Translation - Original text in Japanese

April 28, 2026

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Notice Regarding the Formulation of a New Medium-Term Management Plan, Chori Innovation Plan 2028

CHORI CO., LTD. (the "Company") announces that at the meeting of its Board of Directors held on April 28, 2026, it resolved a new three-year Medium-Term Management Plan, Chori Innovation Plan 2028 (CIP2028) covering fiscal years 2026 through 2028.

Under the previous Medium-Term Management Plan, Chori Innovation Plan 2025 for fiscal years 2023 through 2025, the Company implemented three basic strategies, "Promote consolidated management centered on our global business," "Develop sustainable businesses that adapt quickly to the changing business environment," and "Promote ESG management." As a result, the Company achieved a steady level of ordinary profit in the range of ¥10 billion and established a highly profitable business structure.

In the newly formulated Medium-Term Management Plan CIP2028, the Group aims to achieve global growth and has defined its vision for the future as: A Trading Company That Continues to Be Chosen — Charting New Territory, Creating Sustainable Value, Weaving a Better Future. Guided by the basic policy of Advancing Expertise, Globalization, and Strategic Business Investment, the Group will steadily execute its strategies and strive to further enhance corporate value.

Meanwhile, the business environment is changing, including the fragmentation of supply chains and fluctuations in energy prices and various raw material prices, due to trends in trade policies of individual countries and rising tensions in the Middle East surrounding Iran. At this time, there is no clear prospect for the resolution of these issues, and their impact on the Company's business remains uncertain. Accordingly, their impact has not been incorporated into the Plan. Should it become clear that such issues will have a material impact on business performance, the Company will promptly make appropriate disclosures.

For an overview of the Plan, please refer to the attached material.

Attachment: Medium-Term Management Plan Chori Innovation Plan 2028

Translation — Original text in Japanese

Medium-Term Management Plan

Chori Innovation Plan 2028

(FY2026 - FY2028)

CHORI

April 28, 2026
CHORI CO., LTD.

CHORI

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Commitment to the Medium-Term Management Plan

Global Growth Toward a Trading Company That Continues to Be Chosen

Under our new Medium-Term Management Plan, we will position overseas markets as the core driver of growth and pursue the expansion of our business domains.
We will take on the challenge of developing new regions and markets, and in addition to our core business in Japan, we will expand overseas-to-overseas operations, using China and ASEAN, which form the backbone of our global supply chain, as our strategic starting points, thereby expanding our business domains. In the Japanese market, we will further refine our high value-added products that meet evolving societal needs and enhance our profitability.
To execute these strategies with a strong sense of speed and decisiveness, proactive investment is indispensable. In addition to business investments aimed at strengthening our supply chain, we believe it is equally important to invest in reinforcing our management foundation, including highly specialized human resources, which are one of the Company's key strengths, and digital transformation (DX) initiatives to drive business transformation.

In formulating the Medium-Term Management Plan, we reaffirmed the direction we should pursue and defined our vision for the future as "A Trading Company That Continues to Be Chosen – Charting New Territory, Creating Sustainable Value, Weaving a Better Future. " This vision embodies our determination to create value for society by developing new global markets and supply chains, pursuing ever higher levels of functionality and expertise, and thereby connecting our businesses and our company to the future.

Guided by our vision for the future, we are fully committed to achieving our Medium-Term Management Plan, meeting the expectations of both internal and external stakeholders, and striving to become A Trading Company That Continues to Be Chosen and trusted over the long term.

Tatsuyuki Sakoda
President, CEO & COO
President and Executive Officer

Corporate Philosophy Framework and Vision for the Future

Material Issues

- Promote businesses that contribute to the realization of a sustainable and prosperous society
- Promote human resource development and diversity
- Strengthen governance and ensure compliance
- Strengthen supply chain management

Vision for the Future

A Trading Company That Continues to Be Chosen

Charting New Territory,
Creating Sustainable Value,
Weaving a Better Future

Corporate Slogan

(We are) Making your dreams come true.

Corporate Philosophy

As members of the global community, we will work for the betterment of society. We take pride in being fair and sincere, and in continuing to offer superb service in order to deliver superior customer satisfaction.

Review of the Previous Medium-Term Management Plan
Chori Innovation Plan 2025 (CIP2025)

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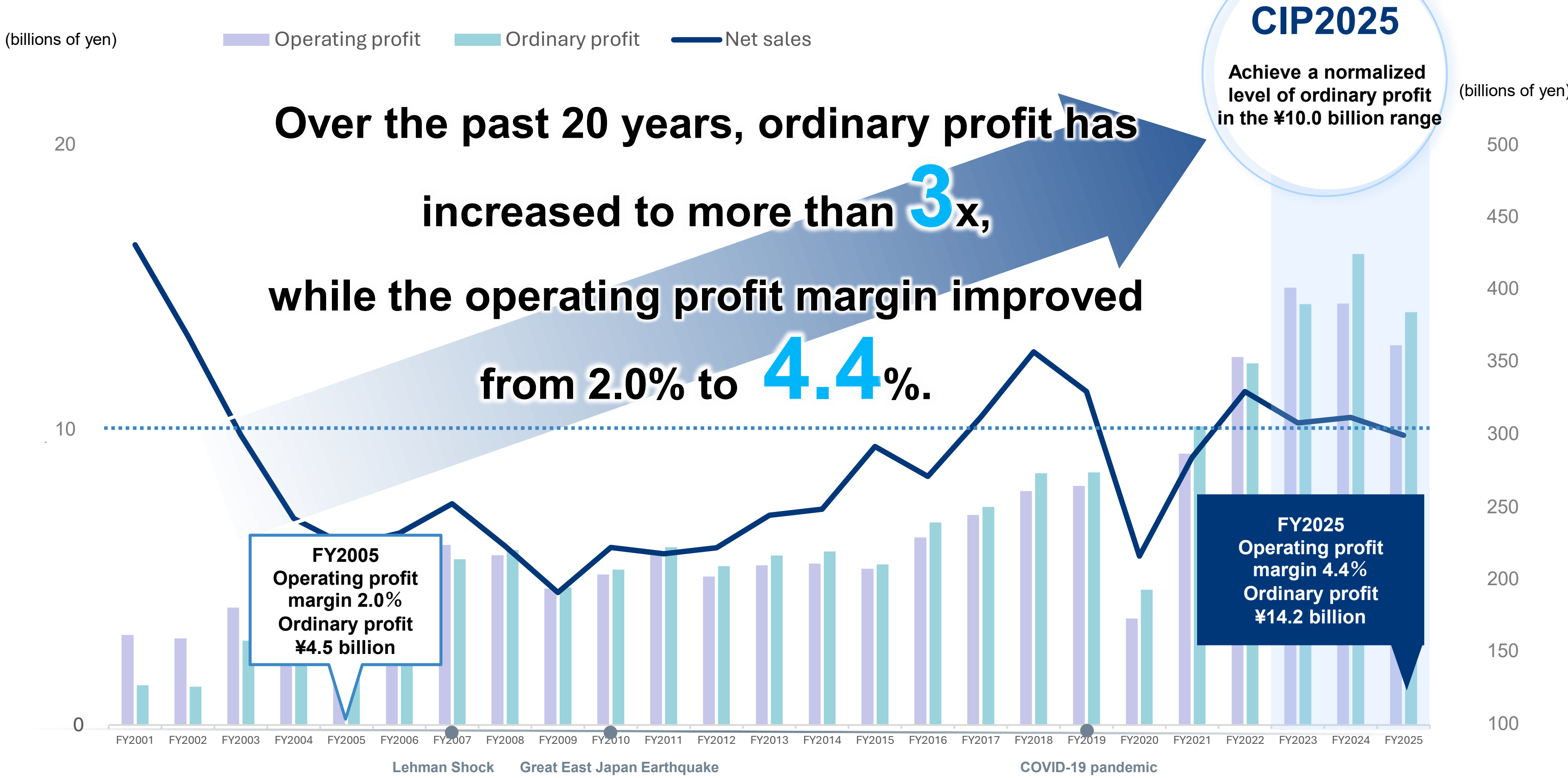
01 Corporate Philosophy and Vision for the Future
02 Review of the Previous Medium-Term Management Plan
03 Overview of the Medium-Term Management Plan

Track Record of Growth

- Through continued optimization of the business portfolio, the Company aims to achieve an ordinary profit level consistently in the range of 10.0 billion yen and establish a robust, high-profitability business model.



A Period of Setbacks	A Period of Breakthrough Results and Leaps Forward	A Period of Innovation
Selection and concentration of businesses	Advancing business portfolio optimization to improve profitability	Establish a highly profitable business structure

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Review of Basic Strategies

- **Although the profitability of overseas subsidiaries has improved, challenges remain in expanding sales and developing the human resources needed to support such growth.**

Basic policy	Results	Issues
Promote consolidated management centered on our global business	• Enhance the earnings power of overseas subsidiaries (Gross profit margin: from 9% to 12%)	• Stagnant overseas sales • Acquisition and development of talent capable of creating overseas business opportunities
Develop sustainable businesses that adapt quickly to the changing business environment	• Expansion of sustainable products in the fibers, textiles, and garments business (CAGR over the CIP2025 period: 15%)	• Delays in large-scale business investments for new growth opportunities
Promote ESG management	• Identification of material issues and formulation of sustainability-related policies • Launch of an employee engagement survey	• Insufficient linkage between materiality and business activities • Enhancement of employee growth opportunities and the development of a corporate culture that values challenge and growth
Business and management transformation through DX	• Implementation of the new mission-critical system, SAP, and related peripheral systems	• Development of an integrated data utilization platform, including the use of SAP

Progress and Achievements

- **Net sales fell short of the target. Net profit attributable to owners of parent, ROE, and other key indicators were achieved through the promotion of high-profit and high value-added businesses.**

Financial targets

FY2025 initial plan		Results	Plan achievement
Net sales	¥360.0 billion	¥299.3 billion	83%
Profit before income taxes	¥16.0 billion	¥14.2 billion	89%
Net profit attributable to owners of parent	¥11.0 billion	¥12.0 billion	109%
ROA (net profit basis)	7% or more	8.0%	Achieved
ROE (net profit basis)	12% or more	12.4%	Achieved
ROIC	Approx. 10%	11.1%	Achieved

Non-financial targets

		Results
Expand our line of environment-friendly SDG-oriented products	Non-consolidated net sales ¥50.0 billion	¥31.5 billion*1
Increase the percentage of women among career-track hires and employees who have transferred to career-track positions	30% or more	35.5%
Increase the percentage of male employees taking childcare leave		60.0%
Increase the percentage of women in management positions		3.8%
Continue to acquire certification as an outstanding organization under the Ministry of Economy, Trade and Industry's Certified Health & Productivity Management Outstanding Organizations Recognition Program		Certified for Seven Consecutive Years
Invest in DX measures, including the adoption of SAP software	Approx. ¥5.0 billion	¥5.5 billion*2

*1: The definitions and names of the relevant products were reviewed through the Sustainability Promotion Committee.
*2: Operations commenced in April 2025.

Overview of the New Medium-Term Management Plan Chori Innovation Plan 2028 (CIP2028)

Assumptions for the Medium-Term Management Plan

- **In response to changes in the external environment, the need for supply chain management and region-specific strategies is increasing.**

Macroeconomic Environment

Heightened Geopolitical Risks
The Widening of Economic Inequality
The Rise of Anti-globalization Sentiment

Reconfiguration of supply chains
The growing value of trading company functions

Industry Consolidation

Acceleration of mergers and acquisitions
Changes in supply chains and trade flows

Shifts in Demographic Trends

Declining birthrates and aging populations in developed countries, and population growth in emerging markets
The need for strategies tailored to regional characteristics

Rising Sustainability Awareness

Accelerating demand for sustainable products
Tightening regulations on supply chain management

Positioning of the Medium-Term Management Plan

- **With Expertise, Globalization, and Strategic Business Investment the keys to growth, we aim to realize our vision for the future.**

Previous Medium-Term Management Plan
Chori Innovation Plan 2025

Final phase in building a high-profit business structure

Medium-Term Management Plan
Chori Innovation Plan 2028
(FY2026 - FY2028)

Advancing Expertise, Globalization, and Strategic Business Investment

Leveraging advanced expertise as a core strength, we will strengthen overseas businesses and focus on growth investment and business domain expansion

Vision for the Future

A Trading Company That Continues to Be Chosen

Charting New Territory, Creating Sustainable Value, Weaving a Better Future

Quantitative Targets for the Vision for the Future

Net sales
¥500.0 billion

Overseas sales ratio
50%

Basic Policy and Strategies

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Key Management Targets

	FY2025 Results	FY2028 Plan	Vision for the Future
Net sales	¥299.3 billion	¥350.0 billion	¥500.0 billion
Operating profit	¥13.1 billion	¥17.5 billion	¥30.0 billion
Operating profit margin (%)	4.4%	5%	6%
ROE (net profit basis)	12.4%	10% or more	12% or more
Overseas sales ratio	37%	40% or more	50%

Business Strategy

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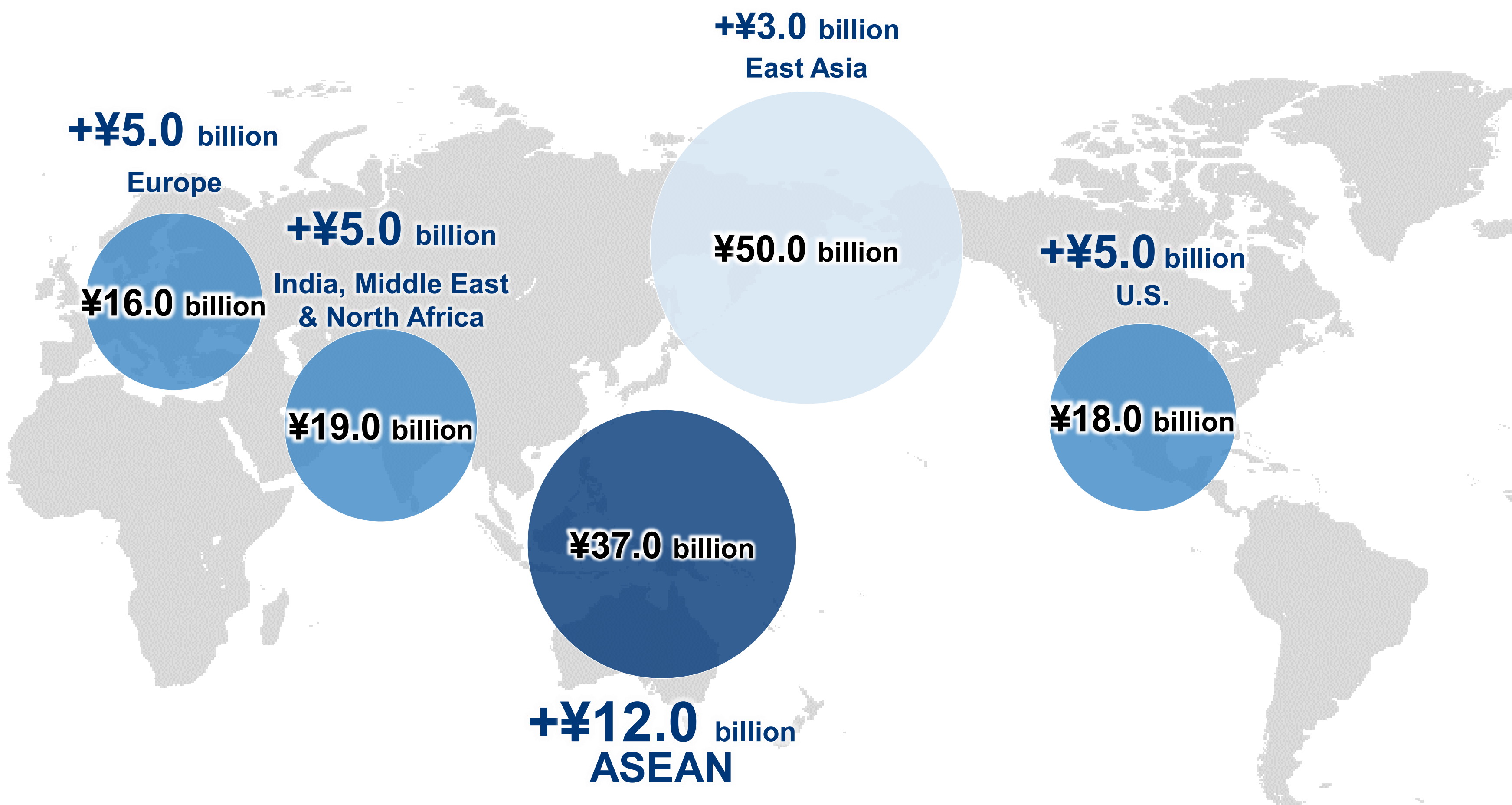
Company-wide Overseas Sales Portfolio

- **Overseas Net Sales and Sales Ratio**
  FY2025: Approx. ¥110.0 billion, 37% → FY2028: Approx. ¥140.0 billion, 40% (+¥30.0 billion, +3pt)



The size of each bubble is proportional to sales (in billions of yen), and the figures shown inside the bubbles represent sales for FY2028.
The figures displayed above each bubble indicate the increase in sales from FY2025 to FY2028.
East Asia excludes Japan.

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Growth Strategy for the Fibers, Textiles, and Garments Business ①
Strengthening the Value Chain and Expanding Business Domains

- **Achieving Sustainable Earnings Growth through Strengthening Profitability in the Apparel Field and Expanding the Industrial Textiles Field**

Apparel Field
Maximizing Profitability through the Establishment of a Vertically Integrated Value Chain

Upstream Fields → Fabric materials → Textiles → Apparel products → Downstream Fields

Fabric materials
Expansion of high value-added products
- Development of sustainable materials
- Joint development with manufacturers and capital investment in production facilities

Textiles
Strengthening of the Textiles Business
- Development of new business networks
- Strengthening of branding initiatives

Apparel products
Pursuit of Proprietary Products
- Expansion of the intellectual property (IP) business
- Development of original products using proprietary materials

Enhancing Profitability through Stronger Cross-Business Collaboration

[Vertically Integrated Business Model]

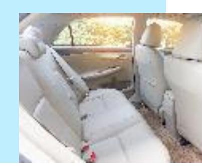
Creating Value Across the Entire Value Chain from Upstream (Fabric Materials) to Downstream (Apparel Products)
- Maximization of group synergies with STX, MCC*1 and other partners
- A circular value creation model spanning customer data, development, production, and sales
- Capability enhancement through joint development, capital investment, and M&A

Industrial Textiles Field
Expanding Business Domains by Leveraging a Robust Value Chain

Social Infrastructure Materials
- Construction materials, including waterproof sheets for residential use
- Weed control sheets for solar power generation facilities
- Civil engineering materials, such as protective sheets for industrial waste disposal sites

Consumer & Lifestyle Materials
- Hygiene materials, including nonwoven fabrics and breathable films
- Materials for innerwear and sports products designed to enhance health and comfort

Automotive Interior & Exterior Materials
- Automotive interior materials (seat materials and headliners)
- Automotive exterior materials (including sound-absorbing materials)



*1 STX Co., Ltd., and MCC Industry COMPANY LIMITED : Consolidated subsidiaries engaged in the textiles business

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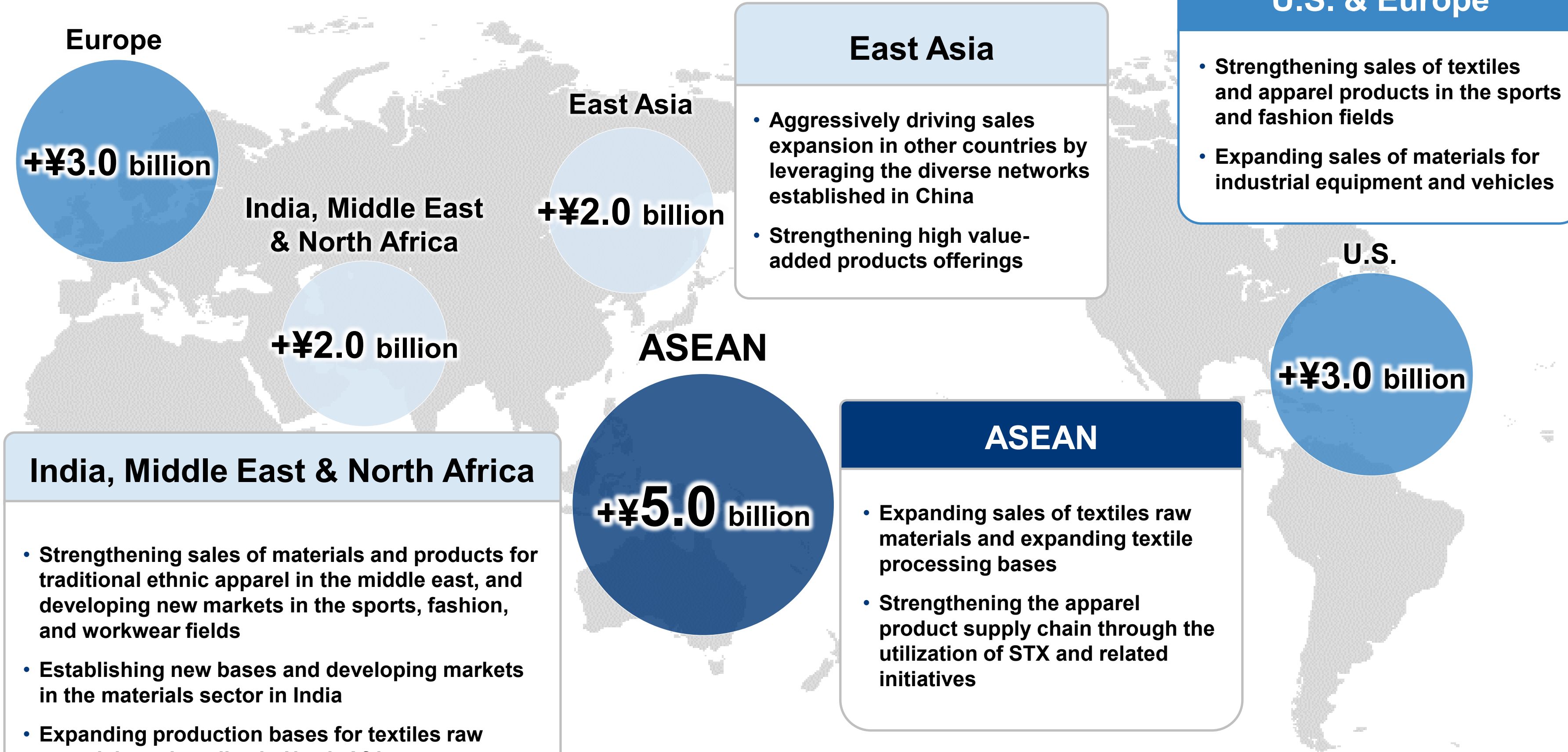
Growth Strategy for the Fibers, Textiles, and Garments Business ②
Strengthening Overseas Sales

- Increase the number of overseas expatriates at key locations to strengthen engagement with overseas customers and drive sales growth.
- Enhance value-added offering capabilities through the development of original products by increasing technical staff.



East Asia

- Aggressively driving sales expansion in other countries by leveraging the diverse networks established in China
- Strengthening high value-added products offerings

U.S. & Europe

- Strengthening sales of textiles and apparel products in the sports and fashion fields
- Expanding sales of materials for industrial equipment and vehicles

India, Middle East & North Africa

- Strengthening sales of materials and products for traditional ethnic apparel in the middle east, and developing new markets in the sports, fashion, and workwear fields
- Establishing new bases and developing markets in the materials sector in India
- Expanding production bases for textiles raw materials and textiles in North Africa

ASEAN

- Expanding sales of textiles raw materials and expanding textile processing bases
- Strengthening the apparel product supply chain through the utilization of STX and related initiatives

Bubble sizes are proportional to the increase in sales from FY2025 to FY2028, and the figures represent the amount of sales growth.

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Growth Strategy for the Chemicals Business ①
Promotion of the No.1 Strategy

● Focus on strengthening and expanding No.1 products in each field

The No.1 Strategy

Synthetic Fiber Raw Materials and Resin Raw Materials

- Imported nylon raw materials
- Coating raw materials and polyester resins
- Polyurethane raw materials business

Life Science Materials

- Pharmaceutical-grade glucose import business
- Processed food supply chain in Asia

Others

- Glass raw materials trading
- Phosphorus compounds chain

Electronic Materials

- Aluminum chain for aluminum electrolytic capacitors
- Secondary battery materials
- Raw materials for multilayer ceramic capacitors (MLCCs)

Pharmaceutical and Agrochemical Intermediates and Ingredients

- Number of high-value contract manufacturing projects

A Shift Toward Environmentally Conscious Businesses and Offer High Levels of Functionality and Profitability

Maximizing Highly Specialized Trading Company Functions

- Strengthen the development of high value-added products led by the business divisions.
- Strengthen the development of distinctive, one-of-a-kind products with unique features, including reduced environmental impact.

Strengthening a Market-In Approach to Business

- Strengthen marketing activities, including the identification and analysis of market needs, to achieve differentiation through enhanced customer satisfaction.

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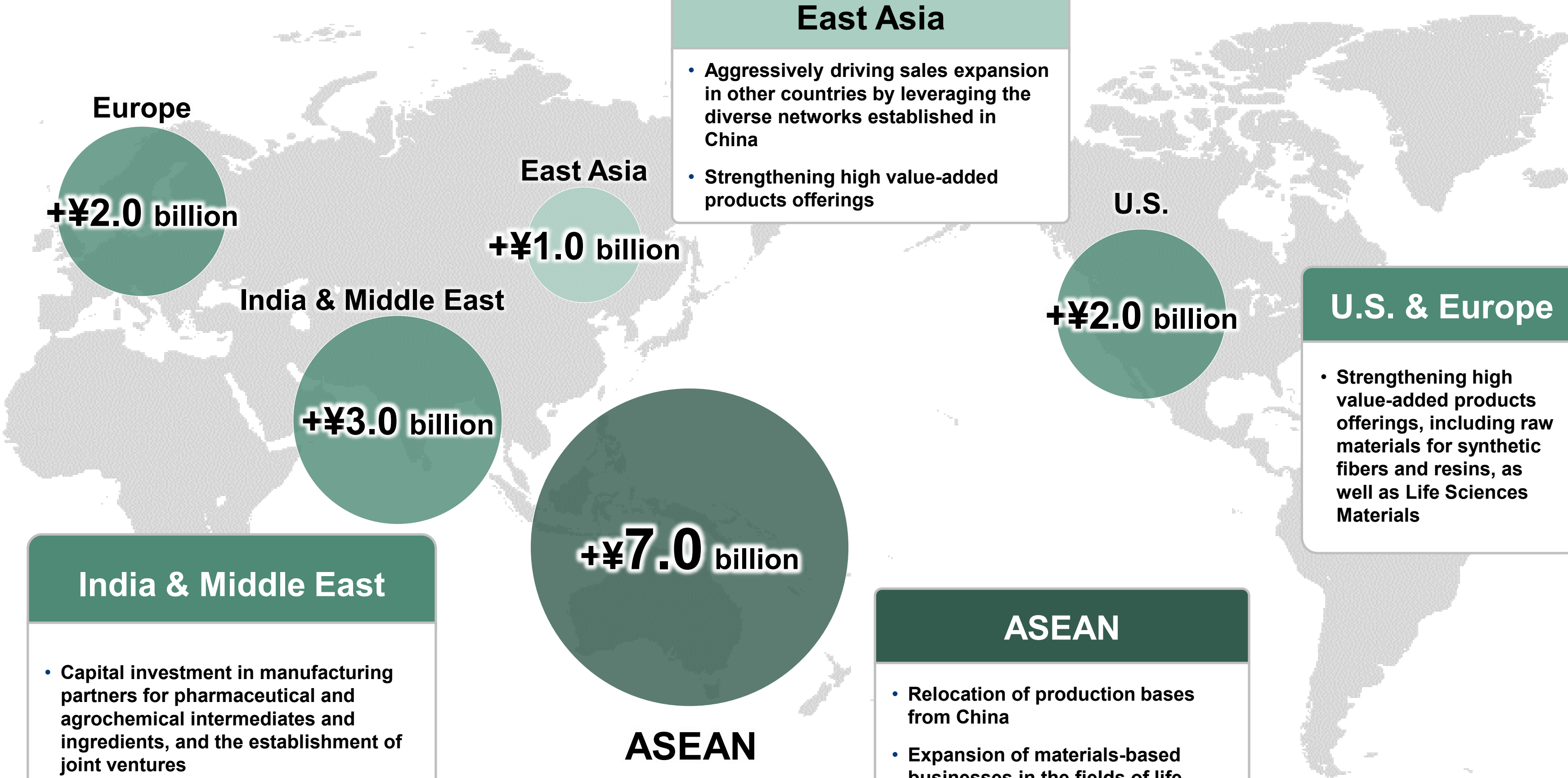
Growth Strategy for the Chemicals Business ②
Strengthening Overseas Sales

- **Expand the materials business, including life science materials and electronic materials, supported by economic growth in the ASEAN region.**
- **In the Middle East and India, expand sales of high value-added products by strengthening collaboration with suppliers.**



East Asia

- Aggressively driving sales expansion in other countries by leveraging the diverse networks established in China
- Strengthening high value-added products offerings

U.S. & Europe

- Strengthening high value-added products offerings, including raw materials for synthetic fibers and resins, as well as Life Sciences Materials

India & Middle East

- Capital investment in manufacturing partners for pharmaceutical and agrochemical intermediates and ingredients, and the establishment of joint ventures

ASEAN

- Relocation of production bases from China
- Expansion of materials-based businesses in the fields of life science materials and electronic materials

Bubble sizes are proportional to the increase in sales from FY2025 to FY2028, and the figures indicate the amount of sales growth.

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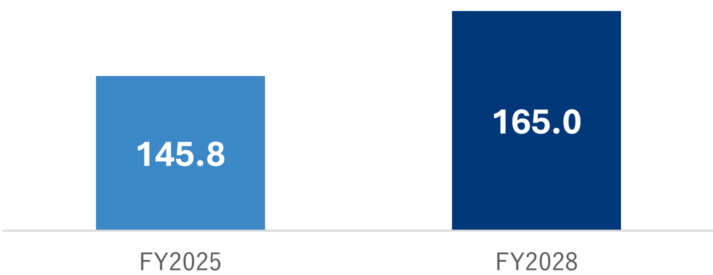
Plan Indicators for the Fibers, Textiles, and Garments Business and the Chemicals Business

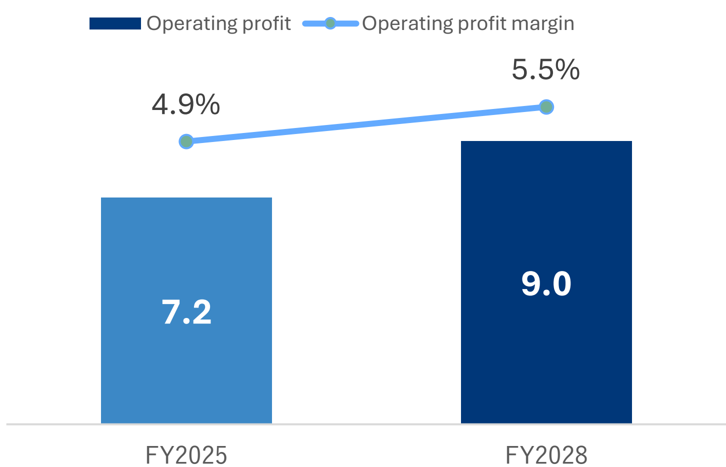
Fibers, Textiles, and Garments Business

Net Sales (billions of yen)



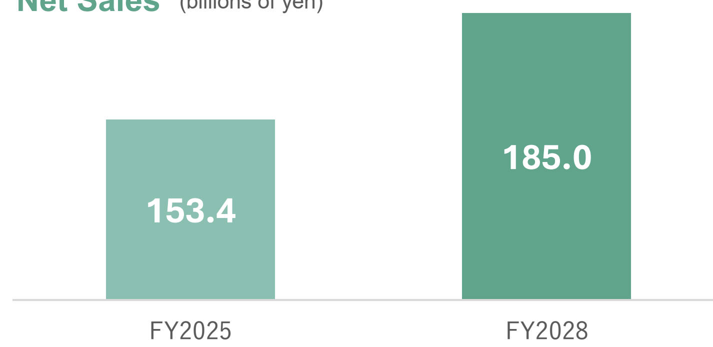
Operating Profit and Operating Profit Margin

(billions of yen, %)



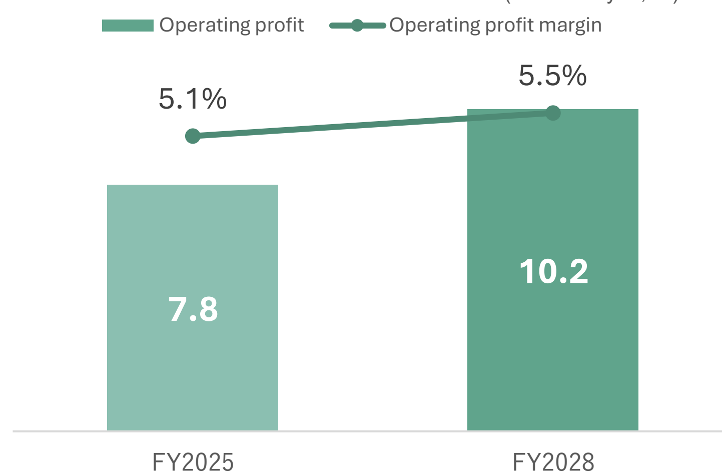
Chemicals Business

Net Sales (billions of yen)



Operating Profit and Operating Profit Margin

(billions of yen, %)



Financial Strategy

Cash Allocation

- Executing investments for sustainable growth and reinforcing shareholder returns.

Cash inflows

Operating Cash Flow
¥35.0 billion

Cash outflows

50% → Growth Investments
¥17.5 billion+

10% → Investments in Management Foundation ¥3.5 billion

40% → Shareholder Returns
Dividends
¥14.0 billion

CIP2028 Three-Year Cumulative

Growth Investments
- M&A
- Business Investments

Investments in Management Foundation
- DX
- Human Capital

and other area

Dividend payout ratio of 40% or more

Increased by 10pt

Growth Investment Policy

- Growth investments that contribute to the expansion of business domains, including strengthening the supply chain.
- Growth investments that contribute to improved capital efficiency, including the use of external funding.

Growth Investments

¥17.5 billion+

Investment Policy by Segment

Fibers, Textiles, and Garments

■ Enhancing the Resilience of Our Global Value Chain

Capital Expenditures
- Enhancing value-added capabilities, securing stable orders directly linked to end markets, and pursuing new initiatives

M&A and Business Investments
- Companies with direct access to global markets
- Companies with strong consumer touchpoints
- Companies capable of generating synergies

■ Branding Investments
- Enhancing recognition of the CHORI brand and products in global markets

Chemicals

■ Advancing the No.1 Strategy

Equity Investment
- Creating new customer opportunities and establishing a manufacturer position
- Strengthening the semiconductor materials, recycling, and cosmetics businesses

Capital Expenditures
- Expanding the processed food business and pharmaceutical and agrochemical intermediates and ingredients business

■ Expansion of business domains through M&A

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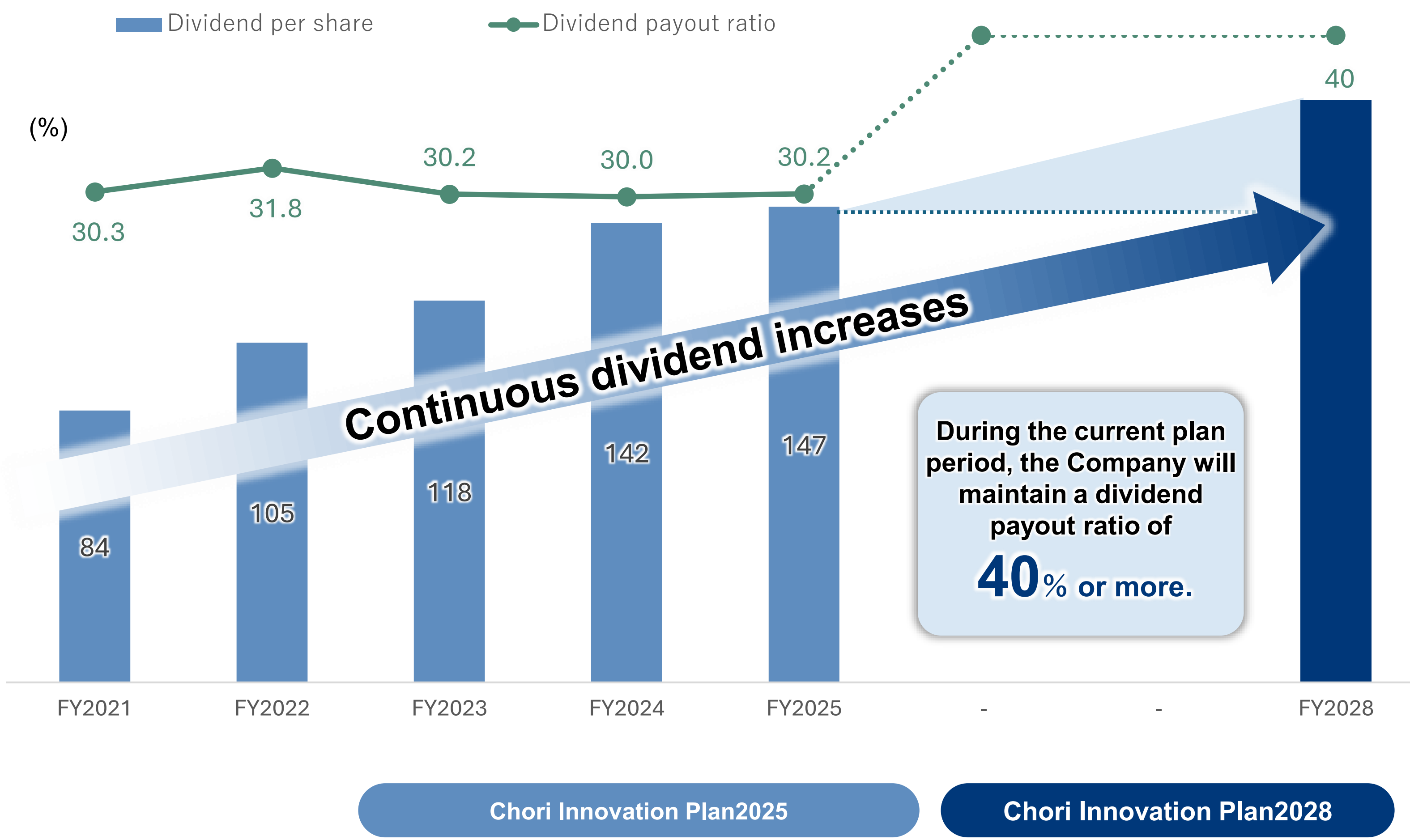
Shareholder Returns

- The Company's dividend policy has been revised to increase the payout ratio from 30% or more to 40% or more, and to maintain a dividend on equity (DOE)* based on net assets of 3.5% or more.



*Dividend on Equity (DOE) = Total dividends ÷ Net assets

Logic Tree

Corporate value improvement

PBR

Strengthening Earning Power

Top-level KPI

Improvement in ROE

Main KPI	
ROE	10% or more
Operating profit margin	5%
Overseas sales ratio	40% or more
Dividend payout ratio	40% or more

Key Initiatives

- Optimization of the business portfolio
- Development of high value-added products
- Increase in the overseas sales ratio
- Enhancement of shareholder returns

Sustainable Growth

Top-level KPI

Improvement in PER

Main KPI	
Growth Investments	¥17.5 billion+
Investment in Management Foundation	¥3.5 billion
Sustainable Products Sales	¥35.0 billon

Key Initiatives

- Strategic business investments (M&A)
- Driving management and business transformation through digital transformation (DX)
- Advancement of materiality initiatives
  - Promoting businesses that contribute to the realization of a sustainable society
  - Human resource development
  - Strengthening supply chain management
  - Strengthening corporate governance

Management Foundation Strategy

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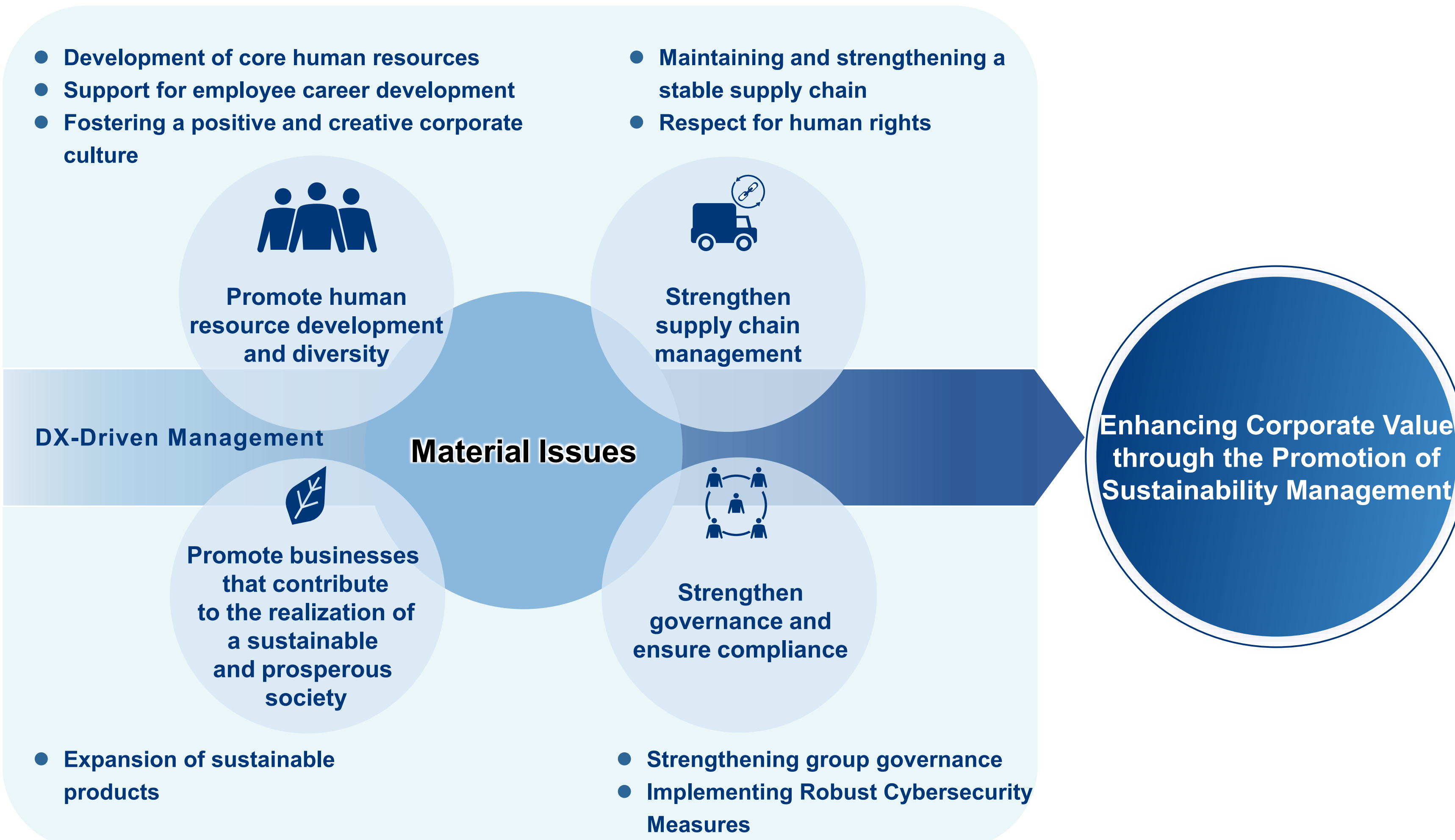
Management Foundation Strategy

- **Execute the Management Foundation Strategy toward Corporate Value Improvement through Sustainability Management**



Enhancement of Human Capital

- By unlocking the full potential of our people, we will enhance our corporate value and establish our position as a Trading Company That Continues to Be Chosen.
- Through a virtuous cycle of value creation, we will further develop our people and achieve sustainable growth.

Corporate value improvement

A Trading Company That Continues to Be Chosen

Growth of Human Resources

Key Strategic Priorities	**Developing Core Human Resources to Drive Business Growth**	**Providing Career Development Opportunities in Support of Individual Growth**	**Fostering a Positive and Creative Corporate Culture**
Key Initiatives and Programs	● Establishing a collaborative framework between Business Divisions and the Human Resources Department ● Developing a comprehensive framework for global talent development ● Formulating next-generation succession plans for executives and management	● Developing career plans through ongoing dialogue ● Enhancing career tracks and development programs	● Developing systems that encourage challenge and growth ● Supporting the creation of cross-functional, company-wide projects ● Establishing work environments and systems that enable diverse talent to thrive
Implementation Structure	HRBP*, Internal Branding Promotion Committee, Diversity & Inclusion Promotion Committee		
Key Monitoring Indicators	Engagement Survey Score	Ratio of Female Managers	

* HRBP (Human Resources Business Partner): A framework in which business divisions and the human resource function work closely together to design and implement the talent strategies necessary to address the specific challenges of each business.

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Expansion of Sustainable Products*1

- Positioned as a driver of business growth while fulfilling our social responsibilities

Environment

Reduction of GHG Emissions	• Bio-Based Plastics • Packaging Materials Utilizing Environmentally Friendly Materials
Reduction of Environmental Pollution	• ECOSOL®*2 Dope-Dyed Polyester Yarn • Biodegradable Resins
Improving Energy Efficiency Promoting the Use of Renewable Energy	• Lithium-Ion Batteries
Resource Recycling (Circular Use of Resources)	• ECO BLUE®*2 Recycled Polyester Yarn • Automotive interior materials made using recyclable raw materials • B-LOOP®*2 Recycled PET-Based Sound-Absorbing Material

Everyday Life

Food	• Safe Food and Food Additives • Reduction of Food Loss and Waste • Agricultural Chemicals That Do Not Leave Residues in Farmland
Clothing and Textiles	• SPX®*2 * High-Crimp Yarn • TEXBRID®*2 High-Stretch Functional Yarn
Health	• Generic Drug Ingredients and Intermediates • Branded Drug (Originator) Ingredients and Intermediates

*1 Including the use of recycled materials and the incorporation of bio-based raw materials, among others.
*2 Our original brands

Strengthening Governance and Supply Chain Management

- Strengthening group governance and supply chain management to enhance reliability and stability, and to build a foundation for sustainable business operations

Strengthening Group Governance

Our Vision under the CIP2028

- Maintaining and Strengthening the Group Governance Framework
- Further Fostering a Culture of Compliance
- Implementing Robust Cybersecurity Measures Against Unauthorized Access and Cyberattacks
- Revision of the executive compensation system to enhance transparency and performance differentiation

Strengthening a Stable Supply Chain

Our Vision under the CIP2028

- Maintaining Procurement Capabilities for High-Quality and Highly Safe Products and Materials
- Maintaining and Strengthening a Stable Supply Chain
- Maintaining a Supply Chain that Respects Human Rights (Continued implementation of CSR procurement surveys)

Realization of DX-Driven Management

- **Driving business Transformation Through the Execution of Key Themes**

Chori Innovation Plan 2028

A Management Transformation Driven by Digital Transformation

Expanding Our DX Talent Base × **Fostering a Digital Culture**

Expanding Our DX Talent Base	Fostering a Digital Culture
Recruitment and Development of DX Talent	Integration of Digital Tools into Business Processes
Implementation of DX and Data Utilization Training Programs	Company-wide Sharing of DX Use Cases (Internal Communication Platform)

Establishing DX Promotion Offices within each segment and fostering DX leaders

Building DX Infrastructure

- Building an Integrated Data Platform (Enabling rapid and accurate decision-making driven by data)
- Developing an Electronic Commerce Platform for Business-to-Business Transactions
- Strengthening Digital Marketing through the Utilization of Artificial Intelligence and Sales Force Automation

Data-driven management

Optimizing the Business Portfolio

Enhance sales proposal capabilities and create added value

Building a Competitive Supply Chain

Appendix

Fibers, Textiles, and Garments Business Segment Overview

- **A comprehensive business spanning the entire value chain, from upstream fabric materials to textiles, materials, and final apparel products.**

Materials

Fabric Materials and Raw Yarn

- Synthetic fiber raw materials
- Polyester yarns
- Nylon yarns
- Recycled raw materials


Lifestyle and Infrastructure Materials

- Hygiene materials, including nonwoven fabrics used in diapers, masks, and related products
- Film materials
- Building materials, such as waterproof sheets for housing and soundproofing / vibration-damping materials


Textiles

Fabrics

- Functional and sustainability-focused fabrics
- Fabrics for sportswear
- Fabrics for traditional Middle Eastern garments


Automotive materials and components

- Surface materials and yarns for automotive interiors
- Airbags
- Automotive textile components, including sound-absorbing materials


Apparel

Fashion apparel

- Major SPA operators and comprehensive apparel companies
- Roadside retailers and other retail channels

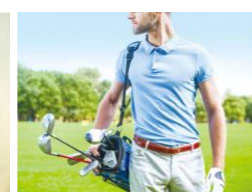
Workwear and suits

- Men's suits
- Working wear
- Medical wear



Sportswear

- Athleisure and outdoor apparel
- Golf apparel
- Fitness wear
- Innerwear

Fibers, Textiles, and Garments Business: Environmental Assessment and Competitive Advantages

Environmental Assessment

Risks

- Changes and increasing volatility in supply chains driven by geopolitical risks
- Contraction of the domestic market and labor shortages resulting from population decline
- Global inflation, rising interest rates, and heightened foreign exchange volatility

Opportunities

- **Expansion and Stable Growth of the Global Apparel Market**
  - Population growth, expansion of the middle class, and ongoing urbanization
  - Growing needs for adaptation to climate change (global warming and extreme weather events)
  - Rising demand for sustainability-focused solutions
- **Shifts in lifestyles toward health and comfort**
- **Electrification of automobiles (EVs) and increasing luxury in vehicle interiors**

High Market Share

- Synthetic fiber raw materials
- Fabrics for traditional Middle Eastern garments
- Building materials and housewraps
- Raw yarns and fabrics for automotive interior fabrics
- Men's suits
- Golf apparel

Competitive Advantages

1 | An end-to-end global supply chain

A synthetic fiber material development and production network based in the Hokuriku region, one of the world's leading textile manufacturing hubs

Strong partnerships with leading suppliers and customers across China and ASEAN

Sales bases expanding into overseas growth regions, including the Middle East

2 | Differentiation from raw material development and a broad range of high value-added products

¥21.0 billion (FY2025 results)

Transaction value of sustainable products: TEXBRID®, ECOBLUE®, SPX® and other sustainable products lines

Revenue CAGR over the past three years : Approx. +11%

3 | A strong pool of talent with extensive expertise in specialized fields

- A strong pool of talent capable of engaging from customer issue identification and solution design, leveraging extensive expertise and know-how in specialized fields.

Fibers, Textiles, and Garments Business: Original Brands ①

Sustainability Concept: BLUE CHAIN®

- **Our proprietary projects that cover the textile industry from upstream to downstream, taking into account the entire supply chain**
- **In collaboration with our business partners, we are expanding initiatives involving yarns, fabrics, and products that incorporate elements such as the use of recycled materials.**

blue chain®
SUSTAINABILITY
COMES FROM THE WHOLE SUPPLYCHAIN.

BLUE CHAIN® Initiatives

ECO BLUE®

Recycled polyester yarn made from collected PET bottles

A core product of BLUE CHAIN®.
Collected used PET bottles are washed and crushed, then recycled into new fibers.
We offer more than 200 varieties, ranging from filament yarns to staple fibers.
By combining these with our proprietary high-performance materials provided from both domestic and overseas production bases, we create yarns that deliver value beyond recycling alone.

ECO BLUE® × WS™

Recycled Polyester Yarn × Rapid-Dye yarn

WS™*1, Soku Sen Shi®*2 (rapid-dye yarn), developed by KOMATSU MATERE Co., Ltd. features the ability to be dyed quickly at low temperatures.
By significantly shortening dyeing time, it reduces CO_2 emissions in the dyeing and finishing process.
Furthermore, when combined with ECO BLUE®, it contributes to CO_2 reduction through these two elements.

B-LOOP®

Scheme for the Use of Recycled Materials in Textile Products

By collecting yarn waste generated during the manufacturing process and discarded garments and returning them to yarn or felt, they are reused according to their intended applications, such as clothing and industrial materials.
Materials that are difficult to recycle are converted into reclaimed fiber after shredding and then reused for applications such as automotive sound-absorbing materials and riverbank mats for flood damage prevention.

*1 WS™ is a registered trademark of KOMATSU MATERE Co., Ltd.
*2 Soku Sen Shi® is a registered trademark of KOMATSU MATERE Co., Ltd.

Fibers, Textiles, and Garments Business: Original Brands ②

BLUE CHAIN® Initiatives

BLUENY®

Nylon Using Recycled Materials

We offer BLUENY LOOP, recycled nylon derived from textile waste, and BLUENY OCEAN, post-consumer nylon derived from collected fishing nets.

ECOSOL®

Solution-Dyed Polyester Yarn

As the yarn is colored at the yarn production stage (pre-dyed), no dyes are required in the post-dyeing process.

Compared with dyeing at the fabric stage, this material contributes to reducing water consumption and CO_2 emissions up to the yarn manufacturing process.

TEXBRID®

Highly elastic functional yarn with excellent shape recovery properties

A high-stretch functional yarn that offers excellent stretchability and elongation recovery through its spring-like molecular structure.

It fits the body naturally without constriction, providing a comfortable wearing experience.

Wrinkle-resistant, it is suitable for everyday use, ranging from sports to business applications.

SPX®

A traditional yarn processing technique that creates stretchability, bulkiness, and lightness

A highly crimped polyester stretch yarn produced through Japan’s unique PIN false-twist texturing technique, which has been passed down for more than 50 years in the Hokuriku textile region.

By means of a traditional technique using sapphire glass spindles, it offers lightness, high stretchability, and bulkiness, and is widely used for applications ranging from fashion to sports.

Chemicals Business Segment Overview

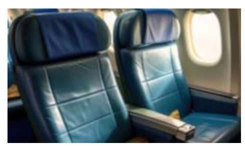
- **Creating Proprietary Business Models in Niche Materials, Fields, and Markets**

Synthetic Fiber Raw Materials and Resin Raw Materials

Bio-Based and Recycled Materials

Main Products		Main End Products
Nylon Raw Materials and Recycled Nylon	▶	**Airbags, Tire Cords, Plasticizers, and Packaging Materials**
Bio-Based and Biodegradable Resins	▶	**Agricultural Mulch Films, Cutlery Straws, and Coating Materials**
Polyurethane Raw Materials	▶	**Urethane Foams, Spandex, Microfibers, and Thermoplastic Resins**





Electronic Materials

Materials Used in Semiconductors and Electronic Components

Main Products		Main End Products
Electronic Materials and Components	▶	**Semiconductors, Displays, Sensors, and Optical Fibers**
Inorganic Chemicals (Electronic Grade)	▶	**Semiconductors, High-Performance Materials, Electronic Components, and Multilayer Ceramic Capacitors (MLCCs)**
Ionic Liquids	▶	**Lithium-Ion Batteries**
Aluminum Chemical Foil	▶	**Aluminum Electrolytic Capacitors**



Life Science Materials

Food Ingredients and Additives for Feed, Fertilizers, and Processed Foods

Main Products		Main End Products
Cosmetics-Related Materials	▶	**Cosmetics and Skincare Products**
Pharmaceutical-Grade Glucose (JP Pharmacopoeia)	▶	**Artificial Dialysis Agents and Infusion Solutions**
Quality Improvement Agents (Additive Preparations)	▶	**Processed Meat and Seafood Products, and Frozen Sushi**
Powdered Matcha	▶	**Soft Drinks and Processed Foods**


Pharmaceutical and Agrochemical Intermediates and Ingredients

Pharmaceutical Ingredients for Anticancer Drugs, Allergy Treatments, Lifestyle-Related Diseases, and Antihypertensive Drugs

Main Products		Main End Products
Pharmaceutical Intermediates and Ingredients	▶	**Drugs for Lifestyle-Related Diseases, Allergy Medications, and Anticancer Drugs**
Agrochemical Intermediates and Ingredients	▶	**Herbicides, Fungicides, and Insecticides**


Chemicals Business: Environmental Assessment and Competitive Advantages

Environmental Assessment

Risks

Geopolitical risks make future outlooks increasingly difficult to predict.

Concerns over market contraction and declining competitive advantage, particularly in commoditized segments where emerging economies are gaining prominence.

Strengthening regulations related to environmental protection and biodiversity, including measures to address global warming.

Opportunities

- Reorganization of the Industry's Business Portfolio

  Across the industry, efforts to reorganize business portfolios are accelerating. Capital is increasingly being reallocated away from businesses with limited growth prospects or commodity-type businesses that are highly susceptible to market fluctuations, toward growth areas such as semiconductors, life sciences, and environment and energy.
- Transition Toward a Sustainable Society
- As the utilization of digital technologies continues to advance, companies are promoting not only operational efficiency but also the transformation of business models and the creation of new value.

Expansion into New Fields (Overseas)

•Semiconductor & Environmental Solutions Field:
Steady Progress of Business Operations in East Asia and the ASEAN region

•Fine Chemicals Field:
Contract-based businesses in India and China are steadily expanding.

Competitive Advantages

1 | Market-Driven trading functions with deep expertise

Highly Specialized Trading Functions Incorporating Processing, Technical Support, and Value-Added Proposals

A Broad Portfolio of Products and Strong Customer Responsiveness Driven by a Market-in Approach

In-house Product Development Structure and Proposal Capabilities

2 | A global network and strong market development capabilities

Over **70.0**%
Trade Ratio

Expanding a Global Footprint by Leveraging Trading Functions and high value-added products , with Particular Strength in Market Development in Emerging Markets

- Further expand global business by leveraging the overseas network built by Chori Machinery

3 | Sales Professionals with Strong Commercial Insight and DX

- In addition to fostering talent with strong discernment to identify and develop suppliers, we are accelerating our market-in business model through the effective use of DX.

CHORI (We are) Making your dreams come true.

CHORI CO., LTD.