Value Creation Flow

Social issues → **INPUT** → **Business Activities** → **OUTPUT** → **OUTCOME**

INPUT

Financial Capital
Total assets
278.0 billion yen
(end-2024)

Plant & Equipment Capital
Capital investment
26.9 billion yen
(2024)

Human Capital
Number of employees
2,609 employees
(end-2024)

Intellectual Capital
R&D expense
5.8 billion yen
(2024)

Social and Relationship Capital
Group companies
23 companies
(end-2024)

Natural Capital
Annual energy consumption (crude oil equivalent)
177,000 kl
(2024)

Business Activities

Technology areas
- Compounding technology
- Polymerization technology
- Particle control technology
- Synthesis technology
- Molecular control technology

Business areas
- Adhesive Material P46
- Polymer & Oligomer P44
- Performance Chemicals P48
- Commodity Chemicals P42
- Plastics P50

Medium-Term Management Plan Leap Forward To The Next 2025 P20

- Overseas net sales increase **+30%** (from 2022)
  - USA
  - China
  - Southeast Asia
- GHG emission reduction **-35%** (from 2013)
  - Introduction of renewable energy generation
- Eco-products development
- High-value-added product to net sales ratio **44% → 48%**
  - Mobility
  - Electronic materials
  - Medical care
- R&D expenditure increase **+20%** (from 2022)
  - Startup joint ventures
  - Establishment of a new R&D center in the Tokyo metropolitan area

Market
DX Promotion
Human Resources Development
Products
R&D
Toagosei Group
Society

OUTPUT

P38

New Products and Technologies

Sustainability Management P52

OUTCOME

Society
Achieve a sustainable society

Provide products and technologies that contribute to solving customer issues
Customers

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

- 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

Key initiatives

Initiative 1	Initiative 2	Initiative 3	Initiative 4	Initiative 5
Accelerating expansion in Japan and overseas by aggressively investing management resources in growth businesses	Strengthening R&D capabilities	Spreading and expanding digital transformation (DX) promotion	Securing and developing human resources with foresight	Promoting sustainability management