



HODOGAYA CHEMICAL CO., LTD.

2026-2027 BUSINESS OVERVIEW

コード2030 CODE/CHORD 2030

- CODE**
(Code of conduct) Common rules to return to when in doubt in order to win. Standards of conduct for professionals who act autonomously and take responsibility for results.
- CHORD**
(Chords and harmonies) Diverse personalities overlap and resonate with originality. Maximize the value of co-creation through the harmony of a rich corporate culture that is both flexible and strong.
- SIGNAL**
(Signaling) When you hear the word “CODE/CHORD 2030,” it is the call to action for transformation that enables everyone to step forward collectively toward the same goal.

Three Years of Transformation Fiscal year ending March 31, 2027 to fiscal year ending March 31, 2029

- Bold structural reform and portfolio transformation
- Sowing seeds for the future and reallocating resources
- Mechanisms to achieve discontinuous growth

Two Years of Harvest Fiscal year ending March 31, 2030 to fiscal year ending March 31, 2031

- Maximizing the results of transformation and sowing seeds
- Establishing a highly profitable structure

Key measures

Management Philosophy, PURPOSE, VISION (Target Corporate Image)

Management Philosophy

Through constant innovation of chemical technology, we will provide high-quality products and services throughout the world and contribute to the creation of an environmentally conscious society.

PURPOSE

Your Dream is Our Business

VISION

(Target Corporate Image)

“Refining Originality, Co-creating the Future:
With our pioneering DNA of *Honpo Koshi*, we create value and turn dreams into reality”

**Honpo Koshi*: Rather than following in the footsteps of others' success, we always stay one step ahead of others and boldly take on new businesses. We ourselves become the first arrow (the pioneer).

- ✓ **Shift in investment paradigm**: Prepare vessels first (versatile and expandable facilities) to avoid opportunity losses
- ✓ **Promotion of co-creation**: Accelerating the buying time strategy (M&A and alliances, co-creation with external research institutions, patent strategies, etc.)
- ✓ **Expansion into new business areas through unique technologies**: Nucleic acid medicine CDMO business, semiconductor materials business, etc.
- ✓ **Strengthening the trinity approach**: Accelerating value creation through enhanced collaboration among research, production, and sales
- ✓ **Drastic measures for unprofitable businesses**
- ✓ **Conservation of the global environment**: Reduction of CO₂ emissions and industrial waste
- ✓ **Promotion of human capital management**: Introduction and initiatives of systems to enhance engagement
- ✓ **Enhancing shareholder returns**: Ongoing dividend increase ⇒ Targeting DOE >3.0% by FYE March 2031 via progressive dividends

"Five Core Segments" of Hodogaya Chemical Group

Functional Colorants Segment 54.3%



Strength

Ability to boldly challenge new business domains that support a prosperous future by constantly refining our organic synthesis and purification technologies

OLED • Advanced Materials Business

- Emitting and Transport Materials
- Capping layer materials
- Bio Materials (Oligonucleotide Synthesis)
- Imaging materials for copier toner
- Dyes for color filter
- Perovskite solar cell materials
- Semiconductor Materials (Resist Materials)

Coloring Materials Business

- Aluminum coloring dyes
- Stationery dyes
- Dyes for hair color treatment
- Natural dyes(for food and industrial use)



Specialty Polymers Segment 16.0%



Strength

Ability to deliver high value-added specialty products globally, achieving both prosperous lifestyles and environmental harmony, by establishing a Global Niche Top position centered on our phosgenation technology

Construction materials Business

- Waterproof materials for civil engineering and construction (Urethane based)
- Waterproofing and leak-plugging work



Functional Polymers & Specialty Chemicals Business

- Urethane materials (PTG, BIO-PTG, PTG-SOFTENA, etc.)
- Phosgene derivatives Specialty Chemicals (Intermediates for pharmaceutical, functional polymers and electronics)
- Adhesives • Release agents

Basic Chemicals Segment 15.1%

Strength

Creativity to explore new applications demanded by the times—from clothing, food, and shelter to cutting-edge fields—drawing on our long-held hydrogen peroxide production technologies and a robust stable supply network



Peroxide Business

- Hydrogen peroxide
- Sodium percarbonate
- Peracetic acid (disinfectant agents, food additives)
- Industrial chemicals



Agro-Science Segment 10.6%

Strength

Co-creating new, environmentally friendly markets through original product development based on our formulation technology.



Agrochemical & Agricultural Materials Business

- Herbicides
- Pesticides
- Fungicides
- Agricultural Material (Oxygen supply materials)



Logistics Segment 3.7%

Strength

Shaping next-generation safety and security by integrating advanced technologies with our know-how in handling hazardous materials and chemicals.



Logistics Business

- Warehousing (hazardous substances and chemicals / general goods)
Yokohama Branch, Koriyama Branch, Nanyo Branch
- Consigned freight forwarding
- ISO tank container storage services



FY2025
(APR.2025 – MAR.2026)
Net Sales
48.0 billion yen



▶ Scan this QR code to explore our product lineup on the Hodogaya Chemical website.
QR code is a registered trademark of DENSO WAVE INCORPORATED.

Products of Hodogaya Chemical Group Around You

Materials produced using technologies of the Hodogaya Chemical Group are used in many products in your day-to-day lives. Let's look at some of the products around you that you may not have noticed.

■ Functional Colorants Segment ■ Specialty Polymers Segment ■ Basic Chemicals Segment ■ Agro-Science Segment ■ Logistics Segment

LCD TV

Our dyes are used in color filters for display.

Ice cream

Our natural food dyes are used for coloring.



Smartphones, tablets

Our OLED materials are used in OLED displays. Our dyes are used in the aluminum bodies.

Railway

Our herbicides are used to remove weeds from rail tracks.

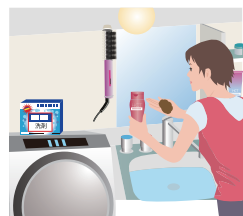
Golf courses, athletic fields, parks

Our herbicides are used for lawn weed removal.



Dishwashing detergents

Our cleaning agents are used in powder detergents for dishwashers.



Laundry detergents

Our bleaching agents are used in laundry detergents.

Hair coloring products

Our dyes are used in hair coloring products.

Hair dryers

Our urethane materials are used in hair dryer brushes.



Copiers and laser printers

Our imaging materials are used in an additive of toners.

Copy paper

Hydrogen peroxide is used to bleach paper pulp.

Ballpoint pens

Dyes are used to produce ink for ballpoint pens.

Inner/outer wear

Our urethane materials are used in spandex.

Adhesive tape

Our release agents are used on the back of tape for easy release.



Processed foods

Our natural food dyes are used in various food products.

Meat, vegetables, fruit

Our peracetic acid products are used for disinfecting.



Watches

Our urethane materials are used in wristbands.

Sportswear

Our urethane materials are used in spandex.

Audio players

Our dyes are used in the aluminum bodies.

Plastic bottles

Our disinfectant agents are used for cleaning bottles.

Agricultural Land and Facilities

Our oxygen supply materials for agriculture are used to improve soil fertility and prevent moisture damage.

Mega solar power plants

Our herbicides are used to remove weeds from mega solar sites.

Aquafarms

Our veterinary medicines are used for fish parasite removal.

Pharmaceuticals

Our specialty chemicals are used for production of pharmaceutical products.

Endoscopes

Our disinfectant agents are used for cleaning.

Materials for PCR diagnostic kits

Materials that bond to synthetic DNA are used in the virus detection process.



Automobile tires

Our adhesives are used in tires.



Automotive parts

Our urethane materials are used for various parts of automobiles.

Buildings

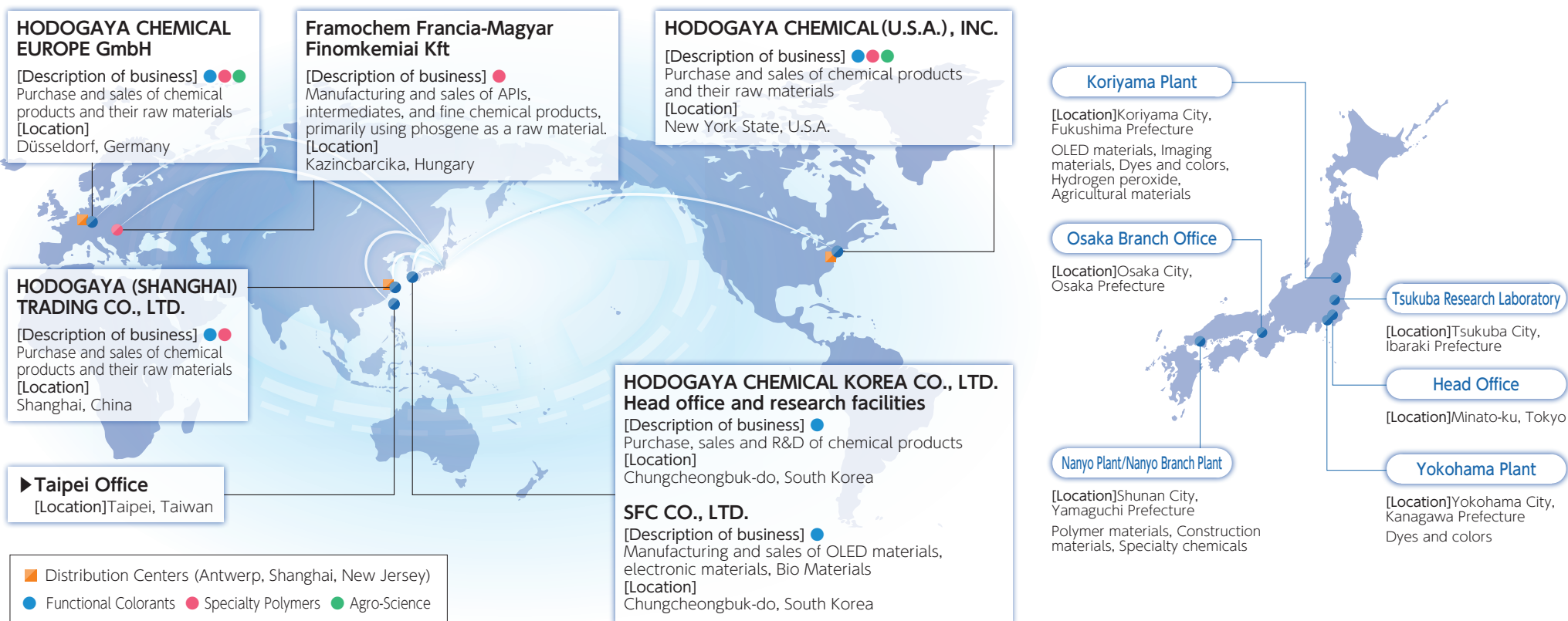
Our waterproofing materials are used for rooftops and balconies.



Warehouses

Our Logistics Segment has been providing storage and transportation services for hazardous substances and chemicals.

Hodogaya Chemical Group Network



Company Name	Hodogaya Chemical Co., Ltd.
Representative Director & President	Yuto Matsumoto
Head Office	1-9-2, Higashi-Shimbashi, Minato-ku, Tokyo 105-0021 Japan
Offices and plants	Osaka Branch Office Tsukuba Research Laboratory Koriyama Plant Yokohama Plant Nanyo Plant/Nanyo Branch Plant Taipei Office
Paid-in Capital	11,196 million yen

Hodogaya Chemical Group [Consolidated sales]48.0 billion yen [Consolidated employees]946 (As of March 31, 2026)

Functional Colorants	● SFC CO., LTD. ● HODOGAYA CHEMICAL KOREA CO., LTD.	Manufacturing and sales of OLED materials, electronic materials, Bio Materials Purchase, sales and R&D of chemical products
Specialty Polymers	● HODOGAYA CONSTRUCTION PRODUCTS CO., LTD. ● Framochem Francia-Magyar Finomkemiai Kft	Manufacturing and sales of construction products Manufacturing and sales of APIs, intermediates, and fine chemical products, primarily using phosgene as a raw material.
Basic Chemicals	● KYOUDOU KASANKASUISO CORP.	Manufacturing of hydrogen peroxide
Agro-Science (Includes one other group company)	● HODOGAYA UPL CO., LTD. ● HODOGAYA AGROTECH CO., LTD.	Manufacturing and sales of agricultural chemicals Manufacturing and sales of agricultural chemicals
Logistics	● HODOGAYA LOGISTICS CO., LTD.	Warehousing and logistics
Others (Includes two other group companies)	● KATSURA SANGYO CO., LTD. ● HODOGAYA CHEMICAL (U.S.A.), INC. ● HODOGAYA CHEMICAL EUROPE GMBH ● HODOGAYA (SHANGHAI) TRADING CO., LTD. ● HODOGAYA CONTRACT LABORATORY CO., LTD.	Purchase and sales of chemical products Purchase and sales of chemical products and their raw materials Purchase and sales of chemical products and their raw materials Purchase and sales of chemical products and their raw materials Contract-based analysis and development of chemical products