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 P42

Inorganic chemicals

- Caustic soda
- Chlorine
- Sodium hypochlorite

Industrial gases

- Oxygen
- Nitrogen
- Argon

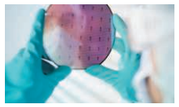
Acrylic monomers

- Acrylic acid
- Acrylic esters

Performance Chemicals P48

High-purification technology and new product development

- Purified liquefied hydrogen chloride and purified caustic potash ...for semiconductor wafers
- Inorganic functional materials ...ion capture agents, antimicrobial agents
- Medical care ...adhesive material for medical applications



Polymer & Oligomer P44

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 P46

Compounding design technology

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

(Source: Toyota Motor Corporation)

Marketing and brand strength

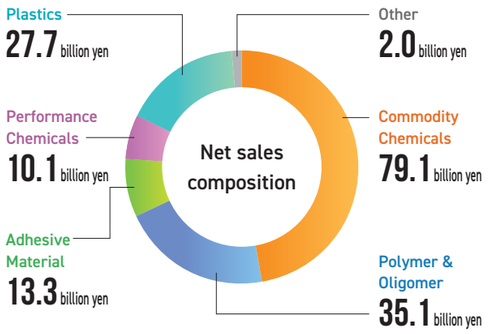
- Aron Alpha

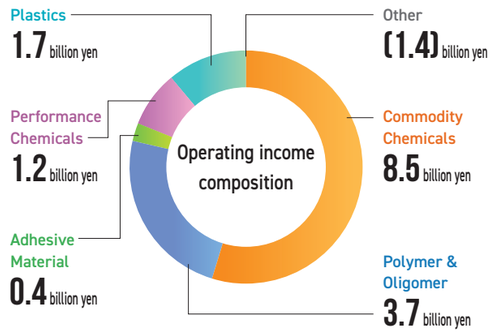
Plastics P50

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 (FY2024 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.

High-grade sodium hypochlorite

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

UV-curing resin

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

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.

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.

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.

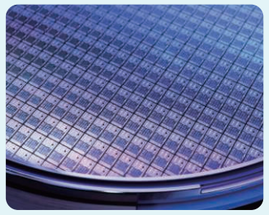
Growth drivers to open up the future

Mobility P22

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.

Semiconductors P23

We hold the global No. 1 market share in purified liquefied hydrogen chloride for high-quality wafer manufacturing. 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.



Medical care P33,38,39

We manufacture and sell the "Aron cure" dental hemostatic agent as our next growth driver. We are also focusing on new product development in the medical field. This includes the cell penetrating peptide "NUCLEOLARON" for Drug Delivery Systems (DDS), which can deliver the required amounts of drugs to organs and cell nuclei that are difficult to reach with conventional methods.

PICK UP

Launching collaborative research into siRNA medications with the Innovation Center of NanoMedicine P23

In May 2025, we launched collaborative research with the Innovation Center of NanoMedicine into the development of a small interfering RNA (siRNA) medication as a new treatment for triple-negative breast cancer. The triple-negative breast cancer subtype is the most progressive, has the poorest prognosis among all breast cancer types, and is resistant to hormonal therapy and HER2 molecular-targeted drugs.

Developing hydrophobic cellulose nanofibers (CNF) P33

In 2024, we succeeded in giving hydrophobic properties to our CNF "AronFibro." It is easily dispersed in resins and rubber, a quality that is anticipated to open up applications in hard coatings and adhesives. With a fiber length of just 3 to 10 nm, shorter than the wavelength of visible light, AronFibro® dispersion liquid is transparent, and its application to optical products is also anticipated. (This project is subsidized by the New Energy and Industrial Technology Development Organization (NEDO).)

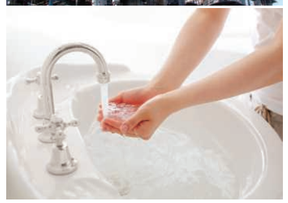
Business Strategy to Achieve Value Creation

Commodity Chemicals

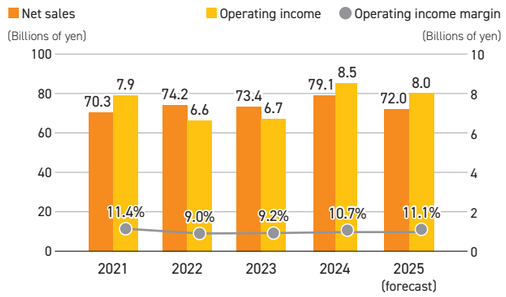
Business Profile

We supply essential chemicals for a wide range of industries and social infrastructure. Additionally, we play a key role in supplying raw materials to businesses within the Group, particularly for the production of high-value-added products.

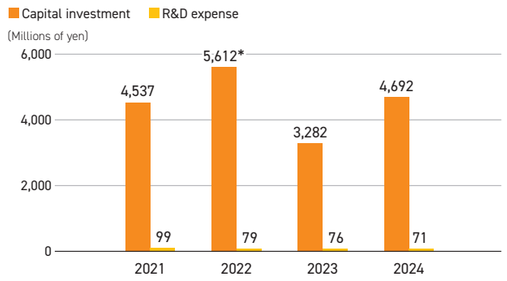
- Inorganic chemicals business: Electrolysis-related products (caustic soda, caustic potash, chlorine, hydrochloric acid, sodium hypochlorite, sodium sulfite, copper oxide, etc.), as well as sulfuric acid and agricultural products (potassium bicarbonate, etc.)
- Acrylic monomer business: Acrylic products (acrylic acid, acrylic esters, etc.) and chemical products (ATBS: acrylamide tertiary butyl sulfonic acid, ethylene carbonate, etc.)
- Industrial gas business: A wide range of industrial gases including oxygen, nitrogen and argon.



Segment Net Sales and Operating Income



Capital investment and R&D expense



*Kawasaki Plant, excluding 11,528 million yen of land for plant

FY2024 in Review

The Japanese economy experienced moderate growth in 2024, and a corresponding recovery trend was also observed in the demand for various industries. During the first half of the year, domestic supply was temporarily tightened due to a series of plant issues and maintenance activities among competitors. However, the implementation of capacity expansion, upgrades, and maintenance aligned with our medium- to long-term plan proved effective, enabling us to increase shipments to meet rising demand. As a result, sales volume increased.

From an environmental and SDGs perspective, we have decided to upgrade our energy-intensive electrolytic equipment to high-efficiency and energy-saving equipment equipment. We also participated in a large-scale closed-loop land-based aquaculture project, including investment. We are currently preparing to supply a range of inorganic chemicals for use in this project.

Strengths, Issues and Growth Opportunities

	Inorganic chemicals business	Acrylic monomer business
Strengths	Electrolysis facilities at three locations in eastern, central, and western Japan, enabling local production for local consumption and BCP support / Nationwide supply of JWWA special-grade sodium hypochlorite through high-purity technology	Production system with both high-efficiency and high-quality / Quality advantage due to advanced ATBS polymerization technology
Issues	Dispersed factories require large investments for the horizontal deployment of the latest technology	We must strengthen competitiveness through cost reduction and differentiation, as competition with foreign companies intensifies in the generic product market
Growth opportunities	Increasing demand for chemicals for electronic materials and other cutting-edge applications and environmentally friendly chemicals will accelerate the development of low-impurity grade products using high-purity technology	The development of products derived from biomass and recycled materials is accelerating amid rising demand for environmentally friendly products

Medium- to Long-term Growth Strategy

Executive Officer
General Manager, Commodity Chemicals Division
Kenji Namiki

The mission of the Commodity Chemicals business is to ensure the stable production and supply of basic chemicals essential to industry, but it is also important to assess changes in the demand structure of the industrial sector and to strengthen and reorganize the business accordingly. In addition to responding to requests from customers and partners, we will work to strengthen our future competitiveness through business operations that contribute to the realization of a carbon-neutral society by transitioning to alternative raw fuels, adopting innovative manufacturing methods, and effectively utilizing hydrogen.

Inorganic chemicals business

In the electrolysis business, we will contribute to a carbon-neutral society by increasing the proportion of renewable energy we use and converting to high-performance, power-saving equipment, as well as through the effective use of hydrogen produced through electrolysis. We will also enhance the development of production and supply systems for product grades with reduced harmful impurities, as well as low-concentration products that require significant transportation energy. By promoting local production for local consumption, we aim to further reduce our environmental impact.

In the sulfuric acid business, we secure stable operations by capturing new demand for lithium-ion batteries and electronic materials, which are expected to see increased demand. We will also contribute to reducing CO_2 emissions at production sites by utilizing the steam generated during manufacturing.

Acrylic monomer business

In the acrylic products business, we are committed to promoting the use of biomass-derived raw materials as part of our efforts to achieve carbon neutrality. We will complete the acquisition of ISCC Plus certification for acrylic monomers in 2025, and we have also begun preparations to obtain ISCC Plus certification for ATBS. Achieving this certification for ATBS would mark the first instance in the world. In addition, we will expand the scope of obtained certifications to create a foundation for polymer and other products downstream in the acrylics chain in the future.

Industrial gas business

We have manufacturing sites in the Chubu and Hokuriku regions, and will continue supporting manufacturing in regional communities with business activities closely tied to local industries. Our major sales lineup of oxygen, nitrogen and argon is produced using the cold energy derived from LNG (liquid natural gas), which helps improve energy efficiency and reduce environmental impact.

In addition, we have one of the few high-pressure gas tanker truck container maintenance facilities in the Chubu region. We aim to operate our business in a more environmentally friendly manner by reducing the environmental impact of the inspections, manufacturing and delivery, through enhanced inspections including high-pressure gas storage tank facilities and installing liquid level monitoring systems for storage tank facilities.

FOCUS TOPICS

Participating in a land-based salmon farming project

We have concluded a capital and business alliance with Pure Salmon Japan K.K. (PSJ), which operates Japan's largest recirculating aquaculture system (RAS) for farming Atlantic salmon. We will stably supply various liquid chemicals that control harmful impurities, essential for the water purification of RAS. PSJ's advanced circulating water purification system, combined with our liquid chemicals, will help reduce environmental impact while enabling the cultivation of safe and healthy fish. Through this initiative, we aim to help address critical social challenges, including marine pollution and food security.

PSJ's Mie plant (illustration)

Atlantic salmon (illustration)

Industrial gases

Our main plant, Chubu Liquid Oxygen Co., Ltd., utilizes the cold energy of LNG for production. With 45 years having passed since the start of operations, we anticipate potential disruptions in the supply of LNG cold energy in the future due to the gradual reduction in fossil fuel usage. To address this, we have decided to upgrade to an all-electric cryogenic air separation, which is scheduled to begin operations in November 2026. We will continue to work to ensure the stable supply of the industrial gases essential for the development of the Chubu economic zone.

Business Strategy to Achieve Value Creation

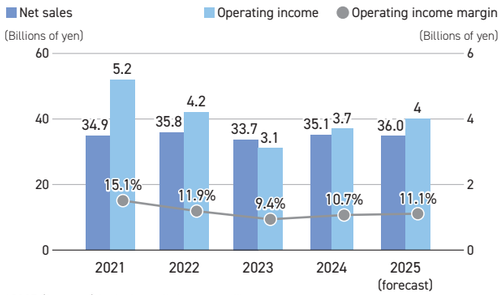
Polymer & Oligomer

Business Profile

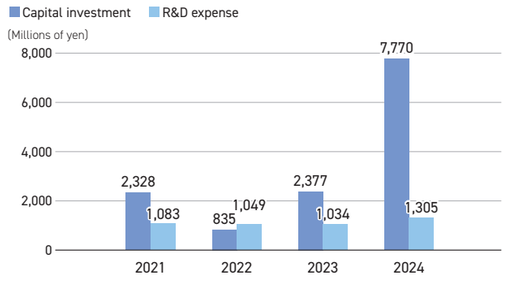
We handle acrylic products used in a wide range of fields, from household goods to automobiles, semiconductors and electronic materials, as well as pharmaceuticals and cosmetics. We are also engaged in the development of "AronFibro" cellulose nanofibers.

- **Acrylic polymers:** Used in a wide range of fields from general-use to highly controlled products in Japan and overseas, including chemicals for water treatment, pigment dispersants in paper manufacturing, adhesives for construction, and resins for sealing materials, in addition to our key areas of focus, such as mobility, electronic materials, pharmaceuticals, and cosmetics.
- **Acrylic oligomers:** "ARONIX UV-curing resin" is used in a wide range of fields such as inks, paints, and electronic materials due to its environmental advantages of being solvent-free.
- **Polymer flocculants:** Polymer flocculants are used as agents for purifying domestic and industrial wastewater, as well as in paper manufacturing and other applications.

Segment Net Sales and Operating Income



Capital investment and R&D expense



*2025 (forecast) includes cellulose nanofibers

FY2024 in Review

- **Polymer business:** Sales increased due to an increase in sales volume of products for automotive parts. We planned the expansion of production facilities for manufacturing products for lithium-ion secondary batteries, pharmaceuticals and cosmetics. We also strengthened the research and technology development system for polymers for high-performance semiconductors.
- **Oligomer business:** Display manufacturing-related products performed strongly in Japan and overseas. The price of raw materials remained elevated, but we were able to secure a profit increase through appropriate price revisions. We also engaged in building an optimal production system spanning three sites — Japan, Taiwan and China — in anticipation of an increase in demand in AI-related fields.
- **Flocculant business:** We strove to adjust prices to reflect the cost of raw materials, but sales declined due to a decrease in exports resulting from stagnation in the Chinese economy. We made steady progress on enhancing competitiveness by optimizing our production system, launched high-performance products with excellent sludge dehydration performance, and worked on strengthening our business base. In addition, to further expand our business in Southeast Asia, we established a local subsidiary in Vietnam.

Strengths, Issues and Growth Opportunities

	Polymer business	Oligomer business	Flocculant business
Strengths	We can address a wide variety of customer needs through advanced customization technologies (linear, branched, cross-linked, granularity, molecular structure, etc.) and impurities reduction technologies (residual substances, residual liquids, metal impurities, etc.)	The ARONIX lineup of UV-curing resins includes multifunctional acrylates and cationic oxetane	We provide high-quality products through manufacturing technology and structural control technology with excellent productivity. We cater to a wide variety of customer needs as the only Japanese manufacturer handling both powdered and liquid products
Issues	Optimizing production sites to increase competitiveness on a global scale	Developing differentiated products with globally competitive quality	Expanding our lineup of globally cost-competitive high-performance products
Growth opportunities	Leverage structural control and high-purification technology to expand applications in the pharmaceutical, cosmetic and semiconductor fields	Expand sales in the fields of electronics, semiconductors, and AI	Contribute to the reduction of energy consumption in the aqueous environment field through structural control technology, expand applications to food and pharmaceuticals and enter the water infrastructure market, primarily in Southeast Asia

Medium- to Long-term Growth Strategy

Executive Officer
General Manager, Polymer & Oligomer Division
Hiroaki Ishii

The Polymer & Oligomer business is expanding its lineup of high-value-added products developed with the fusion of high-purification technology accumulated over many years based on its outstanding synthesis and polymerization technologies. Through this initiative, the business will achieve development in overseas markets and play a central role in the growth strategy of the entire group.

Polymer business

We are creating high-performance, high-purity polymers required in a diverse range of fields, primarily focused on the key areas of automotive, electronic materials, pharmaceuticals and cosmetics, to meet the needs of the market.

Overseas, we are expanding products to meet the diverse needs of local customers, mainly through Toagosei (Shanghai) Management Co., Ltd., established last year, and Toagosei (Thailand) Co., Ltd.

Oligomer business

We aim to improve quality to meet customers' requirements in the field of electronic materials such as resist agents, as well as enhance our cost competitiveness.

To respond to the carbon neutral era, we will not only progressively consider reducing CO_2 emissions from manufacturing but also proceed with the transition to bio-sourced alcohols for many of the alcohols that form our main raw materials. We will also advance our response to the mass balance method in acrylic acid.

In terms of the overseas sector, we are focusing on launching high-value-added products through product development suited to the needs of local customers primarily in the semiconductor and electronic materials fields through the services of our production sites in Taiwan and China.

Flocculant business

With its high-quality ARONFLOC, ACCOFLOC and DIAFLOC polymer flocculant, Group member company MT AquaPolymer, Inc. will provide superior products for solid-liquid separation and aggregation and fitting solutions for a wide range of increasingly diverse applications.

In addition, we will contribute to addressing social issues such as carbon neutrality through new product development, while actively promoting overseas expansion, primarily in Southeast Asia, and enhancing cost competitiveness by optimizing our production system.

FOCUS TOPICS

Expanding our production facilities for lithium-ion secondary battery binders

Our binders for lithium-ion battery anodes can contribute to extended battery lifespan by suppressing expansion and enable rapid charging capabilities through reduced resistance. Our investment in enhancing these production facilities has been certified by the Ministry of Economy, Trade and Industry as a plan for initiatives aimed at ensuring a stable supply of storage batteries, etc., from the perspective of economic security.

Production facilities within the Nagoya Plant

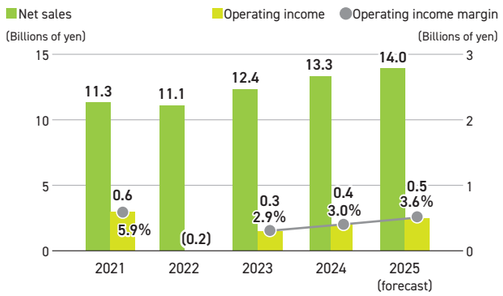
Business Strategy to Achieve Value Creation

Adhesive Material

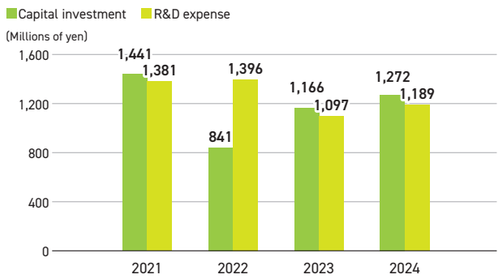
Business Profile

In the Adhesive Material business, we offer a lineup including Aron Alpha, which is synonymous with instant glues, as well as various high-performance adhesives that meet new needs in such fields as electronic materials, automobiles, and precision equipment. In particular, Aron Alpha is outstanding for its ability to bond a wide range of materials strongly with a small amount and in a short time, without the need for heating or other forms of energy. Through "adhesion," we will strive for labor-saving and productivity improvements in a wide range of production activities, helping promote our customers' technological innovations and the reduction of greenhouse gas emissions.

Segment Net Sales and Operating Income



Capital investment and R&D expense



FY2024 in Review

- **Consumer business:** In order to communicate the features of Aron Alpha to consumers in an accessible way, product pamphlets are always available at stores and POP displays have been introduced. We are also posting videos explaining suggested uses on various online media. These have been well received. For "Aron Alpha Hikari," which was positively received when we released it in 2023, we have responded to requests from heavy users by launching a light-free version in December 2024.
- **Global business:** We are focusing on business development in the United States, China, and Southeast Asia. In the United States, in addition to Krazy Glue instant adhesive, we are expanding the range of Krazy brand products, including various adhesives and tapes. In China, we are leveraging e-commerce to suggest unique uses for our products and expand sales. In Thailand, we are expanding sales channels primarily through major convenience stores and also through home centers, etc. Likewise, in the Philippines, we are pursuing sales through diverse routes such as stationery and hardware. We have achieved swift results thanks to these sales strategies, tailored to each country's market.
- **Functional adhesives business:** Sales of our adhesives for bipolar nickel-hydrogen batteries are steadily growing, as they are used in an increasing range of automobile models. The development of products for next-generation batteries is also progressing according to our plan, and we will continue to focus on commercialization.

Strengths, Issues and Growth Opportunities

	Consumer business	Global business	Functional adhesives business
Strengths	High brand strength of Aron Alpha, certified by Guinness World Records as the world's longest-lived brand of instant adhesives for general consumers	Brand power of "Krazy Glue," which has become synonymous with instant adhesives in the United States.	Technical capability to customize the optimal adhesive according to customer requirements
Issues	Brand recognition and penetration among young people	Revision of overseas sales systems	Strengthening overseas sales
Growth opportunities	Expand the market by proposing use for fabrication applications such as models and accessories, in addition to the prevalent image among consumers of using the product for repairs	The global market for instant adhesives for general consumers is expanding, and sales should focus on Asian countries in particular where the population is increasing	Propose adhesive materials for use in next-generation batteries and peripheral components amid the electrification of automobiles and the development of a hydrogen society

Medium- to Long-term Growth Strategy

In the consumer business, while the Aron Alpha brand is growing further in Japan, partly due to the introduction of new products, overseas, we will strive to strengthen the business in America and China and expand it to Southeast Asia and other countries.
In the industrial business, we are creating innovative new functional adhesives focused on growth areas such as the mobility, medical care, and electronic materials fields.

Executive Officer
General Manager,
Aron Alpha Division
Yutaka Sasaki

Consumer business and global business

We will further enhance the strength of the Aron Alpha brand to remain the top runner in instant adhesives.
The prevalent image of Aron Alpha is as a glue for repairs, but we are proposing interesting ways to use it through social media and various other media, aiming to expand its applications in areas such as modeling, crafts, and accessories.
Overseas, we will further expand global sales by strengthening the Krazy Glue brand in North America and South America, as well as expanding the Aron Alpha brand in Asian countries.

Functional adhesives business

In the functional adhesives business, we leverage our unique molecular design, compounding, and analysis technologies to develop high-performance value-added products that are not available from other companies. In terms of growth strategy, we are focusing our development on growth areas such as mobility and electronic materials. We are currently developing new products such as adhesives for next-generation batteries and UV coatings for onboard cameras, sensors, and vehicle-mounted substrates in the mobility field, as well as 5G-compatible noise absorption sheets for high-frequency substrates in the electronic materials field.

FOCUS TOPICS

Exhibiting at various events

In Shizuoka, renowned as the global capital of models, we participated in the Shizuoka Hobby Show in May and the Christmas Festa in December. In addition to introducing the use of Aron Alpha to many model fans and children, these events also enabled us to highlight the features of "Aron Alpha Hikari," which combines the advantages of instant bonding and light curing. We launched a light-free version of "Aron Alpha Hikari" in December 2024, which was positively received by heavy users.

TikTok video

We have posted various Aron Alpha-themed videos to TikTok. These videos have attracted a number of views greatly exceeding our expectations.
We will continue to introduce consumers to aspects of Aron Alpha that are not usually seen.

*TikTok and the TikTok logo are trademarks or registered trademarks of ByteDance Ltd. or its affiliates.

Examples of utilization as an alternative coating

ARONTACK MPT/MF series heat-resistant adhesive

ARONTACK has been adopted for decorative film lamination applications in automotive parts, a recognition of its superior heat-resistant adhesive properties. We have also developed an adhesive that can be applied to difficult-to-bond polypropylene (PP) resin. This newly developed product demonstrates high adhesion without the need for primers or corona treating of PP, and it is also capable of bonding PP to dissimilar materials such as impact-resistant resins (ABS, polycarbonate) and acrylic resins.

Forms of the product
Solution form: MPT (left); film form: MF (right)

Illustration of the processing of decorative film

Business Strategy to Achieve Value Creation

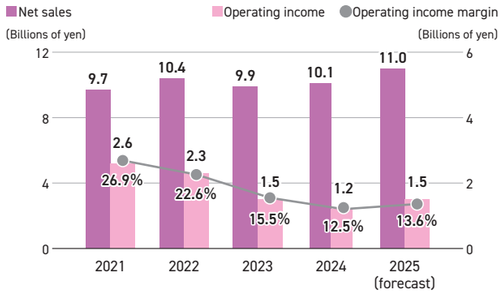
Performance Chemicals

Business Profile

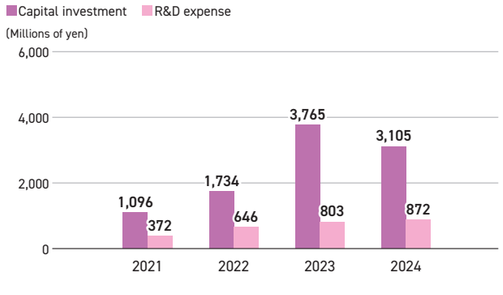
In the Performance Chemicals Division, we pursue the functions of distinctive materials and develop a wide variety of product groups. We handle various products including high-purity inorganic chemicals for semiconductors, as well as inorganic functional materials used in a range of products designed to make our lifestyles more comfortable.

- High-purity inorganic chemicals business: Purified liquefied hydrogen chloride and high-purity alkaline products with applications in semiconductor miniaturization, as well as semiconductor deposition materials such as hexachlorodisilane.
- Inorganic functional materials business: A range of functional additives, such as IXE and IXEPLAS impurity ion-trapping agents that suppress malfunctions in electronic materials, as well as KESMON and NOVARON, which perform antimicrobial, antiviral, deodorizing and other comfort-enhancing functions in textile and plastic materials.
- New product development: Development of medical care-related products.

◆ Segment Net Sales and Operating Income



◆ Capital investment and R&D expense



FY2024 in Review

- High-purity inorganic chemicals business: Specific demand related to the spread of AI drove the overall demand for semiconductors. Sales and profit both increased year on year, mainly due to a recovery in memory products after the early completion of inventory adjustments. However, demand relating to applications such as electric vehicles and industrial machinery remained sluggish, with any recovery postponed until subsequent fiscal years. Looking ahead, the integration of edge AI into smartphones and PCs is expected to progress further and become widespread throughout society, including in areas such as autonomous driving and high-performance computing (HPC). In response to these cutting-edge demands, we will not only expand our supply capacity but also further enhance quality, establishing a robust supply system our competitors cannot imitate.
- Inorganic functional materials business: IXE saw steady shipments supported by mature demand for smartphones and electronic materials. Meanwhile, sales of the anti-bacterial and anti-virus agent NOVARON increased due to the price transfer of raw material cost hikes in some products. However, KESMON deodorant, which has hitherto continued to expand its market, faced increasingly intense competition from overseas competitors, resulting in a slump in sales volume. We are actively working to streamline our manufacturing processes to strengthen competitiveness, while also promoting technological development and striving for product differentiation.

Strengths, Issues and Growth Opportunities

	High-purity inorganic chemicals business	Inorganic functional materials business
Strengths	Stable supply capability by actively driving investments / High-purification technology and product development capabilities based on proprietary development	Synthesis and particle control technologies (function, shape, particle diameter) effective for application-specific optimization / Evaluation and analysis technologies and support systems to bring out product functionality
Issues	Importing primary raw materials makes the business vulnerable to exchange rates and international conditions	The high costs of meeting overseas regulations for antimicrobial agents are hindering growth of sales
Growth opportunities	Expansion of semiconductor applications due to lifestyle changes, semiconductor supply chain enhancement initiatives in each country, and technological innovation	Expansion of the market for functional textiles due to rising living standards in Asia and other regions

Medium- to Long-term Growth Strategy

Executive Officer
General Manager,
Performance Chemicals
Division
Atsushi Tamura

We will continue to pursue stable supply and improved quality in high-purity inorganic chemicals. Demand has temporarily subsided after reaching its peak in 2022, but it is expected to return to a growth trajectory from 2025 onward. Despite rising political uncertainty, we will continue to operate our businesses from a long-term and comprehensive perspective.
Inorganic functional materials are facing increasingly intense competition in existing markets due to advances in Biocidal Products Regulation (BPR) and the rise of competing companies. For this reason, it is important that we constantly develop products that respond to new demands. We will accelerate new development, including new materials.

High-purity inorganic chemicals business

Semiconductor manufacturing is entering a period of significant change. The presence of AI has increased more than ever and is already beginning to transform people's lives. AI is now being progressively introduced into semiconductor design. At the same time, there is ongoing consideration of new, unexplored materials for manufacturing the semiconductors themselves. Our products have become essential materials for existing semiconductor manufacturing, but these products will eventually become obsolete unless we keep pace with technological innovation. The biggest challenge for the spread of AI, in particular, is developing materials that contribute to power-saving and the conservation of resources. In addition to improving the quality of existing products and strengthening our supply system, we are committed to pursuing the development of new products as our top priority moving forward.

Inorganic functional materials business

The use of technology such as AI and perovskite solar cells is expected to spread in the future. In this context, it is of primary importance to minimize malfunctions. Our IXE is being considered for adoption in many fields, and demand is expected to expand further due to its unique ability to capture cations and anions. We face increasingly intense competition in the amenities field, but we are leveraging our unique technology to create various differentiated products, including particle control technology.

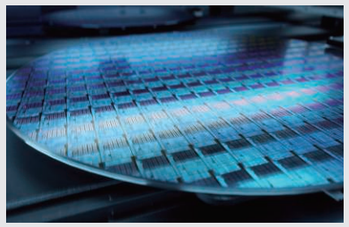
FOCUS TOPICS

Next-generation process development of liquefied hydrogen chloride

In order to meet the increasing demand for semiconductors and quality requirements accompanying miniaturization and high integration, we are currently constructing facilities based on advanced manufacturing technologies. The completion of these facilities is scheduled in 2025, and we then plan to conduct quality evaluations.

Developing new materials

Currently, the 2.5D and 3D development of semiconductor packages is progressing at a tremendous pace worldwide. The suppression of thermal expansion is a vital element in this field. We have been selling the negative thermal expansion material ULTEA for many years, but many of our customers are demanding performance that exceeds that of the existing product. We are actively pursuing product development to meet these demands.



Semiconductor and electronic material manufacturing applications

Purified caustic potash filling facility

Establishing a new purified caustic potash filling facility

We have established a new purified caustic potash filling facility to meet the expanding demand for semiconductors. In addition to improving quality, we are planning to enhance filling capabilities through improved work efficiency and automation. The new facility was completed in 2024 and operation is planned from July 2025.

Business Strategy to Achieve Value Creation

Plastics

Business Profile

We supply high-value-added products aimed at resolving social issues such as natural disaster risks, aging infrastructure, super-aging society and global warming.

- **Environment & infrastructure system business:** Providing effective products and systems for addressing risks such as flood damage or large-scale earthquakes or social issues such as extending the life of aging infrastructure.
- **Nursing care products business:** Supplying mainly assistive products under the Anju-brand for excretory/bathing and mobility/ambulatory purposes, as a leading manufacturer of assistive products. Recently began supplying products for older dogs.
- **Ecological materials business:** Providing highly recyclable thermoplastic elastomer materials in various fields such as automotive, electric/electronic components, and medical.

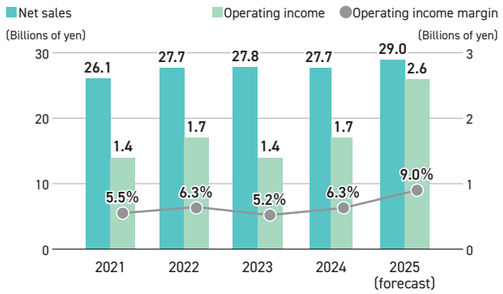
安寿 あんじゅ
Transforming "want to" into "can do."

GRiNABLE
Aiming for a sustainable society

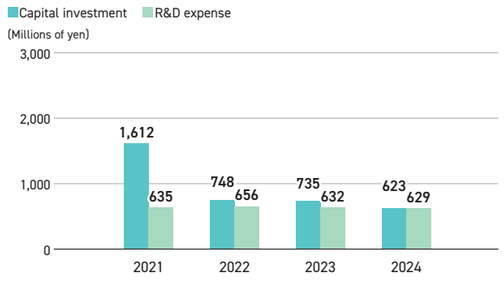
Be prepared and feel secure: Building a strong community

OneAid
Supporting your family's smiles

Segment Net Sales and Operating Income



Capital investment and R&D expense



FY2024 in Review

- **Environment & infrastructure system business:** We focused on expanding sales of our lineup of countermeasure products and systems, such as sewer pipeline repair materials, emergency toilet waste systems, and rainwater storage and infiltration systems.
- **Nursing care products business:** We have added the "Little Turn II Slow Speed Plus" and "Little Turn Z Slow Speed Plus" lineup, equipped with speed adjustment functions, to the "Little Turn" series of assisted walkers, which are popular for their compactness.
- **Ecological materials business:** Sales of elastomer materials expanded as we focused on development in the automotive field. We also made progress in using the recycled materials from collected used diapers to produce molded products.

Strengths, Issues and Growth Opportunities

	Environment & infrastructure system business	Nursing care products business	Ecological materials business
Strengths	Knowledge and know-how in sewer repair developed through years of product development for aging infrastructure	The power of the Anju brand and the development capability to catch up with demand for nursing care in a super-aging population society	Compounding technology that enables precise response to customer requirements, and production and sales system in Thailand capable of responding to the Asian market
Issues	Proposal of solutions, including systems	Accelerating the development of high-value-added products	Expanding into product lines that target all kinds of eco-friendly materials
Growth opportunities	Increasing demand in the infrastructure field based on the plan for national resilience led by the government and municipalities	Increasing demand for nursing care in a super-aging society	Increasing demand for recycled materials contributing to the development of a carbon-neutral society

Medium- to Long-term Growth Strategy

Executive Officer
President and Representative Director, Aronkasei Co., Ltd.
Susumu Miho

The Plastics business covers the downstream areas of the Toagosei Group. With our development of characteristic materials and plastics processing technologies, we are aiming to expand the business by releasing high-value-added products and creating new businesses in the fields of environmental infrastructure and lifestyle support. We will undergo restructuring as a business unit directly linked to social issues.

Environment & infrastructure system business

We are extending our lineup in the flooding and inundation, earthquake resistance and disaster prevention, and infrastructure aging fields. In particular, we will focus on the development of products and systems that contribute to the repair of aging sewer pipes. Going forward, we will shift to a development system that can propose solutions, including systems.

Nursing care products business

"Anju" has grown to become a leading brand in the assistive products field, and we are developing high-value-added products equipped with IoT technology and other features with the aim of contributing to further advances in assistive products and resolving social issues. We will also be expanding the "OneAid" business which includes products for elderly dogs.

Ecological materials business

We will expand into product lines that target all kinds of recyclable eco-friendly materials, such as the use of recycled materials from disposable diapers. For elastomer materials, we will heighten our focus on expansion in the automotive field and continue to develop products that enable labor-saving in assembly tasks and the sensors used in autonomous driving technologies.

FOCUS TOPICS

Product development utilizing recycled materials from disposable diapers

We provided local governments with "Station Box" waste collection storage containers made from recycled materials from collected used diapers. Development is progressing toward the creation of molded products from recycled materials sourced from disposable diapers, and we expect to explore various applications going forward.

"Station Box"

Conversion into raw materials

Developing a new model of assisted walkers

We have developed "Little Turn," a compact and maneuverable assisted walker equipped with 3-way casters that enable the user to change their orientation according to walking ability. We have also added a new lineup of speed-control types that feature a wider range of speed adjustment settings, enabling greater ease of use.

Little Turn II

Little Turn II KM