

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.

August 7, 2025

Consolidated Financial Results for the Three Months Ended June 30, 2025 (Under Japanese GAAP)

Company name: Kurabo Industries Ltd.
 Listing: Tokyo Stock Exchange
 Securities code: 3106
 URL: <https://www.kurabo.co.jp/>
 Representative: Shinji Nishigaki, President
 Inquiries: Kiyoshi Hamaguchi, Manager of Finance & Accounting Department
 Telephone: +81-6-6266-5188
 Scheduled date to commence dividend payments: —
 Preparation of supplementary material on financial results: None
 Holding of financial results briefing: None

(Yen amounts are rounded down to millions, unless otherwise noted.)

1. Consolidated financial results for the three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

(1) Consolidated operating results (cumulative)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
Three months ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
June 30, 2025	35,744	(0.4)	2,159	4.4	3,023	3.9	5,178	167.1
June 30, 2024	35,878	7.6	2,068	112.2	2,909	87.7	1,938	102.5

Note: Comprehensive income For the three months ended June 30, 2025: ¥3,344 million [(44.0)%]
 For the three months ended June 30, 2024: ¥5,974 million [28.0%]

	Basic earnings per share	Diluted earnings per share
Three months ended	Yen	Yen
June 30, 2025	307.84	—
June 30, 2024	108.72	—

(2) Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio
As of	Millions of yen	Millions of yen	%
June 30, 2025	188,473	121,166	63.6
March 31, 2025	190,529	121,182	62.9

Reference: Equity
 As of June 30, 2025: ¥119,862 million
 As of March 31, 2025: ¥119,805 million

2. Cash dividends

	Annual dividends per share				
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total
	Yen	Yen	Yen	Yen	Yen
Fiscal year ended March 31, 2025	—	60.00	—	120.00	180.00
Fiscal year ending March 31, 2026	—				
Fiscal year ending March 31, 2026 (Forecast)		141.00	—	141.00	282.00

Note: Revisions to the forecast of cash dividends most recently announced: None

3. Forecast of consolidated financial results for the fiscal year ending March 31, 2026 (from April 1, 2025 to March 31, 2026)

(Percentages indicate year-on-year changes.)

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Basic earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Six months ending September 30, 2025	70,000	(2.6)	3,200	(24.5)	4,000	(21.6)	5,600	63.5	333.71
Full year	144,000	(4.4)	8,000	(22.4)	9,500	(19.4)	9,500	5.4	566.96

Note: Revisions to the forecast of financial results most recently announced: Yes

*** Notes**

(1) Significant changes in the scope of consolidation during the period: None

(2) Adoption of accounting treatment specific to the preparation of quarterly consolidated financial statements: Yes

Note: For the details, please refer to “2. Quarterly consolidated financial statements and significant notes thereto (3) Notes to quarterly consolidated financial statements (Notes to accounting treatment specific to the preparation of quarterly consolidated financial statements)” on page 8 of the attached materials.

(3) Changes in accounting policies, changes in accounting estimates, and restatement

(i) Changes in accounting policies due to revisions to accounting standards and other regulations: None

(ii) Changes in accounting policies due to other reasons: None

(iii) Changes in accounting estimates: None

(iv) Restatement: None

(4) Number of issued shares (common shares)

(i) Total number of issued shares at the end of the period (including treasury shares)

As of June 30, 2025	18,000,000 shares
As of March 31, 2025	18,000,000 shares

(ii) Number of treasury shares at the end of the period

As of June 30, 2025	1,273,677 shares
As of March 31, 2025	1,071,382 shares

(iii) Average number of shares outstanding during the period (cumulative from the beginning of the fiscal year)

Three months ended June 30, 2025	16,822,428 shares
Three months ended June 30, 2024	17,830,583 shares

Note: The Company has introduced the Board Benefit Trust, a share-based compensation plan for directors, etc. using a trust, and the Company’s shares held by the trust account are included in the number of treasury shares.

* Review of the Japanese-language originals of the attached quarterly consolidated financial statements by certified public accountants or an audit corporation: None

* Proper use of earnings forecasts, and other special matters

(Caution regarding forward-looking statements and others)

The forward-looking statements, including earnings forecasts, contained in these materials are based on information currently available to the Company and on certain assumptions deemed to be reasonable.

Consequently, the statements herein do not constitute assurances regarding the Company’s actual results.

Actual financial and other results may differ substantially from the statements herein due to various factors. For matters regarding the above earnings forecasts, please refer to “1. Overview of operating results and others (3) Explanation of consolidated financial forecasts and other forward-looking statements” on page 3 of the attached materials.

Attached Material

1. Overview of operating results and others.....	2
(1) Overview of operating results for the period under review	2
(2) Overview of financial position for the period under review	3
(3) Explanation of consolidated financial forecasts and other forward-looking statements.....	3
2. Quarterly consolidated financial statements and significant notes thereto.....	4
(1) Quarterly consolidated balance sheet.....	4
(2) Quarterly consolidated statement of income and quarterly consolidated statement of comprehensive income	6
(3) Notes to quarterly consolidated financial statements.....	8
(Notes on premise of going concern).....	8
(Notes to accounting treatment specific to the preparation of quarterly consolidated financial statements)	8
(Notes on quarterly consolidated balance sheet).....	8
(Notes on quarterly consolidated statement of cash flows)	9
(Notes on significant changes in the amount of shareholders' equity)	9
(Notes on segment information, etc.).....	10
(Notes on revenue recognition).....	11

1. Overview of operating results and others

(1) Overview of operating results for the period under review

During the first three months of the fiscal year ending March 31, 2026 (from April 1, 2025 to June 30, 2025), the Japanese economy showed signs of weakening as consumer spending lacked vigor amid a growing frugal mindset due to rising prices.

Meanwhile, in addition to ongoing concerns about geopolitical risks, such as the prolonged conflicts in the Middle East and Ukraine, there are also worries about the impact of the U.S. administration's tariff policy agenda on the global economy, contributing to continued instability.

In this type of environment, the Group has strived to develop and accelerate priority businesses targeting growth markets, to enhance the earning capability of core businesses, and to create new businesses and fast-track their path to profitability by strengthening R&D activities, based on the basic policy of "enhance corporate value by accelerating the growth of high-profit businesses and efficiently utilizing management resources" in the medium-term management plan "Accelerate '27," which started in April 2025.

As a result, net sales were ¥35.7 billion (down 0.4% YoY), operating profit was ¥2.15 billion (up 4.4% YoY), ordinary profit was ¥3.02 billion (up 3.9% YoY), and profit attributable to owners of parent was ¥5.17 billion (up 167.1% YoY), partly due to the recording of extraordinary income from the sale of cross-shareholdings.

As a result of organizational changes implemented on April 1, 2025, from the first quarter of the fiscal year ending March 31, 2026, the types of goods and services that belong to the Chemical Products, Textiles, and Advanced Technology segments have changed to those shown below.

(Chemical Products segment)

High-performance plastic products, functional films, and industrial materials (flexible polyurethane foam, synthetic wood, inorganic building materials, rigid polyurethane foam, nonwoven fabrics, and functional materials)

(Textiles segment)

Yarns, uniforms, and casual clothing

(Advanced Technology segment)

Life science & technology businesses (bio-related products, robot vision, and automation equipment), electronics businesses (inspection/measurement systems (chemical concentration meters, infrastructure management systems, and film thickness meters)), and engineering businesses, (Environmental-related plant equipment (water treatment, gas treatment, biomass), chemical supply systems, cleaning equipment for silicon wafers, etc.)

Results by segment are as follows.

(Chemical Products)

High-performance plastic products experienced decreased revenue due to decreased orders for semiconductor production lines as a result of sluggish market conditions for semiconductors unrelated to AI use.

Functional films experienced a decrease in revenue as orders for automobile decreased in North America, despite solid orders for solar cells.

Industrial materials experienced increased revenue with solid orders of flexible polyurethane foam for automotive interiors and steady orders of nonwoven fabrics for automotive filters.

As a result, net sales were ¥15.1 billion (down 5.8% YoY) partly due to the impact of the transfer in the previous fiscal year of all equity stake of a Chinese subsidiary that was engaged in manufacturing and sales of flexible polyurethane foam for automotive interiors, while operating profit was ¥0.8 billion (down 26.0% YoY).

(Textiles)

Yarns experienced increased revenue due to steady sales of the high-performance product "NaTech," which leverages raw material reforming technology.

Uniforms experienced decreased revenue with orders of standard fabrics for uniform apparel decreasing as a result of customer inventory adjustments.

Casual clothing experienced decreased revenue as orders of fabric for domestic SPAs (specialty retailers of private label apparel) decreased.

As a result, net sales were ¥11.8 billion (down 4.6% YoY), and partly due to the recording of non-recurring operating costs related to the preparation for the closure of the Anjo Plant, operating loss was ¥0.25 billion (operating profit of ¥0.08 billion in the same period of the previous fiscal year).

(Advanced Technology)

Life science & technology businesses experienced increased revenue with orders for factory automation at a subsidiary increasing, despite weak performance for mixer/deaerator models and gene extraction systems.

Electronics businesses experienced increased revenue with solid performance for chemical concentration meters for the semiconductor industry, and steady performance for infrastructure management systems for the railway industry and film thickness meters.

Engineering businesses experienced increased revenue due to strong orders for silicon wafer cleaning equipment and filter cleaning equipment at a subsidiary, as well as facilities for the pharmaceutical manufacturing industry, despite weak performances in areas such as exhaust gas treatment facilities.

As a result, net sales were ¥5.3 billion (up 25.9% YoY) with operating profit of ¥1.15 billion (up 127.6% YoY).

(Food and Services)

Freeze-dried foods experienced increased revenue partly due to steady sales growth of instant noodle ingredients.

Hotels and their related services experienced increased revenue due to steady performance of the accommodation division resulting from strong demand from domestic travel and inbound tourism.

As a result, net sales were ¥2.4 billion (up 10.1% YoY) with operating profit of ¥0.13 billion (up 77.9% YoY).

(Real Estate)

Real estate leasing recorded net sales of ¥0.9 billion (up 5.0% YoY) due to new store openings in rental properties, while operating profit was ¥0.6 billion (down 2.1% YoY) mainly due to an increase in repair expenses.

(2) Overview of financial position for the period under review

(Assets, liabilities and net assets)

Total assets at the end of the first quarter of the fiscal year ending March 31, 2026 decreased by ¥2.0 billion from the end of the previous fiscal year to ¥188.4 billion mainly due to decreases in notes and accounts receivable - trade, and contract assets and in investment securities, although there was an increase in electronically recorded monetary claims - operating.

Liabilities decreased by ¥2.0 billion from the end of the previous fiscal year to ¥67.3 billion mainly due to decreases in provision for bonuses and notes and accounts payable - trade.

Net assets decreased by ¥0.01 billion from the end of the previous fiscal year to ¥121.1 billion mainly due to a decrease in valuation difference on available-for-sale securities and a decrease due to purchase of treasury shares, although there was an increase in retained earnings.

As a result of the above, the equity-to-asset ratio was 63.6%, up 0.7 percentage points.

(3) Explanation of consolidated financial forecasts and other forward-looking statements

Regarding the consolidated financial forecasts for the second quarter (cumulative) (April 1, 2025 to September 30, 2025), based on recent trends in financial results, we have revised our financial forecasts announced on May 14, 2025. At this point in time, there are no changes in the consolidated financial forecasts for the full year (April 1, 2025 to March 31, 2026).

For the details, please refer to the “Notification on Revisions to Financial Forecasts” separately disclosed today.

2. Quarterly consolidated financial statements and significant notes thereto

(1) Quarterly consolidated balance sheet

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Assets		
Current assets		
Cash and deposits	15,192	15,843
Notes and accounts receivable - trade, and contract assets	29,699	28,338
Electronically recorded monetary claims - operating	7,480	8,749
Merchandise and finished goods	12,970	12,713
Work in process	7,711	7,355
Raw materials and supplies	8,295	7,982
Other	3,613	3,526
Allowance for doubtful accounts	(127)	(129)
Total current assets	84,835	84,379
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	21,828	21,524
Other, net	22,439	22,355
Total property, plant and equipment	44,268	43,880
Intangible assets	1,533	1,504
Investments and other assets		
Investment securities	55,994	54,847
Other	4,106	4,074
Allowance for doubtful accounts	(209)	(212)
Total investments and other assets	59,891	58,709
Total non-current assets	105,693	104,094
Total assets	190,529	188,473
Liabilities		
Current liabilities		
Notes and accounts payable - trade	15,956	15,224
Electronically recorded obligations - operating	3,380	3,410
Short-term borrowings	8,003	7,967
Income taxes payable	1,630	2,240
Provision for bonuses	1,506	554
Other	9,025	9,095
Total current liabilities	39,502	38,493
Non-current liabilities		
Long-term borrowings	2,353	2,306
Provision for retirement benefits for directors (and other officers)	175	119
Provision for share-based payments	222	246
Retirement benefit liability	12,120	11,903
Other	14,971	14,236
Total non-current liabilities	29,843	28,813
Total liabilities	69,346	67,306

(Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Net assets		
Shareholders' equity		
Share capital	22,040	22,040
Capital surplus	15,240	15,240
Retained earnings	67,471	70,600
Treasury shares	(4,240)	(5,533)
Total shareholders' equity	100,511	102,347
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	26,560	25,139
Deferred gains or losses on hedges	(17)	(27)
Foreign currency translation adjustment	(7,110)	(7,468)
Remeasurements of defined benefit plans	(139)	(128)
Total accumulated other comprehensive income	19,293	17,514
Non-controlling interests	1,376	1,304
Total net assets	121,182	121,166
Total liabilities and net assets	190,529	188,473

(2) Quarterly consolidated statement of income and quarterly consolidated statement of comprehensive income

Quarterly consolidated statement of income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Net sales	35,878	35,744
Cost of sales	28,619	28,222
Gross profit	7,259	7,521
Selling, general and administrative expenses	5,190	5,362
Operating profit	2,068	2,159
Non-operating income		
Interest income	32	45
Dividend income	700	896
Share of profit of entities accounted for using equity method	8	—
Other	239	59
Total non-operating income	980	1,000
Non-operating expenses		
Interest expenses	82	56
Share of loss of entities accounted for using equity method	—	4
Other	57	74
Total non-operating expenses	139	136
Ordinary profit	2,909	3,023
Extraordinary income		
Gain on sale of investment securities	—	4,337
Total extraordinary income	—	4,337
Profit before income taxes	2,909	7,361
Income taxes	945	2,167
Profit	1,964	5,193
Profit attributable to non-controlling interests	25	15
Profit attributable to owners of parent	1,938	5,178

Quarterly consolidated statement of comprehensive income

(Millions of yen)

	Three months ended June 30, 2024	Three months ended June 30, 2025
Profit	1,964	5,193
Other comprehensive income		
Valuation difference on available-for-sale securities	3,824	(1,422)
Deferred gains or losses on hedges	34	(10)
Foreign currency translation adjustment	147	(402)
Remeasurements of defined benefit plans, net of tax	(2)	11
Share of other comprehensive income of entities accounted for using equity method	7	(24)
Total other comprehensive income	4,010	(1,849)
Comprehensive income	5,974	3,344
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	5,938	3,399
Comprehensive income attributable to non-controlling interests	36	(54)

(3) Notes to quarterly consolidated financial statements

(Notes on premise of going concern)

Not applicable.

(Notes to accounting treatment specific to the preparation of quarterly consolidated financial statements)

(Calculation of cost of tax)

The effective tax rate after applying the accounting effect of taxes on profit before taxes for the fiscal year including the quarter under review is reasonably estimated, and profit before taxes is multiplied by the estimated effective tax rate to calculate cost of tax. However, if the calculation of the cost of tax using the estimated effective tax rate results in significantly unreasonable results, the effective statutory tax rate is used.

(Notes on quarterly consolidated balance sheet)

Contingent liabilities

On June 30, 2022, a fire broke out at the logistics facility Ami No. 2 Logistics Center of SBS Flec Co., Ltd. (location: 6-1 Hoshinosato, Ami-machi, Inashiki-gun, Ibaraki) at which the Company's Chemical Products Division had conducted heat-insulating work. The fire was extinguished on July 5, 2022. Regarding this fire accident (hereinafter the "Fire Accident"), on September 6, 2023, SBS Flec Co., Ltd. filed a lawsuit seeking compensation for damages against three companies related to the Fire Accident, including the Company, for around ¥4.4 billion in damages concerning entrusted cargo, etc. that perished, and on October 24, 2024, there was an application for amending the damages claim to around ¥4.0 billion.

In addition, on March 31, 2025, Sompo Japan Insurance Inc. filed a lawsuit seeking compensation for damages against three companies related to the Fire Accident, including the Company, for around ¥3.6 billion in damages based on insurance subrogation for damages concerning buildings and other assets that were destroyed or damaged by the Fire Accident (hereinafter the "Lawsuit").

The Company had previously announced that in relation to the fact that SBS Flec Co., Ltd., the owner of the logistics facility involved, had received an insurance payment of approximately ¥5.2 billion from an insurance company for damages related to buildings and other assets destroyed or damaged by the Fire Accident, there was a possibility of the Company being pursued for recovery by that insurance company. The Lawsuit was filed on the grounds that Sompo Japan Insurance Inc. acquired part of SBS Flec Co., Ltd.'s right to claim damages related to the Fire Accident through subrogation, after SBS Flec Co., Ltd. received an insurance payment based on a jointly underwritten insurance policy with Sompo Japan Insurance Inc. and others for the buildings and assets affected by the Fire Accident.

The Company has evaluated the details of these claims in these lawsuits seeking compensation for damages and is responding as appropriate through our attorneys.

Based on the jointly underwritten insurance policy entered into by SBS Flec Co., Ltd., and other insurance companies, there is a possibility that the Company will also be pursued for recovery by other insurance companies.

Furthermore, related to the Fire Accident, for around ¥1.1 billion initially estimated for the demolition costs for the Ami No. 2 Logistics Center, we received a notification from the relevant companies that around ¥0.68 billion in costs had been incurred at the end of April 2023. Depending on the future proceedings of the lawsuits for compensation for damages and the results of discussion, the Company could incur damages.

(Additional information)

We believe that the incurrence of damages to the Company related to the lawsuits for compensation for damages as well as the impact on earnings will become clear as a result of the future proceedings of the lawsuits for compensation for damages and the results of discussion, and the details and amounts of any damages to the Company from the Fire Accident have not been determined at this point in time. The Company will announce any specific impact on earnings in the future as soon as it becomes clear.

(Notes on quarterly consolidated statement of cash flows)

Quarterly consolidated statement of cash flows is not prepared for the three months ended June 30, 2025.
Depreciation (including amortization of intangible assets) for three months ended June 30, 2024 and 2025 is as follows:

	(Millions of yen)	
	Three months ended June 30, 2024	Three months ended June 30, 2025
Depreciation	1,278	1,211

(Notes on significant changes in the amount of shareholders' equity)

(Purchase of treasury shares)

Based on the resolution of the board of directors meeting held on November 7, 2024, the Company acquired 202 thousand shares of treasury shares. As a result, treasury shares were ¥5,533 million as of June 30, 2025, following an increase in treasury shares of ¥1,291 million during the three months ended June 30, 2025.

(Notes on segment information, etc.)**[Segment information]**

I Three months ended June 30, 2024 (from April 1, 2024 to June 30, 2024)

Information on the amounts of sales and profit or loss by reportable segment

(Millions of yen)

	Reportable segments						Adjustments (Note 1)	Amount recorded in the quarterly consolidated statement of income (Note 2)
	Chemical Products	Textiles	Advanced Technology	Food and Services	Real Estate	Total		
Sales								
Sales to outside customers	16,051	12,418	4,214	2,262	931	35,878	—	35,878
Intersegment sales or transfers	12	12	50	11	109	196	(196)	—
Total	16,063	12,431	4,265	2,274	1,040	36,075	(196)	35,878
Segment profit	1,082	88	507	76	621	2,376	(307)	2,068

- (Notes) 1. The segment profit adjustment of negative ¥307 million includes company-wide expenses of negative ¥310 million and other adjustments of ¥3 million. Company-wide expenses are mainly R&D expenses not attributable to the reportable segment.
2. Segment profit is adjusted with operating profit in the quarterly consolidated statement of income.

II Three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

Information on the amounts of sales and profit or loss by reportable segment

(Millions of yen)

	Reportable segments						Adjustments (Note 1)	Amount recorded in the quarterly consolidated statement of income (Note 2)
	Chemical Products	Textiles	Advanced Technology	Food and Services	Real Estate	Total		
Sales								
Sales to outside customers	15,127	11,842	5,306	2,490	978	35,744	—	35,744
Intersegment sales or transfers	4	11	269	12	108	407	(407)	—
Total	15,131	11,854	5,575	2,502	1,087	36,151	(407)	35,744
Segment profit (loss)	800	(259)	1,154	135	609	2,440	(281)	2,159

- (Notes) 1. The segment profit or loss adjustment of negative ¥281 million includes company-wide expenses of negative ¥264 million and other adjustments of negative ¥16 million. Company-wide expenses are mainly R&D expenses not attributable to the reportable segment.
2. Segment profit or loss is adjusted with operating profit in the quarterly consolidated statement of income.

(Notes on revenue recognition)

Information on disaggregation of revenue from contracts with customers

As a result of organizational changes implemented on April 1, 2025, from the first quarter of the fiscal year ending March 31, 2026, the types of goods and services that belong to the Chemical Products segment have changed from “flexible polyurethane foam,” “functional resin products (functional films and high-performance plastic products),” “housing construction products (synthetic wood, inorganic building materials, and rigid polyurethane foam),” and “others (nonwoven fabrics and functional materials)” to “high-performance plastic products,” “functional films,” and “industrial materials (flexible polyurethane foam, synthetic wood, inorganic building materials, rigid polyurethane foam, nonwoven fabrics, and functional materials).” The types of goods and services that belong to the Textiles segment have changed from “yarns,” “fabrics,” and “textile products” to “yarns,” “uniforms,” and “casual clothing.” The types of goods and services that belong to the Advanced Technology segment have changed from “electronics,” “engineering,” and “others (bio-related products)” to “life science & technology businesses (bio-related products, robot vision, and automation equipment),” “electronics businesses,” and “engineering businesses.” Note that the breakdown by type of goods or services for the first three months ended June 30, 2024 has been presented based on the new segment classification.

[Breakdown by type of goods or services]

Three months ended June 30, 2024 (from April 1, 2024 to June 30, 2024)

(Millions of yen)

	Reportable segments					Total
	Chemical Products	Textiles	Advanced Technology	Food and Services	Real Estate	
High-performance plastic products	4,527	—	—	—	—	4,527
Functional films	2,508	—	—	—	—	2,508
Industrial materials	10,210	—	—	—	—	10,210
Yarns	—	3,886	—	—	—	3,886
Uniforms	—	2,833	—	—	—	2,833
Casual clothing	—	6,827	—	—	—	6,827
Life science & technology businesses	—	—	804	—	—	804
Electronics businesses	—	—	1,795	—	—	1,795
Engineering businesses	—	—	1,910	—	—	1,910
Freeze-dried foods	—	—	—	1,552	—	1,552
Services	—	—	—	721	—	721
Intersegment sales	(1,194)	(1,128)	(295)	(11)	—	(2,630)
Revenue from contracts with customers	16,051	12,418	4,214	2,262	—	34,946
Other revenue	—	—	—	—	931	931
Sales to outside customers	16,051	12,418	4,214	2,262	931	35,878

Three months ended June 30, 2025 (from April 1, 2025 to June 30, 2025)

(Millions of yen)

	Reportable segments					Total
	Chemical Products	Textiles	Advanced Technology	Food and Services	Real Estate	
High-performance plastic products	3,720	—	—	—	—	3,720
Functional films	2,405	—	—	—	—	2,405
Industrial materials	10,577	—	—	—	—	10,577
Yarns	—	4,981	—	—	—	4,981
Uniforms	—	2,636	—	—	—	2,636
Casual clothing	—	5,440	—	—	—	5,440
Life science & technology businesses	—	—	897	—	—	897
Electronics businesses	—	—	2,063	—	—	2,063
Engineering businesses	—	—	2,958	—	—	2,958
Freeze-dried foods	—	—	—	1,719	—	1,719
Services	—	—	—	783	—	783
Intersegment sales	(1,575)	(1,216)	(612)	(12)	—	(3,418)
Revenue from contracts with customers	15,127	11,842	5,306	2,490	—	34,766
Other revenue	—	—	—	—	978	978
Sales to outside customers	15,127	11,842	5,306	2,490	978	35,744