

Roadmap Toward the Vision

We will accelerate the expansion of number-one and unique products and the evolution into a business that solves social issues toward 2030. Building on the strengthening of the revenue base and the establishment of a foundation for growth carried out in the previous 2025 Medium-Term Management Plan, in the new 2028 Medium-Term Management Plan we will continue investment in key focus areas, strengthen R&D capabilities, and advance the sophistication of the production system to build a business structure that supports sustainable growth.

Connect and Create 2028

P24

Backcasting
and planning

— Focus on growth areas —

Semiconductors

Mobility

Medical

Measures to address aging sewer pipelines

— Key initiatives —

Global strategy

R&D strategy

DX strategy

Medium-Term Management Plan (FY2026–2028)

Connect and Create 2028

We will actively invest in key focus areas and improve profitability and corporate value in existing businesses.

2028 Plan

- Net sales **180.0 billion yen**
- Operating income **18.0 billion yen**
- Operating income margin **10.0 %**
- ROE **6.5 %**
- PBR **1.0 x or more**

Medium-Term Management Plan (FY2023–2025)

Leap Forward to the Next 2025

We accelerated the Group's growth through strengthening R&D capabilities and the expansion of high-value-added businesses.

2025 Results

- Net sales **162.3 billion yen**
- Operating income **14.1 billion yen**
- Operating income margin **8.7 %**
- ROE **6.0 %**
- PBR **0.8 x**

Strengthening R&D capabilities,
and development and reinforcement
of the business foundation

**Toagosei Group's
approach to problem
solving**

Social issues

**New products
and
technologies**

Customers Provide products and technologies that contribute to solving customer issues

- By leveraging our superior technologies, we will continuously create original products and technologies.
- We will provide new products and technologies that solve customer issues and contribute to the development of society.

**Sustainability
management**

- In addition to working to reduce energy consumption through improved production efficiency, we will also work to achieve carbon neutrality in terms of energy through means such as introducing green energy generation.
- We will advance the development of eco-products and contribute to solving customers' environmental challenges.

Society Achieve a sustainable society

Vision for 2030

Own a portfolio of “number-one and unique”
high-function products that help solve social issues.

Enhance corporate value through proactive
growth investments and an optimized capital structure.

Sustainable growth of the Group

- Expansion of new and high-value-added businesses
- Strengthening of R&D capabilities while expanding business areas
- Expansion of overseas market share
- Improvement of corporate value

Contributing to a sustainable society

- 2050 carbon neutrality (net zero)
- Reduction of environmental impact through eco-products
- Creation of new businesses aimed at resource recycling
- Responding to a super-aging society
- Responding to social infrastructure development

Targets for 2030

- Operating income **20.0 billion yen or more**
- ROE **Approximately 8 %**
- PBR **1.2 x or more**

Development investment in key
focus areas and improvement of
profitability and corporate value