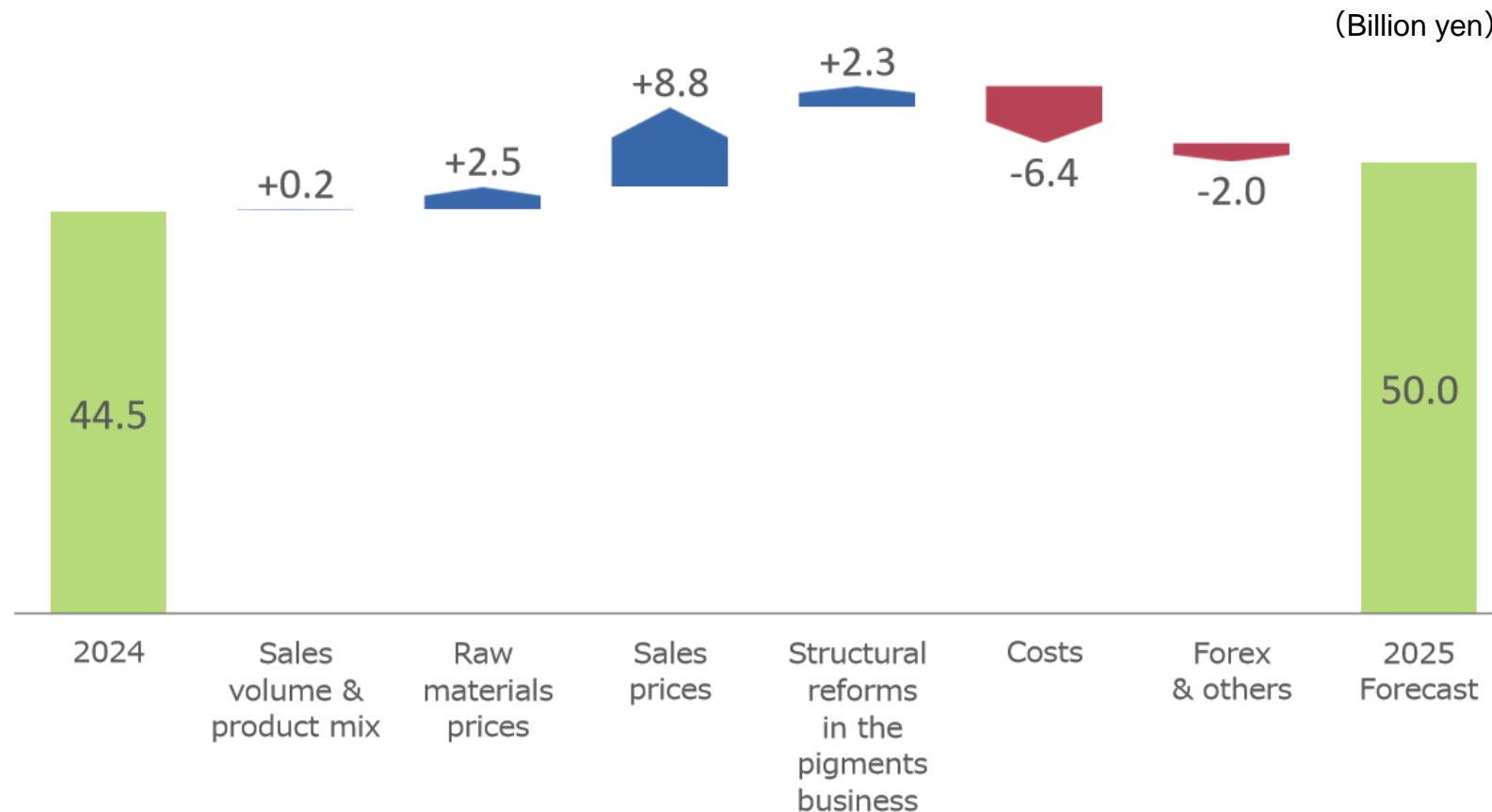
\*3 Net D/E ratio: Net interest-bearing debt / Shareholders' equity

\*1 EBITDA: Net income attributable to owners of the parent + Total income taxes + (Interest expenses – Interest income) + Depreciation and amortization + Amortization of goodwill



# Operating income variance

- Forecasts assume a West Texas Intermediate (WTI) crude oil price in the second half of \$67/barrel.
- Profitability improved thanks to efforts to revise sales prices in response to specific regional and product characteristics. Full-term operating income is expected to be up despite the forecast for a decline in net sales.



# FY2025 forecasts: Full-term segment results

| (Billion yen)                      | Net sales |               |        |          | Operating income |               |        |                | Operating margin |               | Old Forecasts  |                                 |
|------------------------------------|-----------|---------------|--------|----------|------------------|---------------|--------|----------------|------------------|---------------|----------------|---------------------------------|
|                                    | 2024      | 2025 Forecast | Change | % Change | 2024             | 2025 Forecast | Change | % Change       | 2024             | 2025 Forecast | 2025 Net Sales | 2025 Operating income forecasts |
| Packaging & Graphic                | 560.1     | 548.0         | -12.1  | -2.2%    | 31.6             | 27.2          | -4.4   | -14.0%         | 5.6%             | 5.0%          | 574.8          | 29.4                            |
| Japan                              | 129.0     | 126.8         | -2.3   | -1.8%    | 6.1              | 5.4           | -0.7   | -11.2%         | 4.7%             | 4.3%          | 131.4          | 6.0                             |
| The Americas and Europe            | 357.3     | 348.7         | -8.7   | -2.4%    | 19.3             | 16.1          | -3.2   | -16.4%         | 5.4%             | 4.6%          | 364.7          | 17.6                            |
| Asia and Oceania                   | 90.3      | 87.1          | -3.2   | -3.5%    | 6.5              | 5.7           | -0.9   | -13.3%         | 7.2%             | 6.5%          | 94.1           | 5.7                             |
| Eliminations                       | (16.6)    | (14.6)        | 2.0    | -        | (0.3)            | 0.0           | 0.3    | -              | -                | -             | (15.4)         | 0.0                             |
| Color & Display                    | 257.0     | 257.3         | 0.3    | + 0.1%   | (0.3)            | 6.1           | 6.3    | Into the black | -                | 2.4%          | 273.1          | 6.1                             |
| Japan                              | 35.2      | 36.1          | 0.8    | + 2.4%   | 5.6              | 5.9           | 0.2    | + 4.3%         | 16.0%            | 16.3%         | 37.5           | 5.9                             |
| Overseas                           | 236.3     | 237.7         | 1.4    | + 0.6%   | (5.8)            | 0.2           | 6.0    | Into the black | -                | 0.1%          | 251.7          | 0.3                             |
| Eliminations                       | (14.6)    | (16.5)        | -1.9   | -        | (0.1)            | 0.0           | 0.1    | -              | -                | -             | (16.1)         | 0.0                             |
| Functional Products                | 296.0     | 296.1         | 0.2    | + 0.1%   | 21.4             | 23.0          | 1.6    | + 7.6%         | 7.2%             | 7.8%          | 302.7          | 21.0                            |
| Japan                              | 181.7     | 181.3         | -0.4   | -0.2%    | 10.1             | 11.3          | 1.2    | + 12.2%        | 5.5%             | 6.2%          | 182.7          | 10.0                            |
| Overseas                           | 147.5     | 145.6         | -2.0   | -1.3%    | 11.4             | 11.7          | 0.4    | + 3.2%         | 7.7%             | 8.1%          | 153.2          | 10.9                            |
| Eliminations                       | (33.2)    | (30.7)        | 2.5    | -        | (0.0)            | 0.0           | 0.0    | -              | -                | -             | (33.2)         | 0.0                             |
| Others, Corporate and eliminations | (41.9)    | (41.4)        | 0.5    | -        | (8.2)            | (6.3)         | 1.9    | -              | -                | -             | (40.6)         | (8.4)                           |
| Total                              | 1,071.1   | 1,060.0       | -11.1  | -1.0%    | 44.5             | 50.0          | 5.5    | + 12.3%        | 4.2%             | 4.7%          | 1,110.0        | 48.0                            |
| Yen/US\$                           | 151.04    | 145.00        |        | -4.0%    | 151.04           | 145.00        |        | -4.0%          |                  |               | 145.00         | 145.00                          |
| Yen/EUR                            | 163.34    | 158.00        |        | -3.3%    | 163.34           | 158.00        |        | -3.3%          |                  |               | 158.00         | 158.00                          |

## Functional Products (Supplementary materials)

- Results for the Chemitronics Business Division (accounted for in the Functional Products segment)

| (Billion yen)                  | Net sales |                  |        |          | Operating income |                  |        |          | Operating margin |                  |
|--------------------------------|-----------|------------------|--------|----------|------------------|------------------|--------|----------|------------------|------------------|
|                                | 2024      | 2025<br>Forecast | Change | % Change | 2024             | 2025<br>Forecast | Change | % Change | 2024             | 2025<br>Forecast |
| Chemitronics Business Division | 61.0      | 64.8             | 3.9    | + 6.3%   | 7.6              | 8.2              | 0.6    | + 8.3%   | 12.4%            | 12.6%            |

- Although slower than initially expected, a recovery in products for use in general-purpose semiconductors is anticipated in the second half. Demand for products for use in generative AI, which was robust in the first half, is expected to remain strong, while increased shipments of high-value-added products are projected to offset the impact of increased costs.

# Attachments

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## Major topics (May 2025 to August 2025)

News release 2025

<https://www.dic-global.com/en/news/2025/> 


May

Prices for pigments produced in the United States are revised for products delivered on or after June 1, 2025, owing to the introduction of a tariff surcharge

Jul

Three printing inks manufacturers announce plans to begin joint deliveries in the Tokyo metropolitan area beginning in November 2025 to improve logistics efficiency and address related social imperatives

Jul

DIC Report 2025 integrated report (Japanese version) is published 

Jul

*BIOBRID*® hybrid UV ink, which boasts an industry-leading 50% biomass-derived raw material content, is launched

Jul

DIC is selected for inclusion in the FTSE4Good Index Series, a leading global environmental, social and governance (ESG) index, for the seventh consecutive year

Aug

DIC resolves to build a new epoxy resins production facility at its Chiba Plant (Please see page 5)

# Business segments and principal products

Note: Fiscal year 2024 actual

| Value provided     | Packaging & Graphic   | Color & Display  | Functional Products  |
|--------------------|---|--|--|
|                    | <div> <div>Sales ratio</div> </div> <div> <div>Net sales</div> <div>¥560.1 bn</div> </div> <div> <div>Operating income</div> <div>¥31.6 bn</div> </div> <div> <div>Operating margin</div> <div>5.6%</div> </div>                                | <div> <div>Sales ratio</div> </div> <div> <div>Net sales</div> <div>¥257.0bn</div> </div> <div> <div>Operating income</div> <div>¥(0.3 bn)</div> </div> <div> <div>Operating margin</div> <div>-</div> </div>  | <div> <div>Sales ratio</div> </div> <div> <div>Net sales</div> <div>¥296.0bn</div> </div> <div> <div>Operating income</div> <div>¥21.4 bn</div> </div> <div> <div>Operating margin</div> <div>7.2%</div> </div>  |
| Principal products | Packaging materials that bring safety and peace of mind   | Color and display materials that make life colorful  | Functional products that add comfort   |
|                    | <div> <div>Packaging inks</div> </div> <div> <div>Packaging materials</div> </div> <div> <div>Packaging adhesives</div> </div> <div> <div>Jet inks</div> </div> <div> <div>For outdoor signage</div> </div> <div> <div>For banners</div> </div> | <div> <div>Pigments for display</div> </div> <div> <div>Pigments for cosmetics</div> </div> <div> <div>Pigments for specialty applications</div> <div> <div>Agriculture</div> </div> <div> <div>Building materials</div> </div> </div> <div> <div>Pigments for coatings</div> </div> <div> <div>Pigments for plastics</div> </div> <div> <div>Pigments for inks</div> </div> | <div> <div>Breakdown of Segment Sales by Demand Industry (Reference)</div> </div> <div> <div>◆ Digital materials (used principally in electrical and electronics equipment and displays) ◆</div> <div> <div>UV-curable resins</div> </div> <div> <div>Epoxy resins</div> </div> <div> <div>Industrial tapes</div> </div> <div> <div>Hollow-fiber membrane modules</div> </div> </div> <div> <div>◆ Industrial materials (used primarily in mobility solutions (vehicles, etc.)) ◆</div> <div> <div>PPS compounds</div> </div> <div> <div>Waterborne resins</div> </div> <div> <div>Acrylic resins</div> </div> <div> <div>Polyurethane resins</div> </div> <div> <div>Polyester resins</div> </div> </div> |

# Quarterly trends in segment results (Reference)

| (Billion yen)                      | Net sales       |                 |                 |                 |                 |                 | Operating income |                 |                 |                 |                 |                 |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                                    | 2024<br>Jan-Mar | 2024<br>Apr-Jun | 2024<br>Jul-Sep | 2024<br>Oct-Dec | 2025<br>Jan-Mar | 2025<br>Apr-Jun | 2024<br>Jan-Mar  | 2024<br>Apr-Jun | 2024<br>Jul-Sep | 2024<br>Oct-Dec | 2025<br>Jan-Mar | 2025<br>Apr-Jun |
| Packaging & Graphic                | 134.5           | 146.3           | 139.8           | 139.5           | 134.0           | 134.8           | 6.8              | 8.4             | 8.0             | 8.4             | 6.7             | 6.7             |
| Japan                              | 29.7            | 33.5            | 32.2            | 33.7            | 30.7            | 31.5            | 1.4              | 2.1             | 1.4             | 1.2             | 1.0             | 1.5             |
| The Americas and Europe            | 87.5            | 93.9            | 89.2            | 86.8            | 86.4            | 86.3            | 4.1              | 4.9             | 5.0             | 5.3             | 4.4             | 3.8             |
| Asia and Oceania                   | 21.2            | 23.1            | 22.6            | 23.4            | 20.5            | 20.4            | 1.4              | 1.6             | 1.6             | 2.0             | 1.3             | 1.4             |
| Eliminations                       | (3.9)           | (4.2)           | (4.2)           | (4.3)           | (3.6)           | (3.5)           | (0.2)            | (0.1)           | 0.1             | (0.1)           | 0.0             | 0.0             |
| Color & Display                    | 63.5            | 70.8            | 65.1            | 57.6            | 68.9            | 63.0            | (0.5)            | 0.9             | 0.5             | (1.2)           | 2.8             | 2.9             |
| Japan                              | 7.4             | 9.5             | 9.6             | 8.6             | 8.9             | 9.2             | 1.0              | 1.7             | 1.5             | 1.4             | 1.3             | 1.7             |
| Overseas                           | 59.5            | 65.5            | 59.7            | 51.7            | 65.1            | 58.3            | (1.4)            | (0.8)           | (1.1)           | (2.5)           | 1.6             | 1.0             |
| Eliminations                       | (3.5)           | (4.2)           | (4.2)           | (2.7)           | (5.0)           | (4.4)           | (0.1)            | (0.0)           | 0.1             | (0.1)           | (0.2)           | 0.1             |
| Functional Products                | 68.1            | 76.6            | 74.7            | 76.5            | 70.8            | 72.1            | 4.2              | 6.6             | 5.4             | 5.2             | 5.1             | 5.8             |
| Japan                              | 41.7            | 46.1            | 45.5            | 48.4            | 43.8            | 45.1            | 2.0              | 3.5             | 2.5             | 2.0             | 2.5             | 2.8             |
| Overseas                           | 33.9            | 39.3            | 38.1            | 36.2            | 34.6            | 35.1            | 2.2              | 3.1             | 2.9             | 3.1             | 2.7             | 2.9             |
| Eliminations                       | (7.6)           | (8.8)           | (8.8)           | (8.1)           | (7.6)           | (8.1)           | (0.0)            | (0.0)           | 0.0             | 0.0             | (0.1)           | 0.1             |
| Others, Corporate and eliminations | (10.2)          | (10.7)          | (10.8)          | (10.2)          | (11.6)          | (8.8)           | (2.0)            | (2.5)           | (1.9)           | (1.9)           | (1.6)           | (1.4)           |
| Total                              | 255.8           | 283.1           | 268.8           | 263.5           | 262.1           | 261.1           | 8.5              | 13.5            | 12.1            | 10.5            | 13.1            | 13.9            |



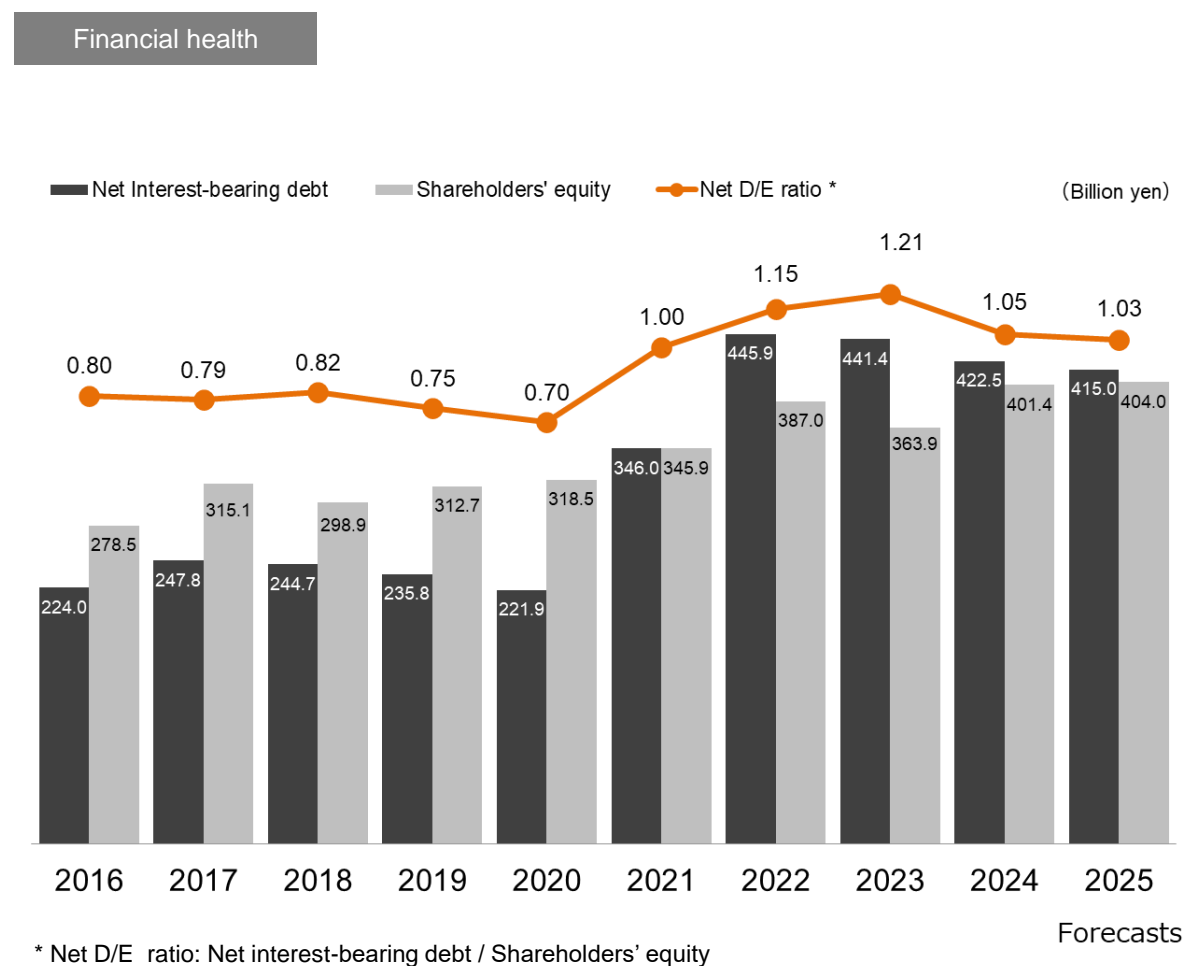
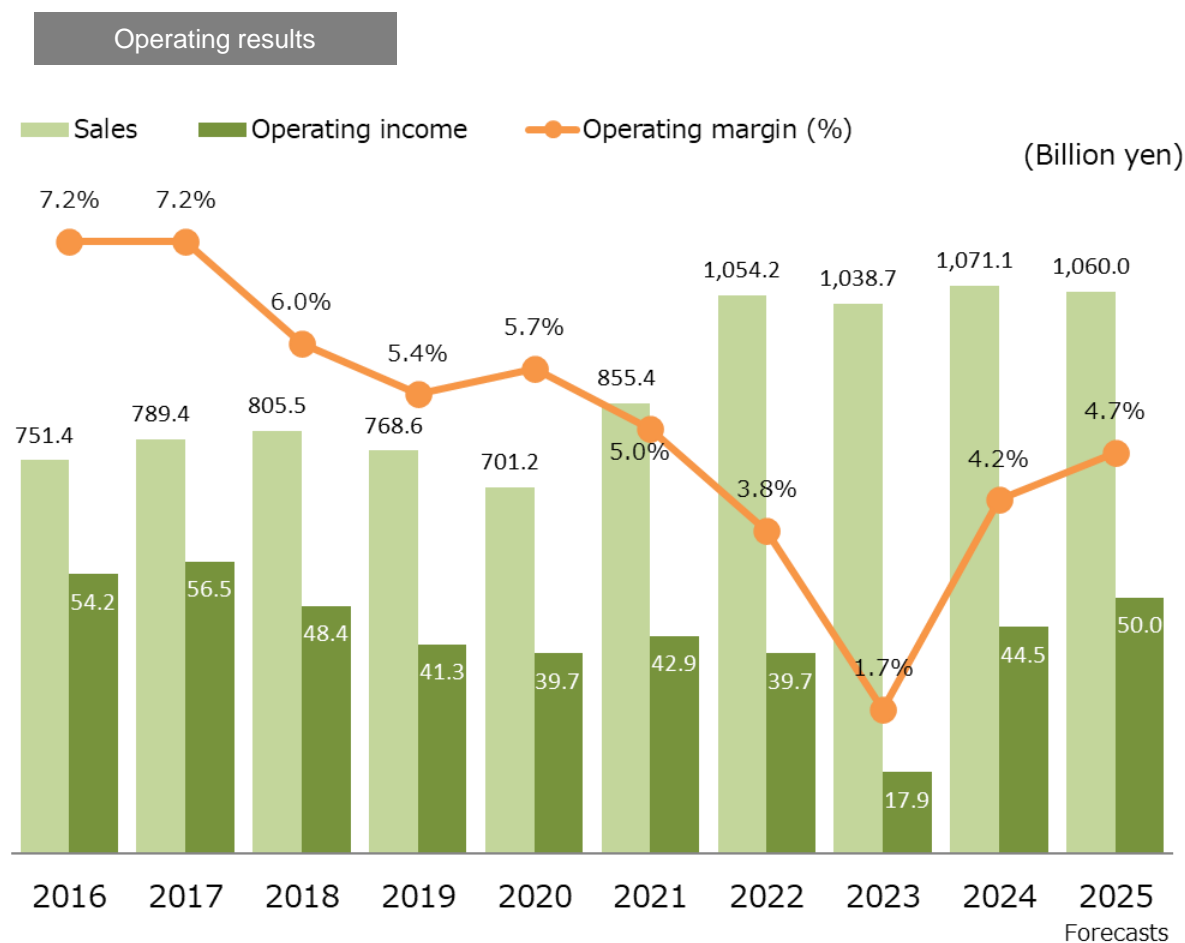
## Consolidated balance sheet (Reference)

| (Billion yen)                             | Dec 31<br>2024 | Jun 30<br>2025 | Change       |
|---|----------------|----------------|--------------|
| Current assets                            | 607.5          | 607.0          | -0.5         |
| Property, plant and equipment             | 364.1          | 351.1          | -13.1        |
| Intangible assets                         | 67.5           | 61.6           | -5.9         |
| Investments and other assets              | 187.3          | 185.1          | -2.2         |
| <b>Total assets</b>                       | <b>1,226.4</b> | <b>1,204.8</b> | <b>-21.6</b> |
| Current liabilities                       | 333.1          | 335.8          | 2.7          |
| Non-current liabilities                   | 472.7          | 453.9          | -18.8        |
| <b>Total liabilities</b>                  | <b>805.8</b>   | <b>789.7</b>   | <b>-16.1</b> |
| Shareholders' equity                      | 376.3          | 384.6          | 8.3          |
| Accumulated other comprehensive income    | 25.1           | 11.5           | -13.6        |
| [Foreign currency translation adjustment] | [34.6]         | [20.7]         | [-13.8]      |
| Non-controlling interests                 | 19.2           | 19.0           | -0.2         |
| <b>Total net assets</b>                   | <b>420.6</b>   | <b>415.1</b>   | <b>-5.5</b>  |
| <b>Total liabilities and net assets</b>   | <b>1,226.4</b> | <b>1,204.8</b> | <b>-21.6</b> |
| Interest-bearing debt                     | 484.3          | 482.0          | -2.4         |
| Cash and deposits                         | 61.9           | 57.4           | -4.5         |
| Net interest-bearing debt                 | 422.5          | 424.6          | 2.2          |

## Consolidated statement of cash flows (Reference)

| (Billion yen)   | 2024<br>6 Months | 2025<br>6 Months | Change      |
|---|------------------|------------------|-------------|
| Cash flows from operating activities                    | 14.5             | 21.5             | 7.0         |
| Cash flows from investing activities                    | (7.2)            | (15.5)           | -8.3        |
| Cash flows from financing activities                    | 18.5             | (3.8)            | -22.3       |
| Cash and cash equivalents at end of the period          | 120.0            | 56.4             | -63.6       |
| <b>Free cash flow</b>                                   | <b>7.3</b>       | <b>6.0</b>       | <b>-1.3</b> |
| Increase (decrease) in working capital                  | (18.3)           | (19.0)           | -0.7        |
| Capital expenditure and investment                      | 24.5             | 20.7             | -3.8        |
| Depreciation and amortization, Amortization of goodwill | 26.1             | 26.7             | 0.7         |

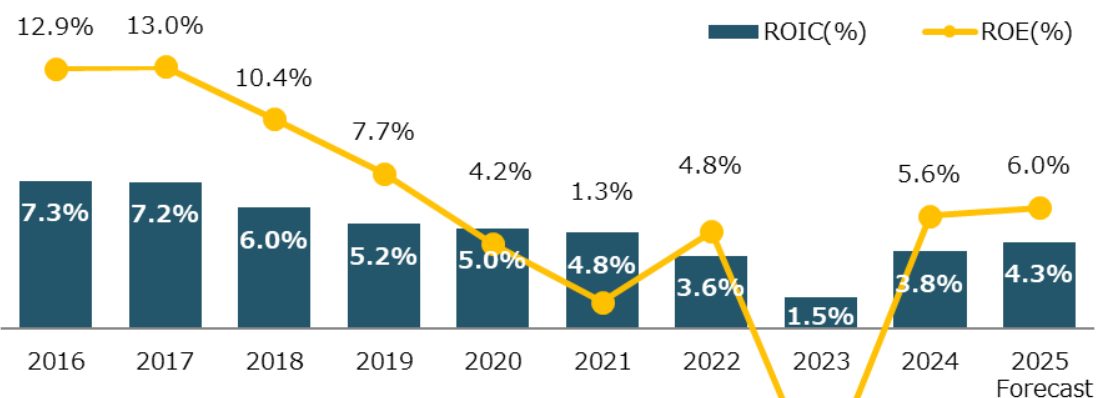
# Historical performance data (Reference)



# Historical performance data (Reference)

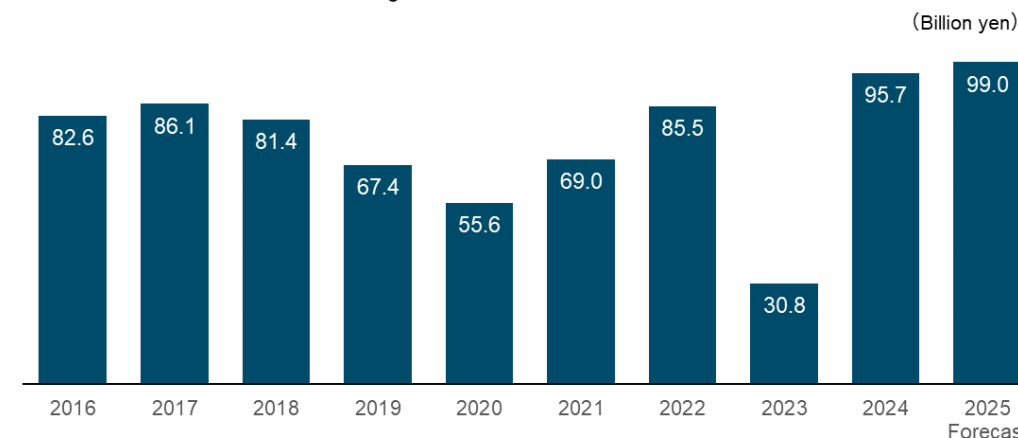
ROE, ROIC\*

\* Operating income x (1 – tax rate 28%) / (Net interest-bearing debt + Net assets)

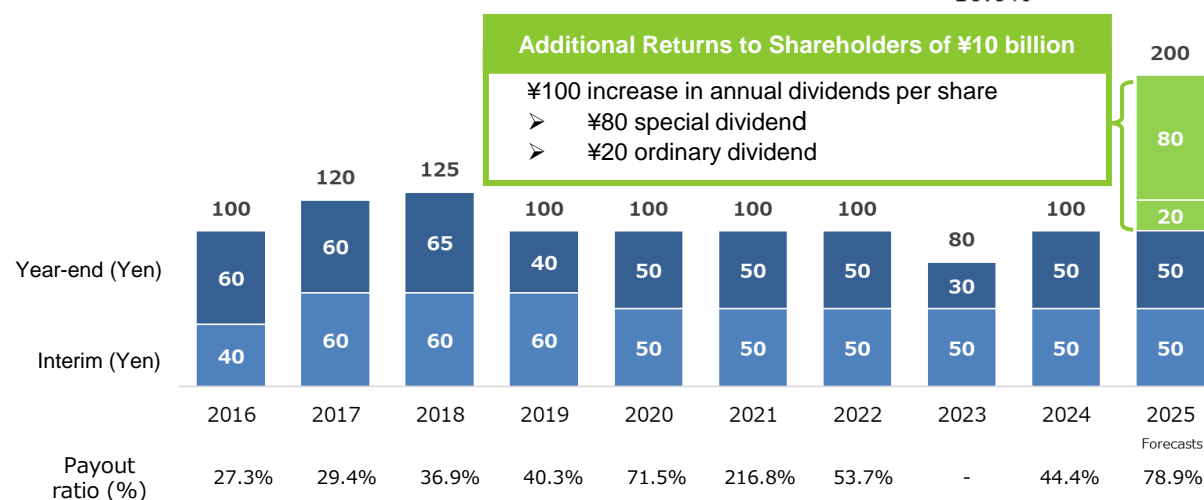


EBITDA\*

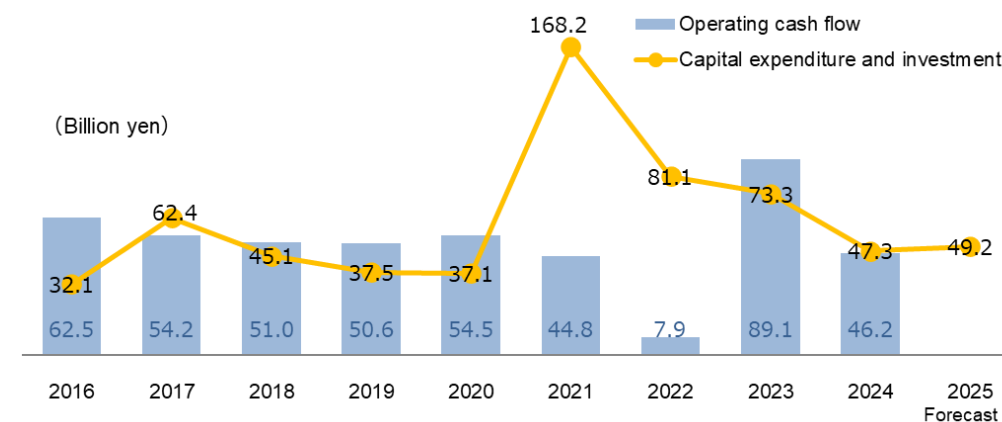
\*EBITDA: Net income attributable to owners of the parent + Total income taxes + (Interest expenses – Interest income) + Depreciation and amortization + Amortization of goodwill



Shareholder returns\*



Capital expenditure and investment, operating cash flows



\* Adjusted to reflect the impact of the consolidation of shares of common stock

## Regarding partial changes to disclosure beginning in fiscal year 2025

1. The polymers business of subsidiary Sapici S.p.A., a manufacturer of adhesives and polymers, previously accounted for in “The Americas and Europe” in the Packaging & Graphic segment will be moved to “Overseas” in the Functional Products segment. Sapici’s adhesives business will continue to be accounted for in the Packaging & Graphic segment.
2. Certain technical themes in the New Business Development Headquarters, accounted for in “Others, Corporate and eliminations,” were shifted to the relevant product or business division.
3. The figures for fiscal year 2024 in these presentation materials have been adjusted to reflect these changes.

| (Billion yen)                      | 2024 Net sales |            |                | 2024 Operating income |            |             |
|------------------------------------|----------------|------------|----------------|-----------------------|------------|-------------|
|                                    | Before         | Change     | After          | Before                | Change     | After       |
| <b>Packaging &amp; Graphic</b>     | 569.8          | -9.7       | 560.1          | 33.6                  | -1.9       | 31.6        |
| Japan                              | 129.0          |            | 129.0          | 6.3                   | -0.3       | 6.1         |
| The Americas and Europe            | 367.0          | -9.7       | 357.3          | 21.0                  | -1.7       | 19.3        |
| Asia and Oceania                   | 90.3           |            | 90.3           | 6.5                   |            | 6.5         |
| Eliminations                       | (16.6)         |            | (16.6)         | (0.3)                 |            | (0.3)       |
| <b>Color &amp; Display</b>         | 257.0          |            | 257.0          | (0.3)                 |            | (0.3)       |
| Japan                              | 35.2           |            | 35.2           | 5.6                   |            | 5.6         |
| Overseas                           | 236.3          |            | 236.3          | (5.8)                 |            | (5.8)       |
| Eliminations                       | (14.6)         |            | (14.6)         | (0.1)                 |            | (0.1)       |
| <b>Functional Products</b>         | 286.3          | 9.7        | 296.0          | 21.0                  | 0.4        | 21.4        |
| Japan                              | 181.7          |            | 181.7          | 11.3                  | -1.3       | 10.1        |
| Overseas                           | 137.9          | 9.7        | 147.5          | 9.7                   | 1.7        | 11.4        |
| Eliminations                       | (33.2)         |            | (33.2)         | (0.0)                 |            | (0.0)       |
| Others, Corporate and eliminations | (41.9)         | 0.0        | (41.9)         | (9.8)                 | 1.5        | (8.2)       |
| <b>Total</b>                       | <b>1,071.1</b> | <b>0.0</b> | <b>1,071.1</b> | <b>44.5</b>           | <b>0.0</b> | <b>44.5</b> |

2. Shift of technical themes

1. Reclassification of Sapici's polymers business

Results for the Chemtronics Business Division (accounted for in the Functional Products segment)

|                                      |      |     |      |     |      |     |
|--------------------------------------|------|-----|------|-----|------|-----|
| <b>Chemtronics Business Division</b> | 61.0 | 0.0 | 61.0 | 8.0 | -0.4 | 7.6 |
|--------------------------------------|------|-----|------|-----|------|-----|

2. Shift of technical themes

# Assumptions used in the preparation of this document

| 【FX rate】             | 2024    |         |         |         | 2025    |         | 2025 Assumptions | Previous assumptions |
|-----------------------|---------|---------|---------|---------|---------|---------|------------------|----------------------|
|                       | Jan-Mar | Jan-Jun | Jan-Sep | Jan-Dec | Jan-Mar | Jan-Jun | Jan-Dec          | Jan-Dec              |
| Yen/US\$ average rate | 147.58  | 152.13  | 150.43  | 151.04  | 152.46  | 148.58  | 145.00           | 145.00               |
| Yen/US\$ closing rate | 151.36  | 160.95  | 141.71  | 156.24  | 149.05  | 143.91  | 145.00           | 145.00               |

| 【Raw materials】                                   | 2024    |         |         |         | 2025    |         | 2025 Assumptions | Previous assumptions |
|---|---------|---------|---------|---------|---------|---------|------------------|----------------------|
|   | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | Jan-Mar | Apr-Jun | Jan-Dec          | Jan-Dec              |
| Crude oil (West Texas Intermediate)<br>(US\$/bbl) | 77.00   | 80.60   | 75.10   | 70.30   | 71.40   | 64.00   | 67.00            | 70.00-75.00          |
| Naphtha produced in Japan (¥/kl)                  | 72,500  | 79,000  | 76,900  | 73,200  | 73,400  | 65,500  | 64,000-65,000    | 72,000-75,000        |

## 【Fiscal year】

The fiscal year of all overseas and domestic companies in the DIC Group ends on December 31. This document presents consolidated results for the first six months of fiscal year 2025, ended June 30, 2025.

## Disclaimer regarding forward-looking statements

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Statements herein, other than those of historical fact, are forward-looking statements that reflect management's projections based on information available as of the publication date. These forward-looking statements are subject to risks and uncertainties that could cause actual results to differ materially from such statements. These risks and uncertainties include, but are not limited to, economic conditions in Japan and overseas, market trends, raw materials prices, interest rate trends, currency exchange rates, conflicts, litigations, disasters and accidents, as well as the possibility the Company will incur special losses related to the restructuring of its operations.





Color & Comfort



**DIC Corporation**