Value Creation Flow

Financial Capital
Total assets
289.1 billion yen
(end-2025)

Plant & Equipment Capital
Capital investment
70.6 billion yen
(2023–2025)

Human Capital
Number of employees
2,680 employees
(end-2025)

Intellectual Capital
R&D expense
6.7 billion yen
(2025)

Social and Relationship Capital
Group companies
24 companies
(end-2025)

Natural Capital
Annual energy consumption (crude oil equivalent)
161,000 kl
(2025)

Customers
Provide products and technologies that contribute to solving customer issues

Society
Achieve a sustainable society

Technology areas
- Particle control technology
- Molecular control technology
- Compounding technology
- Polymerization technology
- Synthesis technology
- Drug-design technology
- Know-how related to sewer pipes

Business areas
- Adhesive Material P58
- Polymer & Oligomer P56
- Performance Chemicals P60
- Commodity Chemicals P54
- Plastics P62

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New Products and Technologies

Social Issues › **INPUT** › **Business Activities** › **OUTPUT** › **OUTCOME**

Medium-Term Management Plan Connect and Create 2028

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Overseas net sales ratio 23%
- USA
- China
- Southeast Asia,
etc.

GHG emission reduction -40% (from 2013)

Eco-products development
- Semiconductors: **40%** up (net sales)
- Mobility: **50%** up (net sales)
- Environment & infrastructure system: **15%** up (net sales)
(from 2025)

- Semiconductors
- Mobility
- Medical
- Environment & infrastructure system

Introduction of renewable energy generation

R&D expenses to net sales ratio 4% or more

Collaborative research with academia and ventures

Market
DX Promotion human capital Development
Products
R&D
Toagosei Group
Society

Basic policies

Policy 1
Continue active development and investment in key focus areas

Policy 2
Make refinements to existing businesses and increase their profitability

Policy 3
Increase corporate value and create sustainable value

Sustainability Management

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Sustainable Growth of the Group
- Expansion of new and high-value-added businesses
- Strengthening of R&D capabilities while expanding technology areas
- Expansion of business areas
- Expansion of overseas market share
- Improving of corporate value

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