

4631.T : Tokyo Stock Exchange

DIC Corporation

Consolidated Financial Results
FY2025: Full-Term Ended December 31

February 2026



ENGLISH TRANSLATION OF JAPANESE-LANGUAGE DOCUMENT

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In all cases, the Japanese-language original shall take precedence.



DIC Corporation

Highlights

(Billion yen)	2024	2025	Difference between results and forecasts		Change from previous fiscal year	2026 Forecasts	Change
Net sales	1,071.1	1,052.2	↓	-7.8	↓	1,100.0	47.8
Operating income	44.5	52.2	↑	2.2	↑	56.0	3.8
Operating margin	4.2%	5.0%	↑	+0.2pt	↑	5.1%	+0.1pt
Net income attributable to owners of the parent	21.3	32.4	↑	8.4	↑	33.0	0.6
Annual dividends per share (Yen)							
ordinary dividend	100.00	120.00				140.00	
special dividend	0.00	80.00				0.00	

140.00
0.00

New policy on shareholder returns *See page 4

- Total payout ratio of 40% or higher
- Minimum limit for annual dividends per share of ¥120

Actual results in fiscal year 2025

Operating income, ordinary income and net income attributable to owners of the parent exceeded previous forecasts.

- Net sales declined, owing to falling shipments of mass-market consumer-adjacent products such as packaging inks, pigments for coatings and pigments for plastics, against a backdrop of rising prices and concerns regarding the economic outlook.
- Operating income advanced, owing mainly to firm shipments of high-value-added products and ongoing price revisions that emphasized spreads. This result also reflected improved profitability in the Color & Display segment.
- Net income attributable to owners of the parent substantially exceeded both the fiscal year 2024 result and the previous (November 2025) forecast, bolstered by an extraordinary gain of ¥6.9 billion from the sale of works of art.

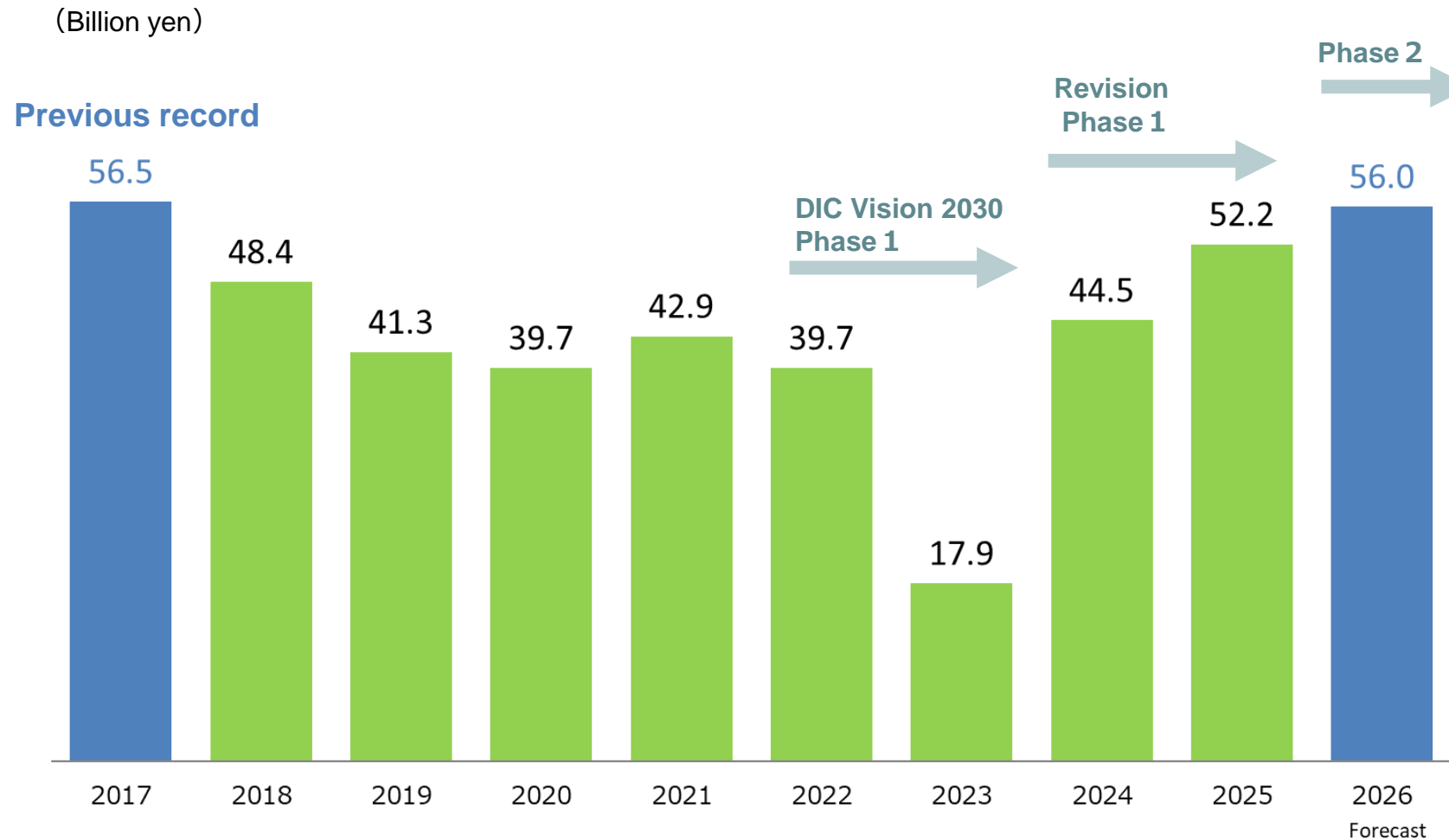
Targets for fiscal year 2026

Net sales and operating income are expected to increase. The ordinary dividend will likely be increased to ¥140 per share, from ¥120 per share.

- Efforts to capitalize on a recovery in demand overseas, together with expanded sales of high-value-added products, are expected to yield increases in net sales and operating income. Ongoing structural reforms in the Color & Display segment are anticipated to further restore profitability.
- In line with the new policy on shareholder returns, which calls for a total payout ratio of 40% or higher, ordinary dividends will be increased by ¥20, to ¥140 per share.

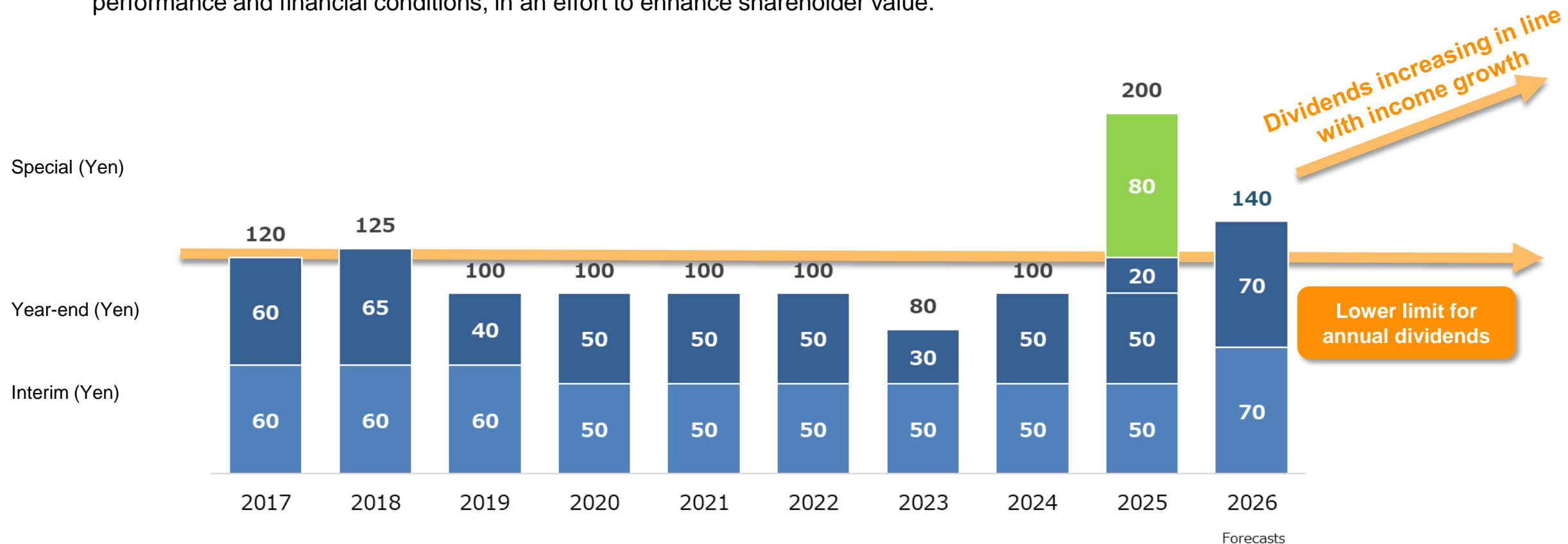
Operating Income

- Thanks to two years of foundation building, record-high operating income is anticipated in fiscal year 2026.



New Policy on Shareholder Returns

- Maintaining an emphasis on stable shareholder returns, a **minimum level has been set for annual dividends of ¥120 per share**, which is higher than the average for ordinary dividends since 2019.
- Additionally, to bolster returns to shareholders in line with income growth, **the total payout ratio was set at 40% or higher**.
- While shareholder returns will continue to center on dividends, share buybacks will also be used, depending on business performance and financial conditions, in an effort to enhance shareholder value.



Consolidated statement of income

(Billion yen)

	2024	2025	Change	% Change	% Change on a local currency basis
Net sales	1,071.1	1,052.2	-18.9	-1.8%	-1.7%
Cost of sales	(848.9)	(824.2)	24.7		
Selling, general and administrative expenses	(177.7)	(175.8)	1.9		
Operating income	44.5	52.2	7.7	+ 17.2%	+ 17.8%
Operating margin	4.2%	5.0%	-		
Interest expenses	(5.0)	(3.5)	1.5		
Equity in earnings (losses) of affiliates	3.3	3.9	0.6		
Foreign exchange gains (losses)	(2.9)	(5.1)	-2.3		
Other, net	(2.0)	(3.2)	-1.1		
Ordinary income	37.9	44.2	6.3	+ 16.7%	
Extraordinary income	12.4	14.7	2.3		
Extraordinary losses	(12.6)	(7.3)	5.3		
Income before income taxes	37.7	51.6	14.0		
Income taxes	(15.4)	(18.4)	-3.0		
Net income	22.2	33.2	11.0		
Net income attributable to non-controlling interests	(0.9)	(0.9)	0.1		
Net income attributable to owners of the parent	21.3	32.4	11.0	+ 51.8%	
EBITDA *	95.7	109.3	13.6	+ 14.2%	

Extraordinary income and losses	2024	2025
Extraordinary income		
Gain on sale of works of art	-	6.9
Gain on sales of shares and investments in capital of subsidiaries and affiliates	1.3	4.8
Gain on sales of non-current assets	7.0	1.2
Insurance claim income	-	1.2
Gain on sales of investment securities	4.1	0.6

Extraordinary losses		
Loss on disposal of non-current assets	(3.2)	(2.1)
Severance costs	(3.9)	(2.0)
Impairment losses	(0.2)	(1.3)
Provision for environmental measures	-	(1.1)
Loss on sales of shares and investments in capital of subsidiaries and affiliates	(4.5)	(0.5)
Loss on liquidation of subsidiaries and associates	-	(0.3)
Loss on withdrawal from business	(0.5)	-
Provision for product warranties	(0.3)	-

■ Average rate

	2024	2025
Yen/US\$	151.04	150.08
Yen/EUR	163.34	169.58

* 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 2024	Dec 31 2025	Change
Net interest-bearing debt	422.5	389.4	-33.1
Shareholders' equity	401.4	470.9	69.5
Net D/E ratio*1 (Times)	1.05	0.83	
Equity ratio	32.7%	37.0%	
BPS (Yen)	4,239.67	4,973.39	
ROIC*2	3.8%	4.4%	
ROE	5.6%	7.4%	



Robust earnings and the sale of assets generated free cash flow of ¥52.4 billion, which contributed to a significant reduction in interest-bearing debt.

The depreciation of the yen against currencies other than the dollar pushed up foreign currency translation adjustment by ¥29.6 billion.

■Closing rate

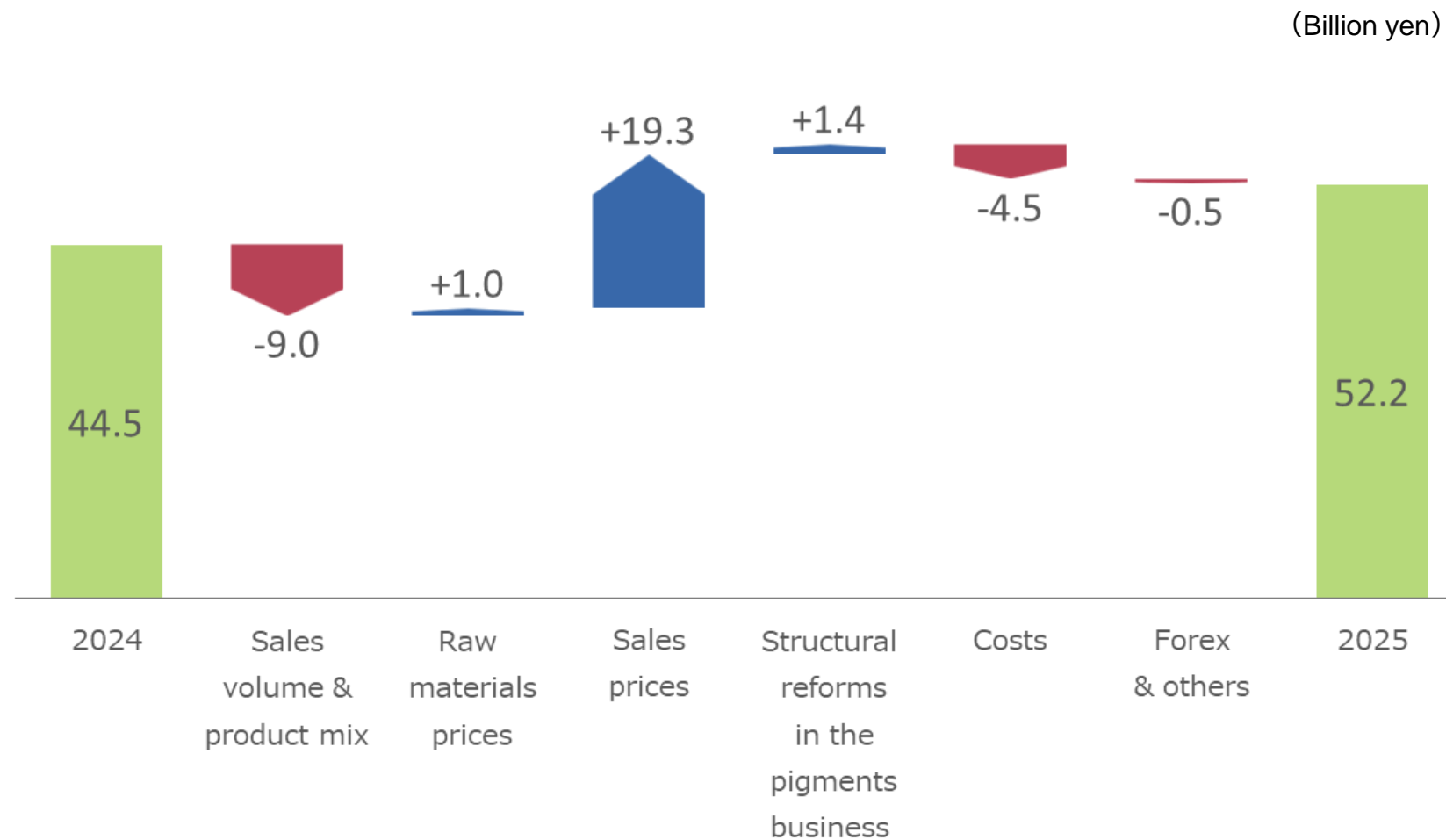
	Dec 31 2024	Dec 31 2025
Yen/US\$	156.24	156.60
Yen/EUR	161.74	183.76
Yen/CNY	21.41	22.41

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

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

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	2025	Change	% Change	% Change on a local currency basis	2024	2025	Change	% Change	% Change on a local currency basis	2024	2025
Packaging & Graphic	560.1	549.7	-10.4	-1.9%	-1.3%	31.6	31.1	-0.6	-1.7%	+ 1.6%	5.6%	5.7%
Japan	129.0	125.5	-3.6	-2.8%	-2.8%	6.1	5.8	-0.3	-4.3%	-4.3%	4.7%	4.6%
The Americas and Europe	357.3	353.0	-4.4	-1.2%	-0.5%	19.3	18.6	-0.7	-3.5%	+ 1.8%	5.4%	5.3%
Asia and Oceania	90.3	85.0	-5.3	-5.9%	-3.8%	6.5	6.5	-0.1	-0.8%	-0.2%	7.2%	7.6%
Eliminations	(16.6)	(13.8)	2.8	-	-	(0.3)	0.2	0.4	-	-	-	-
Color & Display	257.0	247.5	-9.5	-3.7%	-4.4%	(0.3)	5.0	5.3	Into the black	Into the black	-	2.0%
Japan	35.2	34.4	-0.8	-2.3%	-2.3%	5.6	4.9	-0.7	-13.0%	-13.0%	16.0%	14.3%
Overseas	236.3	230.3	-6.0	-2.5%	-3.3%	(5.8)	0.1	5.8	Into the black	Into the black	-	0.0%
Eliminations	(14.6)	(17.3)	-2.7	-	-	(0.1)	(0.0)	0.1	-	-	-	-
Functional Products	296.0	290.9	-5.1	-1.7%	-2.1%	21.4	23.1	1.7	+ 7.9%	+ 6.9%	7.2%	7.9%
Japan	181.7	179.7	-1.9	-1.1%	-1.1%	10.1	10.8	0.7	+ 6.9%	+ 6.9%	5.5%	6.0%
Overseas	147.5	143.1	-4.4	-3.0%	-3.7%	11.4	12.3	0.9	+ 8.1%	+ 6.1%	7.7%	8.6%
Eliminations	(33.2)	(32.0)	1.2	-	-	(0.0)	0.0	0.1	-	-	-	-
Others, Corporate and eliminations	(41.9)	(35.8)	6.1	-	-	(8.2)	(7.0)	1.3	-	-	-	-
Total	1,071.1	1,052.2	-18.9	-1.8%	-1.7%	44.5	52.2	7.7	+ 17.2%	+ 17.8%	4.2%	5.0%
Yen/US\$	151.04	150.08		-0.6%		151.04	150.08		-0.6%			
Yen/EUR	163.34	169.58		+ 3.8%		163.34	169.58		+ 3.8%			

Packaging & Graphic

Japan

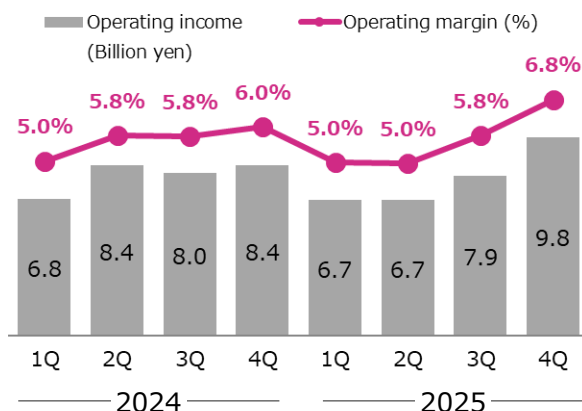
The Americas and Europe

Asia and Oceania

- Sales of jet inks were firm, but shipments of packaging inks and polystyrene flagged, as higher consumer prices prompted buying restraint, leading to a decline in operating income.
- Although shipments of packaging inks diminished, operating income increased on a local currency basis thanks to efforts to adjust sales prices, including by adding tariff surcharges. Nonetheless, operating income declined after translation, owing to the impact of depreciation of emerging market currencies.
- Despite a decline in sales, reflecting stagnant market conditions and intensified price competition, operating income remained level as a result of efforts to lower costs.

(Billion yen)	Net sales					Operating income					Operating margin	
	2024	2025	Change	% Change	% Change on a local currency basis	2024	2025	Change	% Change	% Change on a local currency basis	2024	2025
Packaging & Graphic	560.1	549.7	-10.4	-1.9%	-1.3%	31.6	31.1	-0.6	-1.7%	+ 1.6%	5.6%	5.7%
Japan	129.0	125.5	-3.6	-2.8%	-2.8%	6.1	5.8	-0.3	-4.3%	-4.3%	4.7%	4.6%
The Americas and Europe	357.3	353.0	-4.4	-1.2%	-0.5%	19.3	18.6	-0.7	-3.5%	+ 1.8%	5.4%	5.3%
Asia and Oceania	90.3	85.0	-5.3	-5.9%	-3.8%	6.5	6.5	-0.1	-0.8%	-0.2%	7.2%	7.6%
Eliminations	(16.6)	(13.8)	2.8	-	-	(0.3)	0.2	0.4	-	-	-	-

Operating income/margin



Sales of principal products

	% Change	
Packaging inks*	+ 1%	Demand slowed and shipments were sluggish, but sales increased thanks to rigorous sales price adjustments that emphasized spreads.
Publication inks*	-9%	Demand declined, owing to a continuing shift to digital printing.
Jet inks	+ 2%	A continuing shift to digital printing bolstered shipments and sales.
Polystyrene	-14%	Sales were down, owing to sales price revisions prompted by falling raw materials prices and higher consumer prices which continued to encourage consumer restraint in food purchases.
Multilayer films	-0%	Demand for use in food packaging flagged, owing to rising food prices, but sales were level thanks to efforts to maintain sales prices.

*Change on a local currency basis

Color & Display

Net sales

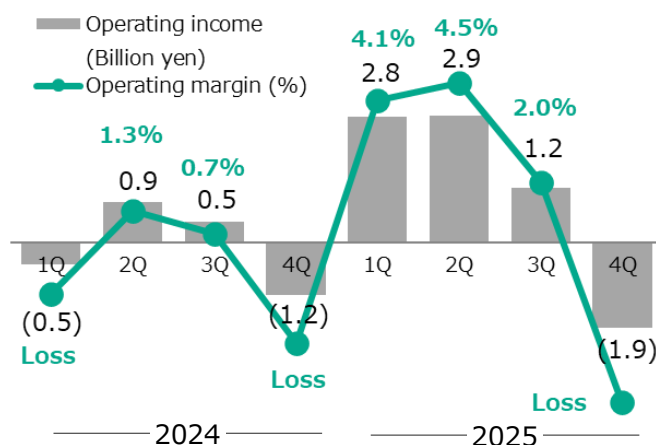
- Demand recovered in the first half, but the increasingly unclear economic outlook led to a decline in shipments of pigments for coatings, for plastics and for inks—which together account a significant share of segment sales—in the second half. Withdrawal from the liquid crystal (LC) materials business effective December 2024 was also a factor in lower segment sales.

Operating income

- Segment operating income rose sharply, bolstered by tariff surcharges and sales price revisions aimed at improving margins, as well as by ongoing structural reforms in the pigments business, which underpinned a return to profitability overseas.

(Billion yen)	Net sales					Operating income					Operating margin	
	2024	2025	Change	% Change	% Change on a local currency basis	2024	2025	Change	% Change	% Change on a local currency basis	2024	2025
Color & Display	257.0	247.5	-9.5	-3.7%	-4.4%	(0.3)	5.0	5.3	Into the black	Into the black	-	2.0%
Japan	35.2	34.4	-0.8	-2.3%	-2.3%	5.6	4.9	-0.7	-13.0%	-13.0%	16.0%	14.3%
Overseas	236.3	230.3	-6.0	-2.5%	-3.3%	(5.8)	0.1	5.8	Into the black	Into the black	-	0.0%
Eliminations	(14.6)	(17.3)	-2.7	-	-	(0.1)	(0.0)	0.1	-	-	-	-

Operating income/margin



Sales of principal products

	% Change*	
Pigments for coatings	+ 1%	Shipments decreased, reflecting an uncertain economic outlook, but sales rose thanks to sales price revisions.
plastics	+ 3%	Shipments decreased, reflecting an uncertain economic outlook, but sales rose thanks to sales price revisions.
printing inks	-13%	Sales declined, owing to customer inventory adjustments.
cosmetics	-8%	Shipments to cosmetics manufacturers in the Americas and Europe were sluggish.
displays	+ 1%	Shipments began slowing in the second quarter, owing to production adjustments by display manufacturers.
specialty applications	+ 6%	Shipments for agricultural use were brisk, reflecting the completion of customer inventory adjustments.

*Change on a local currency basis

Functional Products

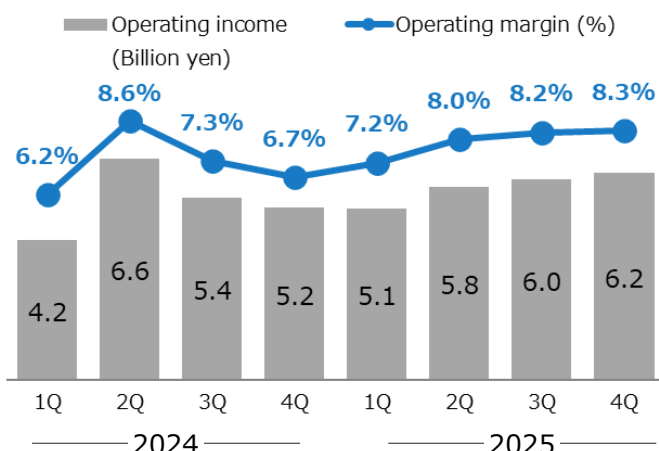
Net sales

Operating income

- Shipments of high-value-added products for use in electronics equipment were strong. Materials for mobility solutions also performed well. Nonetheless, segment sales decreased, owing to flagging shipments of general-purpose products, including those for housing construction and general industrial applications.
- The decline in segment sales also reflected the April 2025 divestiture of DIC Décor (manufacture and sale of architectural interior materials), which had an estimated impact of ¥4.4 billion.
- 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	2025	Change	% Change	% Change on a local currency basis	2024	2025	Change	% Change	% Change on a local currency basis	2024	2025
Functional Products	296.0	290.9	-5.1	-1.7%	-2.1%	21.4	23.1	1.7	+ 7.9%	+ 6.9%	7.2%	7.9%
Japan	181.7	179.7	-1.9	-1.1%	-1.1%	10.1	10.8	0.7	+ 6.9%	+ 6.9%	5.5%	6.0%
Overseas	147.5	143.1	-4.4	-3.0%	-3.7%	11.4	12.3	0.9	+ 8.1%	+ 6.1%	7.7%	8.6%
Eliminations	(33.2)	(32.0)	1.2	-	-	(0.0)	0.0	0.1	-	-	-	-

Operating income/margin



Sales of principal products

	% Change		% Change
Epoxy resins	+ 3%	polyphenylene sulfide (PPS) compounds	-0%
Industrial-use adhesive tapes	+ 10%	Acrylic resins	+ 3%
UV-curable resins	+ 6%	Polyurethane resins	-1%
		Waterborne resins	-2%
		Polyester resins	-3%
		Hollow-fiber membrane modules	+ 9%

Products for digital applications, including epoxy resins, industrial-use adhesive tapes, UV-curable resins and hollow-fiber membrane modules, performed well. Among other products, materials for mobility solutions remained firm, but shipments of general-purpose products for housing construction and general industrial applications flagged.

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-value-added 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 advanced, as sales increases offset higher technology costs aimed at accelerating product development and commercialization.

(Billion yen)	Net sales				Operating income				Operating margin	
	2024	2025	Change	% Change	2024	2025	Change	% Change	2024	2025
Chemitronics Business Division	61.0	65.3	4.3	+ 7.0%	7.6	7.8	0.2	+ 3.2%	12.4%	12.0%

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

Segment ROIC in fiscal year 2025

Segment		2024	2025	Measures to Address Widening Difference between ROIC and WACC
Packaging & Graphic	Operating Income	¥31.6 billion	¥31.1 billion	<ul style="list-style-type: none"> Shift focus to products with higher added value, including environment-friendly and high-performance offerings. Promote structural reforms in the publication inks business and make effective use of management resources by divesting assets, including production facility sites. Maintain profitability by advancing a strategic pricing policy.
	ROIC	7.9%	7.2%	
Color & Display	Operating Income (Loss)	¥(0.3) billion	¥5.0 billion	<ul style="list-style-type: none"> Continue working to dramatically reduce fixed cost by merging production facilities and promoting structural reforms, particularly in the Americas and Europe. Leverage synergies with acquired businesses to provide diverse, high-performance products.
	ROIC	- 0.1%	1.3%	
Functional Products	Operating Income	¥21.4 billion	¥23.1 billion	<ul style="list-style-type: none"> Broaden lineup of products for use in electronics equipment by focusing management resources on the chemitronics business. Leverage synergies with acquired businesses to strengthen product development capabilities and expand operations by advancing strategies aimed at achieving polymer market domination, particularly in the PRC and India. Shift focus to products with higher added value, including environment-friendly offerings. Replace noncore businesses. Merge facilities producing commoditized products, notably in Asia.
	ROIC	7.0%	7.9%	
Total	Operating Income	¥44.5 billion	¥52.2 billion	<ul style="list-style-type: none"> Work to reduce capital costs through initiatives aimed at, among others, stabilizing business performance and improving the reliability of dividends by setting a minimum limit for annual dividends.
	ROIC	3.8%	4.4%	

Effective from fiscal year 2025, the Company revised its segment classification for certain net sales and operating income in “Packaging & Graphic,” “Functional Products” and “Others, Corporate and eliminations.” Accordingly, certain figures for fiscal year 2024 have been restated.

FY2026 forecasts: Full-term operating results

- Forecasts reflect the impact of extraordinary income from the sale of works of art.

(Billion yen)

	2025	2026 Forecasts	% Change
Net sales	1,052.2	1,100.0	+ 4.5%
Operating income	52.2	56.0	+ 7.3%
Operating margin	5.0%	5.1%	—
Ordinary income	44.2	48.0	+ 8.5%
Net income attributable to owners of the parent	32.4	33.0	+ 2.0%
EPS (Yen)	341.71	348.54	—
EBITDA*1	109.3	111.0	+ 1.6%
Capital expenditure and investment	42.6	53.4	+ 25.4%
Depreciation and amortization	55.0	54.7	-0.5%
Average rate			
Yen/US\$	150.08	150.00	-0.1%
Yen/EUR	169.58	168.00	-0.9%

	2025	2026 Forecasts
ROIC*2	4.4%	4.7%
ROE	7.4%	7.1%
Net D/E ratio*3 (times)	0.83	0.80
Annual dividends per share (Yen)	200.00	140.00
Payout ratio	58.5%	40.2%

*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

With a higher foreign currency translation adjustment boosting shareholders' equity, ROE is expected to edge down despite a projected increase in net income attributable to owners of the parent. In line with the target for ROE of 10% or higher by fiscal year 2030, efforts will continue to emphasize improving capital profitability with the goal of bolstering this key indicator as swiftly as possible.

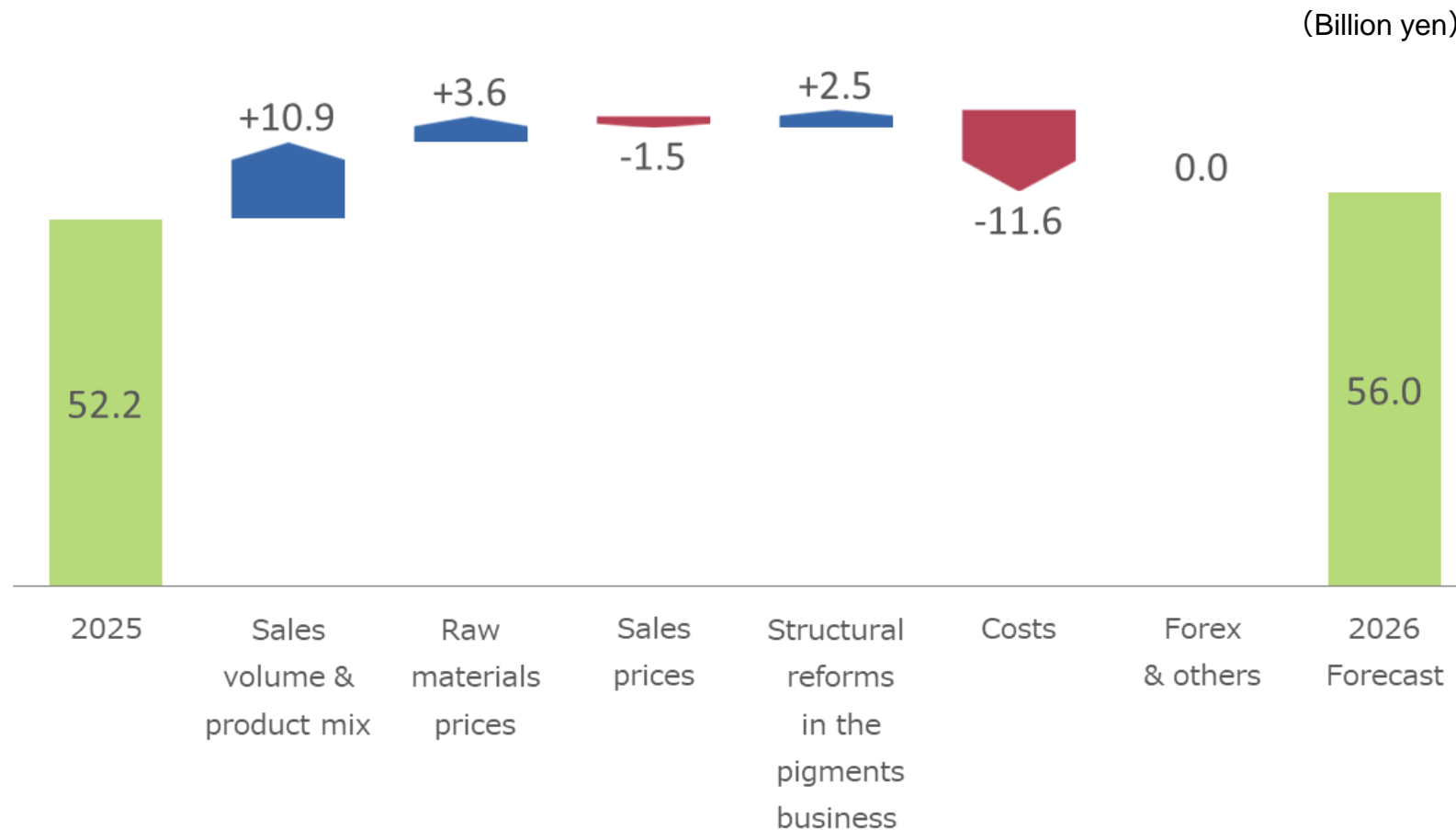
*1 EBITDA: Net income attributable to owners of the parent + Total income taxes + (Interest expenses – Interest income) + Depreciation and amortization + Amortization of goodwill

FY2026 forecasts: First half operating results

(Billion yen)	2025 1st Half	2026 1st Half	% Change
Net sales	523.2	560.0	+7.0%
Operating income	27.0	29.0	+7.5%
Ordinary income	20.3	25.5	+25.6%
Net income attributable to owners of the parent	13.1	17.0	+29.9%
Interim dividends per share (Yen)	50.00	70.00	

Operating income variance

- Efforts to capitalize on a recovery in demand overseas, together with expanded sales of high-value-added products, are expected to yield increases in net sales and operating income.



FY2026 forecasts: Full-term segment results

(Billion yen)	Net sales				Operating income				Operating margin	
	2025	2026 Forecast	Change	% Change	2025	2026 Forecast	Change	% Change	2025	2026 Forecast
Packaging & Graphic	549.7	577.0	27.3	+ 5.0%	31.1	30.0	-1.1	-3.5%	5.7%	5.2%
Japan	125.5	128.0	2.5	+ 2.0%	5.8	6.0	0.2	+ 3.3%	4.6%	4.7%
The Americas and Europe	353.0	373.0	20.0	+ 5.7%	18.6	17.5	-1.1	-6.1%	5.3%	4.7%
Asia and Oceania	85.0	88.0	3.0	+ 3.6%	6.5	6.5	0.0	+ 0.4%	7.6%	7.4%
Eliminations	(13.8)	(12.0)	1.8	-	0.2	0.0	-0.2	-	-	-
Color & Display	247.5	255.0	7.5	+ 3.0%	5.0	8.5	3.5	+ 70.3%	2.0%	3.3%
Japan	34.4	36.0	1.6	+ 4.7%	4.9	6.1	1.2	+ 24.5%	14.3%	16.9%
Overseas	230.3	236.0	5.7	+ 2.5%	0.1	2.4	2.3	26.4 times	0.0%	1.0%
Eliminations	(17.3)	(17.0)	0.3	-	(0.0)	0.0	0.0	-	-	-
Functional Products	290.9	298.0	7.1	+ 2.5%	23.1	24.5	1.4	+ 6.0%	7.9%	8.2%
Japan	179.7	181.0	1.3	+ 0.7%	10.8	11.4	0.6	+ 5.8%	6.0%	6.3%
Overseas	143.1	147.0	3.9	+ 2.7%	12.3	13.1	0.8	+ 6.6%	8.6%	8.9%
Eliminations	(32.0)	(30.0)	2.0	-	0.0	0.0	-0.0	-	-	-
Others, Corporate and eliminations	(35.8)	(30.0)	5.8	-	(7.0)	(7.0)	-0.0	-	-	-
Total	1,052.2	1,100.0	47.8	+ 4.5%	52.2	56.0	3.8	+ 7.3%	5.0%	5.1%
Yen/US\$	150.08	150.00		-0.1%	150.08	150.00		-0.1%		
Yen/EUR	169.58	168.00		-0.9%	169.58	168.00		-0.9%		

Functional Products (Supplementary materials)

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

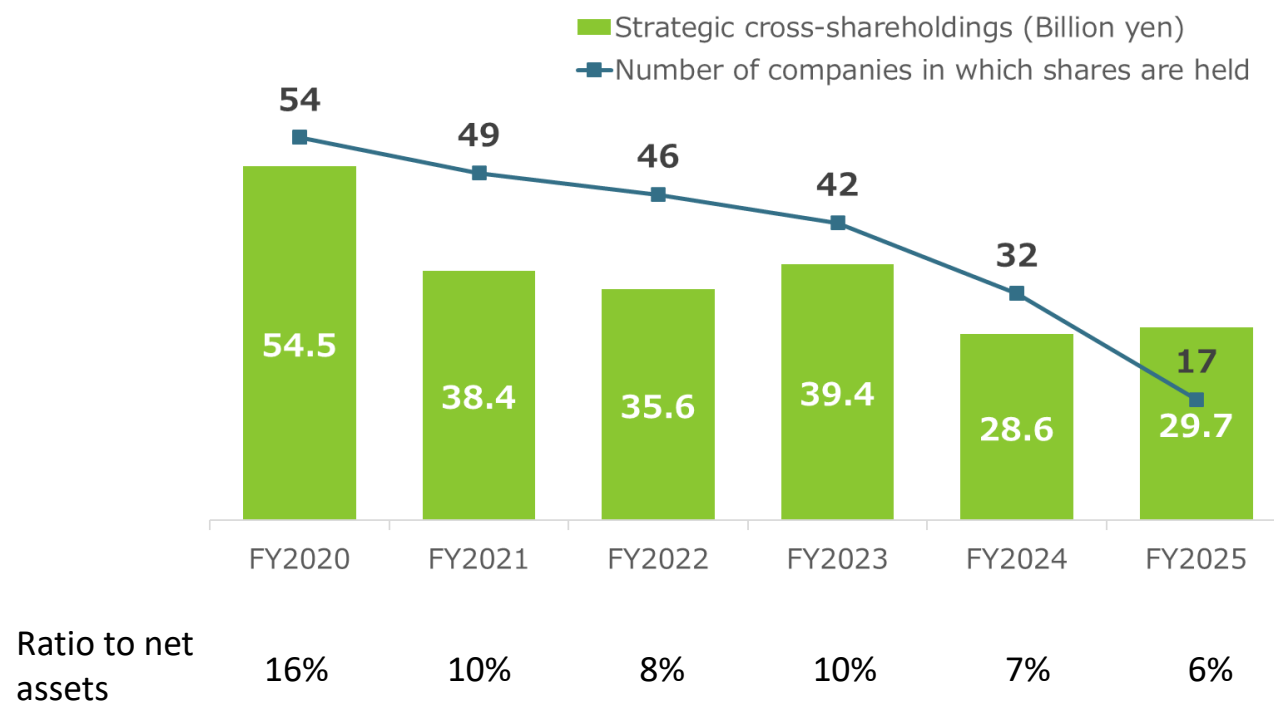
(Billion yen)	Net sales				Operating income				Operating margin	
	2025	2026 Forecast	Change	% Change	2025	2026 Forecast	Change	% Change	2025	2026 Forecast
Chemitronics Business Division	65.3	68.0	2.7	+ 4.2%	7.8	9.3	1.5	+ 19.1%	12.0%	13.7%

Attachments



Reduction of cross-shareholdings

- **The Board of Directors annually reviews the significance of cross-shareholdings** and works continuously to shrink such holdings.
- Efforts continue with the **goal of reducing cross-shareholdings to 4% or less of net assets (based on market capitalization) by fiscal year 2026.**
- With reductions progressing steadily, the target is expected to be achieved **by the end of fiscal year 2026.**



- ✓ In fiscal year 2025, the number of companies in which shares are cross-held was **reduced by 15**. The increase in the balance of cross-held shares was due to higher share prices.
- ✓ Breakdown of cross-shareholdings as of the end of 2025:
 - Directly held shares: ¥4.9 billion (6 stocks)
 - Deemed held shares: ¥24.8 billion (11 stocks)

*Cross-shareholdings include deemed shareholdings.

*Unlisted shares are not included.

Major topics (November 2025 to February 2026)

News release 2025

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

News release 2026

<https://www.dic-global.com/en/news/2026/> 

- Nov

Sun Chemical Corporation expands perylene pigment capacity in Ludwigshafen
- Nov


The DIC Group receives third-party certification that its methodology for calculating production footprint conforms with international standards
- Dec

DIC invests in carettech startup aba Inc.
- Dec

Efforts to increase the visibility of CO₂ emissions attributable to logistics commence
- Dec

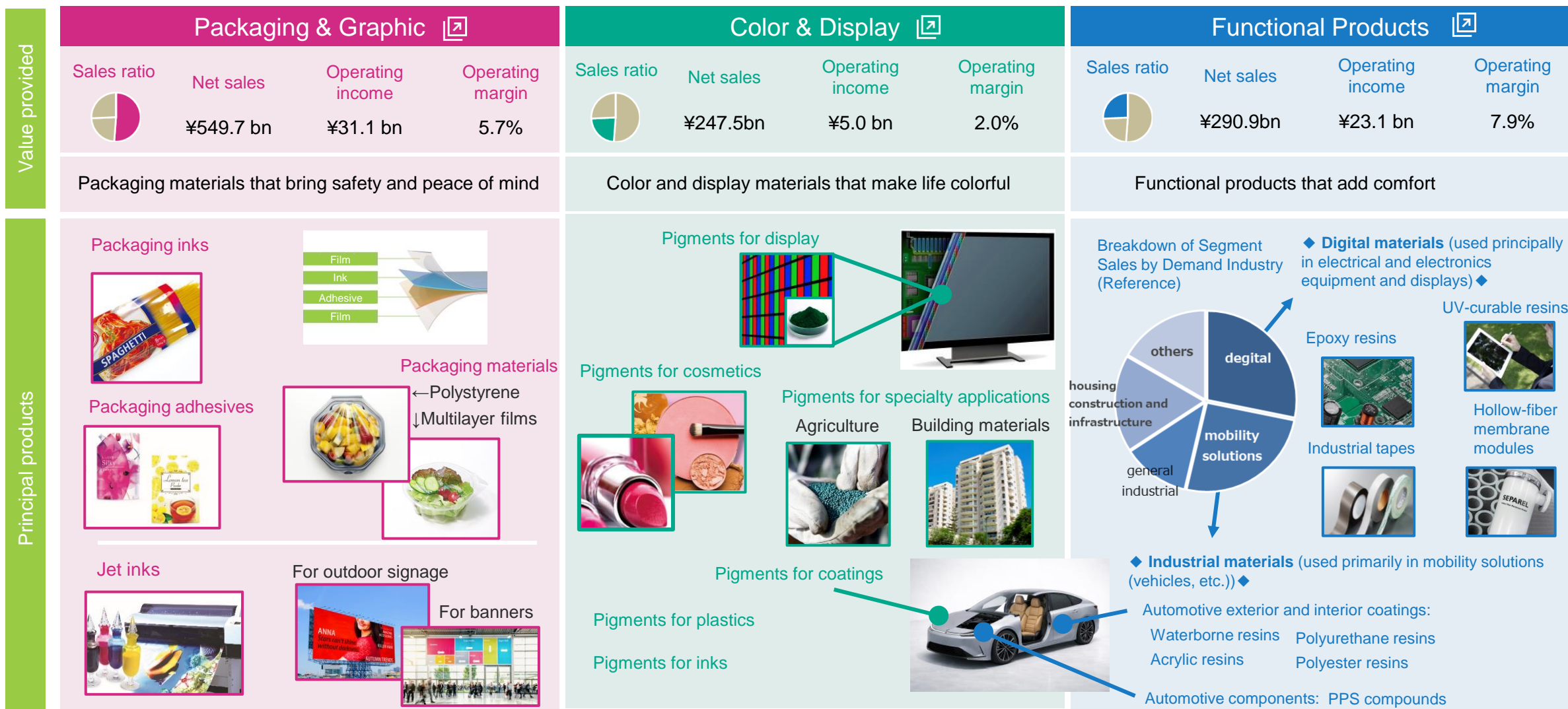
DIC earns awards from three major Japanese investor relations (IR) website evaluation organizations
- Jan

DIC announces strategic investment in AI robotics startup RT Corporation
- Feb

DIC and the International House of Japan launch full-scale collaboration in art and architecture, entering deepening phase 

Business segments and principal products

Note: Fiscal year 2025 actual



Quarterly trends in segment results (Reference)

	Net sales								Operating income							
	2024 Jan-Mar	2024 Apr-Jun	2024 Jul-Sep	2024 Oct-Dec	2025 Jan-Mar	2025 Apr-Jun	2025 Jul-Sep	2025 Oct-Dec	2024 Jan-Mar	2024 Apr-Jun	2024 Jul-Sep	2024 Oct-Dec	2025 Jan-Mar	2025 Apr-Jun	2025 Jul-Sep	2025 Oct-Dec
Packaging & Graphic	134.5	146.3	139.8	139.5	134.0	134.8	137.3	143.6	6.8	8.4	8.0	8.4	6.7	6.7	7.9	9.8
Japan	29.7	33.5	32.2	33.7	30.7	31.5	31.2	32.1	1.4	2.1	1.4	1.2	1.0	1.5	1.7	1.6
The Americas and Europe	87.5	93.9	89.2	86.8	86.4	86.3	87.7	92.6	4.1	4.9	5.0	5.3	4.4	3.8	4.6	5.8
Asia and Oceania	21.2	23.1	22.6	23.4	20.5	20.4	21.7	22.3	1.4	1.6	1.6	2.0	1.3	1.4	1.6	2.3
Eliminations	(3.9)	(4.2)	(4.2)	(4.3)	(3.6)	(3.5)	(3.3)	(3.4)	(0.2)	(0.1)	0.1	(0.1)	0.0	0.0	0.0	0.0
Color & Display	63.5	70.8	65.1	57.6	68.9	63.0	60.9	54.6	(0.5)	0.9	0.5	(1.2)	2.8	2.9	1.2	(1.9)
Japan	7.4	9.5	9.6	8.6	8.9	9.2	8.2	8.1	1.0	1.7	1.5	1.4	1.3	1.7	1.0	0.8
Overseas	59.5	65.5	59.7	51.7	65.1	58.3	56.4	50.5	(1.4)	(0.8)	(1.1)	(2.5)	1.6	1.0	0.2	(2.7)
Eliminations	(3.5)	(4.2)	(4.2)	(2.7)	(5.0)	(4.4)	(3.8)	(4.0)	(0.1)	(0.0)	0.1	(0.1)	(0.2)	0.1	0.0	0.1
Functional Products	68.1	76.6	74.7	76.5	70.8	72.1	72.9	75.0	4.2	6.6	5.4	5.2	5.1	5.8	6.0	6.2
Japan	41.7	46.1	45.5	48.4	43.8	45.1	43.4	47.4	2.0	3.5	2.5	2.0	2.5	2.8	2.7	2.9
Overseas	33.9	39.3	38.1	36.2	34.6	35.1	37.4	36.0	2.2	3.1	2.9	3.1	2.7	2.9	3.3	3.3
Eliminations	(7.6)	(8.8)	(8.8)	(8.1)	(7.6)	(8.1)	(7.9)	(8.4)	(0.0)	(0.0)	0.0	0.0	(0.1)	0.1	0.0	0.0
Others, Corporate and eliminations	(10.2)	(10.7)	(10.8)	(10.2)	(11.6)	(8.8)	(8.4)	(6.9)	(2.0)	(2.5)	(1.9)	(1.9)	(1.6)	(1.4)	(1.7)	(2.4)
Total	255.8	283.1	268.8	263.5	262.1	261.1	262.6	266.3	8.5	13.5	12.1	10.5	13.1	13.9	13.5	11.7

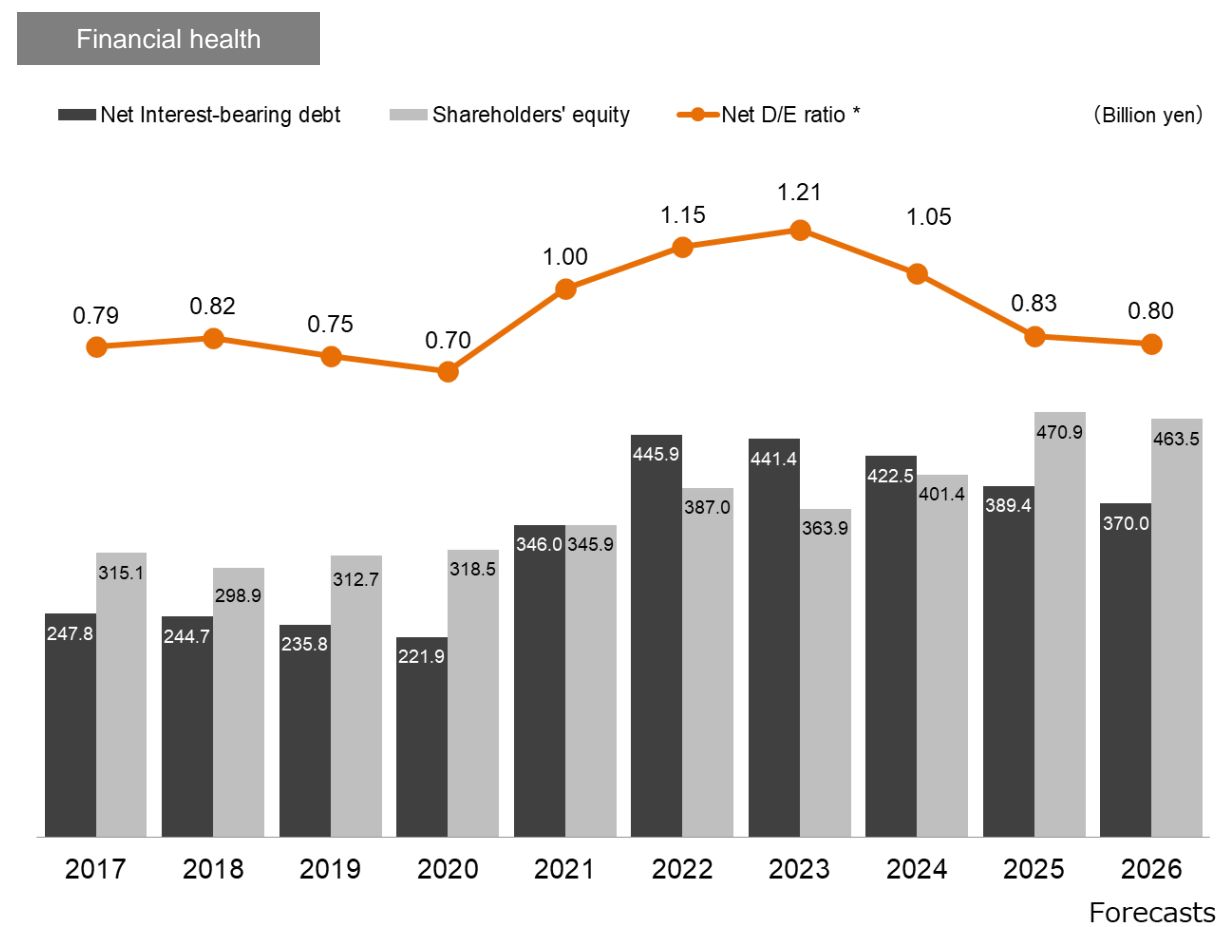
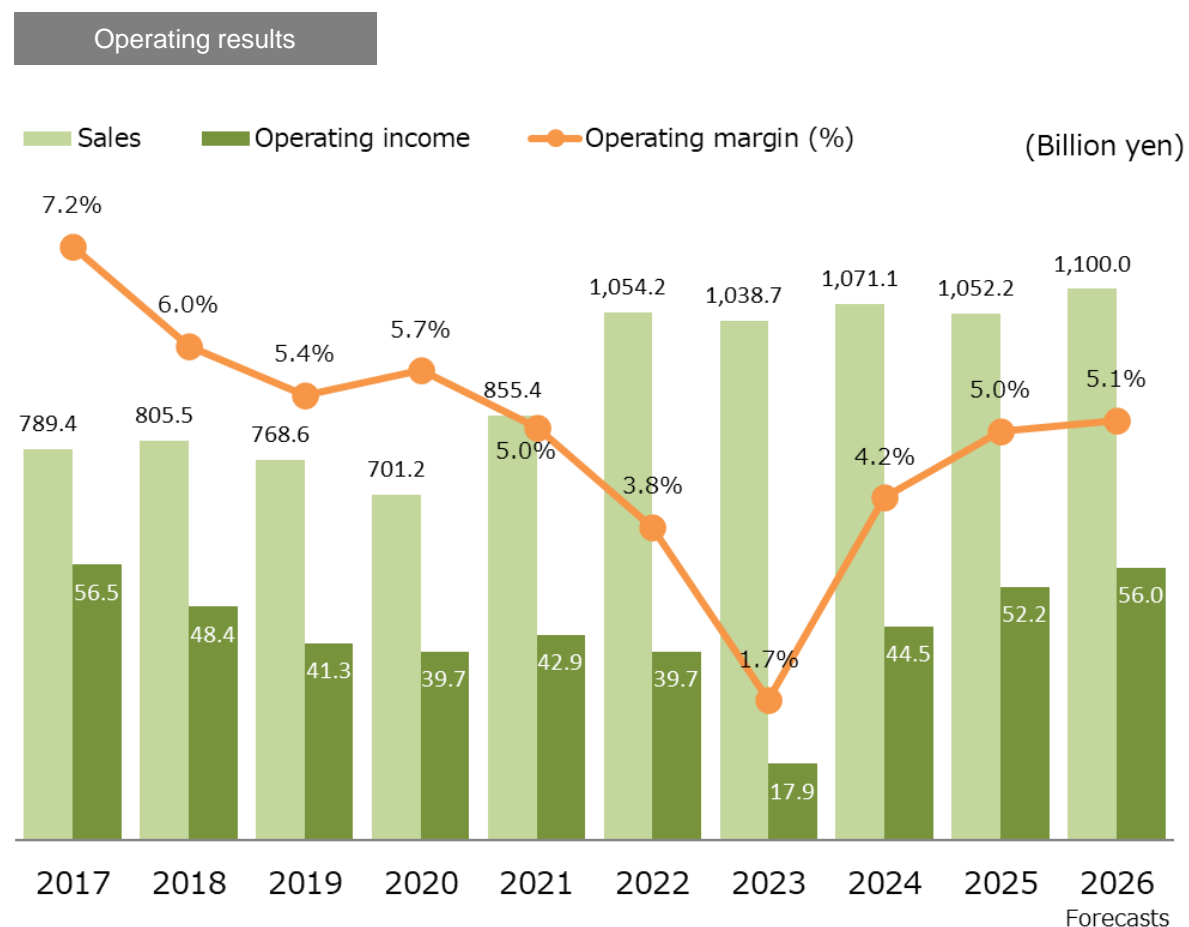
Consolidated balance sheet (Reference)

(Billion yen)	Dec 31 2024	Dec 31 2025	Change
Current assets	607.5	627.5	20.0
Property, plant and equipment	364.1	371.1	7.0
Intangible assets	67.5	62.1	-5.4
Investments and other assets	187.3	213.3	26.0
Total assets	1,226.4	1,274.1	47.7
Current liabilities	333.1	386.5	53.5
Non-current liabilities	472.7	396.7	-76.0
Total liabilities	805.8	783.2	-22.6
Shareholders' equity	376.3	399.2	22.9
Accumulated other comprehensive income	25.1	71.7	46.6
[Foreign currency translation adjustment]	[34.6]	[64.2]	[29.6]
Non-controlling interests	19.2	20.0	0.8
Total net assets	420.6	490.8	70.2
Total liabilities and net assets	1,226.4	1,274.1	47.7
Interest-bearing debt	484.3	458.3	-26.1
Cash and deposits	61.9	68.9	7.0
Net interest-bearing debt	422.5	389.4	-33.1

Consolidated statement of cash flows (Reference)

(Billion yen)	2024	2025	Change
Cash flows from operating activities	46.2	73.0	26.8
Cash flows from investing activities	(17.1)	(20.6)	-3.5
Cash flows from financing activities	(62.6)	(45.4)	17.2
Cash and cash equivalents at end of the period	60.9	67.3	6.4
Free cash flow	29.1	52.4	23.3
Increase (decrease) in working capital	(20.8)	(7.8)	13.0
Capital expenditure and investment	47.3	42.6	-4.7
Depreciation and amortization, Amortization of goodwill	53.9	55.0	1.0

Historical performance data (Reference)

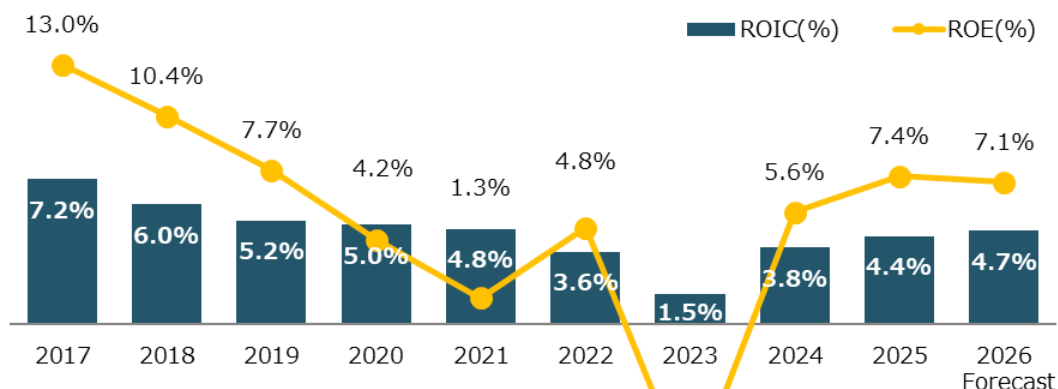


* Net D/E ratio: Net interest-bearing debt / Shareholders' equity

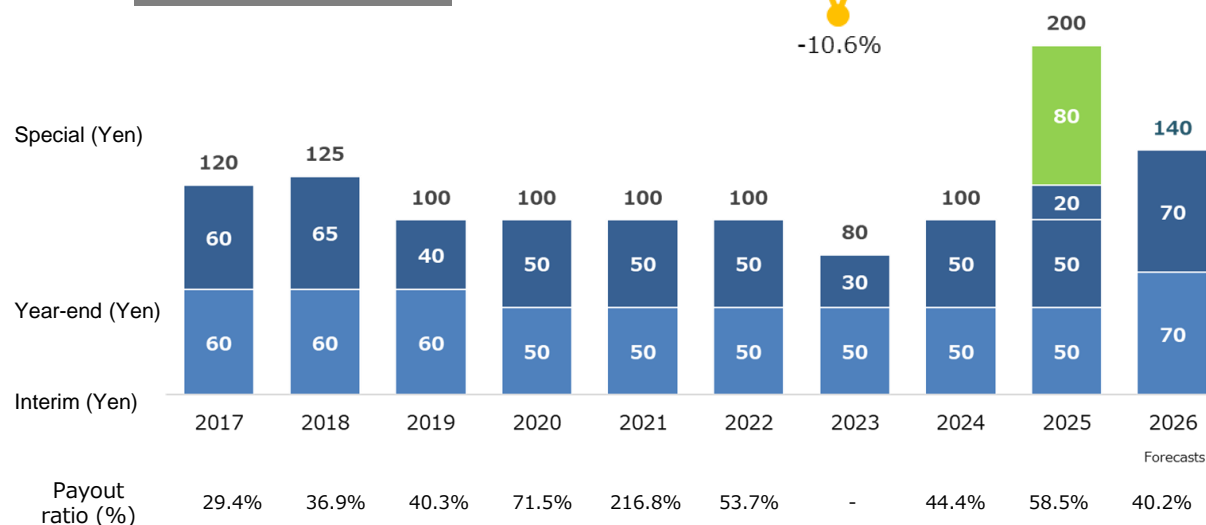
Historical performance data (Reference)

ROE, ROIC*

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

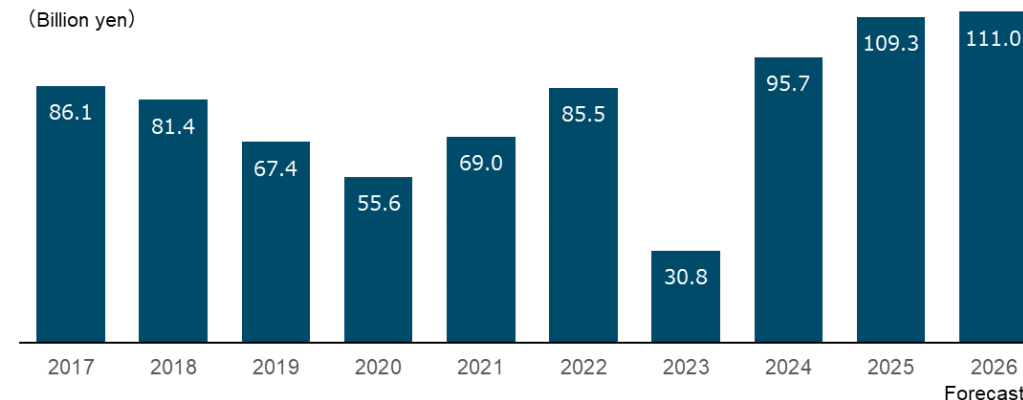


Shareholder returns

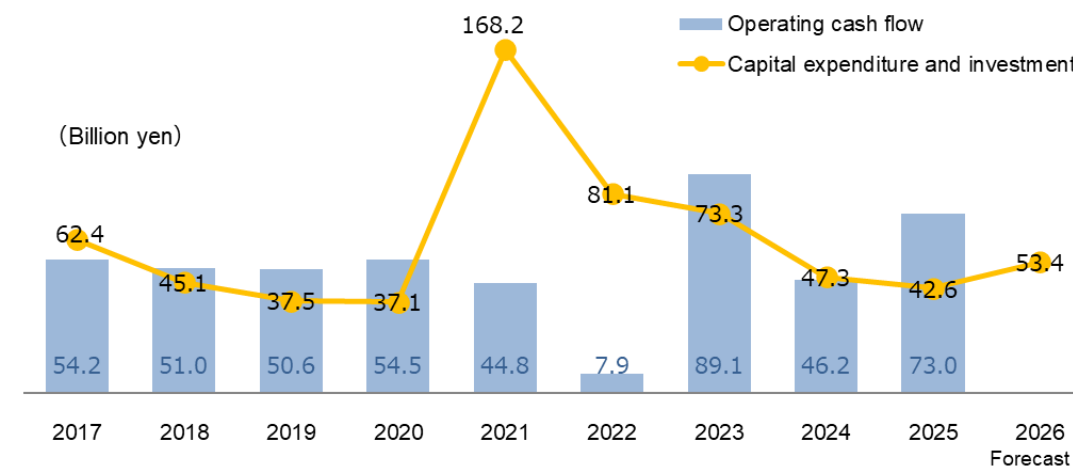


EBITDA*

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



Capital expenditure and investment, operating cash flows



Assumptions used in the preparation of this document

【FX rate】	2024				2025				2026 Assumptions
	Jan-Mar	Jan-Jun	Jan-Sep	Jan-Dec	Jan-Mar	Jan-Jun	Jan-Sep	Jan-Dec	Jan-Dec
Yen/US\$ average rate	147.58	152.13	150.43	151.04	152.46	148.58	148.42	150.08	150.00
Yen/US\$ closing rate	151.36	160.95	141.71	156.24	149.05	143.91	148.29	156.60	150.00

【Raw materials】	2024				2025				2026 Assumptions
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Dec
Crude oil (West Texas Intermediate) (US\$/bbl)	77.00	80.60	75.10	70.30	71.40	63.70	64.90	59.10	65.00
htha produced in Japan (¥/kl)	72,500	79,000	76,900	73,200	73,400	66,300	63,200	65,600	65,000

【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 fiscal year 2025, ended December 31, 2025.

Disclaimer regarding forward-looking statements

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