
Message from the President

April 2026 saw us embark upon our new Long-term Management Plan: "Evolution 2035." We have thus set sail on a course which leads ten years into the future and with the following purpose:

"Through Kayaku technologies, Nippon Kayaku will provide Comfort, Prosperity and Inspiration for the future and humanity of our planet."

"What will the wider world throw at us?" is the question of the moment in these unpredictable and uncertain times. Accordingly, in order to both survive and develop as a company, we must adapt to our business environment and constantly evolve.

Nippon Kayaku operates multiple businesses and possesses a diverse array of technologies with unique characteristics. Our path until now has seen each business utilize its own particular technology to make products delivering value to society. But our future must see us combine such technologies, and harness them to the business assets cultivated to this point, to create businesses able to solve the new social issues of the future.

We believe that companies of the future are tasked with the following mission: to operate businesses that find compatibility between delivering happier and more prosperous lives for the people of the future, and contributing to the environment, and thereby make contributions to all shareholders, investors, customers, employees, the environment and society as a whole.

We also believe that achieving the above will be tough with continued adherence to the thoughts, ideas and working practices of the past. By continuously considering the question of: "What kinds of future social issues can our KAYAKU technologies solve?" we shall, with the aid of a comfortable workplace, produce ideas that break with those of the past as we pursue new challenges. We must therefore proactively advance and reform the very organizational climate that shall support our quest to achieve the above.

In addition to furthering digital integration and upping both working efficiency and speed, we shall ensure that each and every Nippon Kayaku individual can display their personal abilities to the full, and realize these new ideas. By creating that kind of growth cycle shall we evolve towards a company that sustainably increases its corporate value.

Even uncertain times shall not shake our guiding principle: "Continuously providing society with the best products through ceaseless progress and the combined forces of our consciences." Going forward, just as until now, we, at the Nippon Kayaku Group, shall listen earnestly to the voices of all our stakeholders and continue on our forward march through continuous steady progress and the acceptance of new challenges.



June 2026

Shigeyuki Kawamura

Shigeyuki Kawamura

Member of the Board

President and Representative Director

A Message from our Director In-charge of Sustainability

The “VUCA Era” of highly uncertain business environments demands that companies adopt long-term-perspective management policies, and act in ways that repay society's trust more than ever before. As a chemical-handling company, our responsibilities to ensure safety, maintain and improve quality, and reduce environmental burdens are especially great and form the very nucleus of our business.

At this juncture has our company fixed Evolution2035, our Long-term Management Plan based on our vision of where we wish to be in ten years' time. To achieve that vision, we have reassessed our materiality circumstances by determining key issues. The current reassessment has seen us calculate back from our end vision, and organize our mission in the form of concrete targets for 2028 and 2035. We have also considered affairs from double-materiality viewpoints, given that as our business expands, societal demands around product safety and quality, and our responsibilities to the environment, will yet further increase. Based on that, in addition to corporate growth, are we fixing our gaze upon effects on society and the environment, and managing our business accordingly.

In the environmental field, whereas amounts for VOC emissions and industrial waste were previously confined to business result disclosures, we have now set clear targets and thereby boosted initiative efficiency. Regarding human capital, through optimizing our human resources portfolio and strengthening investments in training, we have strategically developed specialist staff for management, digital, finance and global roles, and are striving for compatibility between business growth and value creation. Additionally, wherever possible, each of our targets is fixed and disclosed on a continuous basis, enabling us to increase transparency and effectiveness across the entire Group. Furthermore, a director-in-charge has been assigned to each individual matter so as to clarify exactly who is responsible for meeting each target.

Especially in this era where the future is hard to discern shall we firmly uphold our original chemical company principles of safety, quality, and environmental responsibility as we keep taking new challenges on. Through delivering products and technologies that can help solve social issues, we shall aim to harmonize the goals of realizing a sustainable society and achieving sustainable business growth for the Nippon Kayaku Group.



June 2026

S. Inoue
Shinji Inoue

Member of the Board
Managing Director

Messages from Group Company Leadership

The Nippon Kayaku Group is developing its business across the world.



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.



Korea Mobility & Imaging Business Unit

Nippon Kayaku Korea Co., Ltd. President and Representative Director: Yuusuke Tanaka

Nippon Kayaku Korea Co., Ltd. concerns itself with the sales promotion of automotive safety parts and the sales of explosive raw materials used in such parts within Korea.

In order to satisfy all our stakeholders, starting with our customers, we strive to deliver safety, environmentally-conscious products and services, and proper provision of information.

With legal and regulatory compliance and fair-trade practices forever in mind, each and every employee acts in accordance with our Charter of Conduct and Code of Conduct as we seek to realize the Nippon Kayaku Group's Corporate Vision "KAYAKU spirit."



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, S.A. de C.V. is involved in the manufacture of automotive safety parts for the North American market and the wider world.

With priorities placed on safety and quality, we not only promote "kaizen" continuous improvement activities but strive to eliminate waste throughout our manufacturing activities.

Based on the Nippon Kayaku Group's "KAYAKU spirit" corporate vision, that of "continuously providing society with the best products through ceaseless progress and the combined forces of our consciences," we implement sustainable management while aiming to be a company trusted by all our stakeholders.



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.



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 CO₂ 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 CO., LTD is a domestic trading company within the Nippon Kayaku Group. Mainly linking ourselves with Fine Chemicals but also with other businesses, we call on diverse commodities and technical expertise to provide optimal solutions for our customers' desired outcomes. As we work towards realizing the mission statement: "Through KAYAKU technologies, Nippon Kayaku will provide Comfort, Prosperity and Inspiration for the future of humanity and our planet," we shall thoroughly uphold our Group Charter of Conduct and Code of Conduct under the KAYAKU spirit. With the environment, safety, quality and compliance serving as our focal points, and through Responsible Purchasing, human resource development and strengthening of systems including those for information security, we shall commit ourselves to sustainable management and value creation across the entire supply chain.



Germany Fine Chemicals Business Unit

Euro Nippon Kayaku GmbH Managing Director: Yuji Uesugi

Euro Nippon Kayaku imports and sells Fine Chemicals Business Unit products in Europe. Based on the European Green Deal and European Climate Law, Europe is taking the lead in achieving climate neutrality by 2050, and new laws and regulations are being established around the world in line with this goal. Furthermore, recent wars and global political developments have had a significant impact on global supply chains, where timely, precise responses are essential. Under the KAYAKU spirit and sustainable management, we strive to promote KAYAKU's technology to provide peace of mind, prosperity, and inspiration for the future of people and the planet, and meet the expectations of our stakeholders.



Japan Fine Chemicals Business Unit

Kowa Sangyo Co., Ltd. President and Representative Director: Katsuki Moritsugi

Kowa Sangyo Co., Ltd. is responsible for manufacturing operations at Nippon Kayaku's Asa Plant, as well as ancillary haulage and inspection tasks. As a company deeply rooted in the local community, we prioritize safety, aim for a comfortable workplace, and ensure that all our employees conduct business activities in line with our Charter of Conduct and Code of Conduct. Furthermore, through promotion of energy-saving and waste reduction, we strive to reduce environmental burdens through our daily business activities, and thereby contribute towards both a sustainable environment and sustainable society. Going forward, as a member of the Nippon Kayaku Group, we shall continue, under the KAYAKU spirit, to implement sustainable management and seek to become a company that repays the faith of all stakeholders.



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: Go Mizutani

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: Kenichiro Yoshioka

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.

