

Business Strategy to Achieve Value Creation

At a Glance: Five Business Segments (Upstream to Downstream)

Our Group's businesses comprise five segments, and we supply a broad range of products, from basic chemical products used as basic materials for industry to end products for general consumers. With an expansive product lineup spanning from upstream to downstream segments, we are building a well-balanced business structure that is resilient to economic fluctuations.

Commodity Chemicals

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Inorganic chemicals

- Caustic soda
- Chlorine
- Sodium hypochlorite

Industrial gases

- Oxygen
- Nitrogen
- Argon

Acrylic monomers

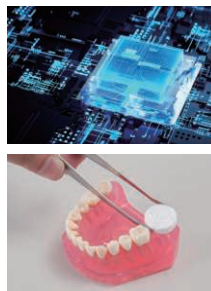
- Acrylic acid
- Acrylic esters

Performance Chemicals

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High-purification technology and new product development

- Purified liquefied hydrogen chloride and purified caustic potash
... Agents for semiconductor manufacturing
- Inorganic functional materials
... Ion capture agents, antimicrobial agents
- Medical care
... Adhesive material for medical applications



Polymer & Oligomer

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Synthesis and polymerization technology

- Acrylic polymers
... For lithium-ion batteries, cosmetics and pharmaceuticals field
- UV-curing resin
... For semiconductors and substrates
- Polymer flocculants
... Wastewater treatment chemicals
- Cellulose nanofibers

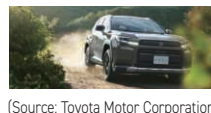


Adhesive Material

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Compounding design technology

- Adhesives for automotive batteries
- Adhesives for electronic materials
- Light-curable adhesives



(Source: Toyota Motor Corporation)

Marketing and brand strength

- Aron Alpha



Plastics

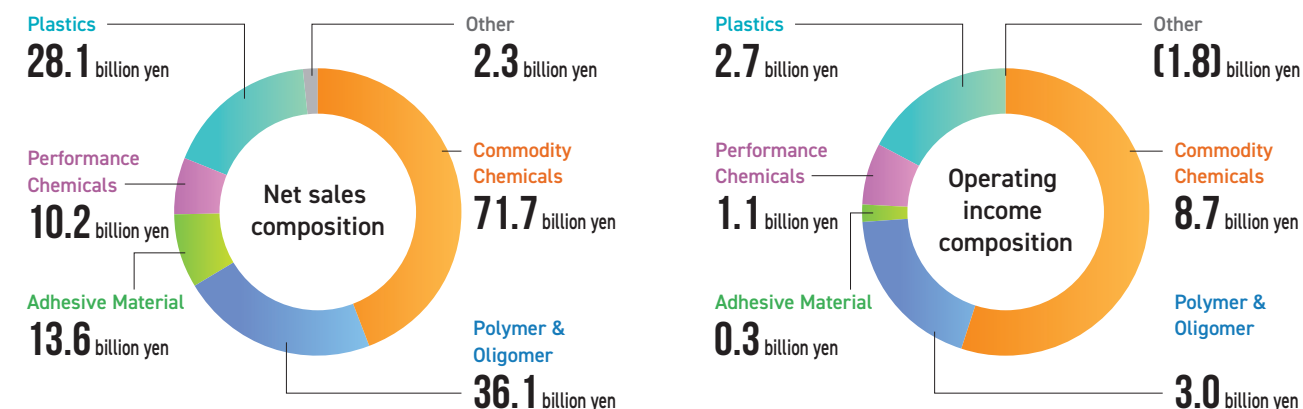
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Processing and molding technology

- Disaster countermeasure products and systems for flooding and inundation, earthquake resistance and disaster prevention, and infrastructure aging fields
- "Anju" series nursing care products
- Sealing material for automotive applications



Revenue structure (FY2025 figures, by business segment)



Our products with a top market share



Cleaning gas used in semiconductor manufacturing processes

Used for cleaning and etching semiconductors and other electronic materials.



UV-curing resin

Used in internal components and surface coatings of smartphones, as well as in internal components of color resist.



Aron Alpha instant glues for household use (U.S. brand name: Krazy Glue)

Popular since its release in 1971, this product has become the go-to household instant adhesive.



High-grade sodium hypochlorite

Used for the sterilization of water that requires high safety, such as tap water and pool water.



Portable toilet for nursing care

Used as a portable toilet that can be set up near the bed when moving to the toilet is difficult.



PVC mass manhole

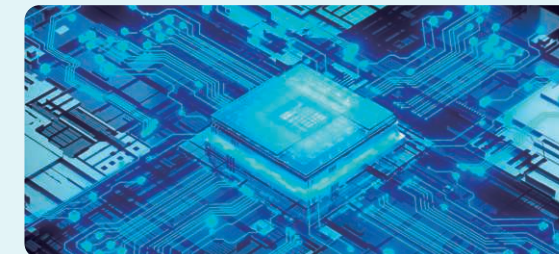
Structure equipped with a cover for inspection and cleaning, used in drainage pipelines that transport wastewater and rainwater from buildings such as toilets to treatment facilities or rivers.

Growth drivers to open up the future

Semiconductors

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Our purified liquefied hydrogen chloride, used in semiconductor deposition and etching processes, holds the No. 1 global market share. Additionally, our market share of purified caustic potash, used for CMP slurry and cleaning, is expanding due to its high quality. We will expand our supply system with a view to the future, striving for higher purity and new development in response to miniaturization. In this way, we aim to further increase our market share in the semiconductor field.



Mobility

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Many of our products are being adopted in automobiles, including adhesives for vehicle-mounted batteries and binders for lithium-ion batteries. Our strength and uniqueness lie in the broad spread of our products across all fronts, from FCVs (fuel cell vehicles) to HVs (hybrid vehicles), EVs (electric vehicles), gasoline vehicles, and diesel vehicles.



Medical

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The Company's "siRNA"¹, which makes full use of its proprietary drug-design technology, has significant potential as a oligonucleotide therapeutics, while "NUCLEOLARON"² has great potential as a Drug Delivery System (DDS), and the Company is advancing joint development in collaboration with academia such as universities and venture companies.



¹ siRNA is a nucleic acid capable of suppressing the expression of specific genes. It degrades a target gene to prevent the proliferation of pathogenic proteins. This function is being used to advance R&D on next-generation medications.
² NUCLEOLARON is a cell-penetrating peptide developed by Toagosei, and it aims for early practical application as Drug Delivery System (DDS) that enhances drug delivery.

Measures to address aging sewer pipes

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We have the top domestic market share in products for sewer pipes aging countermeasures, along with advanced diagnostic and repair technologies. Against the backdrop of the plan for national resilience, demand is expected to increase, and we are also developing proposal-based solution businesses such as pipeline diagnostics using mapping systems, thereby contributing to strengthening the safety of social infrastructure.



Crack and breakage



Joint at the water leakage point for repair