

Financial Information

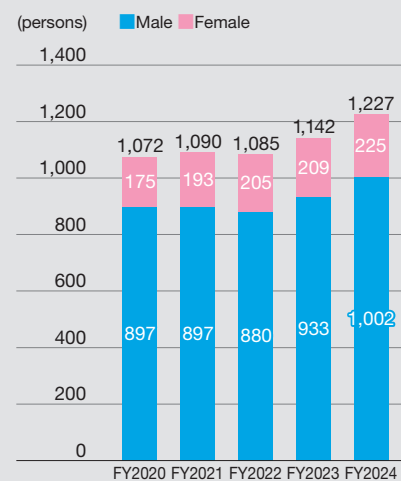
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Orders (millions of yen)	77,873	76,485	74,041	88,049	103,838	104,986	94,563	135,698	173,491	144,468	151,272
Net sales (millions of yen)	68,741	78,719	81,114	79,226	92,273	96,515	100,638	112,069	132,426	150,356	163,269
Operating profit (millions of yen)	2,398	3,947	4,114	3,821	6,558	9,908	9,579	10,850	15,212	22,544	31,120
Operating profit ratio (%)	3.5	5.0	5.1	4.8	7.1	10.3	9.5	9.7	11.5	15.0	19.1
Ordinary income (millions of yen)	2,465	3,871	4,162	3,933	6,538	9,929	9,900	11,545	16,020	23,425	31,639
Profit attributable to owners of parent (millions of yen)	1,085	2,485	2,731	2,780	4,452	7,162	7,074	9,210	11,730	17,310	24,150
Capital expenditures *1 (millions of yen)	334	603	903	644	635	965	1,015	3,387	1,466	1,855	2,803
R&D expenses (millions of yen)	1,392	1,407	1,495	1,776	1,823	2,178	2,300	2,146	2,615	2,829	3,253
Depreciation (millions of yen)	999	950	950	972	920	1,189	1,212	1,332	1,824	2,010	1,925
Net assets (millions of yen)	45,308	46,567	49,034	51,681	54,795	60,857	67,357	76,004	86,371	102,147	121,194
Total assets (millions of yen)	83,609	94,795	95,405	96,036	101,257	101,448	115,011	130,506	164,854	182,703	194,396
Liabilities with interest (millions of yen)	12,717	17,412	16,910	15,484	13,659	9,740	16,005	15,628	33,019	36,465	22,557
Annual dividend *2,3 (yen per share)	8	9	11	53	73	104	114	160	62	102	160
Book-value per share (BPS) *2,3 (yen)	786.72	806.89	849.45	4,477.64	4,784.81	5,301.26	5,856.25	6,620.54	1,877.80	2,218.53	2,631.24
Earnings per share (EPS) *2,3 (yen)	18.85	43.17	47.44	241.50	388.48	626.05	616.72	802.69	255.77	376.92	525.37
Equity ratio (%)	54.2	49.0	51.3	53.7	54.0	59.9	58.4	58.1	52.3	55.8	62.2
Return on equity (ROE) (%)	2.4	5.4	5.7	5.5	8.4	12.4	11.1	12.9	14.5	18.4	21.7
Return on assets (ROA) (%)	3.1	4.3	4.4	4.1	6.6	9.8	9.1	9.4	10.8	13.5	16.8
Consolidated payout ratio (%)	42.4	20.8	23.2	21.9	18.8	16.6	18.5	19.9	24.2	27.1	30.5

*1: Capital expenditures in FY2020 and beyond include investments in property, plant, and equipment, and intangible assets. *2: The Company implemented a reverse stock split on October 1, 2017, consolidating five common shares into one.

*3: The Company implemented a share split with an effective date of October 1, 2022, splitting one common share into four.

Nonfinancial Information (Non-consolidated)

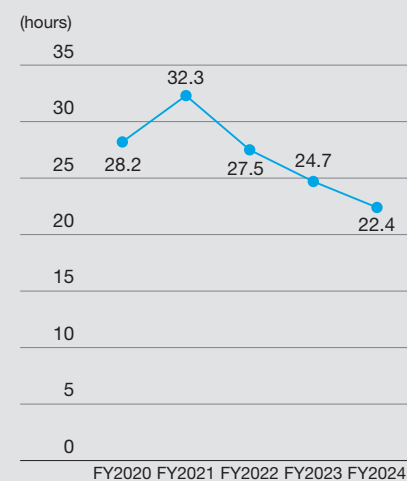
Number of Employees



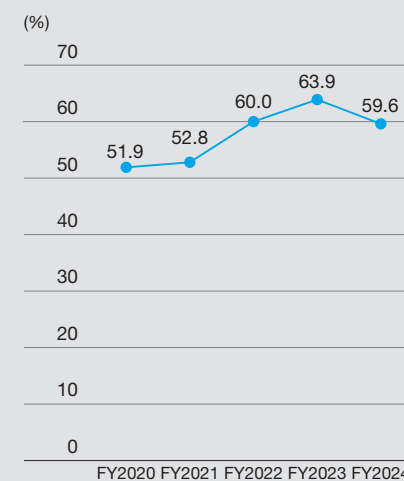
Average Years of Service



Average Monthly Hours of Overtime

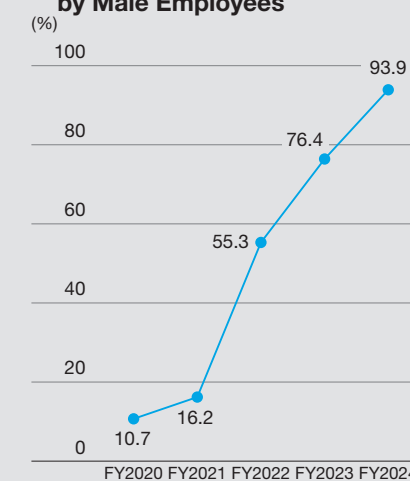


Rate of Use of Paid Leave*

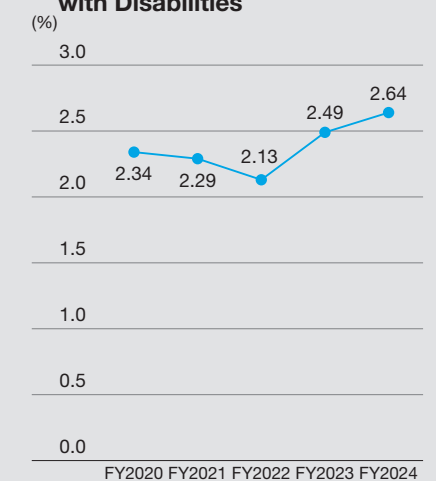


* Aggregated values from January 1 of the previous fiscal year to December 31 of the current fiscal year.
Ex.: FY2024 → Period from January 1, 2024 to December 31, 2024

Rate of Childcare Leave Taken by Male Employees



Employment Rate of People with Disabilities



Consolidated Balance Sheet

(Millions of yen)

	Previous fiscal year (March 31, 2024)	Fiscal year under review (March 31, 2025)		Previous fiscal year (March 31, 2024)	Fiscal year under review (March 31, 2025)
Assets			Liabilities		
Current assets			Current liabilities		
Cash and deposits	17,642	16,751	Trade notes and accounts payable	19,842	23,438
Notes receivable - trade	1,144	677	Electronically recorded obligations - operating	2,839	4,648
Accounts receivable - trade	42,977	42,549	Short-term borrowings	34,065	18,877
Electronically recorded monetary claims - operating	4,452	4,502	Income taxes payable	3,605	5,042
Contract assets	33,651	36,223	Contract liabilities	3,920	2,564
Lease investment assets	27,814	35,512	Provision for bonuses	1,890	2,161
Merchandise and finished goods	7,707	8,010	Provision for product warranties	1,686	1,349
Work in progress	9,221	11,169	Provision for loss on construction contracts	83	34
Raw materials and supplies	4,902	3,345	Provision for stock-based remuneration for directors (and other officers)	107	103
Other	3,978	5,719	Other	4,561	6,180
Allowance for doubtful accounts	(23)	(94)	Total current liabilities	72,602	64,401
Total current assets	153,469	164,367	Fixed liabilities		
Fixed assets			Long-term borrowings	2,400	3,680
Tangible fixed assets			Deferred tax liabilities	59	25
Buildings and structures	19,526	19,937	Retirement benefit liabilities	5,344	4,984
Accumulated depreciation	(13,550)	(13,992)	Other	149	110
Buildings and structures (net)	5,976	5,944	Total fixed liabilities	7,953	8,799
Machinery, equipment, and vehicles	6,706	7,298	Total liabilities	80,555	73,201
Accumulated depreciation	(5,828)	(6,206)	Net assets		
Machinery, equipment, and vehicles (net)	877	1,091	Shareholders' equity		
Land	12,304	12,437	Capital stock	8,225	8,225
Construction in progress	148	690	Capital surplus	7,508	7,508
Other	6,557	7,078	Retained earnings	82,907	100,982
Accumulated depreciation	(5,229)	(5,726)	Treasury stock	(518)	(746)
Other (net)	1,327	1,352	Total shareholders' equity	98,122	115,969
Total tangible fixed assets	20,634	21,516	Accumulated other comprehensive income		
Intangible fixed assets	986	1,120	Valuation difference on available-for-sale securities	774	256
Investments and other assets			Foreign exchange translation adjustment	1,923	3,397
Investment securities	2,835	2,373	Accumulated adjustment for retirement benefits	1,108	1,323
Retirement benefit assets	1,955	2,260	Total accumulated other comprehensive income	3,805	4,978
Deferred tax assets	2,404	2,391	Minority interests	219	246
Other	600	505	Total net assets	102,147	121,194
Allowance for doubtful accounts	(183)	(138)	Total liabilities and net assets	182,703	194,396
Total investments and other assets	7,613	7,391			
Total fixed assets	29,233	30,028			
Total assets	182,703	194,396			

Consolidated Statement of Income

(Millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Fiscal year under review (from April 1, 2024 to March 31, 2025)
Net sales	150,356	163,269
Cost of sales	106,514	108,087
Gross profit	43,841	55,182
Selling, general and administrative expenses	21,297	24,061
Operating profit	22,544	31,120
Non-operating profit		
Interest income	138	120
Dividend income	47	31
Exchange gains	546	383
Equity method investment income	203	122
Other	205	123
Total non-operating income	1,142	780
Non-operating expenses		
Interest expenses	240	246
Other	20	15
Total non-operating expenses	261	262
Ordinary income	23,425	31,639
Extraordinary income		
Income from sales of fixed assets	13	4
Income from sales of investment securities	191	724
Gain on liquidation of subsidiaries	57	-
Total extraordinary income	262	728
Extraordinary losses		
Loss on abandonment of fixed assets	55	9
Total extraordinary losses	55	9
Income before income taxes	23,633	32,358
Corporate, inhabitant, and business taxes	6,503	8,107
Income taxes - deferred	(205)	63
Total income taxes	6,298	8,171
Profit	17,334	24,186
Profit attributable to minority interests	24	36
Profit attributable to owners of parent	17,310	24,150

Consolidated Statement of Comprehensive Income

(Millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Fiscal year under review (from April 1, 2024 to March 31, 2025)
Profit	17,334	24,186
Other comprehensive income		
Valuation difference on available-for-sale securities	232	(517)
Deferred gains or losses on hedges	2	-
Foreign exchange translation adjustment	748	1,486
Adjustment amount for defined benefit plans	792	220
Share of other comprehensive income of entities accounted for using equity method	2	(0)
Total other comprehensive income	1,777	1,189
Comprehensive income	19,112	25,376
Items		
Comprehensive income attributable to owners of parent	19,068	25,322
Comprehensive income attributable to minority interests	43	53

Consolidated Statement of Shareholders' Equity

(Millions of yen)

Previous fiscal year
(from April 1, 2023 to March 31, 2024)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of current period	8,225	7,508	69,002	(613)	84,123
Changes during current period					
Dividends of surplus			(3,405)		(3,405)
Profit attributable to owners of parent			17,310		17,310
Acquisition of treasury stock				(2)	(2)
Disposal of treasury stock				97	97
Changes in items other than shareholders' equity (net)					
Total changes during current period	–	–	13,904	95	13,999
Balance at end of current period	8,225	7,508	82,907	(518)	98,122

	Accumulated other comprehensive income					Minority interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign exchange translation adjustment	Accumulated adjustment for retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of current period	539	(2)	1,191	317	2,047	201	86,371
Changes during current period							
Dividends of surplus							(3,405)
Profit attributable to owners of parent							17,310
Acquisition of treasury stock							(2)
Disposal of treasury stock							97
Changes in items other than shareholders' equity (net)	234	2	731	790	1,758	17	1,776
Total changes during current period	234	2	731	790	1,758	17	15,776
Balance at end of current period	774	–	1,923	1,108	3,805	219	102,147

(Millions of yen)

Fiscal year under review
(from April 1, 2024 to March 31, 2025)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of current period	8,225	7,508	82,907	(518)	98,122
Changes during current period					
Dividends of surplus			(6,074)		(6,074)
Profit attributable to owners of parent			24,150		24,150
Acquisition of treasury stock				(330)	(330)
Disposal of treasury stock				101	101
Changes in items other than shareholders' equity (net)					
Total changes during current period	–	–	18,075	(228)	17,846
Balance at end of current period	8,225	7,508	100,982	(746)	115,969

	Accumulated other comprehensive income				Minority interests	Total net assets
	Valuation difference on available-for-sale securities	Foreign exchange translation adjustment	Accumulated adjustment for retirement benefits	Total accumulated other comprehensive income		
Balance at beginning of current period	774	1,923	1,108	3,805	219	102,147
Changes during current period						
Dividends of surplus						(6,074)
Profit attributable to owners of parent						24,150
Acquisition of treasury stock						(330)
Disposal of treasury stock						101
Changes in items other than shareholders' equity (net)	(517)	1,474	215	1,172	27	1,200
Total changes during current period	(517)	1,474	215	1,172	27	19,046
Balance at end of current period	256	3,397	1,323	4,978	246	121,194

Consolidated Statement of Cash Flows

(Millions of yen)

	Previous fiscal year (from April 1, 2023 to March 31, 2024)	Fiscal year under review (from April 1, 2024 to March 31, 2025)
Cash flow from operating activities		
Income before income taxes	23,633	32,358
Depreciation	2,010	1,925
Increase (decrease) in provisions	1,111	2
Increase (decrease) in retirement benefit liabilities	64	(22)
Decrease (increase) in retirement benefit assets	(239)	(312)
Interest and dividend income	(186)	(151)
Interest expenses	240	246
Foreign exchange losses (gains)	(43)	(225)
Loss (gain) on liquidation of subsidiaries	(57)	–
Share of loss (profit) of entities accounted for using equity method	(203)	(122)
Loss (gain) on sales of fixed assets	(13)	(4)
Loss on abandonment of fixed assets	55	9
Loss (gain) on sales of investment securities	(191)	(724)
Decrease (increase) in trade receivables and contract assets	(4,825)	603
Decrease (increase) in lease investments	(17,960)	(7,697)
Decrease (increase) in inventories	9,128	(472)
Increase (decrease) in trade payables	(3,721)	4,166
Other	814	(1,608)
Subtotal	9,614	27,970
Interest and dividends received	198	163
Interest paid	(238)	(249)
Insurance income received	114	9
Income taxes paid or refunded	(5,965)	(6,793)
Other	3	–
Cash flow from operating activities	3,726	21,100
Cash flow from investing activities		
Expenditures on acquisitions of tangible fixed assets	(1,191)	(2,262)
Income from sales of tangible fixed assets	14	4
Expenditures on acquisitions of intangible fixed assets	(456)	(427)
Expenditures on acquisitions of investment securities	(2)	(303)
Income from sales of investment securities	254	858
Loan expenditures	(30)	–
Other	(5)	(1)
Cash flow from investing activities	(1,415)	(2,130)
Cash flow from financing activities		
Net increase (decrease) in short-term borrowings	4,676	(15,796)
Income from long-term borrowings	–	3,100
Repayments of long-term borrowings	(1,700)	(1,495)
Acquisition of treasury stock	(2)	(330)
Dividends paid	(3,405)	(6,074)
Dividends paid to minority interests	(25)	(25)
Other	(184)	(199)
Cash flow from financing activities	(641)	(20,821)
Foreign exchange translation adjustments on cash and cash equivalents	415	960
Increase (decrease) in cash and cash equivalents	2,084	(891)
Cash and cash equivalents at beginning of current period	15,558	17,642
Cash and cash equivalents at end of current period	17,642	16,751

Company Information

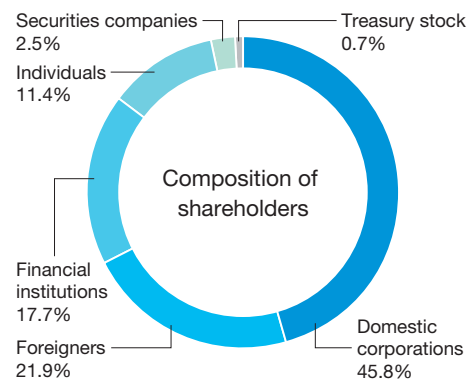
Company Profile (as of March 31, 2025)

Company name	ORGANO CORPORATION
Foundation	May 1, 1946
Capital	8,225,499,312 yen
Representative	Masayuki Yamada, Representative Director and President

Number of employees	2,660 consolidated (1,277 single entity)
Major businesses	As a comprehensive water treatment engineering company, the Company is mainly engaged in the manufacture, sale, and maintenance of various types of industrial process water and wastewater treatment systems using ion exchange resin, separation membranes, and activated charcoal, the provision of water treatment outsourcing services, and the sale of various chemicals and food processing materials.

Shares (as of March 31, 2025)

Total number of authorized shares: 101,568,000 shares
 Total number of issued shares: 46,359,700 shares
 (including 338,798 treasury shares)
 Number of shareholders: 12,094



Major Shareholders (top ten)

Name of shareholder	Number of shares held (Thousands of shares)	Holding ratio (%)
Tosoh Corporation	20,379	44.28
The Master Trust Bank of Japan, Ltd. (Trust account)	4,607	10.01
Custody Bank of Japan, Ltd. (Trust account)	1,867	4.06
KBC BANK NV - UCITS CLIENTS NON TREATY	1,011	2.20
Mizuho Bank, Ltd.	464	1.01
STATE STREET BANK AND TRUST COMPANY 505103	407	0.88
JP MORGAN CHASE BANK 385781	373	0.81
JPMorgan Securities Japan Co., Ltd.	359	0.78
THE BANK OF NEW YORK MELLON 140044	356	0.77
STATE STREET BANK WEST CLIENT -TREATY 505234	349	0.76

Notes: 1. The treasury shares (338,798 shares) are excluded in the calculation of the holding ratio shown above.
 2. 54,840 shares of the Company held by Custody Bank of Japan, Ltd. (Trust account) (shares in the Officer Share Delivery Trust) are not included in treasury shares.

External Evaluation—Incorporated into Indexes



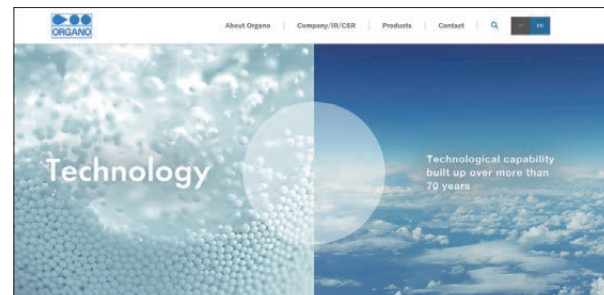
2024 CONSTITUENT MSCI NIHONKABU
 ESG SELECT LEADERS INDEX
 MSCI

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Our website

For more information, please refer to our website below:
<https://www.organo.co.jp/english/>

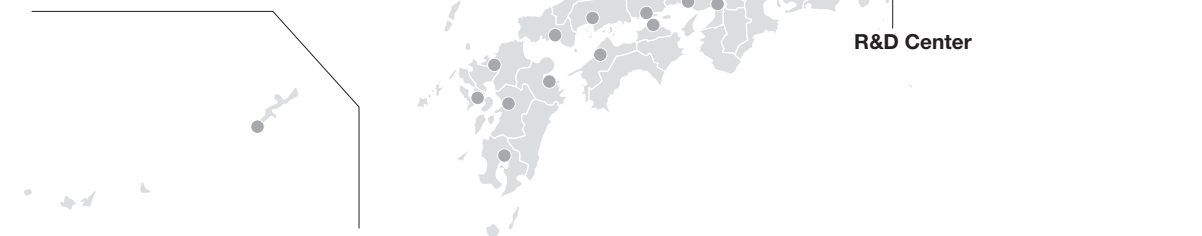
IR email news service
<https://www.organo.co.jp/english/ir/mail-news/>



Network (Japan/Overseas)

Major Offices

Headquarters	1-2-8, Shinsuna, Koto-ku, Tokyo, 136-8631
R&D Center	4-4-1, Nishi-Onuma, Minami-ku, Sagami-hara, Kanagawa, 252-0332
Tsukuba Factory	2-3, Midorigahara (Tsukuba TechnoPark Toyosato), Tsukuba City, Ibaraki, 300-2646
Iwaki Factory	1-66, Yoshima Kogyodanchi, Iwaki City, Fukushima, 970-1144
Hokkaido Branch	5-8-37, Kita 7 Jou Higashi (Organo Hokkaido Building), Higashi-ku, Sapporo City, Hokkaido, 060-0907
Tohoku Branch	1-11-1, Honcho (HF Sendai Honcho Building), Aoba-ku, Sendai City, Miyagi, 980-0014
Kanto Branch	1-2-8, Shinsuna, Koto-ku, Tokyo, 136-8631
Chubu Branch	3-7-3, Uchiyama (NTP Plaza Chikusa-Uchiyama), Chikusa-ku, Nagoya City, Aichi, 464-0075
Kansai Branch	1-6, Enoki Town (Kansai Organo Building), Suita City, Osaka, 564-0053
Chugoku Branch	2-14, Inari Town (Wako-Inarimachi Building), Minami-ku, Hiroshima City, Hiroshima, 732-0827
Kyushu Branch	1-4-2, Shirokane (Organo Kyushu Building), Chuo-ku, Fukuoka City, Fukuoka, 810-0012



Domestic Group Companies

Organo Plant Service Corporation	1-2-8, Shinsuna, Koto-ku, Tokyo, 136-0075
Organo Food Tech Corporation	2100-43, Kamiyoshiba, Saitama City, Saitama, 340-0121
Organoacty Corporation	1-2-8, Shinsuna, Koto-ku, Tokyo, 136-0075
Hostec Co., Ltd.	4780-4, Nakasu, Suwa City, Nagano, 392-0015
Tohoku Denki Tekko Co., Ltd.	1-4-57, Ohama, Sakata City, Yamagata, 998-0064

Overseas Group Companies

Organo (Asia) Sdn. Bhd.	No. 49, Jalan Bagan Terap 26/11, Seksyen 26, 40400 Shah Alam, Selangor Darul Ehsan, Malaysia
Organo (Suzhou) Water Treatment Co., Ltd.	No. 28 Sheng gang Rd. Suzhou Industrial Park, Suzhou 215126, China
Organo Technology Co., Ltd.	10th Floor, No. 158, Sec. 2, Gongdao 5th Rd., Hsinchu City 300, Taiwan R.O.C.
Organo (Thailand) Co., Ltd.	89/1 Kasemsap Building, 6th Floor, Vipavadi Rangsit Rd., Chom Phon, Chatuchak, Bangkok 10900, Thailand
PT Lautan Organo Water	Graha Indramas 5th Floor, Jl. AIP II K.S. Tubun Raya, No.77, Jakarta 11410, Indonesia
Organo (Vietnam) Co., Ltd.	Thuy Loi 4 Office Building, 3rd Floor, 102 Nguyen Xi Street, Ward 26, Binh Thanh District, Ho Chi Minh City, Vietnam
Organo USA, Inc.	23040 N 11th Avenue, Suite 107 Phoenix, AZ 85027, United States