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## Message from the President

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On June 26th 2025, I was privileged to assume the role of Nippon Kayaku Group President. I come into the position with strong passion and resolve born from my acute sense of the 109-year weight of the Kayaku sash I inherit, and my desire to build a new future with our stakeholder support network.

FY 2025 marks not only the concluding year of our **KAYAKU Vision 2025** Medium-term Corporate Plan (FY2022- 2025), but also the point at which we map out the path for our next corporate plan. I am fully aware of my initial task to powerfully advance the current Plan's key strategies and see them through to the end.

Furthermore, our next corporate plan will see us both our vision and mission from a longer-term perspective, and discuss the best form of target-setting for both company and stakeholders. I will hence stand at the forefront of our efforts to fix our upcoming corporate plan geared towards further company growth.

In order to achieve our targets, it is necessary to harness the ability—the various strengths and individuality—of each and every employee to the maximum extent, and accumulate those various abilities to increase our organizational strength. Performance of this crucial role falls to our human resources. I want our employees to earnestly engage in self-improvement, undertake new challenges with colleagues, and thereby boost their ability to deliver results. Only through constant challenge can we deliver results and change. Even a challenge resulting in failure constitutes an important outcome. I will thus join my employees in our constant challenge, perceiving change not as a risk but as something to be converted into a chance for new value creation.

Despite this surrounding era of change, our corporate mission of: “Continuously providing society with the best products through ceaseless progress and the combined forces of our consciences” shall remain unaltered. We at the Nippon Kayaku Group shall keep on earnestly listening to all stakeholder voices and continue our advance through unrelenting innovation and constant challenge.

June 2025

*Shigeyuki Kawamura*

Shigeyuki Kawamura  
Member of the Board  
President and Representative Director



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## A Message from our Director In-charge of Sustainability

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Amid an uncertain social climate fueled by geopolitical risks, social issues such as global-warming-induced climate change have intensified, bringing somewhat dizzying changes to the Nippon Kayaku Group's operating environment. Such changes present new opportunities and issues for our Group's business, with the heightening uncertainty of recent times making the promotion of sustainable management more crucial than ever.

In order to realize our corporate vision of: "Continuously providing society with the best products through ceaseless progress and the combined forces of our consciences," we have identified the key management issues for our Group to tackle in "KV25 Materiality". The current drafting of our next Medium-term Business Plan will see us reassess materiality in pursuit of corporate growth and further sustainability promotion. We will also fix a management strategy fusing both financial and non-financial elements, linking it to sustainable growth and improved medium-to-long-term corporate value.

Recent years have also seen, both domestically and internationally, accelerated developments concerning the information disclosure framework for sustainability-related disclosure requirements. These developments express an understanding of the high interest shown in sustainability by both stakeholders and society. We shall thus, in our dissemination of sustainability-related information, deliver accountability over process and results and, through highly transparent information disclosures, aim to meet stakeholder expectations and requirements while continuing to fulfil the role of a business commanding society's trust.

June 2025

S. INOUE

Shinji Inoue

Member of the Board  
Managing Director



## Messages from Group Company Leadership

The Nippon Kayaku Group currently conducts business in 12 countries and regions across the globe. Below are the introductory messages each of our 23 group company leaders.



### Czech Republic Mobility & Imaging Business Unit

#### Kayaku Safety Systems Europe a.s. President: Akinori Kanno

Since 1999, Kayaku Safety Systems Europe has been engaged in the manufacture and sale of automotive safety components from our eastern Czech Republic base of Vsetin. The critical safety components we supply to the market are high-quality, designed with operational safety in mind, and help provide enhanced protection to drivers behind the wheel. We aim to contribute to local communities through sustainable business management, environmental awareness, improved employee quality of life, and philanthropic activities.



**China** Mobility & Imaging Business Unit

**Kayaku Safety Systems (Huzhou) Co., Ltd. General Manager: Yasushi Matsumura**

A manufacturer and seller of automotive safety parts, Kayaku Safety Systems (Huzhou) (KSH) contributes to reducing automobile accidents with its stable supply of high-quality products to the market. In addition to responding appropriately to China's increasingly tougher safety and environmental demands, we are thorough in our approaches to corporate governance and compliance, and are also striving to boost economic value through continuous cost-reduction efforts. Through realizing Nippon Kayaku Group's core sustainable management policies in line with the **KAYAKU spirit**, KSH will continue striving to repay the trust of all our stakeholders.



**Mexico** Mobility & Imaging Business Unit

**Kayaku Safety Systems de Mexico, S.A. de C.V. President and Representative Director: Kazumasa Kurita**

Established in May 2007, Kayaku Safety Systems de Mexico produces automotive safety parts for the North American market and the world at large. With priorities placed on product safety and quality, we are moving forward with A3 Activities (KAIZEN) and working towards a waste-free production line. Through the implementation of sustainable management practices under the **KAYAKU spirit** of "continuously providing society with the best products through ceaseless progress and the combined forces of our consciences," we are aiming to become a company that repays stakeholder trust across the board.



**Malaysia** Mobility & Imaging Business Unit

**Kayaku Safety Systems Malaysia Sdn.Bhd. Managing Director: Eishi Sato**

Kayaku Safety Systems Malaysia was established in 2012 with the aim of manufacturing and selling automotive safety parts. Underpinned by our focus on safety and quality, our products can be found in cars across every ASEAN member state and across the wider world. We also practice sustainable business management in accordance with the **KAYAKU spirit**. Our aim is to earn the trust of every stakeholder through contributing to increased car safety with the parts we provide.



**USA Mobility & Imaging Business Unit**

**NIPPON KAYAKU AMERICA, INC. President: Kenji Yoshida**

NIPPON KAYAKU AMERICA concentrates on gathering information and promoting the sale of automotive safety parts in the North American region. As a seller of automotive safety components, we are rigorous in our approach to compliance and quality control as we bring safe and eco-friendly parts to the market. We are promoting products, technologies and services to clients and partners which aid the creation of a sustainable society, including from the standpoints of increasing environmental, social and economic value. With the **KAYAKU spirit** firmly in mind do we hope to contribute even slightly towards the advent of a sustainable society.



**Japan Mobility & Imaging Business Unit**

**POLATECHNO CO., LTD. President and Representative Director: Hirokazu Karino**

The year 2020 saw POLATECHNO CO., LTD undergo a new lease of life as Nippon Kayaku's Joetsu Plant. We continue to compete on the world stage with our dye-type polarizing films, which combine Nippon Kayaku's dye technologies with Polatechno's stretching, coating and processing technologies. While aiming for a stress-free and comfortable workplace which prioritizes improved health and guaranteed safety, we are constantly striving to get the basics thoroughly right. By creating a unified workplace through improved camaraderie, we aim to notice more, think more, and thereby improve quality and productivity. We are proactively reducing CO<sub>2</sub> emissions and industrial waste as we bring our image of a continually environmentally-conscious plant into reality. Going forward, we will keep being kind to the global environment, aim to progress hand-in-hand with the local community, continue to stably deliver distinctive products to the wider world, and contribute to affluent living and a sustainable society.



**USA Mobility & Imaging Business Unit**

**MOXTEK, Inc. President: Michiyuki Yamamoto**

MOXTEK contributes to society with its utilization of cutting-edge nano-optical and X-ray technologies for imaging and analysis equipment. The core of our sustainability drive consists of: (1) growing in tandem with the local community; and (2) contributing to society with a technology-rooted approach. We already support local initiatives through proactive participation in a "Homeless Support Program" and delivery of extra-curricular science activities to local schools. And we are even helping to elucidate the beginnings of the universe through our contributions to the NASA Mars Exploration and Space Telescope projects! In short, we are working hard to be a locally-rooted company which aids the wider development of science.



**China** Mobility & Imaging Business Unit

**WUXI POLATECHNO OPTICS CO., LTD. General Manager: Ryuta Tsukada**

WUXI POLATECHNO OPTICS (WPLC) produces liquid crystal projector materials, conducts polarized film processing for automotive applications (Wuxi), and undertakes sales activities in China and other Asian countries (Shenzhen). As even China is now taking an increasingly stringent stance on environmental and safety issues, we need to fully grasp these environmental and social changes and respond accordingly. As such, WPLC has already introduced green electricity, and is working to reduce energy consumption, wastewater and industrial waste emissions. We also believe in the importance of all employees working as one to further enhance our response to change, holding every one of them accountable to the Nippon Kayaku Group Charter of Conduct and Code of Conduct, and raising awareness of operational safety. We thus aim to continue our pursuit of a sustainable society by bringing the **KAYAKU spirit** into everyday operations.



**Netherlands** Mobility & Imaging Business Unit

**Dejima Optical Films B.V. Managing Director: Jan Willem Venema**

As our name might suggest, we design, develop and produce optical films for the display industry and other methods of application, thereby contributing to Nippon Kayaku's Light Control Business. We are currently making every effort to implement Nippon Kayaku Group's sustainable management practices.

Since establishment in 1999, we have, to the fullest extent possible, recycled both the Twistar™ packaging shipped to, and the raw materials received from, the Joetsu factory. Furthermore, we ensured that our facility built in 2008 was fitted with energy recovery devices for use at various stages of the production process, thereby keeping energy consumption to a minimum. And on top of that, we have held down environmental pollution stemming from our coating line by catalytically oxidizing organic solvent waste gases in an incinerator.

Our production plant electricity comes with a so-called "Green Label" which certifies our wind-generated energy. And, although only able to supply a limited amount of our electricity needs, we are looking into the installation of solar panels on our roof in light of recent energy price hikes. Individual safety and environmental conservation are the themes reflected in every management decision taken at Dejima Optical Films.



**UK** Mobility & Imaging Business Unit

**RaySpec Ltd. Managing Director: Shinji Ichikawa**

RaySpec Ltd. is mainly concerned with the manufacture and sale of X-ray-based analytical devices found in electron microscopes. We endeavor to contribute to society through listening to customer and market voices, and delivering products and services tailored to needs, with safety and quality prioritized.

With our **KAYAKU spirit** corporate vision forever in mind, we shall strengthen corporate governance, work towards thorough compliance, practice sustainable management which recognizes environmental issues, and aim to deliver happiness and joy to all our stakeholders.



**Japan** Fine Chemicals Business Unit

**NIKKA FINE TECHNO CO., LTD. President and Representative Director: Ryo Fujimori**

NIKKA FINE TECHNO operates as a domestic trading company within the Nippon Kayaku Group. We aim to be a company which tackles the customer's wants directly and brings them into reality, through both proposing and selling the optimum materials from myriad commodities. In order to become a company capable of "changing, adapting and developing," we will bind every employee to the Group Charter of Conduct and Code of Conduct, deliver sustainable business management rooted in the **KAYAKU spirit**, and repay the faith of each and every stakeholder.



**Korea** Fine Chemicals Business Unit

**Nippon Kayaku Korea Co., Ltd. President and Representative Director: Naoki Shiraiwa**

Nippon Kayaku Korea both imports and sells the products of our Fine Chemicals Business Unit, in addition to various other products and raw materials. On top of undertaking contracts concerning Korean domestic manufacturing projects, we both manufacture and sell automotive safety components, and provide relevant technical support.

The numerous diverse business operations we handle come with an inevitably large number of laws and regulations with which to comply; the three laws on chemical-related products being particularly exacting. We are therefore redoubling our compliance efforts across the board. We are also strengthening governance systems to ensure proper business transparency and fairness. Though our scope for impact is limited, we would like, in just a small way, to increase the value we add to society and the environment, and meet stakeholder expectations with a concerted company effort towards sustainable business management.



**Germany** Fine Chemicals Business Unit

**Euro Nippon Kayaku GmbH Managing Director: Yuji Uesugi**

Euro Nippon Kayaku GmbH (ENK) is engaged in the import and sale of fine chemicals business products in the European region. With its European Green Deal and European Climate Law, Europe is ahead of the world curve in its efforts to achieve climate neutrality by 2050, and has triggered new laws and regulations worldwide in order to meet its standards. In a world seeking great changes, ENK seeks to grow with such changes and create new business opportunities, and promote sustainable management in its continuing quest to meet stakeholder expectations.



**Japan Fine Chemicals Business Unit**

**Kowa Sangyo Co., Ltd. President and Representative Director: Takuya Sakuramoto**

Kowa Sangyo Co., Ltd., is mainly responsible for production operations and related haulage and inspections at Nippon Kayaku's Asa Plant. With our core conviction of "safety takes priority over everything else," each and every one of our employees carries out their business activities in line with Nippon Kayaku's Charter of Conduct and Code of Conduct.

Through solidly taking on issues such as promotion of energy saving and waste reduction, as well as implementing sustainable management, we shall aim to become the Nippon Kayaku Group we want to be and realize the **KAYAKU spirit**.

As a member of the Nippon Kayaku Group shall we remain a business closely connected to local communities and strive towards repaying stakeholder trust.



**China Fine Chemicals Business Unit**

**KAYAKU CHEMICAL (WUXI) CO., LTD. General Manager: Makoto Uchida**

KAYAKU CHEMICAL (WUXI) CO., LTD. (KCW) was established in 2002 as a wholly-owned subsidiary of Nippon Kayaku and specializes in the manufacture and sale of photocurable resins for electrical good components. We currently sell resins for semiconductor encapsulation and high-frequency circuit boards, while also handling LCD and semiconductor cleaners. Our business expansion approach to the Chinese market is one of local production and consumption.

Rapid economic expansion in China has spawned environmental and other issues which increase the harshness of the environment in which businesses operate.

Against that backdrop has sustainable management assumed extra importance in the quest to continue and develop our business.

At KCW, we believe it is paramount that each and every employee seek to realize the **KAYAKU spirit** and implement sustainable management by acting in accordance with the Nippon Kayaku Group Charter of Conduct and Code of Conduct.

With each employee's actions based on a firm ethical grounding and understanding of local culture, history and business customs, we aim to continue gaining top marks from customers for value creation and contributing to society as a whole.



**USA Fine Chemicals Business Unit**

**KAYAKU Advanced Materials Inc. President & CEO: Kenichiro Yoshioka**

KAYAKU Advanced Materials, Inc., (KAM), located in Westborough, Massachusetts, USA, delivers innovative special materials to the microelectronics market while paying heed to safety operations and the environment.

We pour all our efforts into sincere and ethical business activities, strengthened governance, thorough compliance, respect for the environment and society, contributing to local communities through philanthropic activities, and responsible business management.

We also offer our employees an innovative, safe and diverse work environment which is both comfortable and rewarding, and also value and encourage individual employee contributions and self-development.

KAM's corporate value is created from thorough application of the **KAYAKU spirit** and responsible business actions. That, we believe, is how we deliver long-term value to our customers, employees, local communities, and the Nippon Kayaku Group.



**Japan Fine Chemicals Business Unit**

**Teikoku Taping System Co., Ltd. President & CEO: Ichiro Tomonaga**

Teikoku Taping System (TTS) tasks itself with the design, development, manufacture, sale and maintenance of semiconductor manufacturing equipment. The "TTS Values" outlined in our corporate philosophy are replete with crystal clear thoughts on the kind of company we should be, the objectives we should be working towards, and our basic management concepts. These TTS Values will form the backbone of an increased awareness of sustainable management and sustainability promotion, which we seek to apply to everything from everyday work to myriad other activities.



**China Fine Chemicals Business Unit**

**WUXI ADVANCED KAYAKU CHEMICAL CO., LTD. General Manager: Kazuhiko Kosano**

WUXI ADVANCED KAYAKU CHEMICAL manufactures dyes for textiles, paper and inkjet printing based on a management policy of delivering human-oriented and environmentally-friendly products which satisfy our customers. In addition to tough Chinese requirements concerning environmental conservation and production safety, we also have to contend with increasingly challenging stipulations on carbon neutrality. As such, we will continue conserving energy, reducing wastewater and cutting waste output from our production processes while devoting maximum attention to improving the workplace environment for all employees. Through providing highly safe Bluesign®-certified dyes and increasing our lineup of products which help customers reduce their environmental impact and conserve energy and resources do we aim to take steps towards a sustainable society.



**China Fine Chemicals Business Unit**

**Shanghai KAYAKU International Trading Co., Ltd. General Manager: Yo Iwasaki**

Shanghai KAYAKU International Trading CO., Ltd. is involved in the sale of pigment-related products, such as textile dyes, inkjet ink and thermal developers to the Asian market, with the focus placed on China.

The textiles industry has recently not only strengthened its workplace safety regulations but introduced tougher standards on the safety of raw materials, including dyestuffs. Such moves bring added demands for water resource conservation in the supply chain and working environment improvements.

By not merely stopping at providing safe and reliable products, but through continually providing various solutions for problem-solving and production process streamlining, we are helping our customers reduce wastewater, save energy and improve their productivity.

Furthermore, printing industry moves towards eco-friendly digitalization allow Nippon Kayaku to utilize one of its strengths in the form of water-based pigment inks to contribute to a sustainable world.



**Thailand** Fine Chemicals Business Unit

**NIPPON KAYAKU (THAILAND) Co., Ltd. President and Representative Director: Tetsuya Tomita**

Established in 2018, NIPPON KAYAKU (THAILAND) mainly sells Fine Chemicals Business Unit products to the ASEAN and South Asian markets, and handles the procurement of raw materials and intermediary purchasing from the same region, as well as surveys of related local markets. All staff will be united in our stance on compliance as we seek to provide yet safer materials with energy-saving potential, and significantly contribute to the ASEAN and South Asian region as a whole.



**Japan** Life Science Business Unit

**NIPPONKAYAKU FOOD TECHNO CO. LTD. President and Representative Director: Tomomasa Tsuchibuchi**

NIPPONKAYAKU FOOD TECHNO concerns itself with the manufacture and sale of food-quality preservatives, such as ethanol preparations and oxygen adsorbers, as well as health food ingredients such as chitosan. With sustainable management as our bedrock, we aim to make yet bigger contributions to society through delivering excellent products and high-value service from the mission standpoints of "Food Safety" and "Food and Health." Our food-quality preservatives aim to reduce food waste, while our health food ingredients aim to deliver "healthy lifestyle proposals through food." In order to realize the **KAYAKU spirit** as a Nippon Kayaku Group member, we will prioritize safe operations, proper compliance, and environmental considerations. With high ethical standards shall every employee follow the Group's Charter of Conduct in our quest to repay the trust and expectations of our customers.



**Taiwan** Life Science Business Unit

**Taiwan Nippon Kayaku Co., Ltd. General Manager: Takehiro Hasegawa**

Taiwan Nippon Kayaku Co., Ltd. is chiefly involved with the promotion of products and conducting of market surveys in the life science and fine chemicals business fields. For many years, we have contributed to the Taiwanese healthcare and manufacturing industries through the supply of drugs and functional materials. Against a backdrop of global upheaval due to various international affairs, the demands and expectations of society and customers are changing by the moment. By responding flexibly to business environment changes under the **KAYAKU spirit**, and uniting all employees behind sustainable management, we shall continue to provide all our stakeholders with prosperity and peace of mind.



**Japan** Wako Toshi Kaihatsu Co., Ltd. President and Representative Director: Masatomi Akezuma

Wako Toshi Kaihatsu primarily conducts two types of real estate business: (1) leasing the commercial building facilities in our possession to hypermarket businesses and (2) leasing our three company-dormitory-style buildings in the capital region to Nippon Kayaku. Through this business do we aim to play a part in providing people with food, clothing and shelter, bring smiles to those who live and work under our roofs, and be seen as a necessary presence in the eyes of our customers. We will also work towards aligning our vectors with those of our client business partners in a bid to solve social problems, and promote both thorough compliance and sustainable management under the **KAYAKU spirit**. Specifically, we are taking steps to increase the value of our real estate assets by providing our users with better comfort, health and safety through: (1) upping energy efficiency and resource efficiency through the use of low energy devices and durable materials, and (2) installing and strengthening our facilities' infrastructure and disaster prevention equipment.

