

Message from the CEO



Leveraging the power of chemistry to drive industrial transformation

With our cutting-edge technology and materials, we will solve social issues and trace out a sustainable growth trajectory

The future created by the chemical industry

In a dramatically changing society, the Toagosei Group pioneers the future through the power of chemistry, consistently providing new value.

Chemical products play a vital role in the process of creating new value and innovation amid changing industrial and product systems, such as autonomous driving technology and AI. The products created by the chemical industry are tools for shaping the future. They are engines that drive the transformation of industry.

Within this chemical industry, the Toagosei Group supports industrial, social, and economic infrastructure through the stable supply of commodity chemicals. At the same time, we have leveraged our advanced technologies and abundant management resources in the continuing quest to develop high-performance products.

We have successively created innovative products in the fields of semiconductors and electronic materials, mobility, and medical care. These chemical products play a crucial role in today's society.

The Group's purpose lies in leading the way with the creation of outstanding products that solve social issues, delivering new happiness through the chemical business, and building a prosperous future. We aspire to be a corporate group that continues to rise to this challenge.

Transforming the management structure

In January 2025, we transitioned to a new management structure. Japan's economy is undergoing significant changes as the nation strives to achieve a sustainable society. Meanwhile, the United States has sparked accelerating global changes. In this context, accurate decision-making and swift management judgment are essential for us to achieve a growth trajectory. Therefore, we used the recent appointment of a new President as an opportunity to introduce the Chief x Officer system. I have taken on the role of Chairman, CEO and Representative Director, while Hidenori Kobuchi has been appointed as the President, COO and Representative Director.

As the CEO, I will oversee the entire Toagosei Group and lead sustainable growth for the new era. The new President and COO, Mr. Kobuchi, has extensive experience primarily in the high-value-added product operating departments and possesses excellent judgment concerning the creation of growth businesses.

We will work in tandem, identifying new management challenges to overcome in this new era and leading the Group's growth and innovation.

Leveraging cutting-edge technology and materials to solve social issues

In the chemical industry, a certain amount of time is required before capital investment and R&D result in the generation of income. Therefore, it is vital to approach investment from a medium- to long-term perspective. Under the Toagosei Group's 2025 Medium-Term Management Plan, we have actively implemented capital investment focused on growth areas with an eye to future development. In terms of R&D, we opened the Kawasaki Frontience R&D Center, a new R&D facility located in the Tokyo metropolitan area. We will actively grasp customer needs and further leverage the Group's advanced technologies and materials to solve issues from the perspective of "collaborative creation with customers."

Going forward, we will work to swiftly bring each investment to fruition, beginning with growth drivers, to create a positive growth spiral and establish a sustainable growth trajectory.

We will make every effort possible to meet the expectations of all our stakeholders so that we can continue to win their trust and develop into a corporate group that is even more appealing.

We look forward to your continued support.

Chairman, CEO and Representative Director **Mikishi Takamura**