

# FY2021 Financial Results

For the year ended March 31, 2022  
(FY03/2022)



**Fuso Chemical Co., Ltd**

May 13, 2022

Prime market (4368)

Tokyo Stock Exchange, Inc.



Note : This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.



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II. Segments Results

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- Electronic Materials & Functional Chemicals

III. FY2022 Outlook (Period April 1, 2022 – March 31, 2023)

IV. Q&A

Representative Director & President

Executive Officer, Division Manager of Administration Division

Shinichi Sugita

Hiroyuki Ito

# I. FY2021 Financial Summary

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(Period April 1, 2021 – March 31, 2022)

# Consolidated Financial Results for the Fiscal Year Ended March 31, 2022 (FY03/2022) versus the original budget in May.2021



(unit : 100 millions of yen)	FY03/2022	vs FY03/2021			Budget disclosed in May.2021		
		FY03/2021	YoY	YoY ratio	Budget	Change	vs budget
Net sales	<b>557.6</b>	422.0	+ 135.5	+ 32.1%	465.0	+ 92.6	+ 19.9%
Operating profit	<b>150.3</b>	96.3	+ 54.0	+ 56.1%	102.0	+ 48.3	+ 47.4%
Ordinary profit	<b>155.0</b>	97.4	+ 57.6	+ 59.1%	102.0	+ 53.0	+ 52.1%
Profit attributable to owners of parent	<b>108.9</b>	68.0	+ 40.8	+ 60.0%	69.5	+ 39.4	+ 56.7%
EBITDA	<b>194.8</b>	146.5	+ 48.2	+ 32.9%	149.0	+ 45.8	+ 30.8%
Earnings per share	<b>¥308.0</b>	¥191.7	¥116.3	+ 60.7%	¥195.7	¥112.3	+ 21.6%

**Achieved a new record high sales and profit**

# Consolidated Financial Results for the Fiscal Year Ended March 31, 2022 (FY03/2022) versus the budget revised in Jan.2022



(unit : 100 millions of yen)	FY03/2022	vs FY03/2021			Budget updated in JAN.2022		
		FY03/2021	YoY	YoY ratio	Budget	Change	vs budget
Net sales	<b>557.6</b>	422.0	+ 135.5	+ 32.1%	530.0	+ 27.6	+ 5.2%
Operating profit	<b>150.3</b>	96.3	+ 54.0	+ 56.1%	138.0	+ 12.3	+ 8.9%
Ordinary profit	<b>155.0</b>	97.4	+ 57.6	+ 59.1%	140.0	+ 15.0	+ 10.8%
Profit attributable to owners of parent	<b>108.9</b>	68.0	+ 40.8	+ 60.0%	98.0	+ 10.9	+ 11.1%
EBITDA	<b>194.8</b>	146.5	+ 48.2	+ 32.9%	182.5	+ 12.3	+ 6.8%
Earnings per share	<b>¥308.0</b>	¥191.7	¥116.3	+ 60.7%	¥277.2	¥30.8	+ 11.1%

**Achieved a new record high sales and profit**

# Sales & Profit by Segment 【versus previous year FY3/2021】

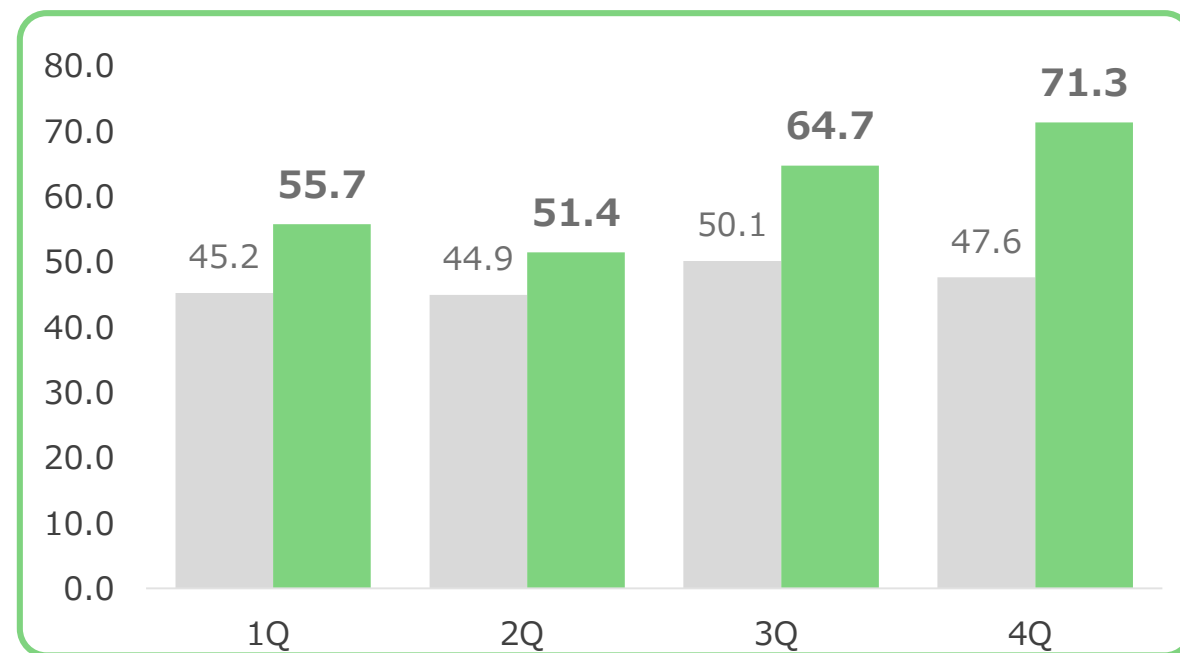
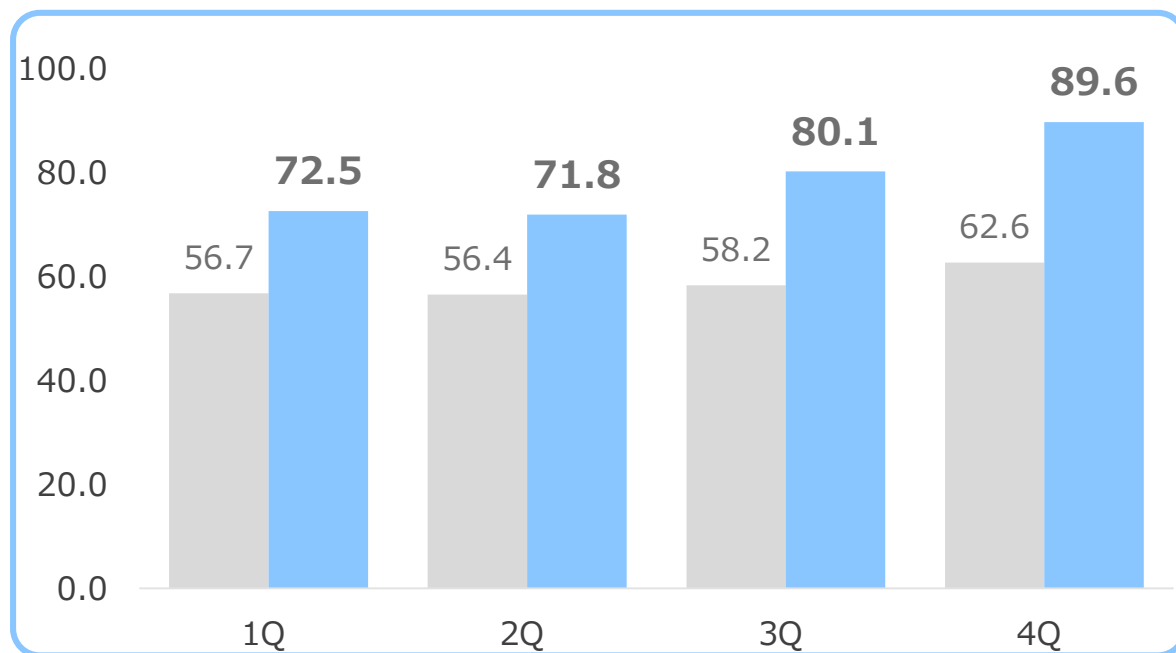


(unit: 100 millions of yen)		FY03/2022	FY03/2021	YoY change	Ratio
■ Life Science	Net sales	314.3	234.1	+ 80.1	+ 34.2% ↗
	Operating profit	49.4	33.1	+ 16.2	+ 49.1% ↗
■ Electronic Materials & Functional Chemicals	Net sales	243.2	187.9	+ 55.3	+ 29.5% ↗
	Operating profit	116.1	76.4	+ 39.6	+ 51.9% ↗
(Adjustment)		△15.1	△13.2	△1.9	+ 14.5%
Operating pfofit (consolidated)		150.3	96.3	+ 54.0	+ 56.1% ↗

# Quarterly Sales Performance by Segment



(unit:100 millions of yen)		1Q (Apr.- Jun.)	2Q (Jul.- Sep.)	3Q (Oct.- Dec.)	4Q (Jan.- Mar.)	Full year
Net sales	3/'22	128.3	123.3	144.8	161.0	557.6
	3/'22	102.0	101.3	108.4	110.2	422.0
Life Science	3/'22	72.5	71.8	80.1	89.6	314.3
	3/'22	56.7	56.4	58.2	62.6	234.1
Electronic Materials & Functional Chemicals	3/'22	55.7	51.4	64.7	71.3	243.2
	3/'22	45.2	44.9	50.1	47.6	187.9

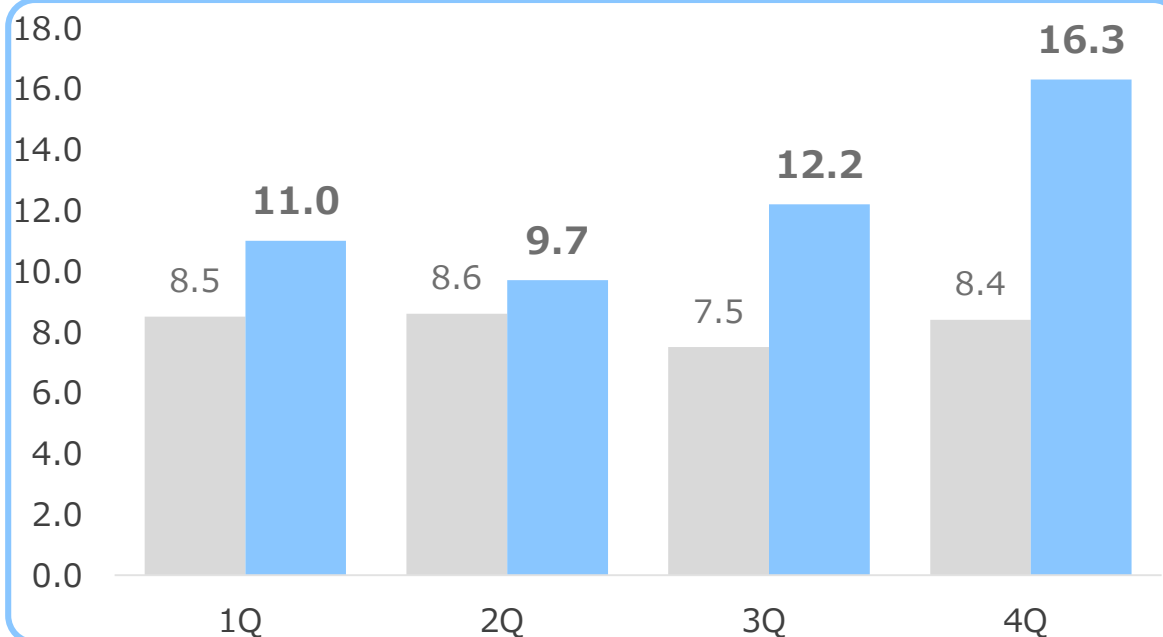




# Quarterly Profit Performance by Segment



(unit: 100 millions of yen)		1Q (Apr.- Jun.)	2Q (Jul.- Sep.)	3Q (Oct.- Dec.)	4Q (Jan.- Mar.)	Full year
Operating profit	3/'22	33.7	30.5	38.3	47.7	150.3
	3/'22	23.4	22.8	25.6	24.4	96.3
Life Science	3/'22	11.0	9.7	12.2	16.3	49.4
	3/'22	8.5	8.6	7.5	8.4	33.1
Electronic Materials & Functional Chemicals	3/'22	26.1	24.2	29.7	35.9	116.1
	3/'22	17.8	17.8	21.2	19.4	76.4
(Adjustment)		△3.4	△3.4	△3.7	△4.5	△15.1





# Operating Results by Segment for FY03/2020 - FY03/2022



(unit : 100 millions of yen)

FY03/2020

FY03/2021

**FY03/2022**

## Net sales

413.1

422.0

**557.6**

Life Science

241.2

234.1

**314.3**

Electronic Materials & Functional Chemicals

171.9

187.9

**243.2**

## Operating profit

88.3

96.3

**150.3**

Life Science

43.2

33.1

**49.4**

Electronic Materials & Functional Chemicals

57.4

76.4

**116.1**

( Adjustment)

△12.4

△13.2

**△15.1**

## Operating profit margin

21.4%

22.8%

**27.0%**

Life Science

17.9%

14.1%

**15.7%**

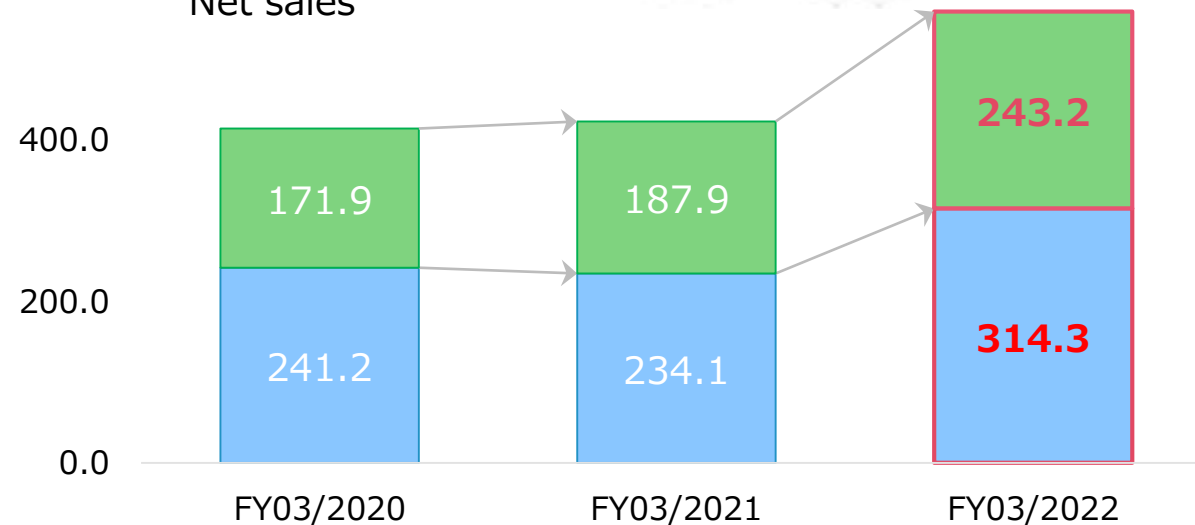
Electronic Materials & Functional Chemicals

33.4%

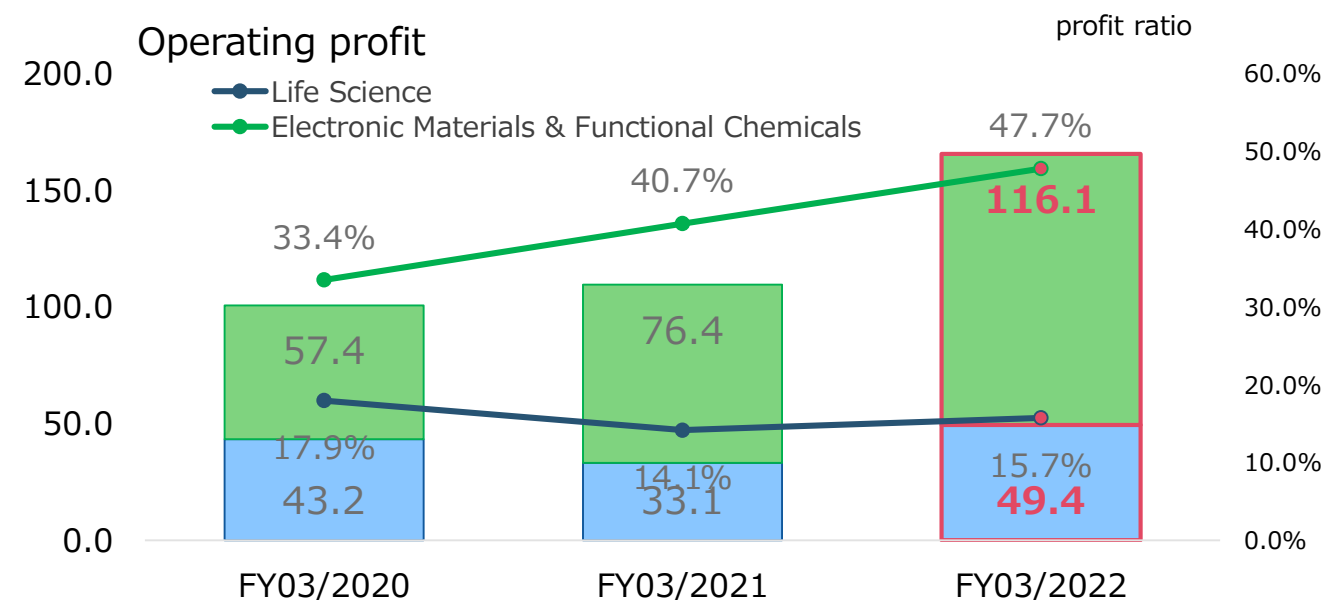
40.7%

**47.7%**

## Net sales



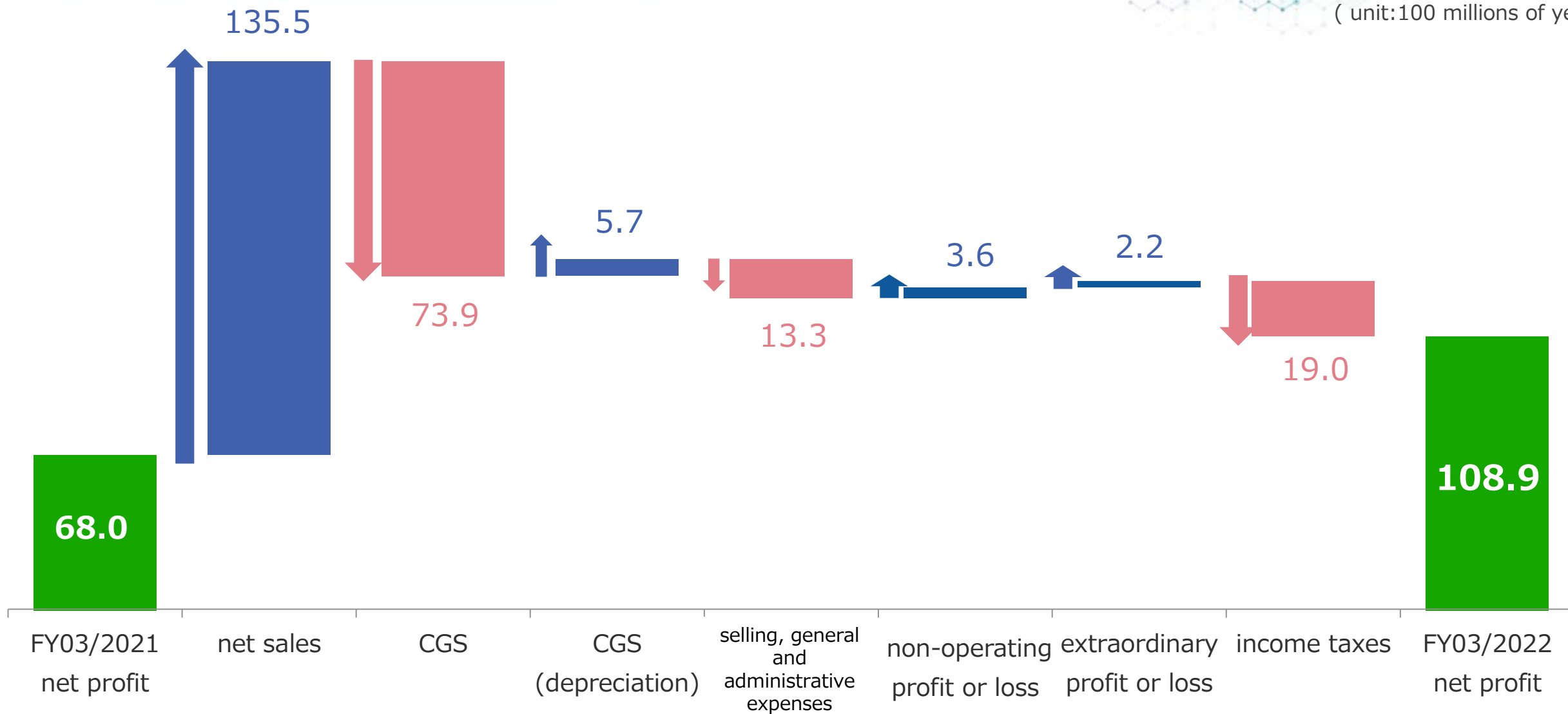
## Operating profit



# Net Profit Analysis FY03/2021 versus FY03/2022



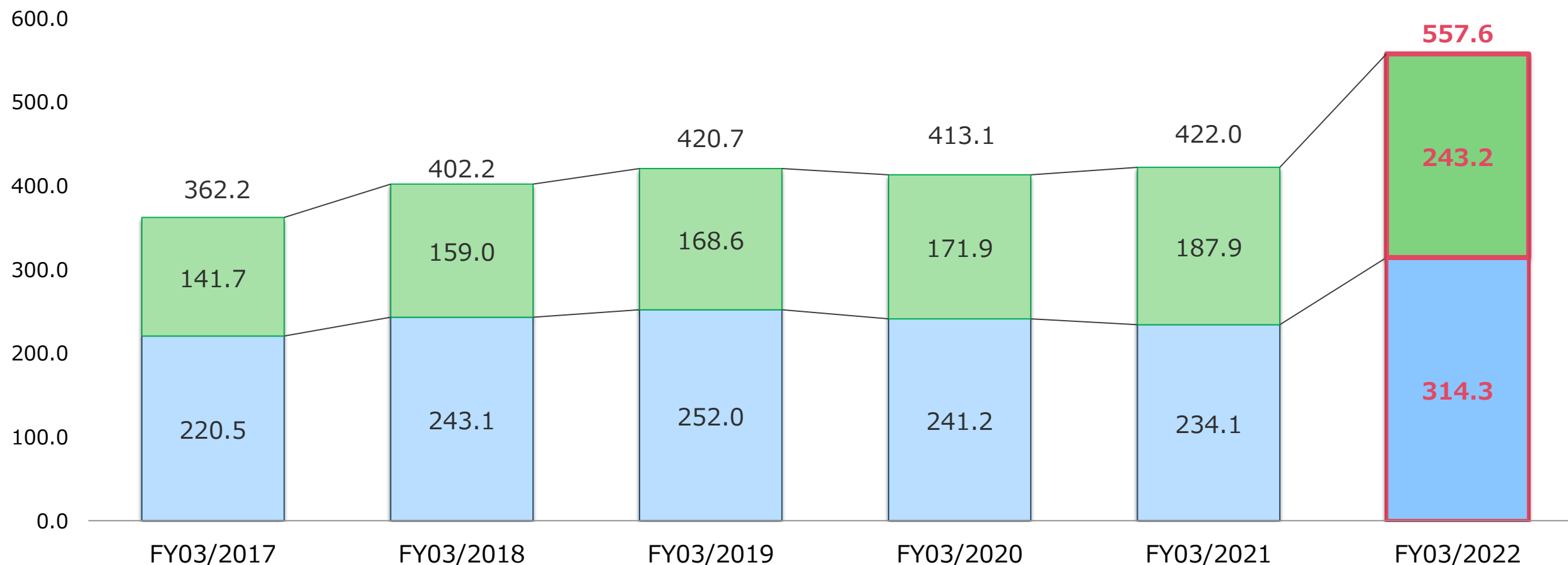
(unit:100 millions of yen)



# Net Sales by Segment for FY03/2017 - FY03/2022



(unit:100 millions yen)	FY03/2017	FY03/2018	FY03/2019	FY03/2020	FY03/2021	<b>FY03/2022</b>
Life Science	220.5	243.1	252.0	241.2	234.1	<b>314.3</b>
Electronic Materials & Functional Chemicals	141.7	159.0	168.6	171.9	187.9	<b>243.2</b>

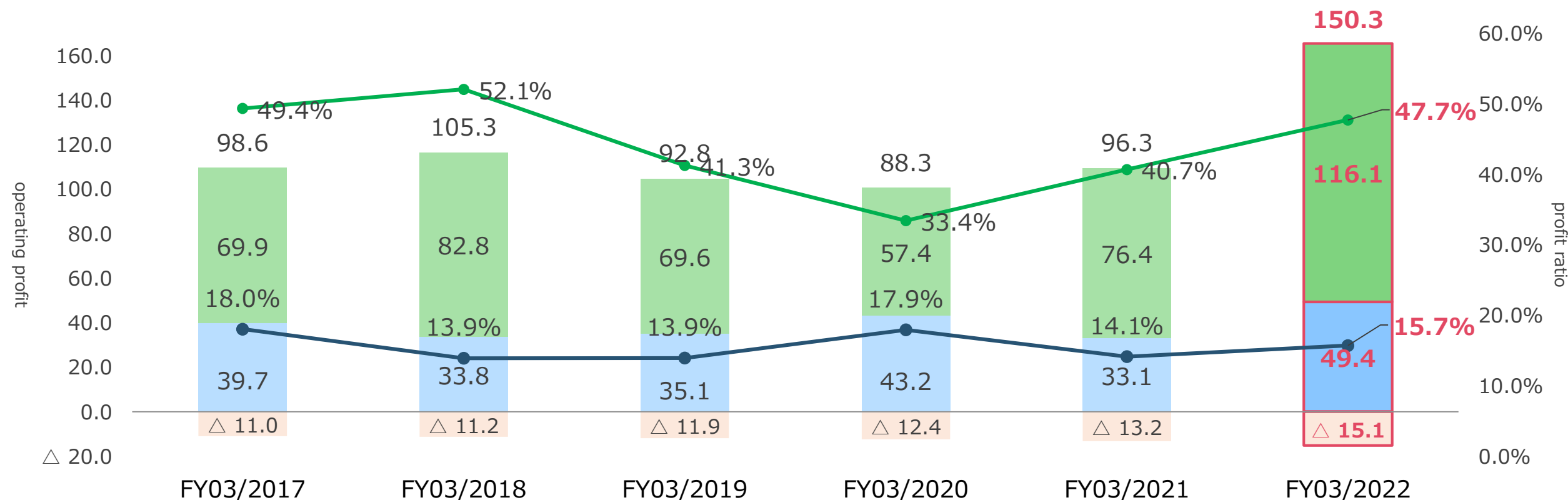


# Operating Profit by Segment for FY03/2017 - FY03/2022

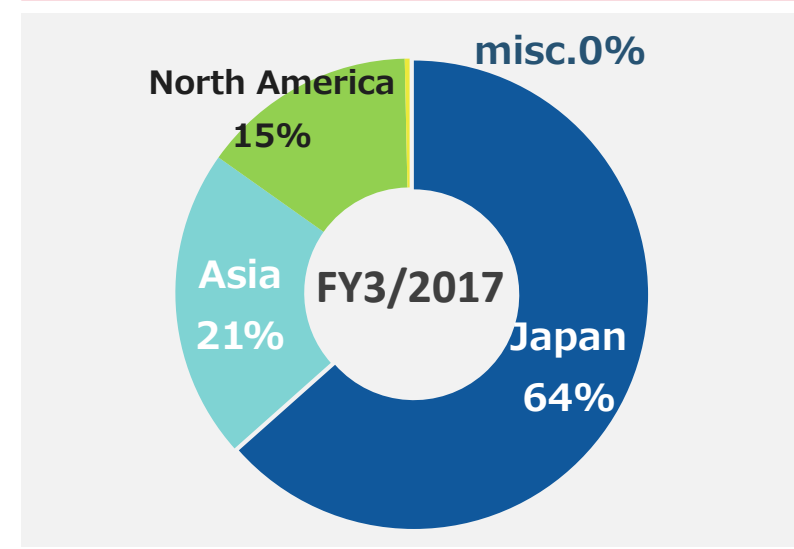
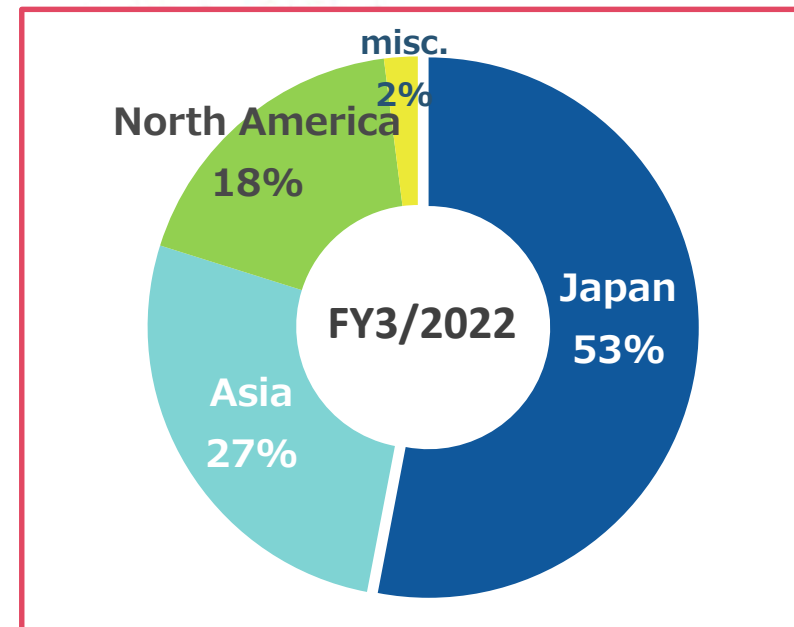
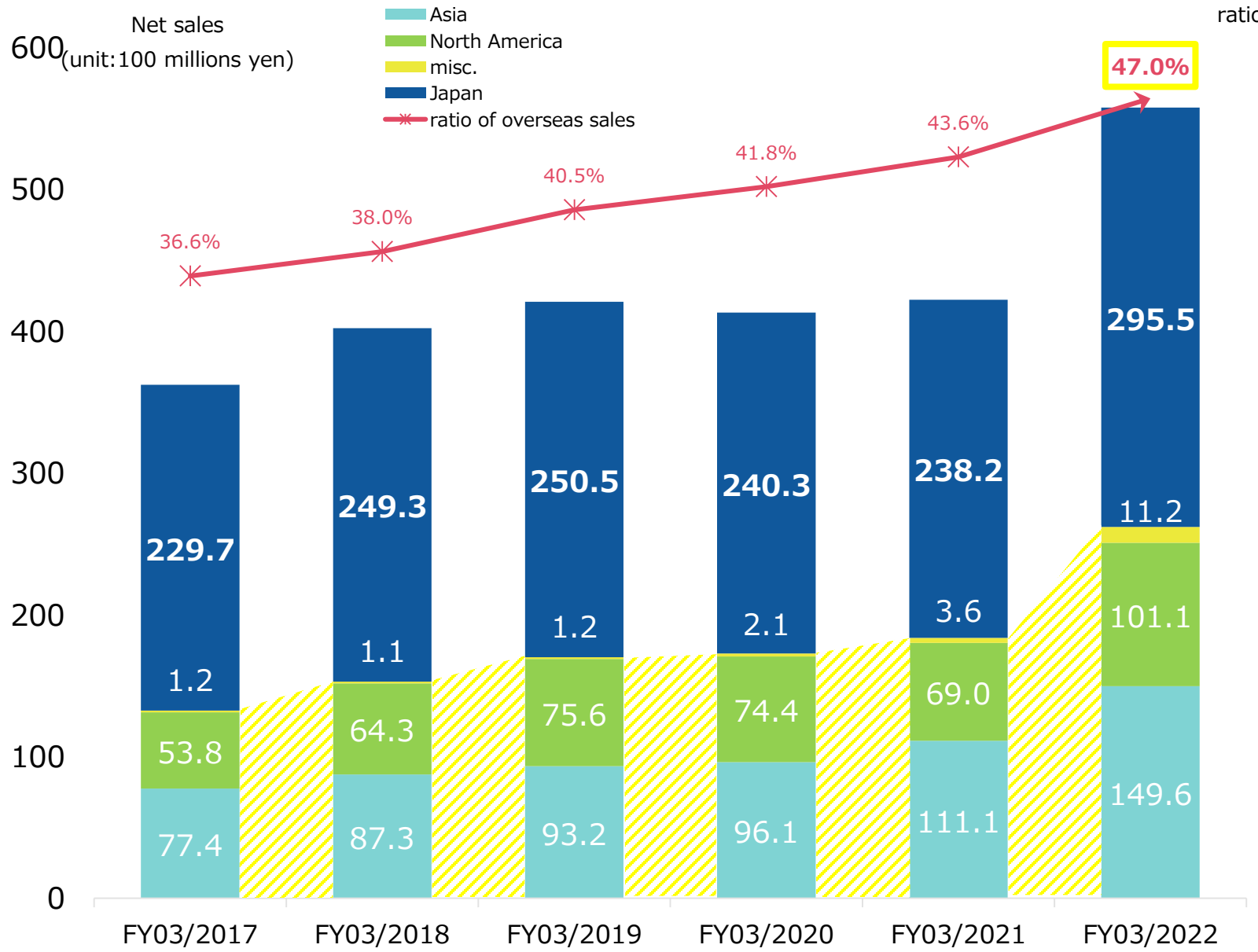


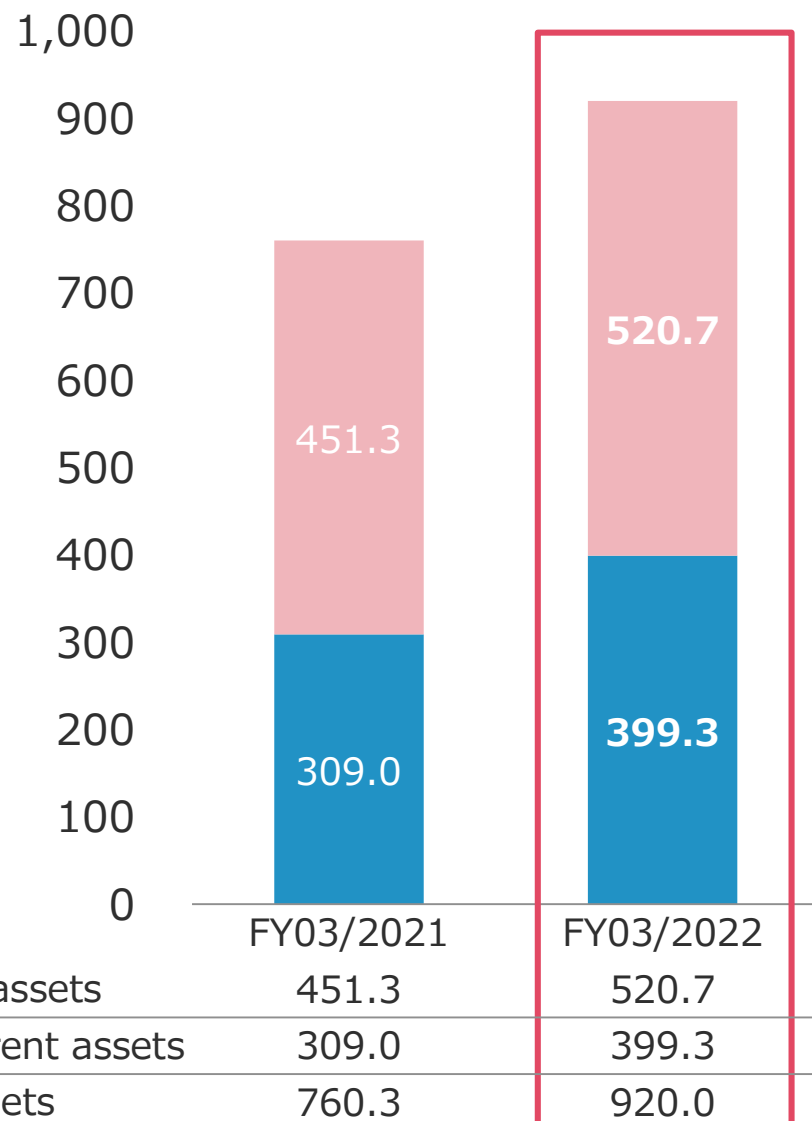
(unit : 100 millions yen)

	FY03/2017	FY03/2018	FY03/2019	FY03/2020	FY03/2021	FY03/2022
Life Science	39.7	33.8	35.1	43.2	33.1	49.4
Electronic Materials & Functional Chemicals	69.9	82.8	69.6	57.4	76.4	116.1
(Adjustment)	△ 11.0	△ 11.2	△ 11.9	△ 12.4	△ 13.2	△ 15.1



# Overseas Sales Growth





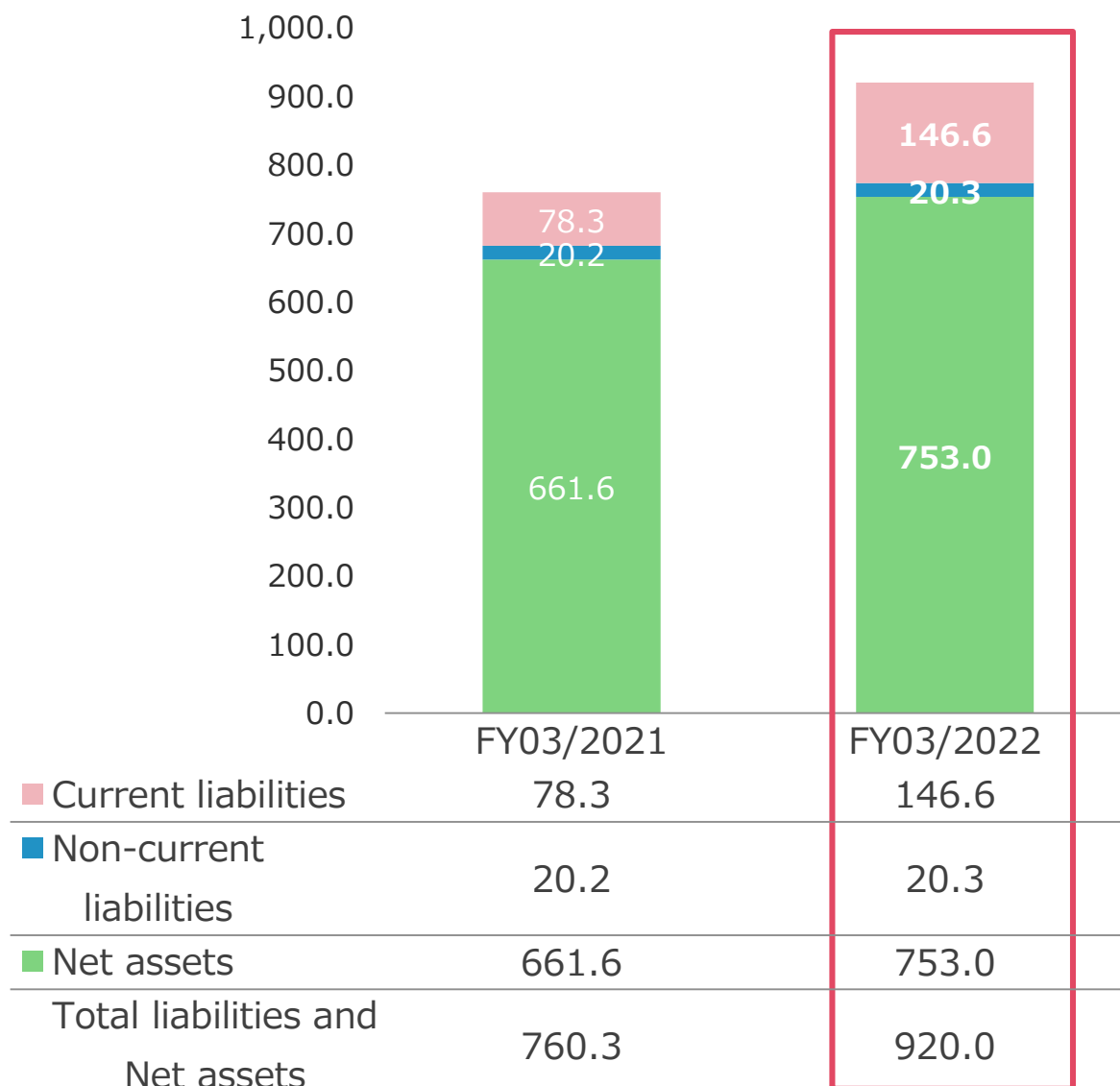
(unit : 100 millions of yen)

## ■ Current assets (change +69.4)

- Increase in Notes and accounts receivable - trade
- Increase in Inventory assets

## ■ Non-current assets (change +90.3)

- Increase in Construction in progress



(unit : 100 millions of yen)

## ■ Current liabilities

**(change +68.3)**

- Increase in Accounts payable – facilities
- Increase in Income taxes payable

## ■ Non-Current liabilities

**(change + 0.1)**

## ■ Net assets

**(change +91.3)**

- Increase in Retained earnings
- Repurchase of treasury shares



# Consolidated Statement of Cash Flow



(unit: 100 millions of yen)	FY03/2021	FY03/2022
Cash flows from operating activities	128.2	<b>101.9</b>
Cash flows from investing activities	△ 26.2	△ <b>93.7</b>
Cash flows from financing Activities	△ 16.3	△ <b>28.8</b>
Effect of exchange rate change on cash and cash equivalents	1.9	<b>6.8</b>
Net increase in cash and cash equivalents	87.5	△ <b>13.7</b>
Cash and cash equivalents at beginning of period	160.8	<b>248.3</b>
Cash and cash equivalents at end of period	248.3	<b>234.6</b>

## ■ Cash flows from operating activities

- Profit before income taxes
- Increase in trade receivables
- Increase in inventories

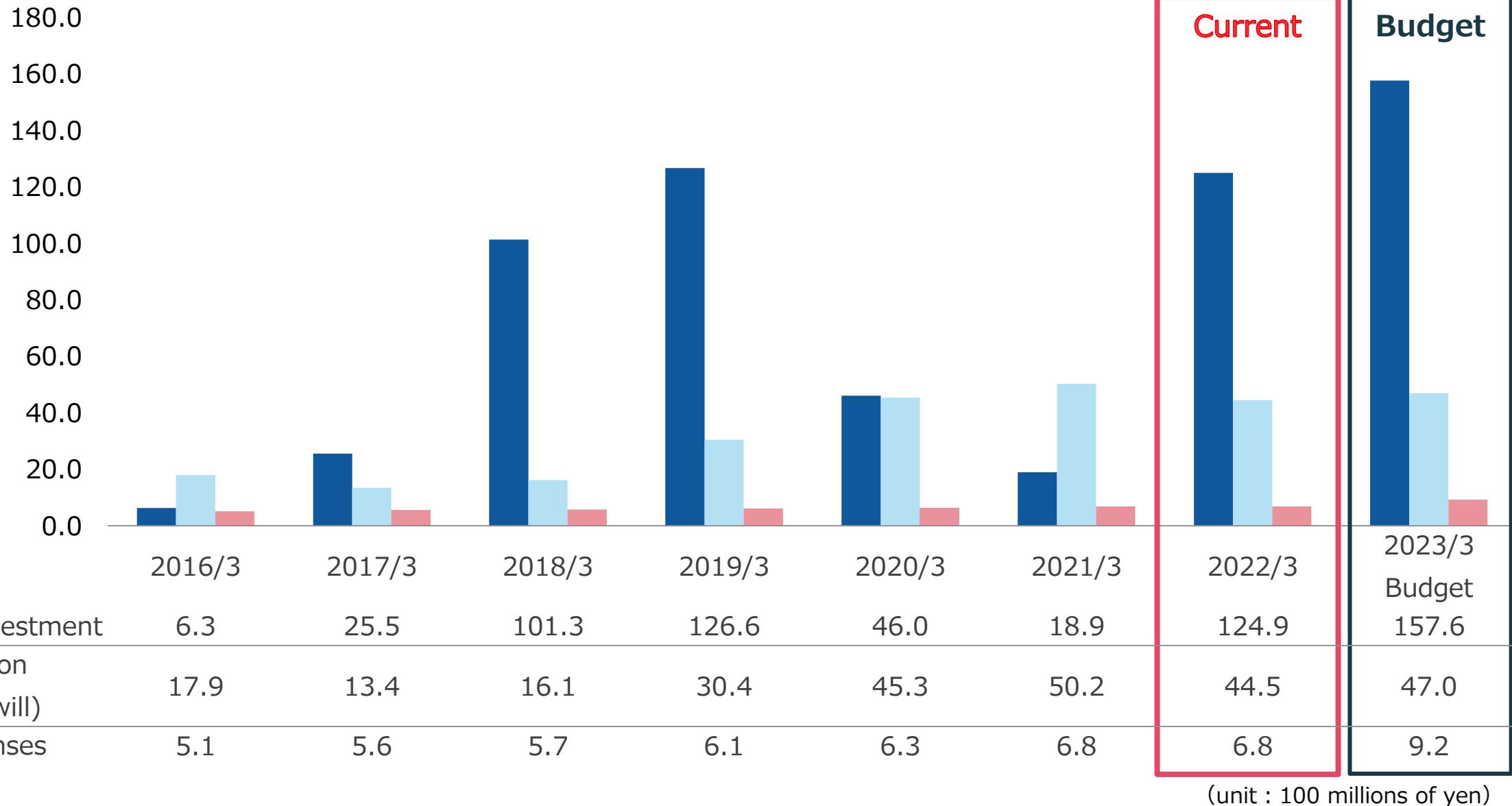
## ■ Cash flows from investing activities

- Purchase of property, plant and equipment

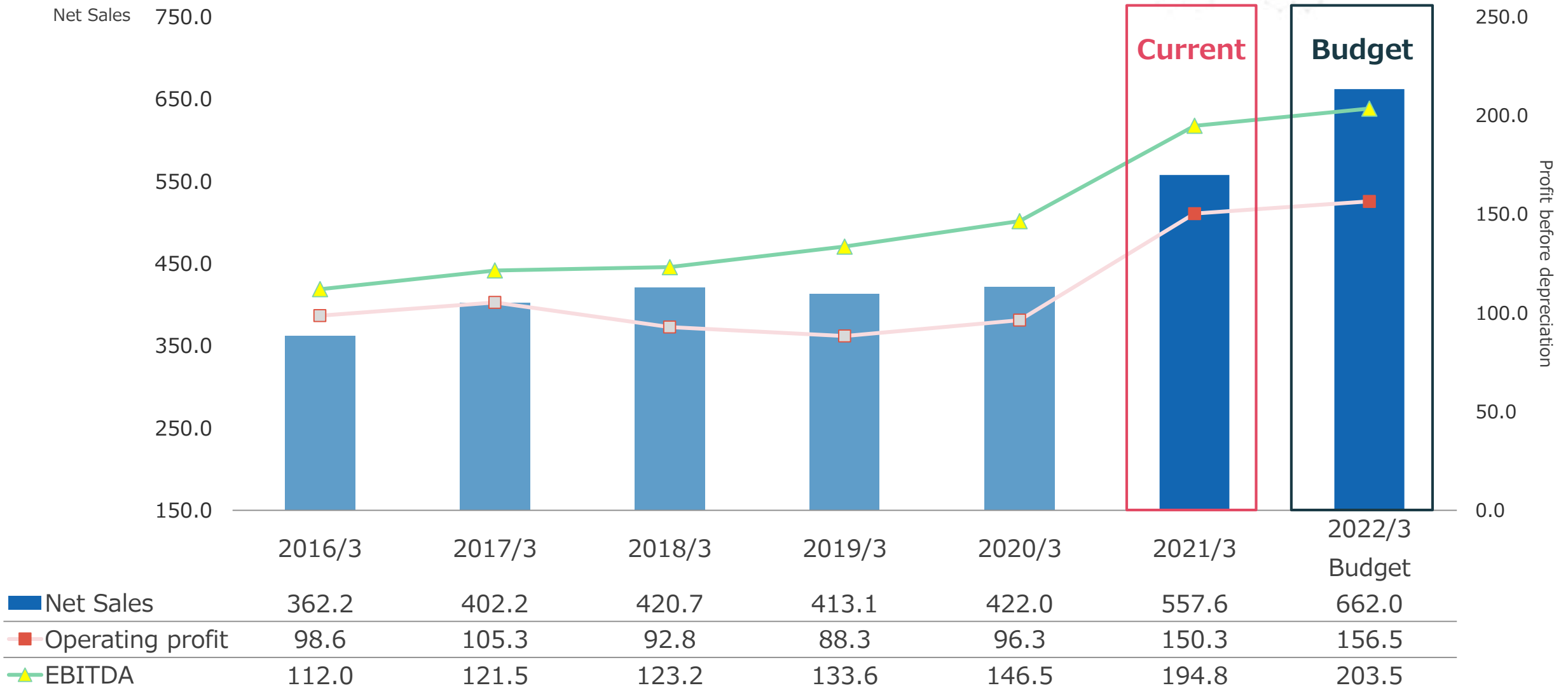
## ■ Cash flows from financing activities

- Dividends paid
- Repurchase of treasury shares

# Capital Investment/Depreciation/R&D Expenses



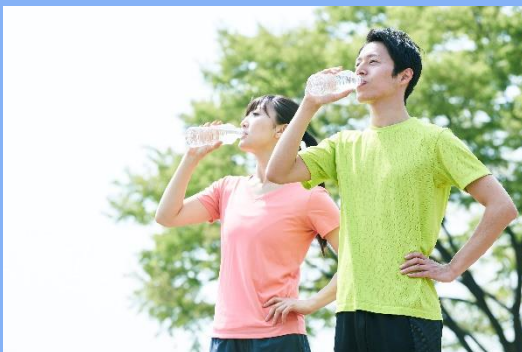
# Operating Profit and EBITDA



(unit : 100 millions of yen)

## II. Segments Results

## Life Science



- Malic acid
- Citric acid
- Gluconic acid
- Fumaric acid
- Vitamin C
- Food additive formulations
- Other acid  
(Succinic acid, Lactic acid, Tartaric acid)
- Maleic anhydride
- Other fruits acid derivatives



## Electronic Materials & Functional Chemicals



- Silica derivatives
  - Ultra high purity colloidal silica
  - Silica nano powder
  - High purity organo silica sol
  - Alkyl silicate
- High purity fruit acid
- Functional chemical
- Other functional chemicals



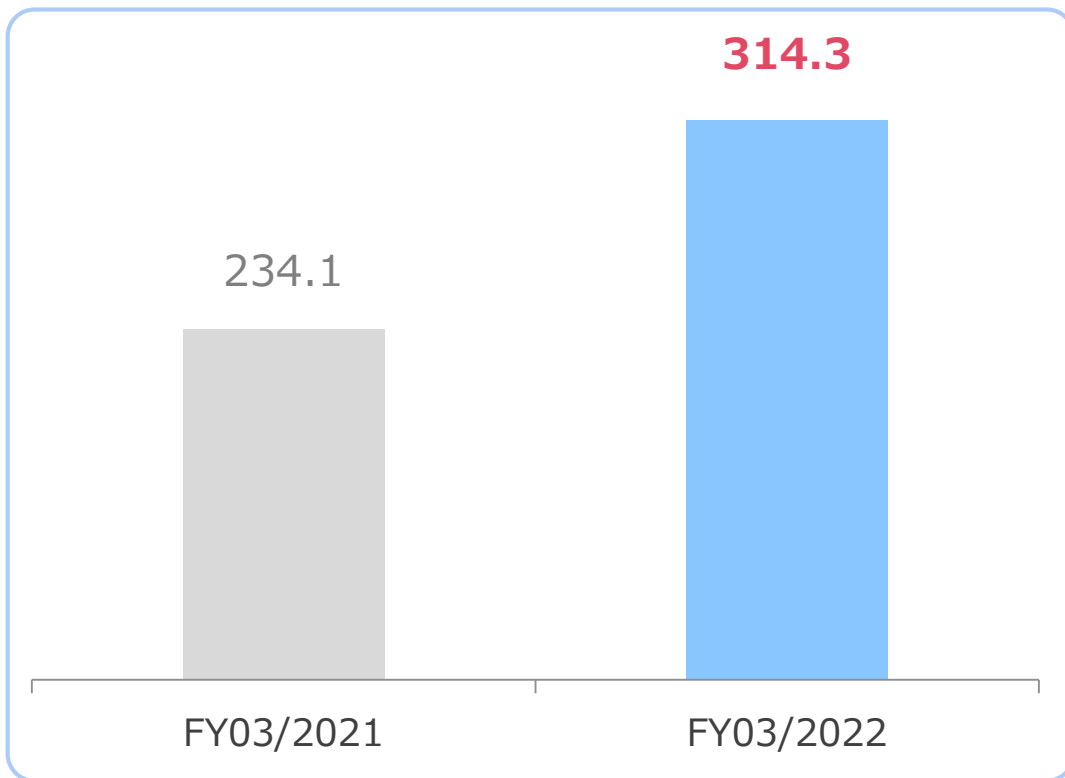
## II. Segments Results

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### Life Science

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(unit:100 millions of yen)	FY03/2022	FY03/2021	Y on Y	
			change	ratio
Net sales	314.3	234.1	+80.1	+34.2% ↗
Operating profit	49.4	33.1	+16.2	+49.1% ↗
Depreciation	14.9	16.4	△1.5	△9.1%



## 【Positive factor】

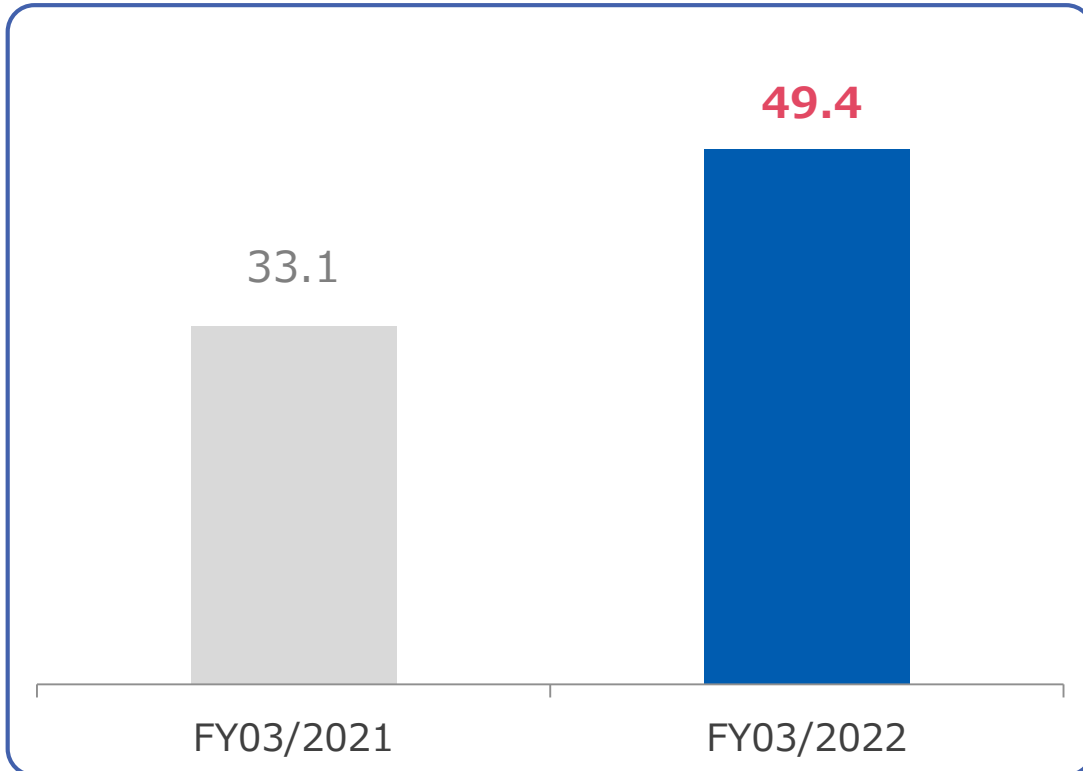
- ◆ Recovering trends of global economy
  - ☞ strong sales of beverage, foods and household applications
  - ☞ sales recovery for industrial use
- ◆ Malic acid(export business)
  - ☞ expansion of malic acid demand continuously (beverage, confectionary and supplement applications in Asia)
  - ☞ construction of sales structures (in Europe, USA, South Asia)
  - ☞ price revision (passing the steep rise in raw material and logistic costs on)
- ◆ Taking a market share of gluconates back (in North America)
- ◆ Rise in raw material and purchasing costs
  - ☞ Citric acid : price revision (several times)  
(raw material cost) Mar. 21/Apr. 20: 300-350%
  - ☞ Maleic anhydride, Fumaric acid : increase in formula prices due to higher raw material benzene prices  
【2021】\$ 990/t (ACP average, almost double on year-on-year basis)
- ◆ Yen's downtrend (depreciation of the ¥ against US\$)
  - ☞ yen based increase sales (converting dollar based export price and sales in overseas subsidiary)

## 【Negative factor】

- ◆ Decrease in special demand due to COVID-19
  - ☞ decrease in alcohol sanitizers (hand wash etc.)



(unit:100 millions of yen)	FY03/2022	FY03/2021	Y on Y	
			change	ratio
Net sales	<b>314.3</b>	234.1	+ 80.1	+ 34.2% ↗
<b>Operating profit</b>	<b>49.4</b>	33.1	+ 16.2	+ 49.1% ↗
Depreciation	<b>14.9</b>	16.4	△1.5	△9.1%



## 【Positive factor】

- ◆ Increase in the sales volume of fruit acids
  - ☞ significant increase in overseas sales of malic acid
  - ☞ the sales recovery from COVID-19
  - ☞ strong sales in the Chinese market
- ◆ Revise prices and secure reasonable profits
  - ☞ for products with rising raw material prices
- ◆ Yen's downtrend (depreciation of the ¥ against US\$)
  - ☞ yen based increase sales (converting dollar based export price and sales in overseas subsidiary)
- ◆ Less depreciation cost
  - ☞ due to progress for depreciation of Kashima malic acid facility

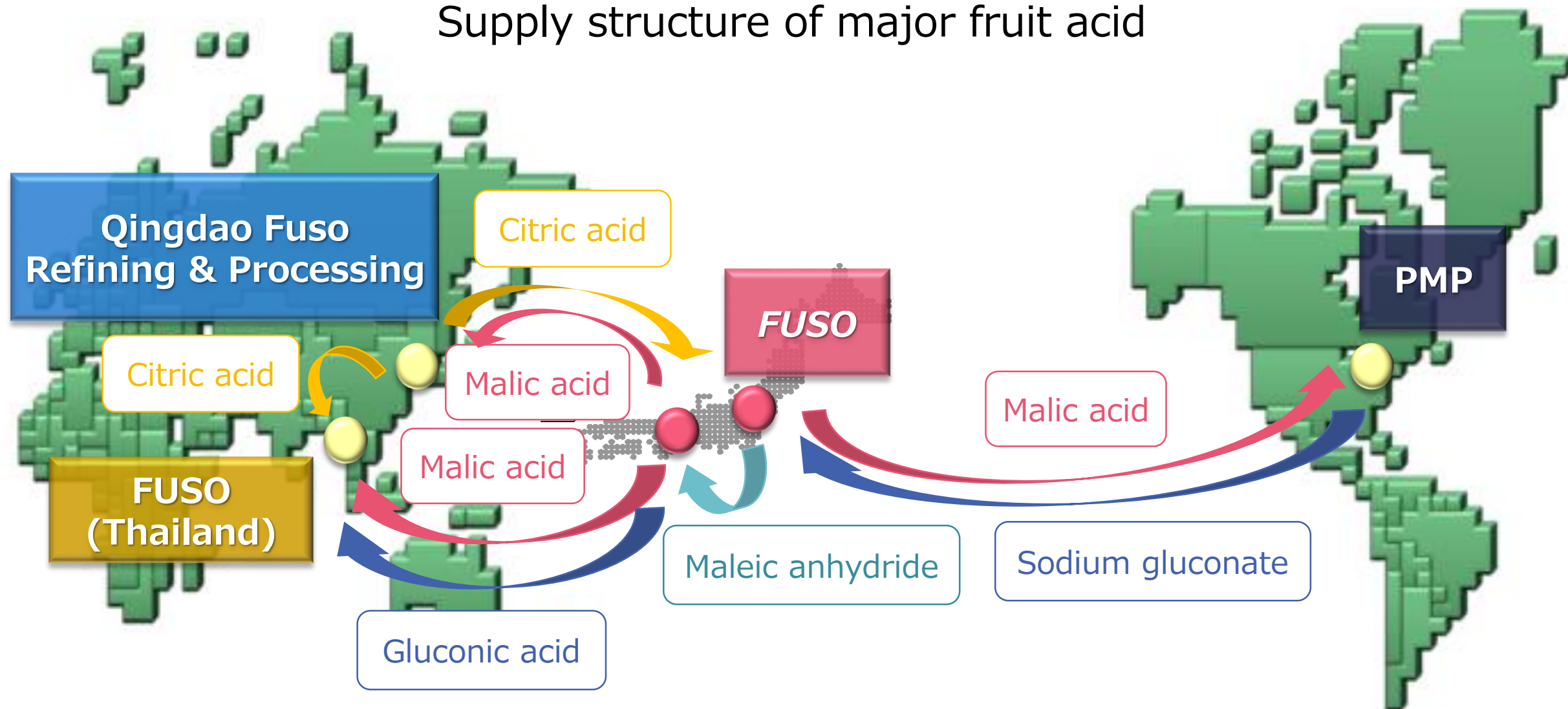
## 【Negative factor】

- ◆ Rise the raw material price
  - ☞ continuation in high price for benzene
  - ☞ increase in the purchasing costs, citric acids and etc.
- ◆ Disruption of logistics network by COVID-19
  - ☞ sales restriction due to delay of imported items

- I . Realization of FUSO Fruit Acid Complex Concept**
- II . Restructuring of Production System and  
Reinforcement of Production Facilities**
- III . Early Launch of New Next-generation Products**
- IV . Challenge to Becoming FFA Leading Company**

# I. Realization of FUSO Fruit Acid Complex Concept

Supply structure of major fruit acid



# I . Realization of FUSO Fruit Acid Complex Concept



Focused Item	【FY2021 Results】	【FY2022 Plans】
Malic acid	<ul style="list-style-type: none"> <li>domestic : strong sales of beverage, bath additives, coating application</li> <li>overseas : considerable increase in sales quantity expansion network of sales</li> </ul>	<ul style="list-style-type: none"> <li>expansion sales of beverage application in Southeast Asia</li> <li>business with new customers in Europe and North/South America</li> <li>price revision due to trends in raw materials</li> </ul>
Citric acid	<ul style="list-style-type: none"> <li>detergent : strong sales</li> <li>confectionary, beverage, food : same level sales as the previous year</li> <li>price revision due to soaring in raw material prices</li> </ul>	<ul style="list-style-type: none"> <li>keeping business focusing on trends in raw material prices</li> <li>flexible price revision due to trends in raw material</li> </ul>
Gluconic acid	<ul style="list-style-type: none"> <li>recovery from COVID-19 impacts for industrial use</li> <li>expansion of market share</li> <li>customer acquisition</li> </ul>	<ul style="list-style-type: none"> <li>establishment stable supply chain</li> <li>expansion sales in growth fields and strengthen relationships with existing customers</li> </ul>
Fumaric acid Maleic acid	<ul style="list-style-type: none"> <li>bath additives : strong sales</li> <li>paper manufacture, toner : recover the sales</li> <li>improvement in profit due to formula revision</li> </ul>	<ul style="list-style-type: none"> <li>stable business with large customers</li> </ul>

# I. Realization of FUSO Fruit Acid Complex Concept



## ● Malic acid

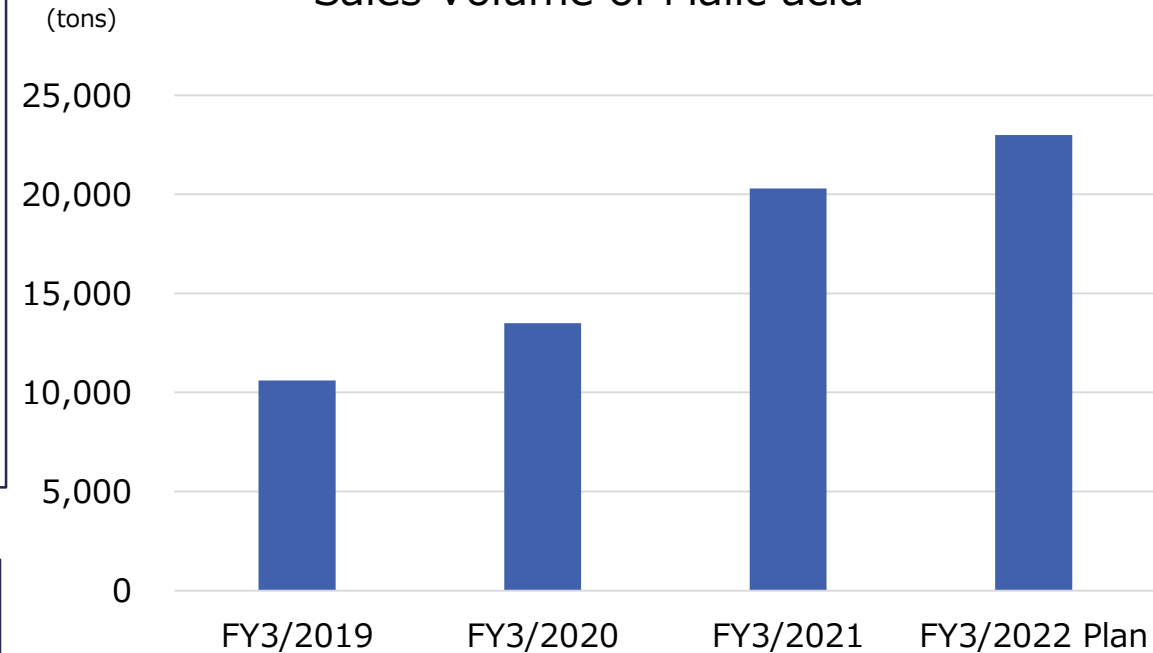
### 【FY2021 Results】

- achieve mid-term target of 20,000 tons ahead of schedule
- increase the sales quantity in the world
- establish Kashima malic acid facility as main plant

### 【FY2022 Plans】

- maintain business with new customers after price increase (exports)
- further increase in quantity
- enabling year-round stable production operation of bigger amount of malic acid

Sales Volume of Malic acid





## II. Restructuring of Production System and Reinforcement of Production Facilities

### ● Coated Fruits Acid

- Completed Production facility in October 2021
- Launched 3 new products in March 2022)

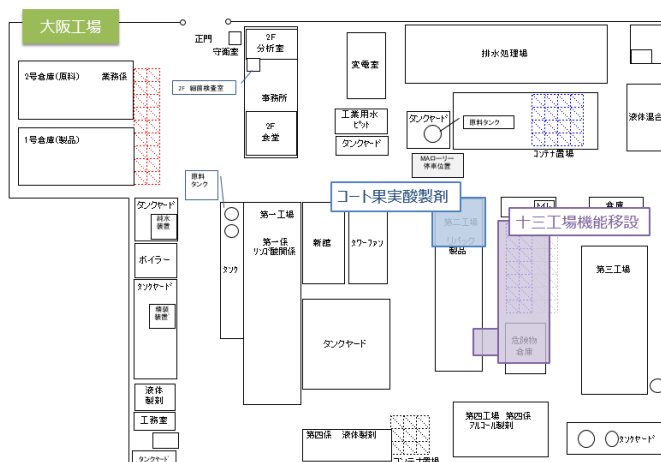
Coated Fruits Acid M (Malic acid)

Coated Fruits Acid C (Citric acid)

Coated Fruits Acid M (Vitamin C)

### ● Relocation of Juso factory

- Scheduled to complete by March 2023



Coated Fruits Acid production facility

### FFA

Functional Fruits Acid

Formulation of Food Additives

Formulation of Food Materials and Food Additives

Functional Food Material and Food Additive

Functional Fruits Acid



Plant relocation construction status (Juso)

# III. Early Launch of New Next-generation Products

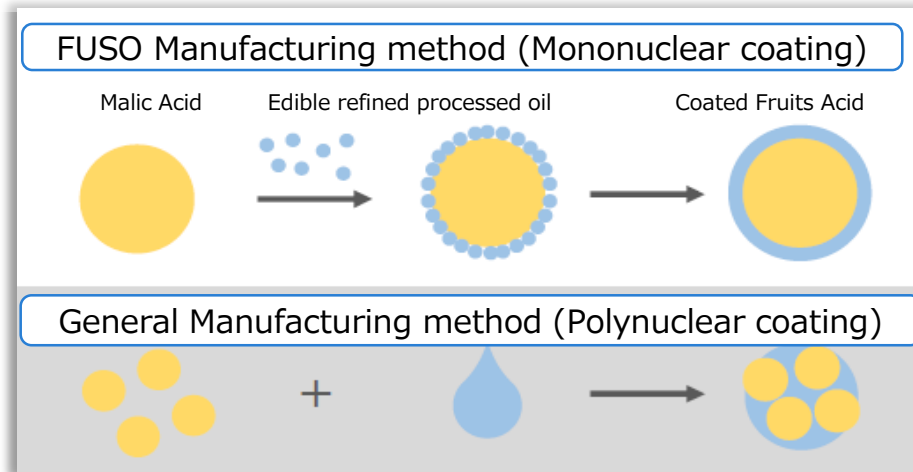
## ● Coated Fruits Acid

Launched 3 new products in March 2022

- Coated Fruits Acid (M•C•V)

【Business development in FY03/2023】

- Marketing for the confectionery industry at domestic and overseas (Coated Fruits Acid M)
- Marketing for processed food and, healthy food applications, etc. (Coated Fruits Acid C/V)
- Expanding the lineup of new coated fruits acid products (Fumaric acid, Glucono delta lactone etc.)



## ● Bio Stimulant (stress-free formulation)

【Business development in FY03/2023】

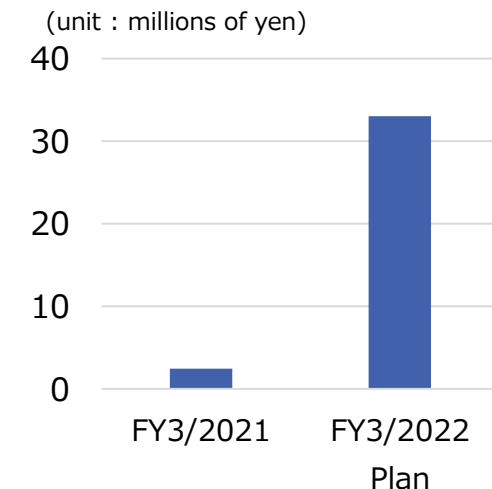
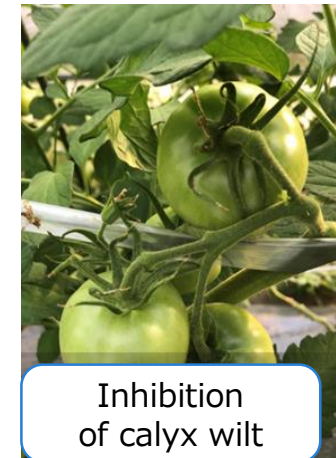
- Preventing from withering plants in the summer  
<vegetable>

tomato : inhibit calyx wilt and flower drop

broccoli : improve product rate under high temperature and high stress situation

<Lawn>

- minimize the damage of the grass at golf course from heat
- Wet-field rice





# IV. Challenge to Becoming FFA Leading Company

## ● Targets and measures at each location



**Food waste reduction**  
**FoodTech field**

- launch Shelf Life Improver
- develop food material / functional food material



**1.4 billion people in Chinese market**

- Shanghai Food Seasoning R&D Center \*tentative
- establish seasoning business



**Diverse food culture in Southeast Asia**

- expand a food business e.g. processed food, chicken breasts



**FoodTech field**

- develop and deploy "alternative protein materials" matching local trends

## ● Launch food additives formulation in Japan

【scheduled to launch food preparation】

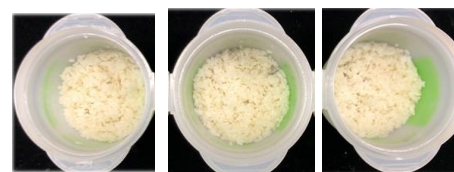
- Shelf Life Improver : 1 item
- Browning Preventer : 2 item

## ● Develop food material / functional food material

- joint research with external research institutions (continued)
- accelerate development speed by introducing testing equipment for in-house research

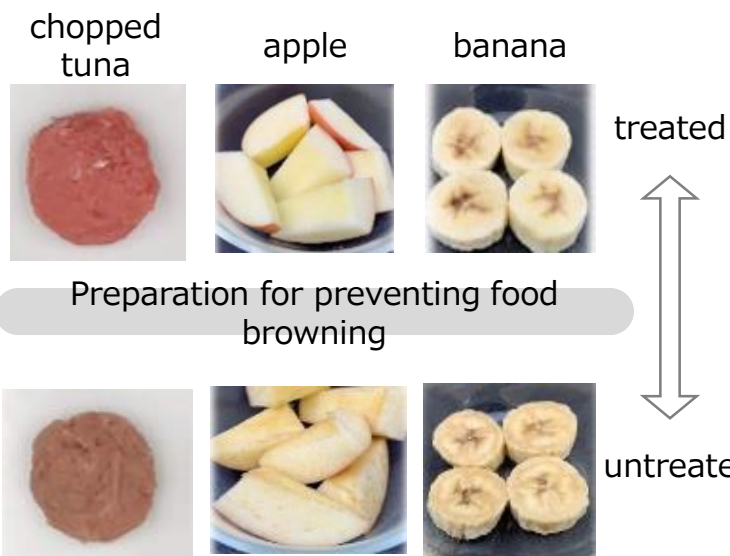
### Shelf Life Improver

Preparation for Sterilized cooked rice



	No-treated	Treated	Control
Anti microbial effect	×	○	○
Sour	—	+	+++
Acidic smell	—	+	+++

### Browning Preventer



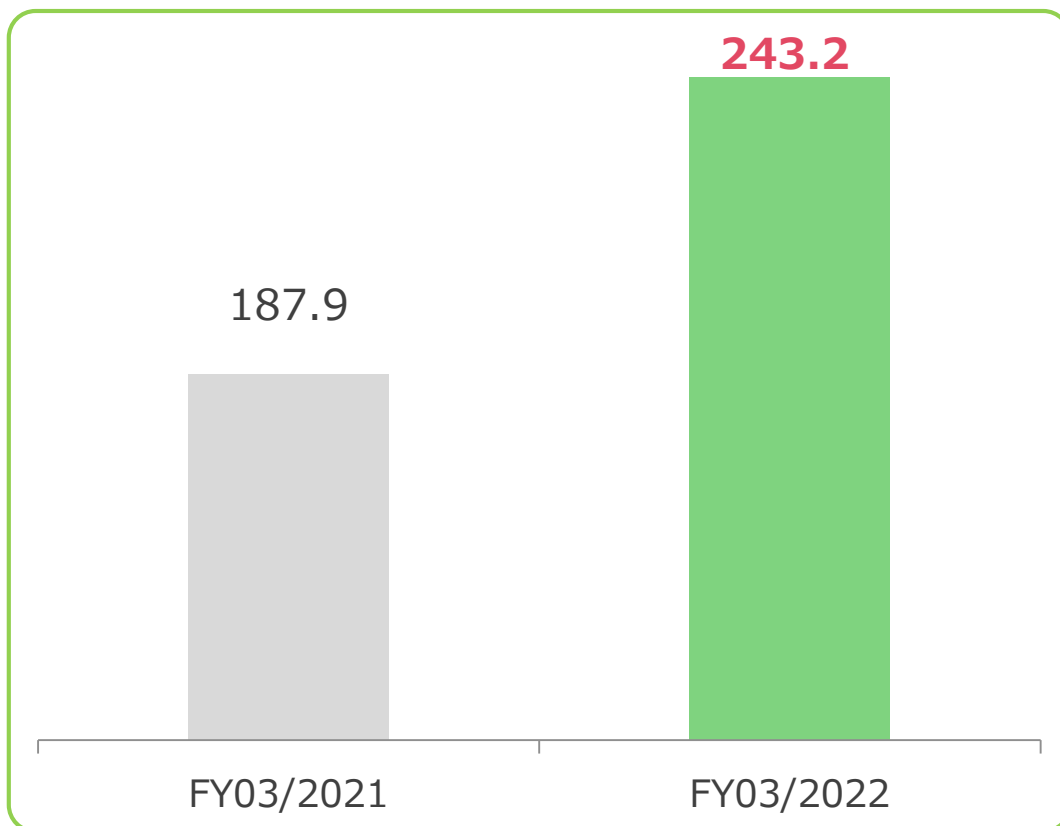
## II. Segments Results

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# Electronic Materials & Functional Chemicals

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(unit:100 millions of yen)	FY03/2022	FY03/2021	Y on Y	
			change	ratio
Net sales	243.2	187.9	+55.3	+29.5% ↗
Operating profit	116.1	76.4	+39.6	+51.9% ↗
Depreciation	28.8	33.5	△4.6	△14.0%



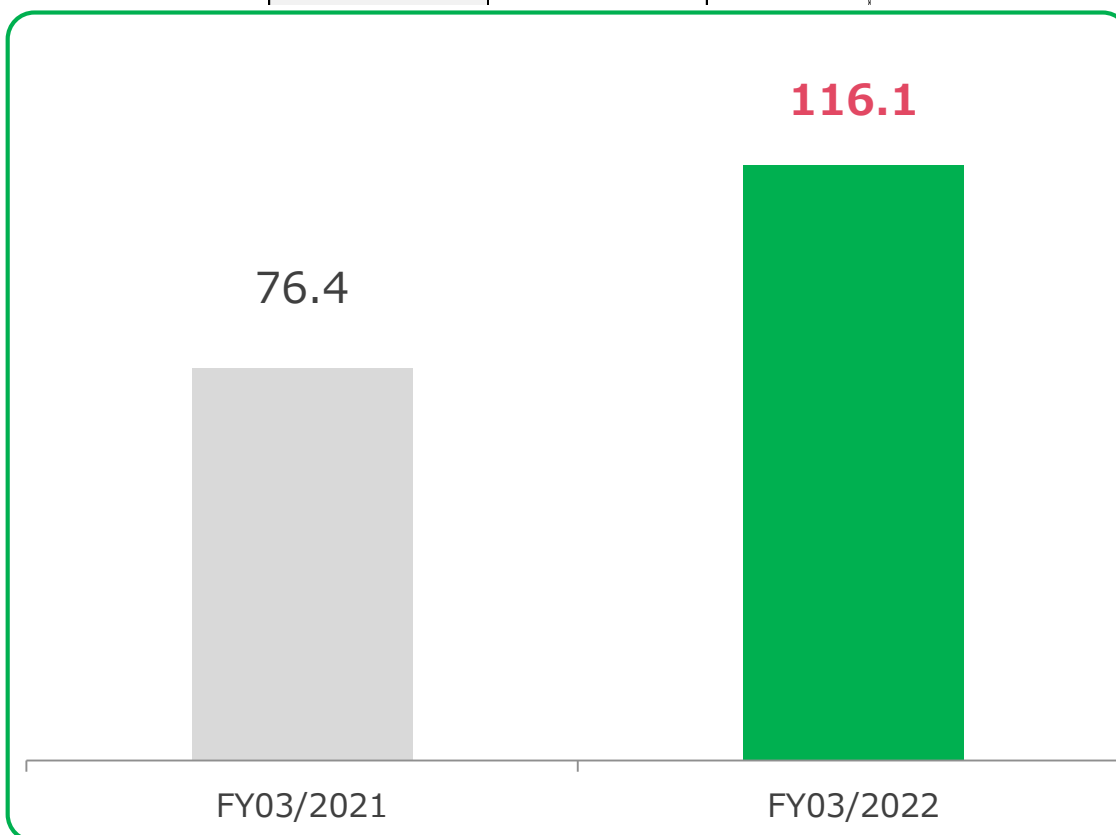
## 【Positive factor】

- ◆ Strong demand for increase in CMP processes
  - ☞ colloidal silica used newly in advanced semiconductor miniaturization
  - ☞ strong demand due to increase for multi-layers
  - ☞ increase in wafer polishing for advanced technology
- ◆ Accelerated progress to AI, IoT and ICT society
  - ☞ strong demand for servers due to increased data transmission and storage
- ◆ Increase of the inventory level
  - ☞ measures to deal with current uncertain external factors (COVID-19 pandemic, semiconductor supply situation)
  - ☞ confusion of transportation and longer shipment until arrive
- ◆ Revise prices due to sharp rise in raw material costs
  - ☞ rising in metallic silicon price since summer 2021
- ◆ Yen's downtrend (depreciation of the ¥ against US\$)
  - ☞ yen based increase sales (converting dollar based export price and sales in overseas subsidiary)

## 【Negative factor】

- ◆ None in particular
  - increase in volume and sales for almost all products and customers

(unit:100 millions of yen)	FY03/2022	FY03/2021	Y on Y	
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Depreciation	28.8	33.5	△4.6	△14.0%



## 【Positive factor】

- ◆ Increase in sales volume
  - 👉 improvement of capacity utilization and efficiency by increasing production volume
- ◆ Yen's downtrend (depreciation of the ¥ against US\$)
  - 👉 yen based increase sales (converting dollar based export price)
- ◆ Less depreciation cost
  - 👉 diminishing value by fixed rate method since 2019 when two new lines start operating
- ◆ Refrain from outing in the COVID-19 pandemic
  - 👉 reduction of expenses such as domestic and overseas business travel costs through effective use of web conferencing

## 【Negative factor】

- ◆ Rise in production costs
  - 👉 increase in the price of metallic silicon
- ◆ Rise in selling and administration cost
  - 👉 increase in exports
  - 👉 rise the transportation cost for export and domestic



## **I . Challenge for Semiconductor Polishing Miniaturization**

- deepen collaboration with priority customers
- realize optimal and efficient production
- promote the development of new abrasive grain

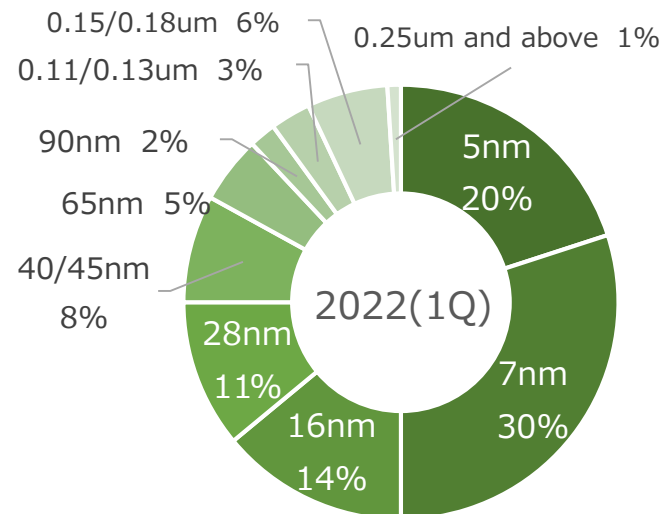
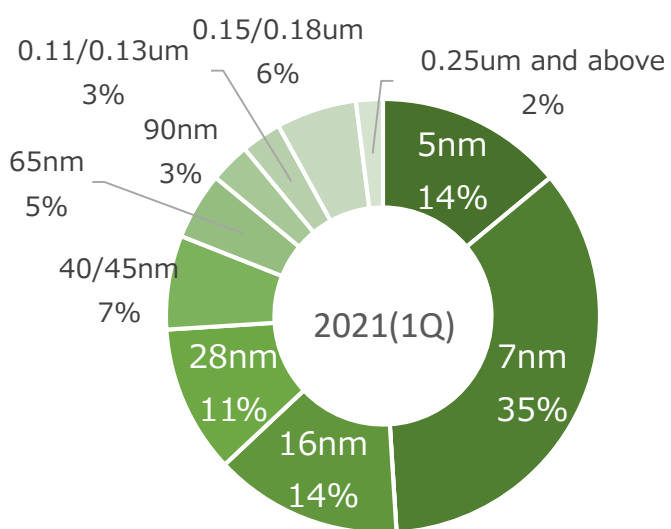
## **II . Strengthen Production, Research and Quality Assurance Systems**

- establish a two-site production system
- increase investment in R&D
- speed up R&D to productize

## **III . Respond Quickly to Changes in the External Environment**

- expand new business
- respond to the price fluctuation of raw material costs, supply products stably
- secure multiple transportation routes

# I . Challenge for Semiconductor Polishing Miniaturization

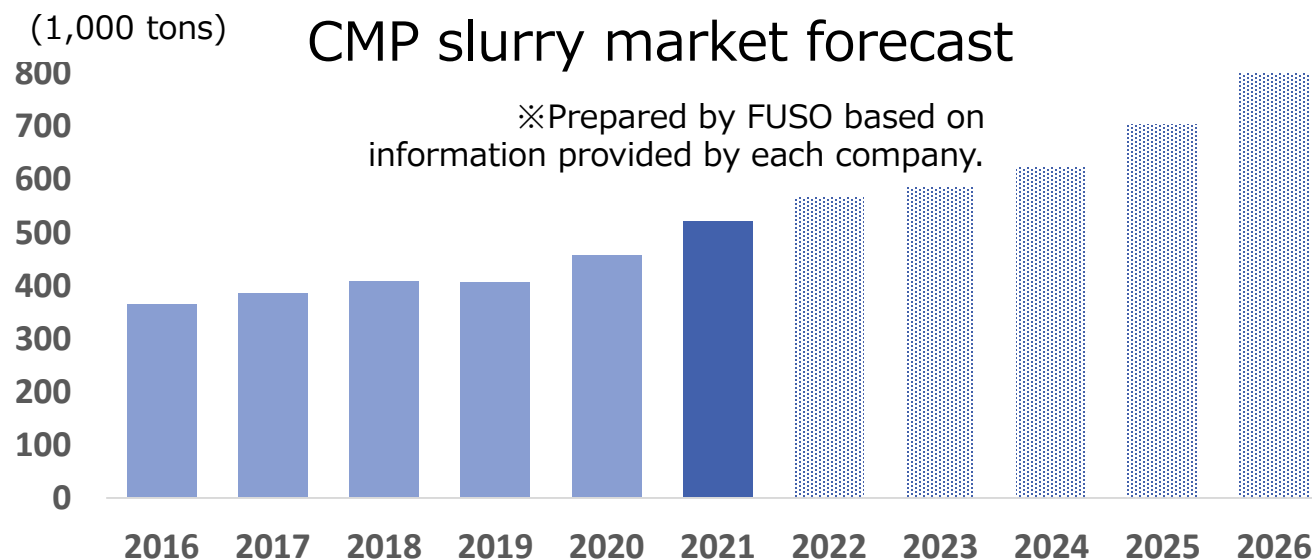


\*refer to TSMC Financial Results

Q1 2022 compared to Q1 2021  
**5nm ratio increased**  
This trend is expected to continue

## CMP slurry market forecast

※Prepared by FUSO based on information provided by each company.



The CMP slurry market is expected to continue to grow on the back of aggressive capital investment by semiconductor manufacturers

# I . Challenge for Semiconductor Polishing Miniaturization



## ■ FY2022 outlook of semiconductor manufacturing industry

- extremely high semiconductor production utilization rate due to strong demand for semiconductors in automobiles, data centers and electronic equipment
- customer inventory levels remain high due to supply chain confusion and strong demand for semiconductors around the world
- the market forecast is for 8.8% y/y growth in 2022 (WSTS 2021 Fall Semiconductor Market Forecast)
- the industry further expands semiconductor manufacturers plan continuously to enhance their manufacturing facilities
- expected to start TSMC's 3nm node production in late 2022

## ■ Geopolitical risk

- cutting-edge semiconductor technology has a more significant impact on national and regional stability
- many countries prepare large subsidies to secure cutting-edge technology and manufacturing capacity in their own countries

## ■ Cutting-edge semiconductor technology development

- TSMC decides to start construction of the factory for 2nm level node and makes steady progress in technology development



## II. Strengthen Production, Research and Quality Assurance Systems

**New R&D Center** Kobe R&D scheduled to open in July 2022

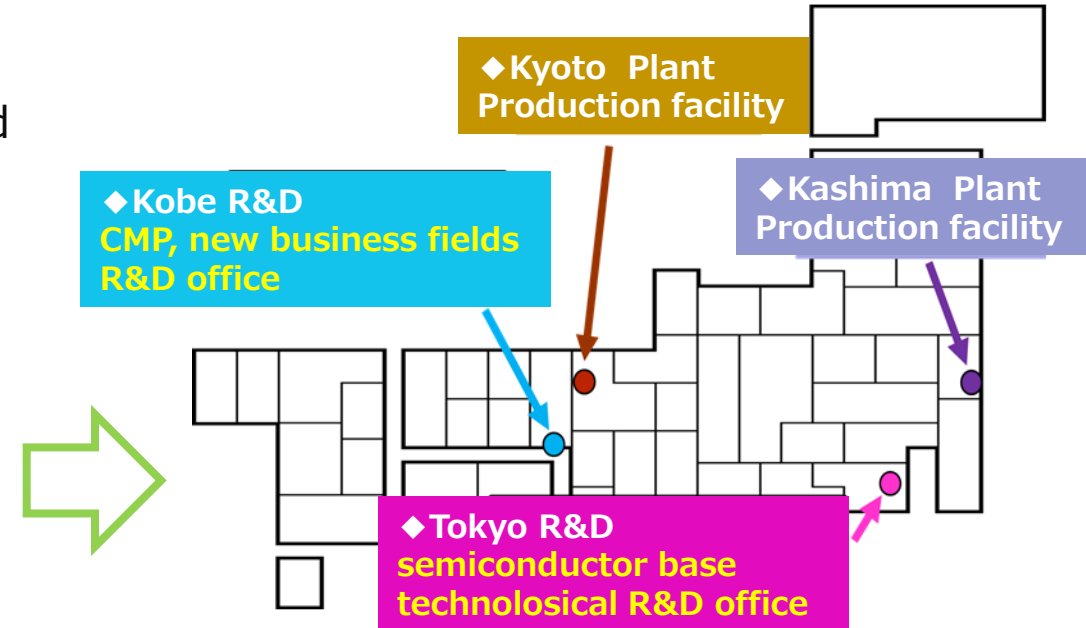


- Plan to expand applications into new fields due to the good location and environment
- Relocate research facilities in Kyoto Office to MEDDEC

\* appearance of KOBE Medical Device Development Center (MEDDEC)

**New production base** Kashima Plant scheduled to be completed in April 2023

- Distribute production bases to Kyoto and Kashima
- Realize BCP and ensure sufficient capacity
- Contribute to the local community by creating jobs in Kamisu, Kashima country
- Improve quality and production efficiency



➤ **Enter a New Phase**

### III. Respond Quickly to Changes in the External Environment



#### ■ International transportation disruption and increase in cost

- secure multiple routes to supply stably by cooperating with customers
- pass the higher cost that increased in logistics and other on to price

#### ■ Stable procurement of raw materials

- secure raw materials stably by strengthening the supply chain
- increase in the inventory level to prepare for lockdowns and other contingencies

#### ■ Expansion of new business

- assume a recovery of demand for toner applications, which had declined due to COVID-19
- expand business by being used in toner applications for new copier models
- adopted the hollow silica and nano powder products by new customers
- continue to develop new markets for our core technologies

# FY2025 Goal



## ■ Ultra high purity colloidal silica production capacity

increase production capacity by about 30%



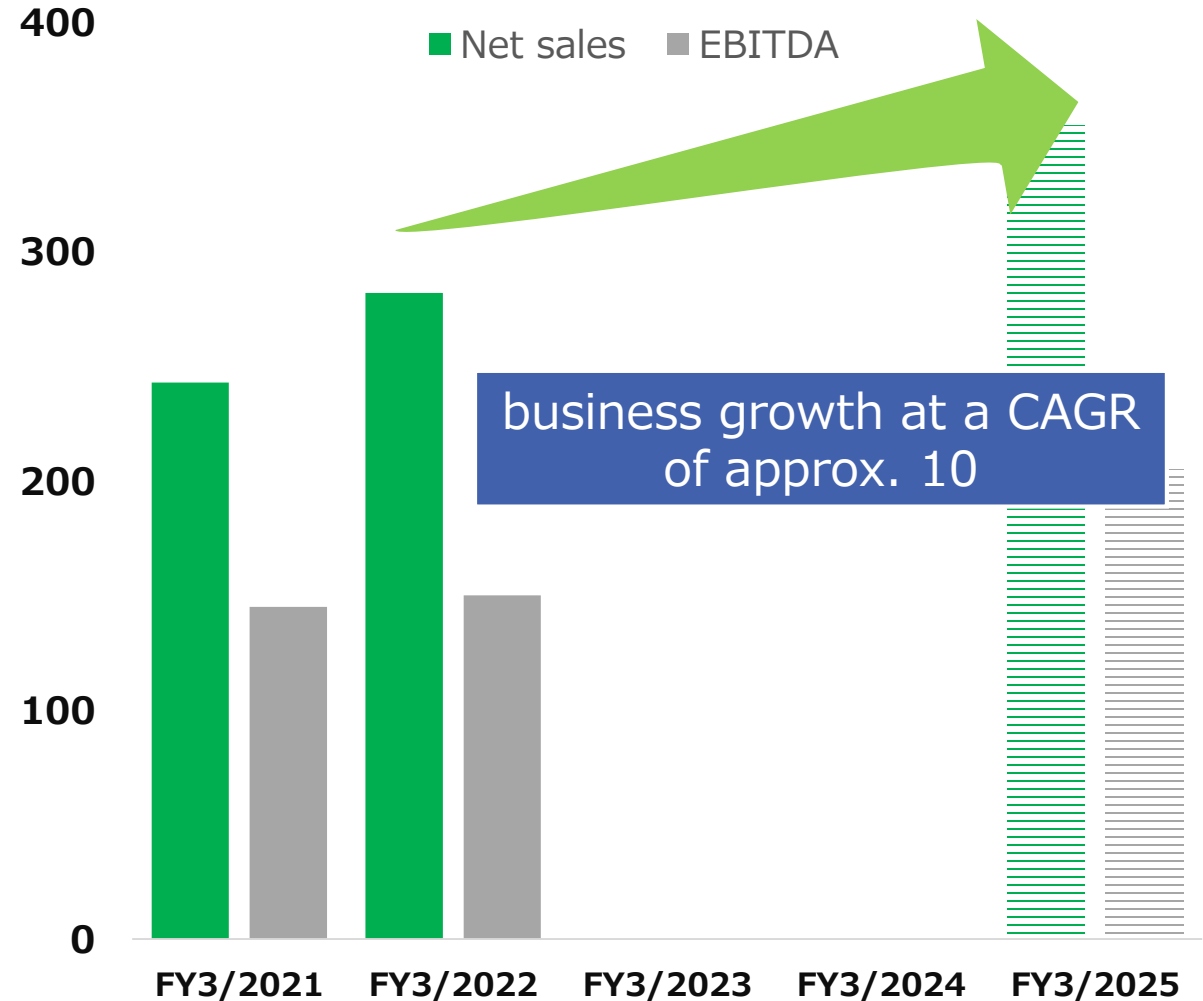
Plant relocation construction status (Kashima)

- ◆ Kashima Plant  
Construction to be completed in March 2023  
Investment amount: approx. 18 billion yen
- ◆ Kyoto Plant  
Construction to be completed in March 2024  
Investment amount: approx. 10 billion yen

FY3/2021 FY3/2022 FY3/2023 FY3/2024 FY3/2025

## ■ Sales targets for electronic materials business

(unit : 100 millions of yen)



## III. FY2022 Forecast

(Period April 1, 2022 – March 31, 2023)

- Consecutive a high record in sales and operating profit
- Significant growth in overseas sales ratio

## Premise

- Annual exchange rate of (JPY)120
- High growth rate of the semiconductor market
- Continuation in high raw material prices

## Result

- Annual exchange rate of (JPY)112
- Ongoing Semiconductor Market Strength
- Rising in raw material prices

	Net sales		Operating profit		Profit attributable to owners of parent		EBITDA	
(unit:million of yen)	Y on Y (%)		Y on Y (%)		Y on Y (%)		Y on Y (%)	
<b>FY03/2023 Plan</b>	<b>66,200</b>	<b>+18.7%</b>	<b>15,650</b>	<b>+4.1%</b>	<b>10,800</b>	<b>△0.8%</b>	<b>20,350</b>	<b>+4.4%</b>
FY03/2022 Result	55,760	+32.1%	15,034	+56.1%	10,890	+60.0%	19,488	+32.9%
FY03/2021 Result	42,209	+2.2%	9,632	+9.1%	6,808	△2.9%	14,659	+9.7%

# Forecast for a Full-year of FY3/2023



(unit : 100 millions of yen)	1H Plan			Full year budget		
	FY03/2023 1H	vs 1H FY03/2022	1H FY03/2022	FY03/2023	vs FY03/2022	FY03/2022
Net sales	<b>339.0</b>	<b>34.7%</b> ↗	251.6	<b>662.0</b>	<b>18.7%</b> ↗	557.6
■ Life Science	201.0	39.2% ↗	144.4	380.0	20.9% ↗	314.3
■ Electronic Materials	138.0	28.7% ↗	107.2	282.0	15.9% ↗	243.2
Operating profit	<b>78.5</b>	<b>22.2%</b> ↗	64.2	<b>156.5</b>	<b>4.1%</b> ↗	150.3
■ Life Science	29.0	39.7% ↗	20.7	57.0	15.4% ↗	49.4
■ Electronic Materials	59.5	18.0% ↗	50.4	120.0	3.3% ↗	116.1
(Adjustment)	△10.0	<b>0.0%</b>	△6.9	△20.5	<b>0.0%</b>	△15.1
Ordinary profit	<b>78.8</b>	<b>21.6%</b> ↗	64.8	<b>157.0</b>	<b>1.2%</b> ↗	155.0
Profit attributable to owners of parent	<b>54.0</b>	<b>20.3%</b> ↗	44.8	<b>108.0</b>	△ <b>0.8%</b> ↘	108.9
EBITDA	<b>99.7</b>	<b>16.6%</b> ↗	85.5	<b>203.5</b>	<b>4.4%</b> ↗	194.8
Earning per share (EPS)	<b>¥153.2</b>	<b>21.0%</b> ↗	¥126.5	<b>¥306.4</b>	△ <b>0.5%</b> ↘	¥308.0

# Forecast for Depreciation



FY03/2021 to FY03/2022 → Decrease

■ Life Science : FY3/2021: highest

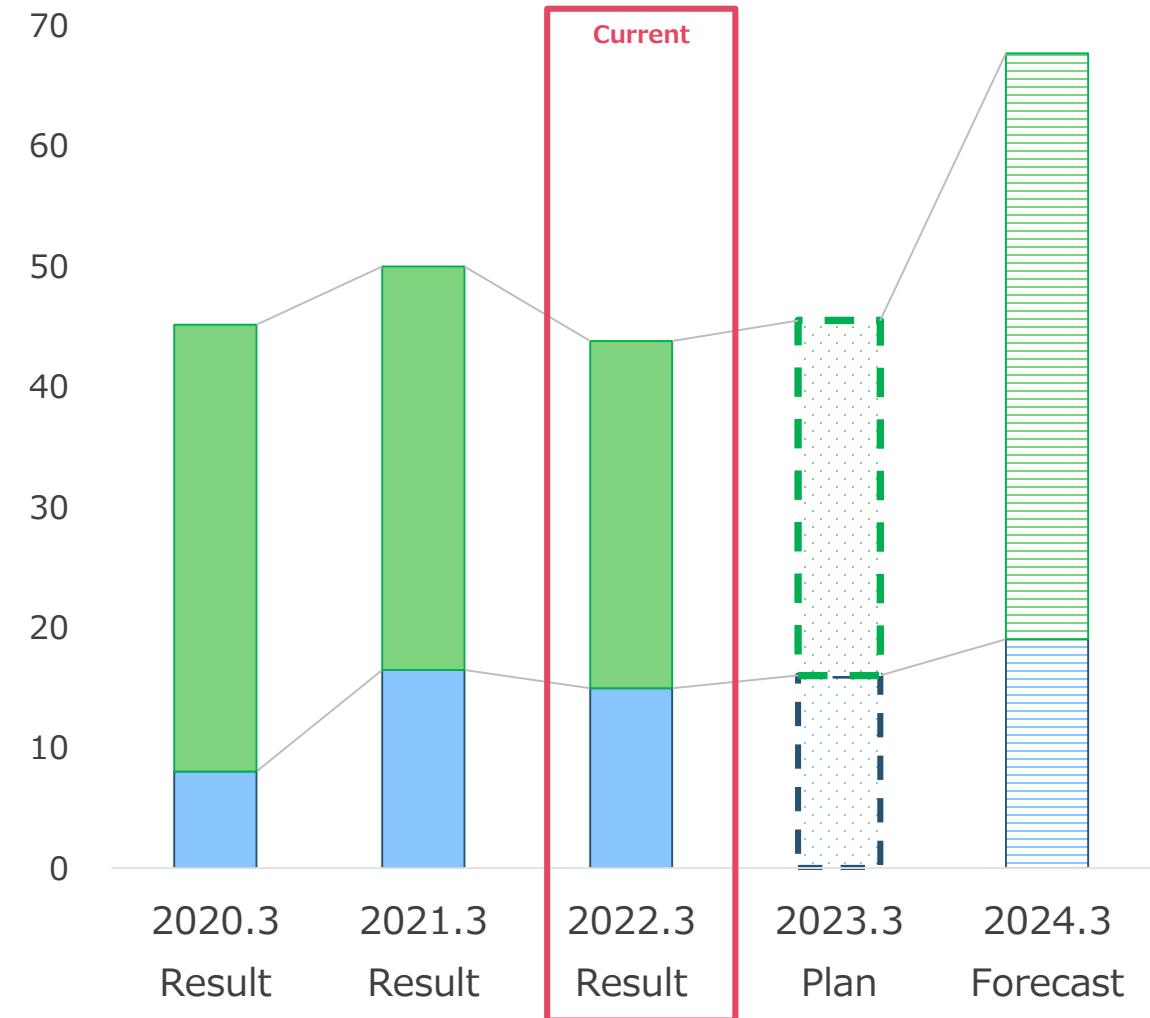
■ Electronic Materials : FY3/2020: highest

FY03/2024~Upward trend

■ Electronic Materials : New facilities are to be operating from FY03/2024

	2020/3	2021/3	2022/3	2023/3	2024/3
	Result	Result	Result	Plan	Forecast
Life Science	802	1,645	1,494	1,600	1,900
Electronic Materials	3,710	3,353	2,884	2,950	4,850
Common	19	28	73	150	150
Consolidated Total	4,532	5,027	4,453	4,700	6,900

(unit: 100 millions yen)

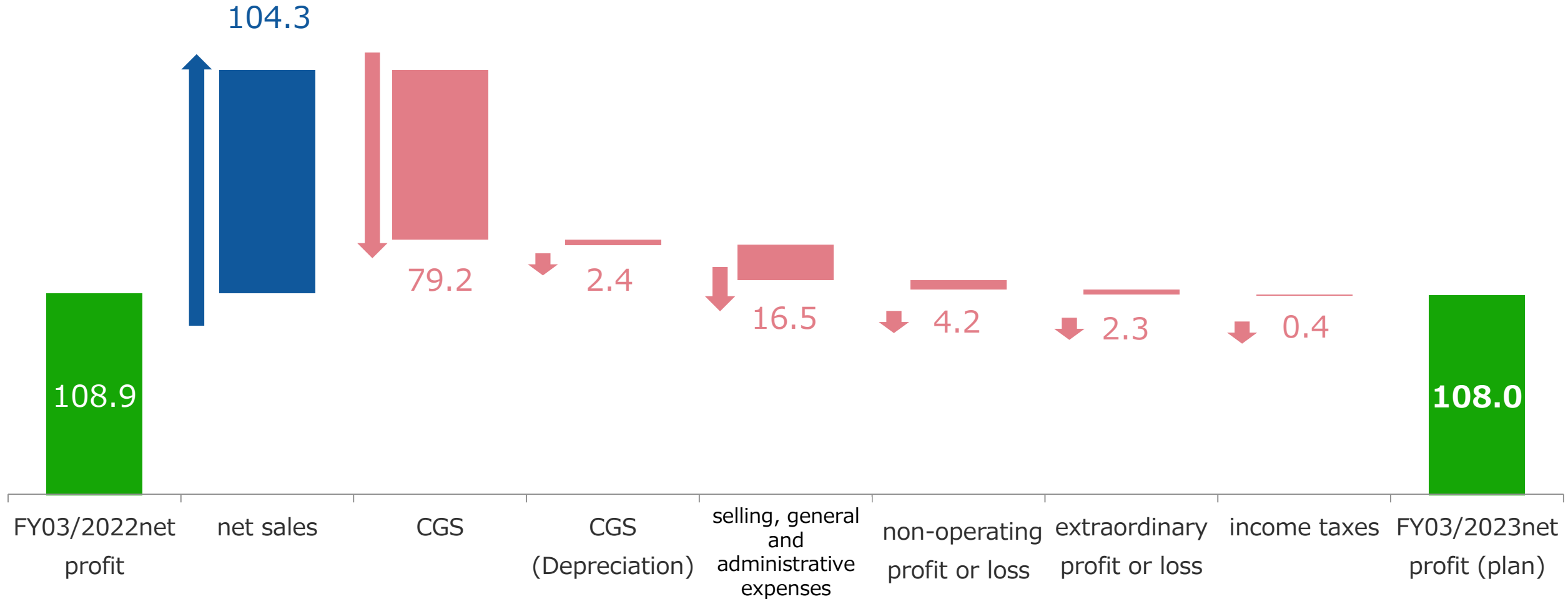




# Net Profit Analysis FY03/2022 versus FY03/2023(Plan)



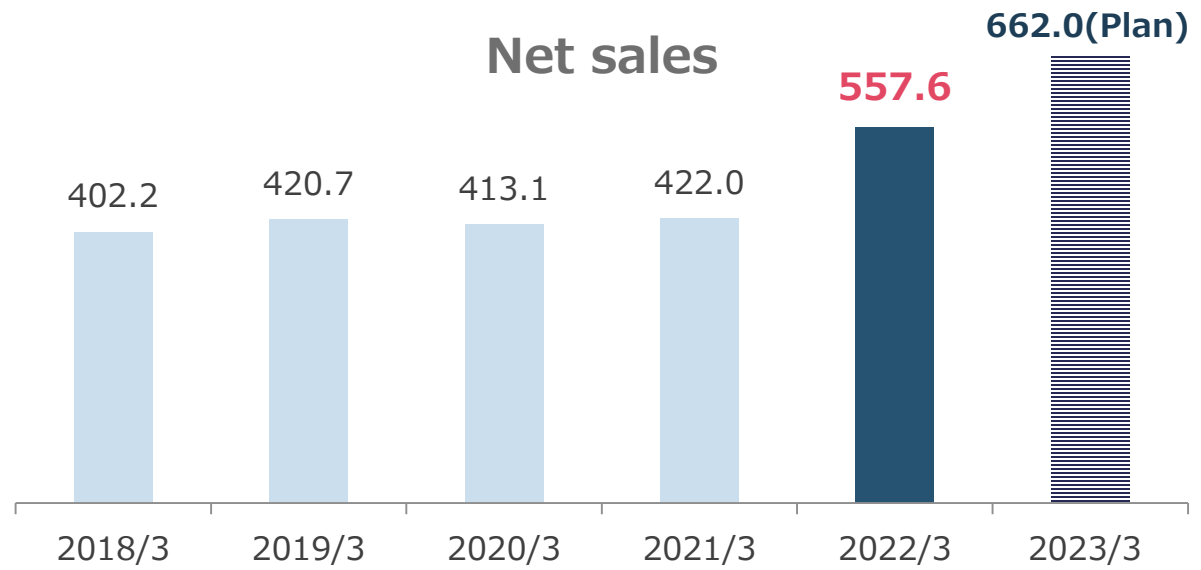
(unit : 100 millions on yen)



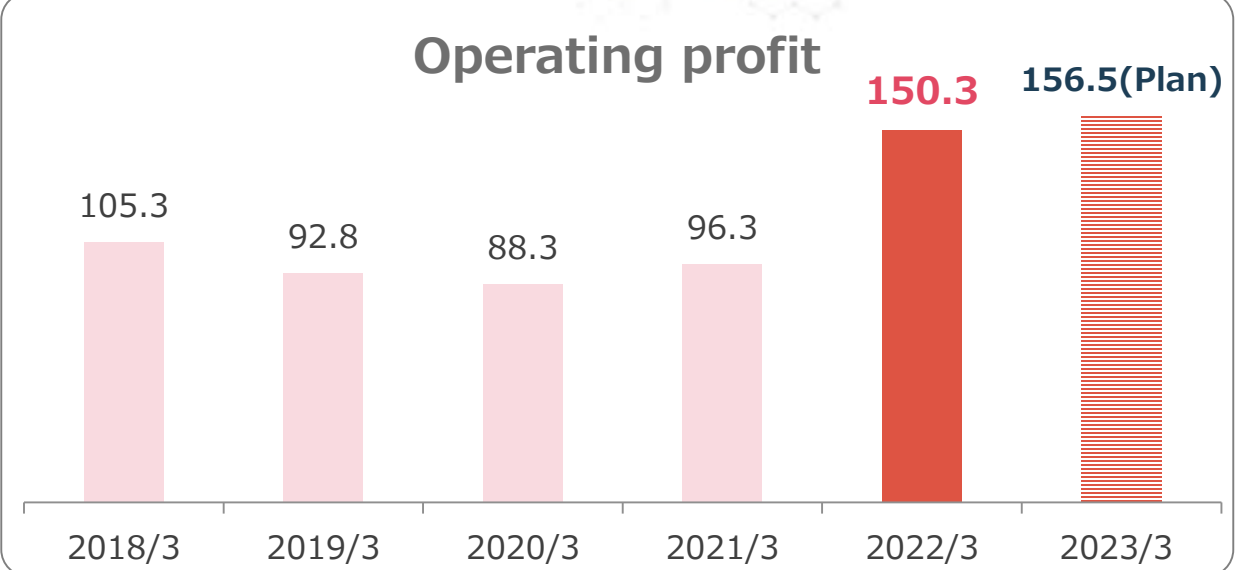
# Business Performance and Plan



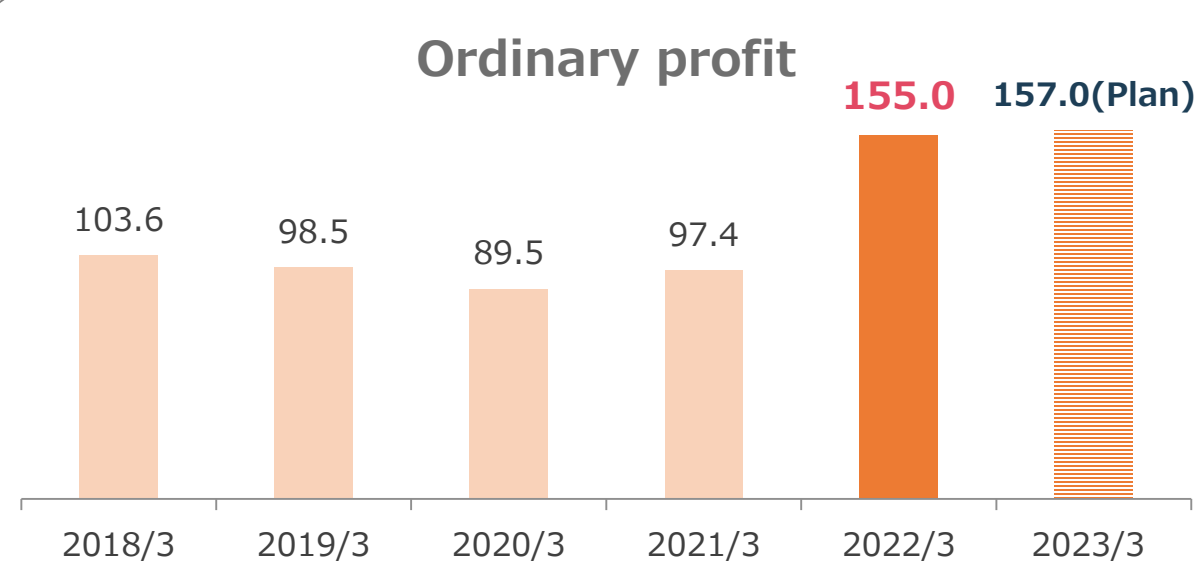
## Net sales



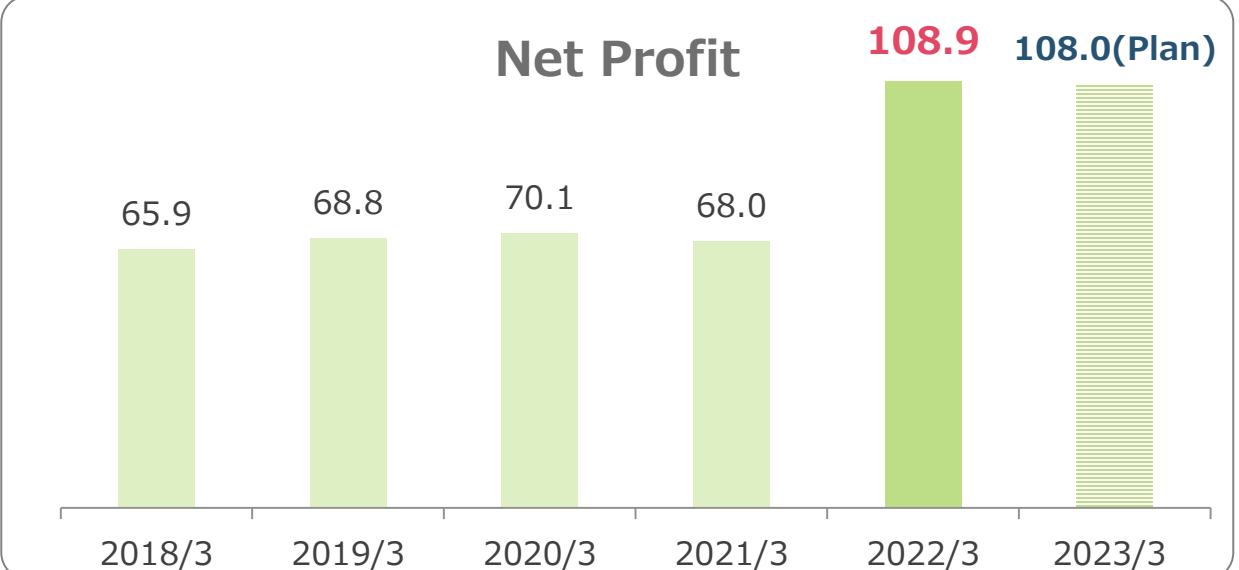
## Operating profit



## Ordinary profit



## Net Profit



# Medium-Term Management Plan [FUSO VISION 2025]



To create FUSO that contributes to the solution of social issues

## Management Policy

01. Integrating growing demand into existing businesses and responding steadily thereto
02. Investing in and exploring new businesses and fields
03. Reinforcing the management base to support sustainable growth (SDG initiative)

## Management target

Net Sales **58.0** Operating Profit **14.0** EBITDA **20.0**  
(unit : billion of yen)

### — Life Science —

- Providing technology and products to adapt to social changes and contribute to the solution of social issues
- Continuously providing products that contribute to the enhancement of people's dietary, health, and living environment

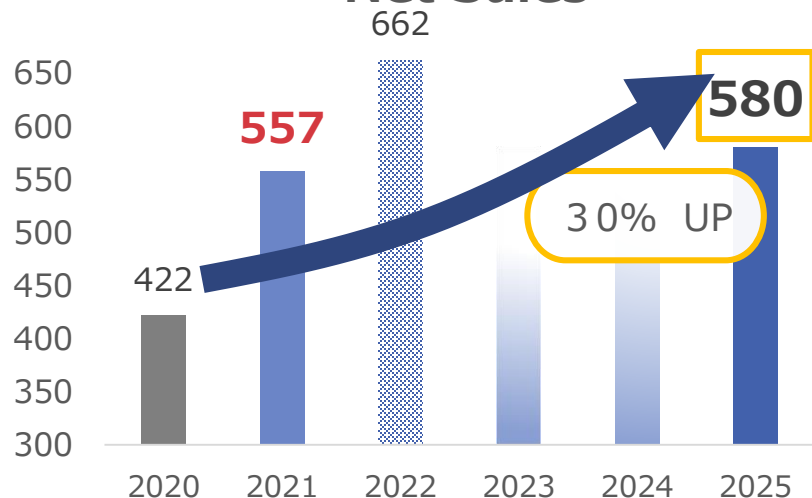
### — Electronic Materials & Functional Chemicals —

- Contribution to society through our highly-functional electronics sector with the development and production of advanced materials such as ultra-high-purity colloidal silica, etc.

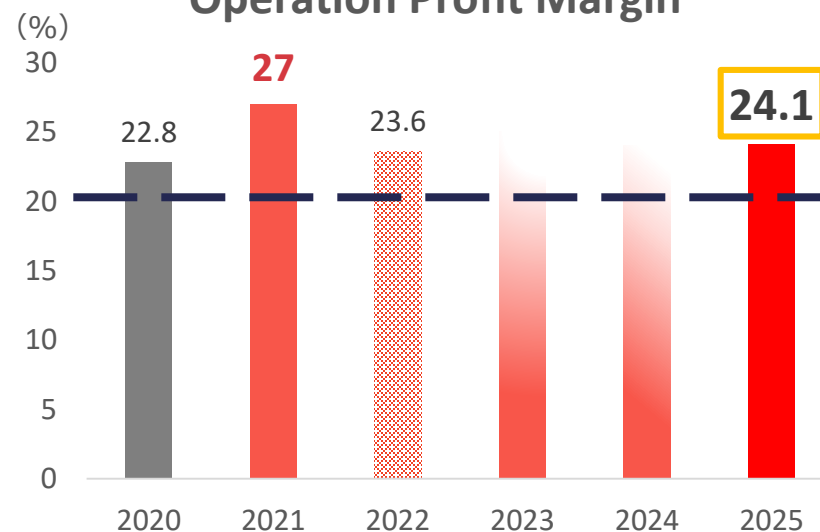
# Summary of “Medium-Term Management Plan” (FY2021~FY2025): Review

(100 millions  
of yen)

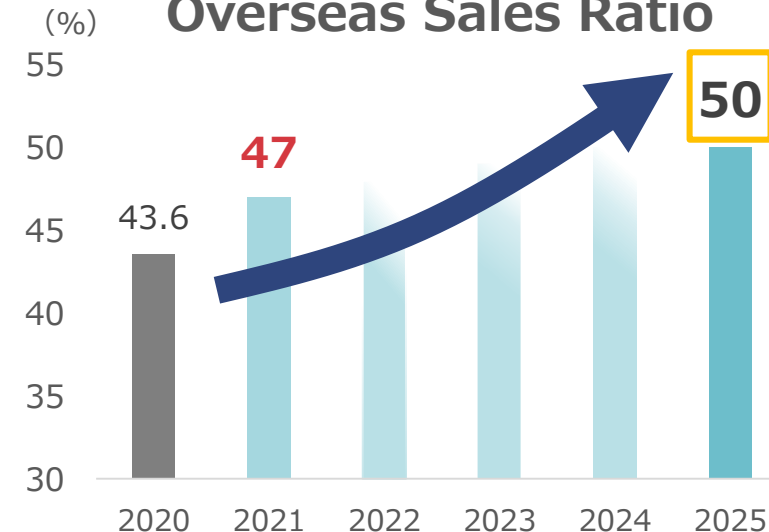
## Net Sales



## Operation Profit Margin



## Overseas Sales Ratio



## 5-year Performance Target

- ◆ Aim to achieve a **30% increase** in sales
- ◆ Aim to secure an operating profit margin of **20% or higher**
- ◆ Aim to achieve an overseas sales ratio of **50%**



## Established the Sustainability Committee

Dec.2021

Formulated the Fuso Group's Sustainability Fundamental Policy and organized the Sustainability Committee

### MISSION Corporate mission

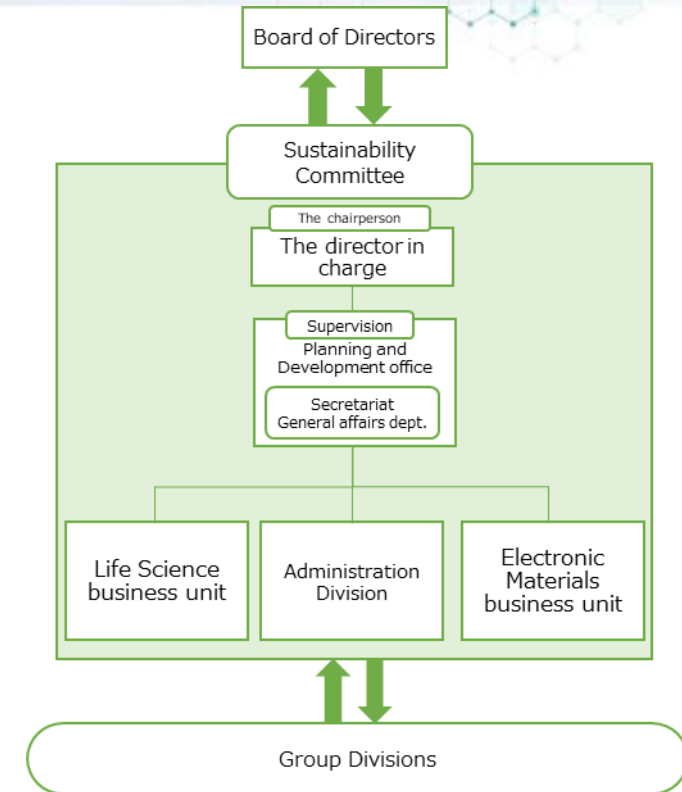
Through the technology  
We will strive to resolve social issues,  
Continue to contribute to enriching people's lives  
and a sustainable future

### VISION

FUSO's sustainability policy

By the prosperity of the company's business  
Building the prosperity of all stakeholders

### Sustainability policy



### Hometown Tax Incentive for Enterprises



Oct.2021

Donation to Fukuchiyama city.  
To renew an ambulance  
and to purchase  
equipment for the  
prevention of COVID-19.



### Leading Companies with Actively Participating Women in Osaka



Jan.2022

We were certified as " Leading Companies with Actively Participating Women in Osaka City " and awarded the two-star ranking (the highest).



### Certified as Health and Productivity Management Organization

Mar.2022

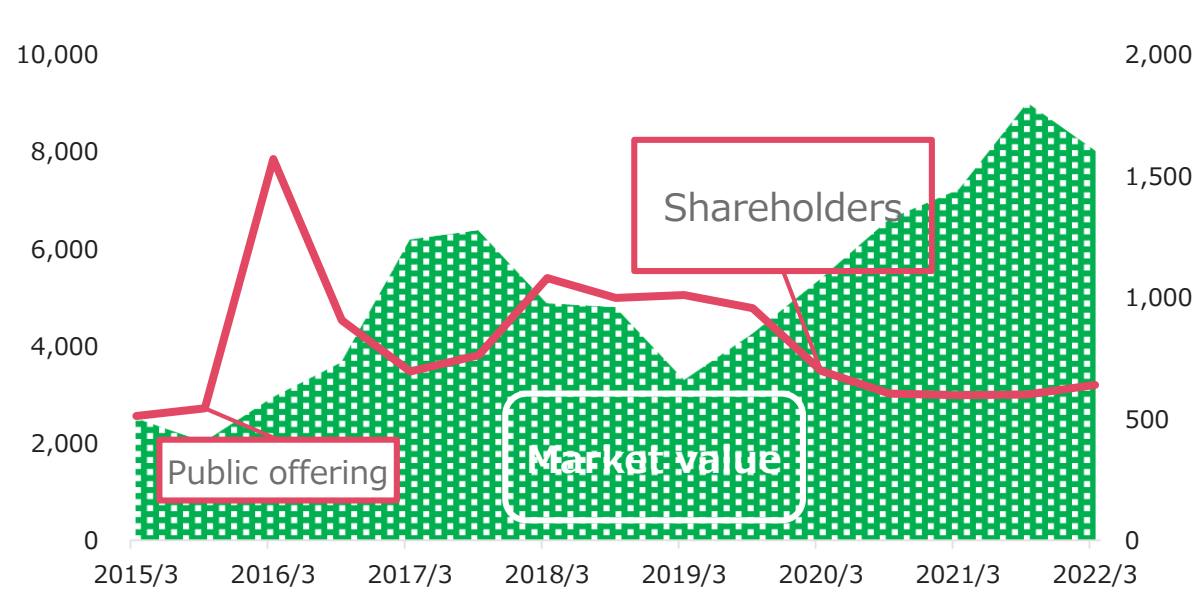
Under the FUSO Health Declaration, "Good products come from employees who are both physically and mentally healthy", we have been strengthening various initiatives related to employee health.



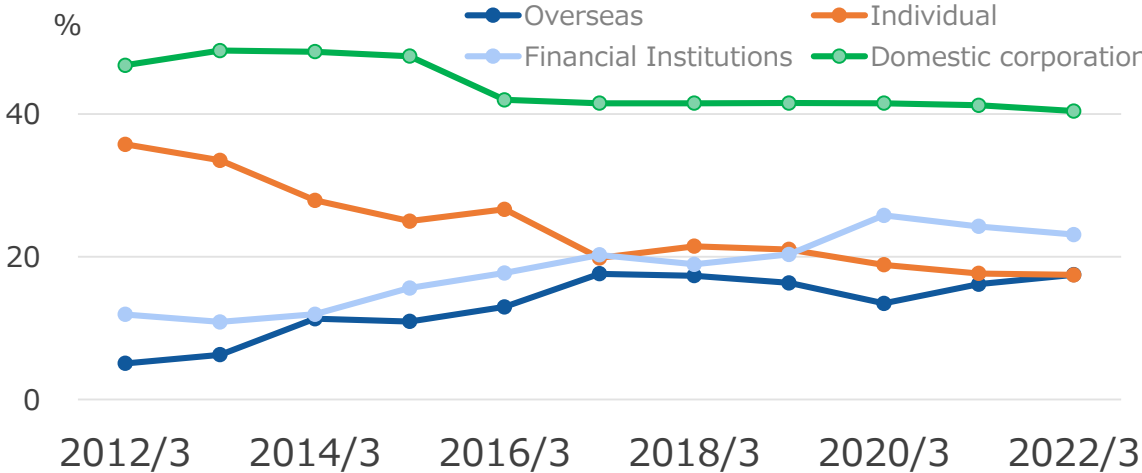
# Stock Information



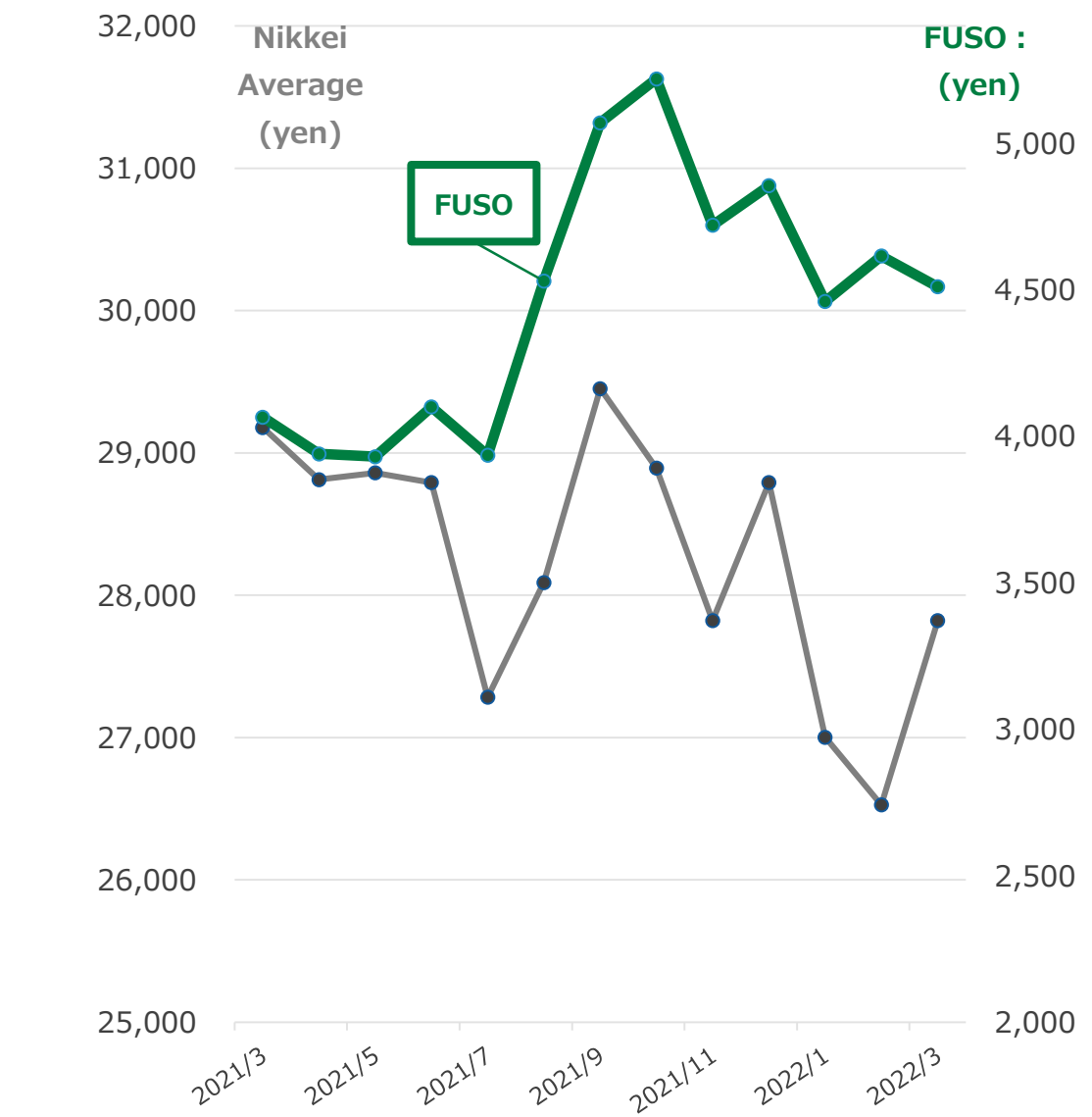
■ Market Capitalization/ Number of Shareholders



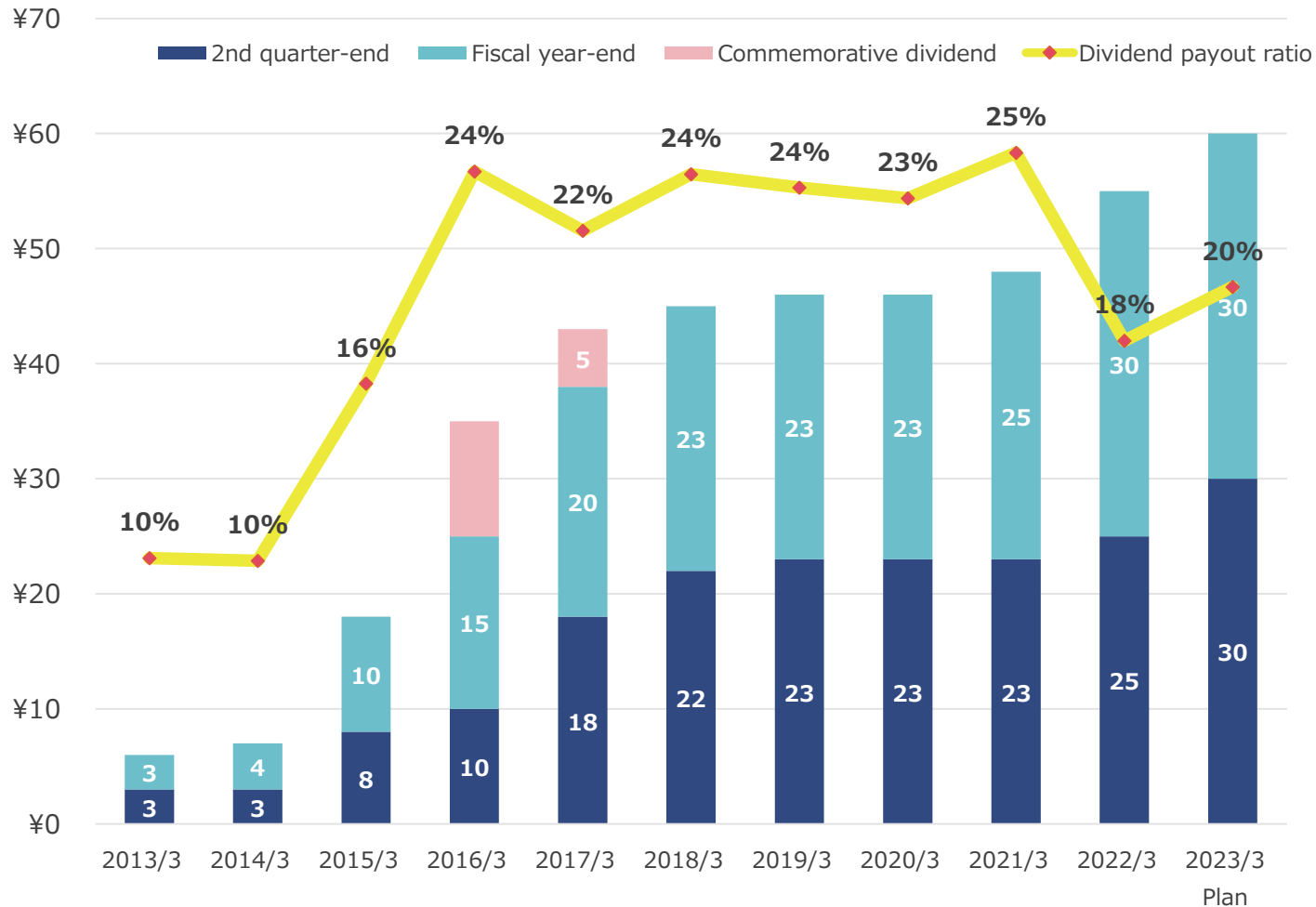
■ Composition of Shareholders



■ Trend of Share Price



Dividends  
Change in annual dividends per share



## Plan to increase dividends

### FY03/2023 Forecast

➔ Cash dividends **¥60**  
 2nd Quarter-end **¥30**  
 Fiscal year-end **¥30**

### FY03/2022 : dividend increase

➔ Cash dividends **¥55**  
 (2nd Quarter-end:¥25 Fiscal year-end :¥30)

■ Basic Policy: Maintain a stable dividend as much as possible rather than maintain a certain dividend payout depending on business results



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## Important Notice Regarding the Outlook

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The descriptions and figures stated in this material regarding the future outlook are based on information obtained from our group companies as of the present time as well as certain assumptions deemed to be reasonable. However, due to risks and other variables, we cannot guarantee the attainment of the targets stated herein. In addition, the actual performance may greatly vary in accordance with the economic climate surrounding the business, demand trends, exchange rate movements and other various factors.