

# **TEIJIN LIMITED**

# **Fact book**

# **Fundamental information**

Last updated: November 2024

#### **Contents**

| P. 1 N | 1aterials | segment |
|--------|-----------|---------|
|--------|-----------|---------|

- P. 1 Aramid business
- P. 5 Resin & Plastic Processing business
- P. 9 Carbon fibers business
- P. 13 Composites business
- P. 15 Fibers & Products Converting segment
- P. 21 Healthcare segment
- P. 33 Others segment
  - P. 33 New Business Development

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### Materials segment Aramid business

#### **♦**Subsidiaries and affiliates

| Company                                  |                 | Location            | Business field   | Equity held by |
|--|-----------------|---------------------|--|----------------|
| company                                  |                 |                     | business neru  | the Group      |
| 1. Teijin Limited, aramid business       | Japan           | Tokyo, etc.         | Research, manufacture and sales of aramid fibers   | - %            |
| 2. Teijin Aramid B.V.                    | The Netherlands | Gelderland          | Research, manufacture and sales of aramid fibers   | 100 %          |
| 3. Teijin Aramid USA, INC.               | The U.S.        | Georgia             | Sales of aramid fibers   | 100 %          |
| 4. Teijin Aramid de Mexico S.A. de C.V.  | Mexico          | Nuevo Leon          | Sales of aramid fibers   | 100 %          |
| 5. Teijin Aramid do Brasil LTDA.         | Brazil          | Sao Paulo           | Sales of aramid fibers   | 100 %          |
| 6. Teijin Aramid Asia Co., Ltd.          | China           | Shanghai            | Sales of aramid fibers   | 100 %          |
| 7. Teijin Aramid GmbH                    | Germany         | Nordrhein-Westfalen | Sales of aramid fibers   | 100 %          |
| 8. Teijin Corporation (Thailand) Limited | Thailand        | Pathumthani         | Manufacture and sales of aramid fibers and sales of polycarbonate resin and processed plastics | 100 %          |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

### **♦**Business history

|         | •   |
|---------|---|
| 1962.7  | Obtained license to introduce production technologies for nylon 6 from Allied Chemicals Corp. of the United States        |
| 1963.11 | Production of nylon began at Mihara Factory   |
| 1971.4  | Started production of heat-resistant meta-aramid fiber Teijinconex at Iwakuni Factory                                     |
| 1987.9  | Started production of high-strength para-aramid fiber <i>Technora</i> at Matsuyama Factory                                |
| 1995.9  | Established Teijin DuPont Limited jointly with DuPont to manufacture and market nylon fibers in Japan                     |
| 2000.12 | Reestablished <i>Twaron</i> products business unit, acquired from Acordis B.V. of the Netherlands, as Teijin Twaron B.V.  |
| 2002.10 | Teijin and DuPont announced plans to dissolve Teijin DuPont Nylon Ltd.  |
| 2003.4  | Spun off industrial-use polyester fibers business as a separate company named Teijin Techno Products Limited because      |
|         | of Teijin's introduction of the holding company system  |
| 2003.7  | Expanded manufacturing capacity of para-aramid fiber Twaron at Teijin Twaron B.V. in the Netherlands                      |
| 2003.12 | Withdrew from nylon fibers business   |
| 2006.12 | Expanded manufacturing capacity of para-aramid fiber Twaron at Teijin Twaron B.V. in the Netherlands                      |
| 2007.9  | Teijin Twaron B.V. was renamed Teijin Aramid B.V.   |
| 2011.10 | Commenced commercial production of high-performance polyethylene products   |
| 2012.10 | Teijin Techno Products Limited was integrated with Teijin Limited   |
| 2013.4  | Established Technical Center Asia in Shanghai, the PRC  |
| 2013.9  | Established Teijin Corporation (Thailand) Limited, new type of meta-aramid fiber manufacturing and sales and              |
|         | polycarbonate resin and processed plastics sales company in Thailand  |
| 2015.8  | Commenced production and sales of Teijinconex and Teijinconex neo at Teijin Corporation (Thailand) Limited in             |
|         | Thailand  |
| 2016.3  | Announced a 10% increase in manufacturing capacity of <i>Technora</i> para-aramid fibers                                  |
| 2017.10 | Started operations to boost production of <i>Technora</i> Para-aramid Fiber   |
| 2019.11 | Published to expand <i>Twaron</i> Para-aramid Fiber. Production volume is anticipated to increase 25% by 2022 compared to |
|         | 2017  |
| 2023.6  | Began operation of expanded facilities for <i>Twaron</i> para-aramid fibers   |

#### **♦**Production sites

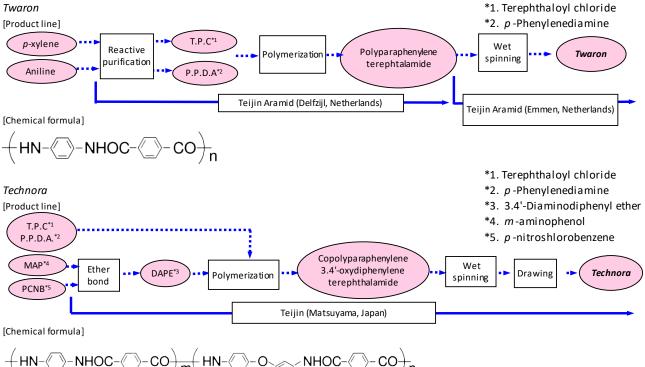
| Principal products |             | L               | ocation               | Company                               | Form          |
|--------------------|-------------|-----------------|-----------------------|---------------------------------------|---------------|
|                    | Twaron      | The Netherlands | Delfzijl, Groningen   | Teijin Aramid B.V.                    | Filament yarn |
| Para-aramid fiber  |             |                 | Emmen, Drenthe        |                                       | Staple fiber  |
|                    |             |                 |                       |                                       | Pulp          |
|                    | Technora    | Japan           | Matsuyama, Ehime      | Teijin Limited, aramid business       | Filament yarn |
|                    |             |                 |                       |                                       | Staple fiber  |
| Meta-aramid fiber  | Teijinconex | Japan           | Iwakuni, Yamaguchi    | Teijin Limited, aramid business       | Staple fiber  |
|                    |             | Thailand        | Bang Pa-in, Ayutthaya | Teijin Corporation (Thailand) Limited | Staple fiber  |

#### ◆ R&D sites

| Company                         | Location        |                    |  |
|---------------------------------|-----------------|--------------------|--|
| Teijin Limited, aramid business | Japan           | Matsuyama, Ehime   |  |
|                                 |                 | Iwakuni, Yamaguchi |  |
| Teijin Aramid B.V.              | The Netherlands | Arnhem, Gelderland |  |
| Teijin Aramid Asia Co., Ltd.    | China           | Shanghai           |  |
| (Technical Center Asia)         |                 |                    |  |

#### ◆ Product line and chemical formula



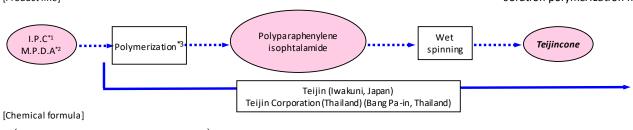


#### Meta-aramid fiber

Teijinconex

[Product line]

- \*1. Isophthaloyl chloride
- \*2. *m*-Phenylenediamine
- \*3. Interfacial polymerization in Japan, solution polymerization in Thailand



$$(HN \cap NHOC \cap CO)_n$$

### Fundamental information Materials segment Aramid business

#### **♦** Characteristics of main products

#### Aramid fibers

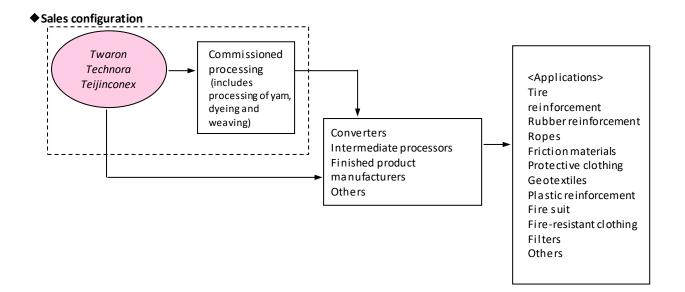
A type of nylon, aramid fibers are polyamide fibers with molecular structure of aromatic (benzene) rings. The U.S. Federal Trade Commission recognizes these fibers as being aliphatic polyamide fibers, that is, nylon, and in 1974 introduced the generic name "aramid." In 1977, the International Organization for Standardization (ISO) adopted "aramid" as the classification for a category of artificial fibers. Aramid fibers are divided broadly into para-aramid fibers, which have a straight molecular structure, and meta-aramid fibers, which have a zigzag molecular structure. The two types of aramid fibers have different characteristic

|                   | Products | Characteristics   |
|-------------------|----------|---|
| Para-aramid fiber |          | Twaron and Technora para-aramid fibers boast high strength, tensile modulus and elasticity, as well as superb heat resistance and dimensional stability. (Example: Tensile strength is between five and eight times greater than steel of the same weight.) Thanks to these characteristics, Twaron and Technora are used primarily in bullet-resistant vests, automotive brake pads and other friction materials (as a substitute for asbestos) and in reinforcements for tire cords and optical fibers, among others.                                     |
| Meta-aramid fiber | ,        | Teijinconex meta-aramid fibers offer the same fiber performance characteristics as polyester fibers (extension, elasticity, specific density, texture, color), combined with superb resistance to long-term heat exposure (continuous use possible at 200°C) and incombustibility (higher flash and ignition points than nylon or polyester). Applications for Teijinconex include heat-resistant particulate filters for industrial applications (steel, cement, asphalt), fireproof clothing for firefighters, and factory and service industry uniforms. |

#### **◆** Development of applications for principal products

### Aramid fibers

|              | $\odot$ : Excellent $O$ : Good $\triangle$ : Good under certain conditions |  |                                       |                           |  |  |
|--------------|--|--|---------------------------------------|---------------------------|--|--|
|              | Туре   | Para-arar                              | nid fibers                            | Meta-aramid fibers        |  |  |
|              | Туре   | Twaron                                 | Technora (copolymerization)           | Teijinconex               |  |  |
|              | Tires  | ©                                      | Δ                                     |                           |  |  |
|              | liles  | Strength and elasticity                | Strength and fatigue-resistance       |                           |  |  |
|              |  | 0                                      | ©                                     | ©                         |  |  |
|              | Elastomer reinforcements   | Strength and elasticity                | Fatigue- and heat-resistance          | Heat-resistance           |  |  |
|              |  |  | and strength                          |                           |  |  |
|              |  | 0                                      | <b>©</b>                              |                           |  |  |
|              | Linear tension members   | Strength and elasticity                | Strength, fatigue-resistance          |                           |  |  |
|              |  |  | and heat-resistance                   |                           |  |  |
|              | Friction and sealing   |  |                                       |                           |  |  |
|              | materials  | ©                                      | ×                                     | Δ                         |  |  |
|              | (brake pads, gaskets,  | Heat-resistance, dimensional stability | Difficulty in pulping                 | Long-term heat-resistance |  |  |
|              | alternative to asbestos)   | and easy for pulping                   |                                       | (brake pads)              |  |  |
|              | Protective clothing  | ©                                      | 0                                     |                           |  |  |
| Applications | Protective clothing  | Protectiveness and strength            | Strength                              |                           |  |  |
|              |  | 0                                      | ©                                     |                           |  |  |
|              | Geotextiles  | Modulus and strength                   | Strength and high chemical resistance |                           |  |  |
|              |  |  | (concrete reinforcement)              |                           |  |  |
|              | Plastic reinforcements   | ©                                      | ©                                     | 0                         |  |  |
|              | (thermoplastic, thermoset)   | Strength and elasticity                | Crashworthiness and strength          | Sliding                   |  |  |
|              | Fire-resistant clothing  | 0                                      | 0                                     | ©                         |  |  |
|              | Flame-retardant uniforms   | Strength and flame-resistance          | Strength and heat-resistance          | Flame-retardance          |  |  |
|              |  | for short periods                      | for short periods                     | and heat-resistance       |  |  |
|              | Filters  |  |                                       | ©                         |  |  |
|              | (used in plant of asphalt,   |  |                                       | Long-term heat-resistance |  |  |
|              | cement, iron and steel))   |  |                                       |                           |  |  |
|              | Optical fiber cables   | ©                                      | ©                                     |                           |  |  |
|              | Optical liber cables   | Strength and elasticity                | Strength and fatigue-resistance       |                           |  |  |



### Materials segment Resin and plastic processing business

#### ♦ Subsidiaries and affiliates

| Company  | Location        |              | Business field  | Equity held by the Group |
|--|-----------------|--------------|---|--------------------------|
| 1. Teijin Limited, resin and plastic processing business | Japan           | Tokyo, etc.  | Manufacture and sales of polycarbonate resin and                                      | - %                      |
| 2. Kinkai Chemicals Co., Ltd                             | Japan           | Okayama      | Manufacture and sales of brominated flame retardants and fine chemicals intermediates | 99.90 %                  |
| 3. Hiroshima Plastic Co., Ltd                            | Japan           | Hiroshima    | Manufacture and sales of plastic molds  | 100 %                    |
| 4. Teiyo Co., Ltd.                                       | Japan           | Hiroshima    | Manufacture and sales of plastic extrusion products                                   | 100 %                    |
| 5. Teijin Polycarbonate China Ltd.                       | China           | Zhejiang     | Manufacture of polycarbonate resin  | 100 %                    |
| 6. Teijin Chemicals Plastic Compounds Shanghai Ltd.      | China           | Shanghai     | Manufacture of polycarbonate resin compounds  | 100 %                    |
| 7. Teijin Corporation (Thailand) Limited                 | Thailand        | Pathumthani  | Manufacture and sales of aramid fibers, manufacture of                                | 100 %                    |
|  |                 |              | polycarbonate resin compounds and sales of  |                          |
|  |                 |              | polycarbonate resin   |                          |
| 8. Teijin Kasei Europe B.V.                              | The Netherlands | Venlo        | Sales of polycarbonate resin  | 100 %                    |
| 9. Teijin Kasei Malaysia Sdn, Bhd.                       | Malaysia        | Kuala Lumpur | Sales of polycarbonate resin  | 100 %                    |
| 10. Shenzhen Teijin Kasei Trading Co., Ltd.              | China           | Shenzhen     | Sales of polycarbonate resin  | 100 %                    |
| 11. Shanghai Teijin Kasei Trading Co., Ltd.              | China           | Shanghai     | Sales of polycarbonate resin  | 100 %                    |
| 12. Teijin Kasei Taiwan Co., Ltd.                        | Taiwan          | Taipei       | Sales of polycarbonate resin  | 100 %                    |
| 13. Teijin Kasei America, Inc.                           | The U.S.        | Michigan     | Sales of polycarbonate resin  | 100 %                    |
| 14. Teijin Kasei (HK) Limited                            | China           | Hong Kong    | Sales of polycarbonate resin  | 100 %                    |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

#### **♦**Business history

| 1959.10 | Established commercial production technology for <i>Panlite</i> polycarbonate resin   |
|---------|---|
| 1960.11 | Started manufacturing Panlite polycarbonate resin at Teijin Chemicals Limited's Matsuyama Factory   |
| 1968.7  | Began full-scale marketing of glass fiber-reinforced PET (FR-PET) resin   |
| 1973.9  | Started production of PBT resin   |
| 1973.10 | Began production of PC/ABS polymer alloy MULTILON   |
| 1976.10 | Started manufacturing polycarbonate sheet <i>Panlite</i> sheet  |
| 1982.10 | Started marketing optical-grade Panlite for compact discs   |
| 1993.6  | Plastics Technical Center was established in Chiba City   |
| 1997.6  | Established Teijin Polycarbonate Singapore Pte Ltd. to manufacture and market polycarbonate resin   |
| 1999.10 | Started manufacturing polycarbonate resin at Teijin Polycarbonate Singapore Pte Ltd. (60,000 tons/year)   |
| 2000.12 | Increased manufacturing capacity of polycarbonate resin at Teijin Polycarbonate Singapore Pte Ltd. (60,000 tons/year> 80,000 tons/year)   |
| 2001.1  | Started operations of WinTech Polymer Ltd. (established to integrate PBT resin and glass fiber-reinforced PET resin businesses with operations of Polyplastics Co., Ltd.)             |
| 2001.4  | Transferred the PET and PEN resin businesses of Teijin to Teijin Chemicals Limited  |
| 2001. 7 | Increased manufacturing capacity of polycarbonate resin at Teijin Polycarbonate Singapore Pte Ltd. (80,000 tons/year> 130,000 tons/year)  |
| 2002.7  | Established Teijin Chemicals Plastic Compounds Shanghai Ltd.  |
| 2002.12 | Increased manufacturing capacity of polycarbonate resin at Teijin Polycarbonate Singapore Pte Ltd. (130,000 tons/year> 180,000 tons/year)   |
| 2003.3  | Established Teijin Polycarbonate China Ltd.   |
| 2003.8  | Started operations of Teijin Chemicals Plastic Compounds Shanghai Ltd.  |
| 2003.8  | Transferred Metton business to RIMTEC Corporation, a joint venture with ZEON Corporation  |
| 2003.10 | Introduced one of the largest injection press molding machines in the world (clamp capacity: 3,400 tons) at the Plastics Technical Center   |
| 2004. 4 | Started marketing of PET resin recycled from used PET bottles with <i>Bottle to Bottle</i> technology, the world's first complete recycling system.                                   |
| 2004.8  | Increased manufacturing capacity of polycarbonate resin at Teijin Polycarbonate Singapore Pte Ltd. (+20,000 tons/year)  |
| 2005.4  | Started operations of Teijin Polycarbonate China Ltd. (50,000 tons/year)  |
| 2005.7  | Installed additional polycarbonate sheet extrusion equipment  |
| 2005.10 | Completed second phase of construction at Teijin Chemicals Plastic Compounds Shanghai Ltd.'s compounding plant and commenced operations (total production capacity: 43,000 tons/year) |
| 2006.3  | Commenced operation of next-generation high-precision optical film extrusion equipment  |
| 2006.4  | Established Teijin Kasei Malaysia Sdn. Bhd.   |
| 2006.6  | Established Shenzhen Teijin Kasei Trading Co., Ltd.   |
| 2006.10 | Completed world-class, ultra large two-color injection press mold   |
| 2006.12 | Increased manufacturing capacity of polycarbonate resin at Teijin Polycarbonate China Ltd. (50,000 tons/year> 100,000 tons/year)  |
| 2007.11 | Expanded polycarbonate resin compounds manufacturing capacity of Teijin Chemicals Plastic Compounds Shanghai Ltd. in Shanghai,  |
|         | China (43,000 tons/year> 63,000 tons/year)  |

# Fundamental information Materials segment Resin and plastic processing business

| 2008.10<br>2008.12 | Completed expansion of production facilities for clear electroconductive film (capacity: 1.2 million m <sup>2</sup> -plus/year) Increased annual production capacity of Teijin Polycarbonate China Ltd., thereby expanding total production capacity for polycarbonate resin (100,000 tons/year> 130,000 tons/year) |
|--------------------|---|
| 2009.8             | Increased annual production capacity of Teijin Chemicals Plastic Compounds Shanghai Ltd. (63,000 tons/year> 102,000 tons/year)  |
| 2010. 4            | Opened China Business Management Office to increase the efficiency of polycarbonate resins business in China  |
| 2011. 4            | Shifted domestic PET resin for bottles operations to MCT PET Resin Co., Ltd., a joint venture with Mitsui Chemicals, Inc.   |
| 2011. 9            | Teijin Polycarbonate China Ltd. expanded annual production capacity for polycarbonate resin (130,000 tons/year> 150,000 tons/year)  |
| 2013.4             | Merged Teijin Chemicals Limited into Teijin Limited   |
| 2013.9             | Established joint venture Initz Co., Ltd. with SK Chemicals Ltd. to start polyphenylene sulfide (PPS) resins business   |
| 2014.3             | Started to sales of polycarbonate resin in Teijin Corporation (Thailand) Limited  |
| 2015.12            | Halted production of polycarbonate resin at Teijin Polycarbonate Singapore Pte Ltd.   |
| 2019.9             | Newly established a compound plant and technical center at Teijin Corporation (Thailand) Limited and commenced operations   |
| 2024.6             | Added new production line for polycarbonate resin <i>Panlite</i> sheet and film   |
| 2024.6             | Established a representative office in Vietnam  |

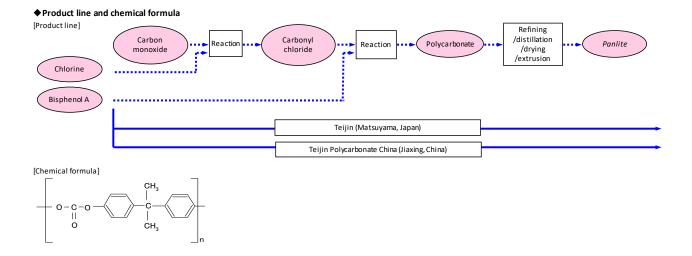
#### ◆ Production sites and Production capacity

| Principal products    |          |          | Location              | Company  | Form      | Production capacity (tons/year) |
|-----------------------|----------|----------|-----------------------|--|-----------|---------------------------------|
| PC resin              | PC resin | Japan    | Matsuyama, Ehime      | Teijin Limited, resin and plastic processing     | Polymer   | 125,000                         |
| (Polycarbonate resin) | Panlite  | China    | Jiaxing, Zhejiang     | Teijin Polycarbonate China Ltd.                  | Polymer   | 150,000                         |
|                       | Multilon | Japan    | Mihara, Hiroshima     | Teijin Limited, resin and plastic processing     | Compounds | Undisclosed                     |
|                       |          | China    | Shanghai              | Teijin Chemicals Plastic Compounds Shanghai Ltd. | Compounds | 102,000                         |
|                       |          | Thailand | Bang Pa-in, Ayutthaya | Teijin Corporation (Thailand) Limited            | Compounds | Undisclosed                     |
|                       | PC film  |          |                       |  | Films     | Undisclosed                     |
|                       | PURE-ACE | lanan    | Matsuuama Ehima       | Teijin Limited, resin and plastic processing     | FIIIIIS   | Unaisciosea                     |
|                       | PC sheet | Japan    | Matsuyama, Ehime      |  | Sheets    | 16 100                          |
|                       | Panlite  |          |                       |  | Sileets   | 16,100                          |
| PEN resin             |          |          |                       |  |           |                                 |
| (Polyethylene         | Teonex   | Japan    | Matsuyama, Ehime      | Teijin Limited, resin and plastic processing     | Polymer   | Undisclosed                     |
| naphthalate resin)    |          |          |                       |  |           |                                 |
| PET resin             |          | Japan    | Matsuyama, Ehime      | Teijin Limited, resin and plastic processing     | Polymer   | Undisclosed                     |

### ♦ R&D sites

| Company  | Location |                       |  |
|--|----------|-----------------------|--|
| Teijin Limited, resin and plastic processing     | Japan    | Matsuyama, Ehime      |  |
|  |          | Chiba, Chiba          |  |
| Teijin Chemicals Plastic Compounds Shanghai Ltd. | China    | Shanghai              |  |
| Teijin Corporation (Thailand) Limited            | Thailand | Bang Pa-in, Ayutthaya |  |

### Fundamental information Materials segment Resin and plastic processing business



#### ♦ Characteristics of main products

Polycarbonate (PC) resin: With the largest market of any of the five key engineering plastics, polycarbonate has outstanding transparency, impact resistance, dimensional stability and strength and is used in OA equipment, automotive parts and other large items.

Polyethylene terephthalate (PET) resin: PET resin boasts excellent transparency, gas-barrier properties and mechanical strength and is used widely in plastic bottles.

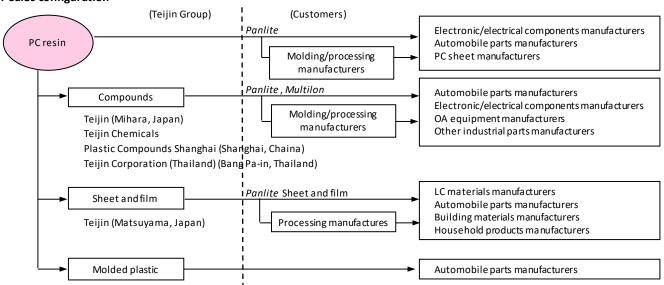
Polyethylene naphthalate (PEN) resin: PEN resin is superior to PET resin in terms of heat deflection temperature and strength and is popular for use in food containers and medical equipment.

| Products  |                                    | Characteristics  |
|-----------|------------------------------------|--|
| PC resin  | Impact properties                  | Highest impact strength of all plastics, 200 times superior to glass   |
|           | Operational temperature range      | Stable properties throughout a wide temperature range (-100°C to +129°C)   |
|           | Transparency                       | Excellent properties for optical use, as transparent as glass  |
|           | Flame resistance                   | Good resistance against flames   |
|           | Dimensional stability              | Good creep characteristics, resulting in minimal dimensional changes under temperature and humidity differences, and over time |
|           | Electrical properties              | Excellent insulation properties over a wide temperature range  |
| PET resin | Gas barrier properties             | Outstanding transparency and hygienic properties   |
| PEN resin | Transparency                       | Transparency and superior UV shielding properties, ensuring contents are protected   |
|           | Operational temperature range      | High heat deflection temperature and superb heat resistance  |
|           | Gas and moisture transmissivity    | Extremely low gas and moisture transmissivity  |
|           | Chemical and hydrolysis resistance | Superb resistance to organic solvents and chemicals  |
|           |                                    | Zero flavor adsorption and repels dirt   |

### **◆** Development of applications for principal products

| Products                 | Fields     | Category                          | Applications   |
|--------------------------|------------|-----------------------------------|--|
| PC resin Optical Panlite |            | Optical lenses                    | Camera lenses for smartphone, lenses for onboard vehicle cameras and eyeglasses  |
| Multilon                 |            | Other                             | Blu-Ray Discs, DVDs  |
|                          | Industrial | Electronic and electric equipment | Exterior parts of LED lamp, personal computers, audiovisual devices, digital cameras   |
|                          |            | OA equipment                      | Exterior parts and mechanism elements of OA equipment, optical chassis of printers   |
|                          |            | Automotive                        | External parts of automotive vehicles, such as headlamp lenses and door handle, internal parts   |
|                          |            | Other                             | Traffic light lenses, external parts of electrical equipment   |
| PEN resin<br>Teonex      |            |                                   | Medical equipment, plates for school lunch boxes, cosmetic container   |
| PET resin                |            |                                   | Food containers, sheet materials   |
| PC resin sheet and f     |            | Automotive                        | Instrument panels, heater A/C control panels, vehicle navigation system front panels   |
|                          |            |                                   | LCD-related parts (Diffuser, front panels)   |
|                          |            |                                   | Construction equipment roofs, motorcycle windshields   |
|                          |            | Miscellaneous goods               | Dummy cans/bottles for vending machines  |
|                          |            | Electric/Electronic               | LCD-related parts (LCD optical compensation film, automotive and anti-reflective film), organic electroluminescent display (OLED) anti-reflective film |
|                          | Ī          |                                   | 3D eyeglasses, polarized sunglasses  |

### **♦** Sales configuration



### Materials segment Carbon fibers business

#### ◆Subsidiaries and affiliates

| Company                                   |          | Location             | Business field   | Equity held by the Group |
|---|----------|----------------------|--|--------------------------|
| 1. Teijin Limited, carbon fibers business | Japan    | Tokyo, etc.          | Manufacture and sales of carbon fibers                                 | - %                      |
| 2. Teijin Carbon America, Inc.            | The U.S. | South Carolina, etc. | Manufacture and sales of carbon fibers                                 | 100 %                    |
| 3. Renegade Materials Corporation         | The U.S. | IOhio                | Manufacture and sales of carbon fiber intermediate materials (prepreg) | 100 %                    |
| 4. Teijin Carbon Europe GmbH              | Germany  | North Rhine-         | Manufacture and sales of carbon fibers                                 | 100 %                    |
|   |          | Westphalia           |  |                          |
| 5. Teijin Carbon Vietnam Co., Ltd.        | Vietnam  | lHa Nam              | Manufacture and sales of carbon fiber intermediate materials (prepreg) | 100 %                    |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

### **♦** Business history

|         | •  |
|---------|--|
| 1999.10 | Acquired an equity stake in Toho Rayon Co., Ltd. (Toho Tenax Co., Ltd.) with the aim of entering the carbon fiber business   |
| 2000. 2 | Increased stake in Toho Rayon, making the company a consolidated subsidiary  |
| 2006. 9 | Expanded manufacturing capacity of <i>TENAX</i> carbon fibers at Toho Tenax Europe GmbH (currently Teijin Carbon Europe GmbH) (1,900 tons/year> 3,400 tons/year)       |
| 2007. 9 | Made Toho Tenax Co., Ltd. a wholly owned subsidiary  |
| 2008.4  | Increased TENAX manufacturing capacity of Toho Tenax's Mishima Plant (3,700 tons/year> 6,400 tons/year)  |
| 2009.8  | Toho Tenax Europe GmbH (currently Teijin Carbon Europe GmbH) completed its fourth production line, increasing annual production capacity (3,400 tons> 5,100 tons)      |
| 2009.12 | Toho Tenax America, Inc. (currently Teijin Carbon America, Inc.), revamped its third production line, increasing production capacity (2,000 tons> 2,400 tons)          |
| 2010.9  | Commenced production on fourth line at Toho Tenax Europe GmbH (currently Teijin Carbon Europe GmbH)  |
| 2013.11 | Suspended production of carbon fibers at Toho Tenax America, Inc. (currently Teijin Carbon America, Inc.)  |
| 2014. 5 | TENAX TPCL (thermoplastic consolidated laminates) were qualified for use in the Airbus A350 XWB as a primary structural material                                       |
| 2016. 1 | Announced a 40% increase in manufacturing capacity of <i>Pyromex</i> oxidized PAN fibers at Toho Tenax America, Inc. (currently Teijin Carbon America, Inc.)           |
| 2017.11 | Announced the construction of a new carbon fiber production facility in United States and enhancement of productivity of the precursor at the Mishima Factory in Japan |
| 2018.4  | Merged Toho Tenax within Teijin Limited  |
| 2019. 1 | Teijin's carbon thermoplastic unidirectional pre-impregnated tape was qualified by Boeing as a material suitable for primary structural aircraft parts                 |
| 2019.8  | Acquired Renegade Materials Corporation, a U.S. manufacturer/supplier of high heat-resistant thermoset prepreg for the aerospace industry                              |
| 2021. 7 | Established Teijin Carbon Vietnam Co., Ltd. in Ha Nam , Vietnam and started commercial production  |
| 2021.10 | Announced that Renegade Materials Corporation will expand its production capacity of high heat-resistant carbon fiber prepreg for aerospace applications               |
| 2022.3  | Started operation of carbon fiber plant in the U.S. (currently Teijin Carbon America, Inc.)  |

### ◆ Production sites and Production capacity

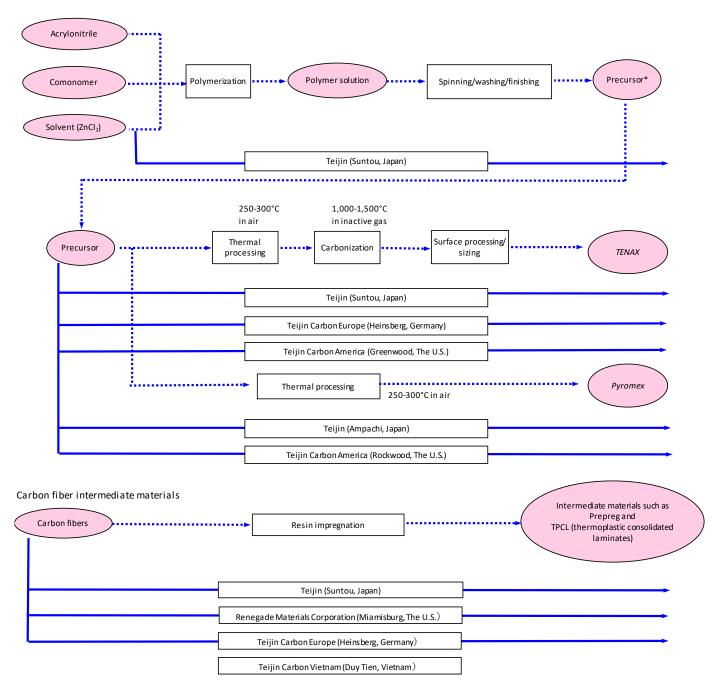
| Principal products  |   | Location               |  | Company                                    | Form   | Production Capacity<br>(tons/year) |
|---------------------|---|------------------------|--|--|--|------------------------------------|
| Carbon fibers       | TENAX                                   | Japan Suntou, Shizuoka |  | Teijin Limited, carbon fibers business     | Regular-tow filament                           | 6,400                              |
|                     |   | Germany                | Heinsberg, North Rhine-                    | Teijin Carbon Europe GmbH                  | Teijin Carbon Europe GmbH Regular-tow filament |                                    |
|                     |   | The U.S.               | Westphalia<br>Greenwood, South<br>Carolina | Teijin Carbon America, Inc.                | Regular-tow filament                           | Undisclosed                        |
| Oxidized PAN fibers | Pyromex                                 | Japan                  | Ampachi, Gifu                              | Teijin Limited, carbon fibers business Tow |  | Undisclosed                        |
|                     |   | The U.S.               | Rockwood, Tennessee                        | Teijin Carbon America, Inc.                | Tow  | Undisclosed                        |
| Carbon fiber        | TENAX                                   | Japan                  | Suntou, Shizuoka                           | Teijin Limited, carbon fibers business     | Prepreg  | Undisclosed                        |
| intermediate        | mediate Germany Heinsberg, North Rhine- |                        | Teijin Carbon Europe GmbH                  | TPCL (thermoplastic                        | Undisclosed                                    |                                    |
| materials           |   | Westphalia             |  |  | consolidated laminates)                        |                                    |
|                     |   | The U.S.               | Miamisburg, Ohio                           | Renegade Materials Corporation             | Prepreg  | Undisclosed                        |
|                     |   | Vietnam                | Duy Tien, Ha Nam                           | Teijin Carbon Vietnam Co., Ltd.            | Prepreg  | Undisclosed                        |

#### ◆ R&D sites

| Company                                | Location |                                   |  |
|--|----------|-----------------------------------|--|
| Teijin Limited, carbon fibers business | Japan    | Suntou, Shizuoka                  |  |
| Teijin Carbon Europe GmbH              | Germany  | Wuppertal, North Rhine-Westphalia |  |
| Renegade Materials Corporation         | The U.S. | Miamisburg, Ohio                  |  |

#### **♦**Product line and chemical formula

Carbon fibers TENAX, Oxidized PAN fibers Pyromex



<sup>\*</sup> Precursor: The raw fibers from which carbon fibers are made. Teijin uses acrylic precursor fibers with a different copolymer composition than those used for apparel. Pitch, rayon and other fibers are also used, but acrylic is the most suitable in terms of quality.

### **♦**Characteristics of main products

### ●Carbon fibers /Oxidized PAN fibers

| Products                       | Characteristics   |
|--------------------------------|---|
| Carbon fibers                  | With a lower density than metal, coupled with high tensile strength, elasticity and resistance to fatigue and abrasion and  |
| TENAX                          | superb lubricity, TENAX carbon fibers are 10 times stronger than iron, but only one quarter the weight. TENAX is also   |
| (Regular-tow)                  | characterized by a low coefficient of thermal expansion and excellent dimensional stability -meaning minimal mechanical deterioration at high temperatures and a low coefficient of thermal conductivity at ultralow temperatures- as well as excellent chemical stability, and is thus unaffected by acids, alkalis and various solvents. In terms of electrical and magnetic characteristics, <i>TENAX</i> is electroconductive and has electromagnetic shielding properties and outstanding X-ray transmissivity.                                |
| Oxidized PAN fibers<br>Pyromex | Pyromex oxidized polyacrylonitrile (PAN) fibers deliver outstanding flame resistance. Properties are not hampered by high heat, with both gravity and dimensional stability remaining excellent. In addition to being durable, Pyromex is highly resistant to organic solvents, weak acid and weak alkali. Pyromex can also withstand strong acid and strong alkali for short periods. Further, because it is an organic fiber, it offers excellent physical properties -including textile processability and drape- not found in inorganic fibers. |

### Differences between regular-tow and large-tow carbon fibers

|                     | Regular-tow  | Large-tow   |
|---------------------|--|---|
| Number of filaments | Up to 24,000   | More than 40,000  |
| Major areas of use  | Aircraft and aerospace, sports and leisure, industrial materials | Industrial materials (Wind power generation, chopped, etc.) |
| Characteristics     | High-performance, easy to handle                                 | Low price   |

### •Carbon fiber intermediate materials

| Products                | Characteristics  |
|-------------------------|--|
| Prepreg                 | Sheet-shaped material fabricated by impregnating carbon fibers with uncured thermosetting resin (such as epoxy resin, bismaleimide resin, or polyimide resin).  Mainly used as a molding material (composite material) for parts and members in the aerospace and sports industries. |
| iconsolidated Laminates | Sheet-shaped material fabricated by impregnating carbon fibers with thermoplastic resin (such as polyetheretherketone). Qualified by Airbus as a molding material of members for A350XWB (extra wide body) aircraft parts.   |

### lack Development of applications for principal products

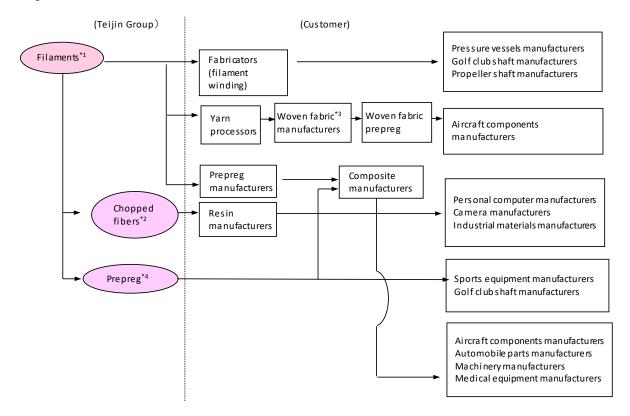
### ●Carbon fibers TENAX

| Field                | Main application      |  |  |  |  |
|----------------------|-----------------------|--|--|--|--|
| Aerospace            | Aircraft              | Primary structural material: main wings, tail units, fuselages                       |  |  |  |
|                      |                       | Secondary structural material: ailerons, rudders, elevators                          |  |  |  |
|                      |                       | Interior material: floor panels, beams, lavatory, seats                              |  |  |  |
|                      | Others                | Rockets, artificial satellites   |  |  |  |
| Sports and laisure   |                       | Rackets (tennis, badminton), golf clubs, fishing rods, bicycles, ice hockey sticks,  |  |  |  |
|                      |                       | yachts, cruisers   |  |  |  |
| Industrial materials | Wind power generation | Blades, nacelles   |  |  |  |
|                      | Transport equipment   | Automobile parts, motorcycle parts, train car bodies, ships                          |  |  |  |
|                      | Pressure vessels      | Hydraulic cylinders, gas cylinders   |  |  |  |
|                      | Construction          | Cables, concrete reinforcement material  |  |  |  |
|                      | Office equipment      | PC housings, printer bearings, cams, housing   |  |  |  |
|                      | Others                | Machine parts, electrical and electronic components, precision instruments, chemical |  |  |  |
|                      |                       | equipment, medical devices, corrosion resistant equipment                            |  |  |  |

### ●Oxidized PAN fibers *Pyromex*

| • | - Ontailed 1781 House 1 fromen       |                                 |  |  |
|---|--------------------------------------|---------------------------------|--|--|
| Field                                   | Main application                     |                                 |  |  |
| Aerospace                               | Aircraft                             | Aircraft brake materials        |  |  |
| Industrial materials                    | Thermoresistant/protective materials | Insulation                      |  |  |
|   | Electric/electronic parts            | Graphite felt for NAS batteries |  |  |
|   | Fuel cells                           | Gas diffusion layers (GDL)      |  |  |

#### **♦** Sales configuration



- \*1. Filaments: Elongated strands made with 1,000, 3,000, 6,000, 12,000 and 24,000 fibers; twisted and untwisted varieties available.
- \*2. Chopped fibers: Carbon fibers bundled using a sizing agent and chopped into designated lengths.
- \*3. Woven fabric: Filament textile; plain, twill and satin weave are available.
- \*4. Prepreg: Acronym for preimpregnated material; an intermediate sheet material made from carbon fibers impregnated with a thermoset polymer, prepreg ensures stable quality for molded products and is therefore suited to automated laminating.

### Materials segment Composites business

### ♦ Subsidiaries and affiliates

| Company   |          | ocation     | Business field                                 | Equity held by<br>the Group |
|---|----------|-------------|--|-----------------------------|
| Teijin Limited, composites business                 | Japan    | Tokyo, etc. | Manufacture and sales of composites            | - %                         |
| 2. Teijin Automotive Technologies NA Holdings Corp. | The U.S. | Michigan    | Manufacture and sales of automotive composites | 100 %                       |
| 3. Teijin Automotive Technologies Portugal, S.A.    | Portugal | Porto       | Manufacture and sales of automotive composites | 100 %                       |
| 4. Teijin Automotive Technologies Czech s.r.o.      | Czech    | The Central | Manufacture and sales of automotive composites | 100 %                       |
|   |          | Bohemian    |  |                             |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

### **♦** Business history

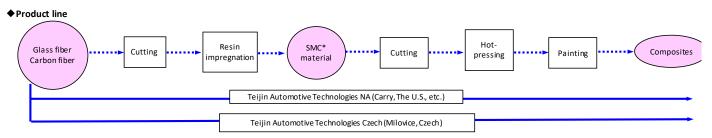
| ▼ business ii | istory.  |
|---------------|--|
| 2011. 4       | Teijin Composites Innovation Center, which had been in the New Business Development Group, was integrated and reorganized into the Carbon Fibers and Composites Business Group |
| 2011.12       | Established Teijin Advanced Composites America Inc. in the U.S.  |
| 2012.12       | Began operations at a new thermoplastic CFRP pilot plant within the Matsuyama Plant  |
| 2013.5        | Moved the Teijin Composites Innovation Center to the Matsuyama Plant   |
| 2014.11       | Sereebo thermoplastic CFRP was registered on General Motors's materials list   |
| 2017.1        | Acquired Continental Structural Plastics Holdings Corporation (hereinafter, "CSP"), one of the global leaders in automotive lightweight composite technologies                 |
| 2018. 7       | Newly installed the GF-SMC (Glass Fiber-Sheet Molding Compound) production line at CSP Europe, a development base for CSP in Europe  |
| 2018.8        | Acquired Inapal Plasticos, S.A., a Portuguese manufacturer of composite molding materials for automobiles  |
| 2019.1        | CSP announced establishment of a new plant for its Chinese joint venture, CSP-Victall, in Changzhou City, China  |
| 2019.5        | General Motors (U.S.) adopted the thermoplastic CFRP product Sereebo for their new car model   |
| 2019.9        | Acquired Benet Automotive s.r.o., a Czech composite material parts manufacturer for automobiles  |
| 2019.9        | Announced the establishment of a new plant in Texas, U.S.  |
| 2020. 2       | Established Teijin Automotive Center Europe, a technical center for composite molding materials for automobiles, in Germany  |
| 2020.12       | Changed the status of CSP Victall to consolidated subsidiary   |
| 2020.12       | CSP opened Advanced Technologies Center, a development base for advanced technology in Michigan, U.S.  |
| 2021.9        | Integrated the globally expanding composites business for automobiles and developed the business brand name as "Teijin Automotive Technologies"                                |
| 2023.8        | Decided to withdraw from China business  |
| 2023. 12      | Completed withdrawal from China business   |

### **◆**Production sites

| Principal products |          | Location                             | Company  |  |
|--------------------|----------|--------------------------------------|--|--|
| Composites         | Japan    | Ampachi, Gifu                        | Teijin Limited, composites business              |  |
|                    |          | Matsuyama, Ehime                     | Teijin Limited, composites business              |  |
|                    | The U.S. | Carey, Ohio                          | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Conneaut, Ohio                       | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | North Baltimore, Ohio                | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Van Wert, Ohio                       | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Grabill, Indiana                     | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Huntington, Indiana                  | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Salisbury, North Carolina            | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Lenoir, North Carolina               | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Sarepta, Louisiana                   | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Seguin, Texas                        | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    | Mexico   | Tijuana, Baja California             | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    |          | Saltillo, Coahuila                   | Teijin Automotive Technologies NA Holdings Corp. |  |
|                    | Portugal | Lesa de Barrio, Porto                | Teijin Automotive Technologies Portugal, S.A.    |  |
|                    |          | Palmela, Setúbal                     | Teijin Automotive Technologies Portugal, S.A.    |  |
|                    | Czech    | Mladá Boleslav, The Central Bohemian | Teijin Automotive Technologies Czech s.r.o.      |  |
|                    |          | Milovice, The South Bohemian         | Teijin Automotive Technologies Czech s.r.o.      |  |
|                    | France   | Pouancé, Maine-et-Loire              | Teijin Automotive Technologies France            |  |

#### ♦ R&D sites

| Company  | Location |                                   |
|--|----------|-----------------------------------|
| Teijin Limited, composites business              | Japan    | Matsuyama, Ehime                  |
| Teijin Automotive Technologies NA Holdings Corp. | The U.S. | Auburn Hills, Michigan            |
| Teijin Automotive Technologies France            | France   | Pouancé, Maine-et-Loire           |
| Teijin Automotive Technologies Wuppertal GmbH    | Germany  | Wuppertal, North Rhine-Westphalia |



\*SMC: Sheet Molding Compound: Sheet-shaped material fabricated by cutting fibers to a length of 2 to 3 cm, randomly laying them out, and impregnating them with resin.

The SMC material is then cut and heated in molds under pressure for curing, and molded articles are thus fabricated (SMC molding).

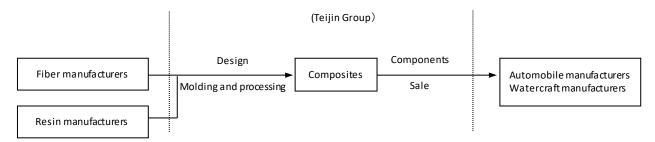
#### **♦** Characteristics of main products

Composites refer to engineered materials made from two or more types of constituent materials with different properties, signifying materials with properties and performance exceeding those of their individual constituents. Fiber reinforced plastics (FRP), which combine plastics with advanced fiber, are well known. Various properties can be imparted to FRP depending on the type of fiber and plastic used, making it possible to provide an expansive range of solutions tailored to customer needs. Numerous benefits can be derived by using FRP instead of metal, including weight-reduction, higher strength, greater flexibility in shape, and shorter manufacturing processes.

| Products                      | Characteristics  |  |  |  |
|-------------------------------|--|--|--|--|
| Glass Fiber                   | Plastic reinforced with glass fibers. In general, composite materials produced by reinforcing light but low-modulus  |  |  |  |
| Reinforced Plastics           | plastic with high-modulus glass fibers. Both strength and lightness of this material are lower than those of carbon  |  |  |  |
| (GFRP)                        | fiber composite materials, but it features relatively low cost and high durability. It is thus used in the hulls of small  |  |  |  |
|                               | boats or housing equipment such as prefabricated bath units or sewage tanks. In recent years, the scope of   |  |  |  |
|                               | application of the material has expanded to interior and exterior materials for automobiles and rail vehicles,   |  |  |  |
|                               | outboard engines in small boats, and battery covers for electric vehicles.   |  |  |  |
| Reinforced Plastics<br>(CFRP) | Plastic reinforced with carbon fibers. In general, composite materials produced by reinforcing light but low-modulus plastic with high-modulus carbon fibers. This material features extremely light weight and high strength and elasticity properties compared to other materials such as iron or aluminum. The material had mainly been used in the past for aircraft, sports gear such as fishing rods, rackets, and bicycles, and windmill blades for wind power generation. However, application of the material to mass-produced automobiles has increased in recent years in concert with drastic advances made in various carbon-fiber-based intermediates and molding methods. Its utilization as a solution for environmental control such as emission regulations is expected to expand. |  |  |  |

| Category    | Application   |
|-------------|---|
| Automobiles | Outer panel parts (Roofs for SUVs, track beds for pickup trucks, roofs for sports cars, fenders, hoods for heavy duty trucks, etc.) |
|             | Battery covers for EVs, structural members (such as underbody shields), etc.  |
| Watercraft  | Outboard motors   |

### **♦** Sales configuration



### **Fibers & Products Converting segment**

### ◆Subsidiaries and affiliates

| Company   | L         | ocation     | Business field   | Equity held by<br>the Group |
|---|-----------|-------------|--|-----------------------------|
| 1. Teijin Frontier Co., Ltd.                              |           | Osaka       | Sales of raw materials and products for fiber materials, apparel and industrial materials  | 100 %                       |
| 2. Teijin Cordley Limited                                 | Japan     | Osaka       | Manufacture and sales of artificial and synthetic leather  | 100 %                       |
| 3. Teijin Tedy Co., Ltd.                                  | Japan     | Ehime       | Manufacture and cord processing of polyester fibers  | 100 %                       |
| 4. Teijin Frontier Knitting Co., Ltd.                     | Japan     | Ishikawa    | Manufacture and sales of special textured yarn and knitted fabrics   | 100 %                       |
| 5. Folkner Limited  | Japan     | Okayama     | Manufacture and sales of men's apparel, distribution and processing of apparel   | 100 %                       |
| 6. Teijin Logistics Co., Ltd.                             | Japan     | Osaka       | Freight transportation, warehouse operation and sales processing   | 100 %                       |
| 7. Teiken Limited   | Japan     | Osaka       | Manufacture and sales of healthcare products, amenities, disaster mitigation and safety products   | 100 %                       |
| 8. Teijin Frontier DG Co., Ltd.                           | Japan     | Niigata     | Manufacture of synthetic fabrics   | 99.00 %                     |
| 9. Teisho Sangyo Co., Ltd.                                | Japan     | Fukui       | Collection and sorting of bobbins and packaging materials, transportation and storage of yarn, processed yarn and fabrics, etc.                              | 100 %                       |
| 10. Texet Limited   | Japan     | Tokyo       | Planning and sales of consumer goods related to daily life   | 100 %                       |
| 11. Unisel Co., Ltd.                                      | Japan     | Yamaguchi   | Manufacture and sales of synthetic fibers, filament yawn and non-woven fabrics   | 100 %                       |
| 12. Teijin Polyester (Thailand) Limited                   | Thailand  | Pathumthani | Manufacture and sales of polyester fibers  | 67.61 %                     |
| 13. Teijin (Thailand) Limited                             | Thailand  | Pathumthani | Manufacture and sales of polyester fibers  | 100 %                       |
| 14. Thai Namsiri Intertex Co., Ltd.                       | Thailand  | Bangkok     | Manufacture and sales of polyester filament fabrics  | 81.25 %                     |
| 15. Nantong Teijin Co., Ltd.                              | China     | Jiangsu     | Manufacture and sales of polyester filament fabrics  | 100 %                       |
| 16. N.I. Teijin Airbag Fabric (Nantong) Co., Ltd.         | China     | Jiangsu     | Processing, manufacture, and sales of textile products for the automotive industry   | 64.35 %                     |
| 17. J.H. Ziegler GmbH                                     | Germany   | Achern      | Development, manufacture, and sales of composite sound absorbing materials and multi-layer seat wadding materials for automobiles made from non-woven fabric | 100 %                       |
| 18. Teijin FRA Tire Cord (Thailand) Co., Ltd.             | Thailand  | Ayutthaya   | Manufacture of tire cord fabrics   | 66.66 %                     |
| 19. Teijin Frontier (Thailand) Co., Ltd.                  | Thailand  | Bangkok     | Domestic sales and exports and imports of textile products   | 100 %                       |
| 20. Nantong Teijin Automotive Fabrics Finishing Co., Ltd. | China     | Jiangsu     | Weaving, dyeing and finishing and sales of luxury fabrics, as well as procurement and sales of raw materials and products                                    | 100 %                       |
| 21. Teijin Cord (Thailand) Co., Ltd.                      | Thailand  | Pathumthani | Manufacture and sales of core materials used in the carcasses of transmission belts for agricultural and production machinery                                | 100 %                       |
| 22. Teijin Frontier (Hong Kong) Limited                   | China     | Hong Kong   | Exports and imports, domestic sales and triangular trade   | 100 %                       |
| 23. Teijin Frontier (U.S.A.), Inc.                        | The U.S.  | New York    | Exports and imports, domestic sales and triangular trade   | 100 %                       |
| 24. Teijin Frontier (Shanghai) Co., Ltd.                  | China     | Shanghai    | Exports, imports and sales of textile products, etc.   | 100 %                       |
| 25. Teijin Frontier Europe GmbH                           | Germany   | Hamburg     | Exports and imports, domestic sales agency and triangular trade  | 100 %                       |
| 26. PT. Teijin Frontier Indonesia                         | Indonesia | Jakarta     | Exports and sales agency services for fiber products and other items manufactured in Indonesia   | 100 %                       |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

### **♦** Business history

#### ● Fibers & Products Converting

| • i ibci b a i | Toducts Converting  |
|----------------|---|
| 1952.11        | Established Teijin Shoji Co., Ltd.  |
| 1960.4         | Established Folkner Limited   |
| 1979.9         | Established Teiken Limited  |
| 1988.5         | Established Texet Limited   |
| 1989. 7        | Established Teijin Associa Limited, combining Teijin Men's Shop Limited, Winkle Limited and Teijin Interiart Limited                |
|                | Established weaving and dyeing company Thai Namsiri Intertex Co., Ltd.  |
| 1994.3         | Nantong Teijin Co., Ltd., established in China to manufacture and market polyester filament fabrics                                 |
| 1995.4         | Established Teijin (Hong Kong) Limited  |
| 1995.10        | Invested in and gained control of Thai Namsiri Intertex Co., Ltd.   |
| 2001.4         | Teijin Shoji Co., Ltd., merged with the apparel division of Nissho Iwai Corp. under the name N.I. Teijin Shoji Co., Ltd.            |
|                | Expanded overseas bases (Milano, Taipei, Ho Chi Minh, Hanoi and Los Angeles)  |
| 2001.7         | Established Fashion Force No.1 Factory Co., Ltd., in Vietnam  |
| 2002.4         | Spun off apparel-use polyester fibers business as a separate company named Teijin Fibers Limited                                    |
| 2003.1         | Established the Dalian, Qingdao, Wuxi, and Ningbo Offices of N.I. Teijin Frontier (Shanghai) Co., Ltd.                              |
| 2003.11        | Established Teijin Modern Yar (Nantong) Co., Ltd., in China in response to car seat manufacturers' shift to production in China and |
|                | growing local demand for high-value-added materials for textiles  |

| 2004.9             | Launched Kurashi@Science, the Teijin Group's online shopping site   |
|--------------------|---|
| 2005.7             | Established Guangzhou office of N.I. Teijin Shoji (Shanghai) Co., Ltd.  |
| 2008.4             | N.I. Teijin Shoji Co., Ltd.'s Tokyo branch established the Harajuku Office, a satellite office  |
| 2009.3             | Obtains commercial rights and OEM production of certain polyester fibers products from Asahi Kasei Fibers corporation   |
| 2010. 2            | Established a representative office of N.I. Teijin Shoji Co., Ltd., in Dhaka, Bangladesh  |
| 2010.5             | Closed the Ningbo Office of N.I. Teijin Frontier (Shanghai) Co., Ltd.   |
| 2011.1             | Launched Mirai@Science, an online shop for commercial customers   |
| 2011.12            | Closed the Wuxi Office of N.I. Teijin Frontier (Shanghai) Co., Ltd.   |
| 2012.10            | Integrated the polyester fibers for apparel business of Teijin Fibers Limited with N.I. Teijin Shoji Co., Ltd., and relaunched as Teijin Frontier Co., Ltd.   |
| 2013. 2            | Merged Fashion Force No.1 Factory Co., Ltd. and two branches (Ho Chi Minh City Office and Hanoi Office) of Teijin Frontier Co., Ltd., which restarted operations as Teijin Frontier (Vietnum) Co., Ltd.                                   |
| 2013.4             | Merged Teijin Frontier (Hong Kong) Limited. and Teijin Hong Kong Ltd.   |
| 2013.9             | Established Teijin Frontier Myanmar Co., Ltd.   |
| 2014.6             | Established Teijin FRA Tire Cord (Thailand) Co., Ltd., a tire cord production joint venture   |
| 2016.4             | Established Teijin Frontier Mexico, S.A. DE C.V. in Mexico as Teijin Frontier's first automotive material subsidiary in the U.S.  |
| 2017.4             | Formed the Fibers & Products Converting Business Group by integrating the polyester fiber business into the Products Converting Business Group  |
| 2018. 1<br>2018. 8 | Established Teijin Frontier Thai Innovation Laboratory as a research and development base for fibers centered on polyester in Thailand Acquired J.H. Ziegler GmbH which produces and sells automotive interior materials mainly in the EU |
| 2021. 2            | Established Teijin Frontier India Private Ltd. in India to conduct sales and trading activities that will further strengthen its global business  |
| 2021.3             | Withdrawal from Teijin Associate Retail Co., Ltd. and commenced liquidation procedures  |
| 2021.4             | Transferred Teijin Frontier Style Co., Ltd.   |
| 2021.4             | Teijin Frontier Co., Ltd. absorbed and merged Toho Textile Co., Ltd.  |
| 2021.4             | Teijin Frontier Knitting Co., Ltd. was established by integrating Teijin Modern Yarn Co., Ltd. and Shinwa Gosen Co., Ltd.   |
| 2023.6             | Reopened the internet shopping store Kurashi@Science as Teijin Mall   |

### • Polyester fiber (until integration to the Fibers & Products Converting Business in Apr. 2017)

| 1918.6  | Teikoku Rayon Co., Ltd., established. Began production of rayon filament  |
|---------|---|
| 1945.8  | Established Teijin Weaving Co., Ltd. (predecessor of Teijin Modern Yarn Co., Ltd.)  |
| 1951.11 | Established DAISYOJI SEIREN (Unofficial translation) (predecessor of Teijin Nestex Co., Ltd.)   |
| 1955.11 | Matsuyama Factory (currently the Matsuyama Factory (North)) established and began production of acetate filament  |
| 1957.1  | Teijin and Toray Industries, Inc., obtained license to introduce production technologies for polyester fibers and films from ICI of the United Kingdom                      |
| 1957.6  | Tetoron is selected by Teijin and Toray as the trademark for polyester fibers   |
| 1957.12 | Established Sankyo Worsted Mills Limited (predecessor of Teijin Tecloth Limited)  |
| 1958.6  | Production of <i>Tetoron</i> began at Matsuyama Factory   |
| 1967.9  | Established Tetoron production and sales company Thai Tetoron Co., Ltd. (currently Teijin Polyester (Thailand) Limited)   |
| 1968.4  | Tokuyama Factory commenced operations and began production of <i>Tetoron</i> staple fiber   |
| 1970.10 | Ehime Factory (currently the Matsuyama Factory (South)) commenced operations and began production of <i>Tetoron</i> filament  |
| 1971.10 | Production of rayon filament discontinued   |
| 1973.10 | Established Tetoron production and sales company P.T. Teijin Indonesia Fiber Corporation  |
| 1976.1  | Production of <i>Tetoron</i> staple fiber began at Ehime Factory  |
| 1991.10 | Established Tetoron production and sales company Teijin (Thailand) Limited  |
| 1993.11 | Established TMI Europe S.p.A in Italy as a joint venture with Mantero Seta S.p.A. (Italy) and ITOCHU Corporation to manufacture and market polyester filament fabrics       |
| 1997.1  | Started marketing ECOPET (fibers made from PET bottles)   |
| 1999.1  | Launched recycling system for fiber products named ECOCIRCLE  |
| 1999.4  | Acquired 50% interest in polyester filament manufacturer Novacorp S.A. of Mexico, and renamed it Akra Teijin S.A. de C.V.   |
| 2000.11 | Purchased the monofilament business of Johns Manville corporation of the United States and established Teijin Monofilament U.S., Inc., and Teijin Monofilament Germany GmbH |
| 2001.5  | Announced Tetoron Global Strategy (TGS) plan  |
| 2001.11 | Established Teijin Nestex Limited   |
| 2002.3  | Withdrew from acetate fibers business   |
| 2002.4  | Spun off apparel-use polyester fibers business as a separate company named Teijin Fibers Limited  |
|         | Launched new chemical recycling operations at Tokuyama Factory  |
| •       |   |

| 1       |  |
|---------|--|
| 2002.5  | Established Solotex Corporation, a PTT fibers joint venture, with Asahi Kasei Corporation  |
| 2002.7  | Started expansion of "Fiber to Fiber" recycling system, helping to enhance public awareness of recycling                                       |
| 2003.11 | Commenced operations of "Bottle to Bottle" recycling facility at Tokuyama Factory  |
| 2004.5  | Transferred "Fiber to Fiber" recycling facility from Tokuyama Factory to Matsuyama Factory   |
| 2005.1  | Announced withdrawal from Business Operation of TMI Europe S.p.A in Italy  |
| 2005.3  | Withdrew from the operations of Teijin Akra S.A. de C.V.   |
| 2005.12 | Teijin Fibers Limited established car seat fabric manufacturing and sales company in China   |
| 2008.7  | Started commercial production of Nanofront high-strength polyester nanofiber   |
| 2008.12 | Expanded production facilities for BEWELL high-performance, highly durable fiber   |
| 2009.8  | Announced structural reform plan for polyester fibers business   |
| 2009.12 | Established Suminoe Teijin Techno Co., Ltd., a joint venture with Suminoe Textile Co., Ltd.  |
| 2010.3  | Dissolved joint venture Solotex Corporation and commenced liquidation proceedings  |
|         | Withdrew from the operations of Teijin Monofilament U.S., Inc.   |
|         | Withdrew from the operations of Teijin Nestex Limited  |
| 2010.4  | Transferred stake in P.T. Teijin Indonesia Fiber Tbk. to a third party   |
| 2010.6  | Transferred stake in Teijin Monofilament Germany GmbH to a third party   |
| 2010.12 | Announced plans to begin full-fledged production and marketing of bio-derived PET products under the name PLANTPET in Japan and                |
|         | ECO CIRCLE PlantFiber overseas   |
| 2012.9  | Established Teijin Product Development China Co., Ltd  |
| 2012.10 | Absorbed all businesses of Teijin Fibers Limited, except for its polyester fibers for apparel business   |
| 2013. 2 | Established Zhejiang Jiaren New Materials Co., Ltd., polyester chemical recycling joint venture, in China                                      |
| 2017. 4 | Formed the Fibers & Products Converting Business Group by integrating the polyester fiber business into the Products Converting Business Group |

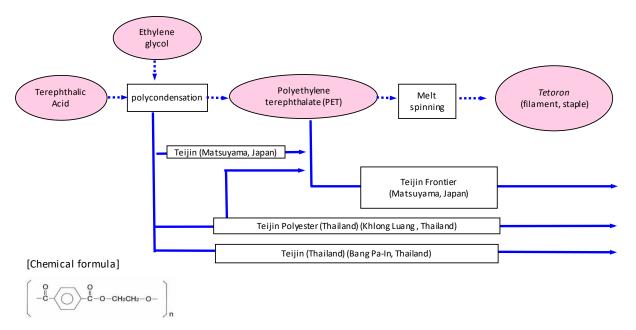
#### ♦ R&D sites

| Company                                    | Location |                           |
|--|----------|---------------------------|
| Teijin Frontier Co., Ltd.                  | Japan    | Matsuyama, Ehime          |
|  | Thailand | Khlong Luang, Pathumthani |
| Teijin Product Development China Co., Ltd. | China    | Nantong, Jiangsu          |

### **♦** Product line and chemical formula

### Polyester fibers

[Product line]



### **♦** Characteristics of main products

| product | Characteristics  |
|---------|--|
| Tetoron | One of the stronger synthetic fibers, TeijinTetoron polyester fibers boast a low coefficient of linear expansion and water absorption (official moisture content: 0.4%) and excellent dimensional stability and have a higher melting point than other synthetic fibers (255~260°C), meaning it can withstand processing and use at high temperatures. In terms of chemical properties, TeijinTetoron is insoluble in most organic solvents, while in an alkaline aqueous solution there is no loss of strength from the surface as decomposition is uniform. Colors develop well and fibers remain colorfast through multiple wearing and washings; UV-resistant; highly weather-resistant, so degradation by long-term outdoor use is minimal. Polyester fibers are the most commonly produced synthetic fiber in the world today. |

#### **♦** Development of applications for principal products

| Field                              | Principal products  | Applications  |
|------------------------------------|---|---|
| Apparel & Textiles                 | ECOPET, WAVERON, MINOTECH, TRIXION, DELTA, Octa, SOLOTEX, CALCULO, SUNBURNER          | Men's and ladies' fashions; sportswear; work and school uniforms; inner wear; garment lining fabrics  |
| Industrial Textiles<br>& Materials | ECOPET, BELLOASIS, CHEMITAC, TEPYRUS, NANOFRONT, elk, V-Lap, FIBER CUSHION, Suzushiya | Curtains; upholstery; bedding; office fabrics; paper diapers; wiping cloths; automobile, train and aircraft seats; tire cords; rubber reinforcements; seat belts; mats; cushions; filters   |
| Healthcare                         | MATOUS, Raffinan  | Sports, healthcare products, working clothes, underwear   |
| Smart sensing                      | RFID shelf management system  | An RFID* <sup>1</sup> shelf management system that supports accurate and efficient management of books and goods in/out and location. The system utilizes Teijin's two-dimensional communication sheet Cellform* <sup>2</sup> as an antenna sheet to read information from UHF band IC tags attached to items using a reader/writer, thereby enabling individual item management on a shelf-by-shelf basis. |

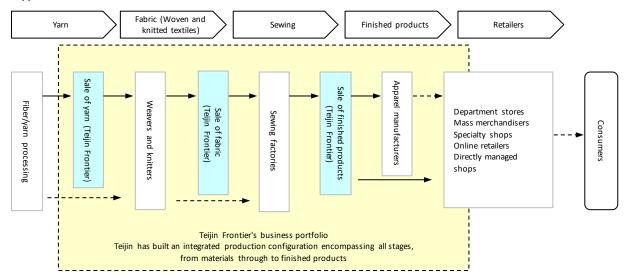
<sup>\*1.</sup> Abbreviation for Radio Frequency identification. A technology that reads and writes data in an IC chip contactlessly by transmitting and receiving radio waves.

<sup>\*2.</sup> A two-dimensional communication sheet developed using the two-dimensional communication technology @CELL developed by CELCROSS Inc., a venture company originating from the University of Tokyo, and Teijin's sheet manufacturing technology.

#### **♦** Business Flow

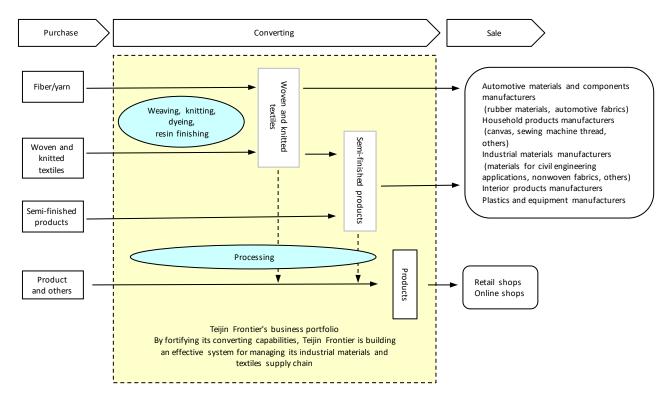
#### ■ Teijin Frontier

### 1. Apparel & Textiles



Note: Solid arrows indicate sales by Teijin Frontier

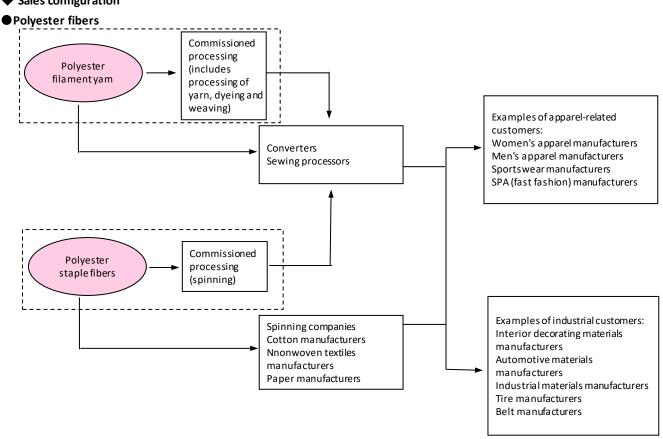
#### 2. Industrial Textiles & Materials



### **♦** Products

| Field                              | Products  |   |  |
|------------------------------------|---|---|--|
| Apparel & Textiles                 | Textiles and apparel fiber materials, fabric materials, textiles  Mens' and ladies' heavy clothing and casual apparel  Sportswear, children's wear, inner wear, uniforms and other apparel products |   |  |
| Industrial Textiles &<br>Materials | Industrial textiles and materials:  | Tire cords; V-belt-related materials and fabrics; reinforced fibers for hoses; seatbelts and airbag textiles; others  |  |
|                                    | Industrial fabrics:   | Materials for civil engineering, construction and agriculture- and fisheries-<br>related applications; tent and heavy industrial fabrics; materials for<br>household applications; materials for felt: nonwoven fabrics; high-<br>performance woven fabrics; others |  |
|                                    | Automotive fabrics:   | Automotive interior materials; automotive products; others  |  |
|                                    | Living materials:   | Curtains, wall coverings and flooring materials; bedding fabrics; high-performance household products; healthcare products; others  |  |
|                                    | Plastics products:  | Synthetic resins; plastic films; plastic sheets; artificial leather; packing materials; others  |  |
|                                    | Equipment:  | Clean room equipment: industrial machinery and devices; others  |  |

### **♦** Sales configuration



# **Healthcare segment**

### ◆ Subsidiaries and affiliates

| Company                                | Location |            | Business field                                 | Equity held by<br>the Group |   |
|--|----------|------------|--|-----------------------------|---|
| 1. Teijin Limited, healthcare business | Japan    | Tokyo      | Promotion of new business in the Healthcare    | -                           | % |
|  |          |            | Business Field                                 |                             |   |
| 2. Teijin Pharma Limited               | Japan    | Tokyo      | Research and manufacture of pharmaceuticals    | 100                         | % |
|  |          |            | and durable medical equipment (DME), etc.      |                             |   |
| 3. Teijin Healthcare Limited           | Japan    | Tokyo      | Provision of information and sales / rental of | 100                         | % |
|  |          |            | pharmaceuticals and DME, provider of DME for   |                             |   |
|  |          |            | home healthcare                                |                             |   |
| 4. Teijin Visiting Nurse Station Ltd.  | Japan    | Tokyo      | Visiting nurse business                        | 100                         | % |
| 5. Teijin America, Inc.                | The U.S. | California | Clinical development of new drugs, information | 100                         | % |
|  |          |            | gathering and business development control in  |                             |   |
|  |          |            | the U.S.                                       |                             |   |
| 6. Esteve Teijin Healthcare S.L.       | Spain    | Catalunya  | Provider of DME for home healthcare            | 50                          | % |
| 7. Yuyu Teijin Medicare Inc.           | ROK      | Seoul      | Provider of DME for home healthcare            | 50                          | % |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

### Business history

### Pharmaceuticals

| 1968.5  | Studies began at the Future Business Division   |
|---------|---|
| 1973.8  | Teijin Fher Medical Co., Ltd., jointly established with Germany's Boehringer Ingelheim                                  |
| 1974.7  | Established the Teijin Institute for Bio-Medical Research (Hino, Tokyo)   |
| 1974.10 | Development partnership formed with The Chemo-Sero-Therapeutic Research Institute                                       |
| 1978.3  | Established Teijin Pharmaceutical Co., Ltd. (dissolved Teijin Fher Medical)   |
| 1978.5  | Started marketing alliance with Fujisawa Pharmaceutical Co., Ltd.   |
| 1980. 2 | Started marketing Venilon (freeze-dried sulfonated human immunoglobulin), and Laxoberon (laxative)                      |
| 1981. 1 | Started marketing Onealfa (activated vitamin D3)  |
| 1983.10 | Teijin Pharmaceutical absorbed by Teijin  |
| 1984.3  | Started marketing Mucosolvan (expectorant)  |
| 1994. 2 | Opened New Pharmaceutical Research Center   |
| 1996.10 | Started independent sales of drugs in Japan   |
| 2000.5  | Established clinical development base within Teijin America Inc. in New Jersey (currently California), the U.S.         |
| 2001.8  | Started marketing Bonalon, treatment for osteoporosis   |
| 2003.10 | Spun off Teijin's pharmaceutical and medical business as a separate company named Teijin Pharma Limited following the   |
|         | introduction of the holding company system  |
| 2009.3  | Commenced sales of hyperuricemia and gout treatment febuxostat in the United States under the name ULORIC               |
|         | (febuxostat) in the U.S.  |
| 2010. 3 | Commenced sales of hyperuricemia and gout treatment ADENURIC (febuxostat) in Europe                                     |
| 2011.5  | Commenced sales of hyperuricemia and gout treatment <i>Feburic</i> (febuxostat) in Japan                                |
| 2012.5  | Launched <i>Bonalon</i> * <sup>1</sup> , Japan's first intravenous drip-form treatment for osteoporosis                 |
| 2013.1  | Commenced sales of $Somatuline^{*2}$ subcutaneous, for the treatment of acromegaly and pituitary gigantism, in Japan    |
| 2013.3  | Launched <i>Bonalon</i> *1 , world's first drug for osteoporosis in jelly form  |
| 2013.7  | Concluded a collaborative research contract and an R&D, production an marketing option agreement with Amgen Inc., U.S.  |
|         | for novel treatments for autoimmune diseases  |
| 2015.7  | Commenced sales of <i>Mucosolvan</i> , a sustained-release expectorant  |
| 2015.9  | Agreed with PeptiDream Inc. to jointly research and develop macrocyclic and constrained peptides                        |
| 2015.10 | Started operation of the Technology Integrated Pharmaceutics Center at the Iwakuni Plant                                |
| 2016. 1 | Launched LOQOA *3, a transdermal anti-inflammatory analgesic patch formulation  |
| 2017.5  | Entered into an exclusive worldwide license agreement with Merck & Co., Inc., U.S, for the development, manufacture and |
|         | commercialization of an investigational antibody candidate for a possible new treatment of Alzheimer's disease          |

| 2019.5  | Teijin Pharma Launches <i>Revcovi</i> *4, Japan's first drug for ADA deficiency  |
|---------|--|
| 2019.10 | Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&Sales Unit" and a "Research, Development & Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment |
| 2020.4  | Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.   |
| 2020.12 | Started sales of <i>Xeomin</i> *5, a botulinum toxin type A  |
| 2020.12 | Teijin Pharma Limited and TransThera Biosciences Co. Ltd. have entered into a strategic collaboration agreement for joint research and development of the innovative drugs   |
| 2021.2  | Execution of asset transfer agreement for Transfer of Japan sales, intellectual properties, and manufacturing and marketing approval of Type 2 diabetes treatments ( <i>Nesina, Liovel, Inisync, and Zafatek</i> )   |
| 2021.10 | Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services   |
| 2022.2  | An investigational antibody candidate for a possible new treatment of Alzheimer's disease created by Teijin Pharma and developed by Merck & Co., Inc., U.S. entered clinical development   |
| 2023.1  | Commenced sales of Ostavalo, osteoporosis treatment drug   |
| 2023.11 | Entered into a licensing agreement with Ascendis Pharma, A/S, Denmark, for the research, development, manufacture and commercialization in Japan related to the three hormone therapy drugs for rare endocrine diseases  |
| 2024.4  | Entered into an exclusive worldwide license agreement with Bioprojet, France, for the development, manufacture and commercialization of investigational candidate for narcolepsy   |
| 2024.4  | Established Axcelead Tokyo West Partners, Inc., a joint venture company related to drug discovery support service with Axcelead, Inc.  |

 $<sup>*1.\,</sup>Bonalon$  is the registered trademark of N.V.Organon, The Netherlands.

 $<sup>\</sup>hbox{$^*$2. Somatuline} \ \ \hbox{is the registered trademark of Ipsen Pharma, Paris, France}.$ 

 $<sup>\</sup>hbox{*3. $LOQOA$ is a registered trademark of Taisho Pharmaceutical Co., Ltd.}\\$ 

 $<sup>{\</sup>bf ^{*4}}. \textit{Revcovi} \ is the registered trademark of Leadiant Biosciences Ltd., the United Kingdom$ 

<sup>\*5.</sup>  $\it Xeomin$  is the registered trademark of Merz Pharma GmbH & Co. KGaA, Germany

### • Home healthcare (including Comprehensive community-based healthcare)

| 1971 Research started on oxygen penichment membranes at Teijin Limited 1982.10 Started Home Oxygen threapy (HDT) business 1982.11 Established the liwakuni Medical Factory 1993 Established a sales company (six sales companies were established through 1997). 1993 Established a sales company (six sales companies were established through 1997). 1994 Established a sales company (six sales companies were established through 1997). 1995 Started Noninvasive Positive Pressure Ventilator (NPPV) business 1998 Launched the SaFFA business (SAFFA:s on ultrasound decic for the accelerated healing of certain fractures) 1999 Established visiting nurse station in Osaka, eight nationwide currently 1990 Established visiting nurse station in Osaka, eight nationwide currently 1990 Established visiting nurse station in Osaka, eight nationwide currently 1990 Established visiting nurse station in Osaka, eight nationwide currently 1990 Established visiting nurse station in Osaka, eight nationwide currently 1990 Established visiting nurse station in Osaka, eight nationwide currently 1990 Established visiting nurse station in Osaka, eight nationwide currently 1990 Six companies merge and restart operations as Teijin Home Healthcare Limited 1990 Six companies merge and restart operations as Teijin Home Healthcare Limited 1990 Six companies merge and restart operations as Teijin Home Healthcare Established visiting visiting the Six companies merge and restart operations as Teijin Home Healthcare Systems Inc., which became a wholly 1990 Acquired Braden Partners L.P., a leading U.S. provider of home oxygen and respiratory therapy medications and 1990 Acquired Braden Partners L.P., a leading U.S. provider of home oxygen and respiratory therapy medications and 1990 Established Six experience of the Six experience of the solid Six experience of the Six experie  | Home heal | thcare (including Comprehensive community-based healthcare)  |
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| <ul> <li>2012. 3 Commenced rentals of NIP NASAL, a general-purpose bilevel noninvasive positive pressure ventilator (NPPV)</li> <li>2012. 4 Launched NemLink, Japan's first monitoring system that uses mobile phone networks</li> <li>2013. 1 Commenced rentals of Hi-Sanso Portable, a portable oxygen concentrator</li> <li>2014. 6 Commenced rentals of Sanso Saver, a respiration-synchronized demand valve device, and Hi-Sanso, a therapeutic oxygen concentrator for HOT, which help resolve concerns and inconvenience for patients in the event of a major disaster or power failure</li> <li>2015. 2 Commenced rentals of AutoSet CS-A Type T mask-type bilevel positive pressure ventilators</li> <li>2016. 1 Commenced rentals of SateEPMATE 10, a state-of-the-ard device for the treatment of sleep apnea syndrome (SAS)</li> <li>2016. 1 Commenced rentals of SEEPMATE 10, a state-of-the-ard device for the treatment of sleep apnea syndrome (SAS)</li> <li>2017. 4 Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated</li> <li>2019. 6 Launched Neurostar, a magnetic stimulator for transcranial treatment of depression</li> <li>Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&amp;Sales Unit" and a "Research, Development &amp; Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.</li> <li>2019.12 Started rental of the latest oxygen concentrator Hi-Sanso i that supports a wide range of flow rates from low to high flow rates.</li> <li>2020.4 Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>2020.10 Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nur</li></ul>   | 2010. 7   | Commenced rentals of <i>Hi-Sanso 7R</i> , an energy-efficient home-use therapeutic oxygen concentrator featuring a system that   |
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| <ul> <li>2013. 1 Commenced rentals of <i>Hi-Sanso Portable</i>, a portable oxygen concentrator</li> <li>2013. 4 Commenced rentals of <i>WalkAide</i>, a neuromuscular electrical stimulation device for treatment of gait impairment</li> <li>2014. 6 Commenced rentals of <i>Sanso Saver</i>, a respiration-synchronized demand valve device, and <i>Hi-Sanso</i>, a therapeutic oxygen concentrator for HOT, which help resolve concerns and inconvenience for patients in the event of a major disaster or power failure</li> <li>2015. 2 Commenced rentals of <i>AutoSet CS-A Type T</i> mask-type bilevel positive pressure ventilators</li> <li>2016. 1 Commenced sales of <i>VitalLink</i>, a patient information sharing system</li> <li>2016. 1 Commenced sales of <i>SLEEPMATE</i> 10, a state-of-the-art device for the treatment of sleep apnea syndrome (SAS)</li> <li>2016. 1 Commenced sales of <i>ReoGo</i>, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke</li> <li>2017. 4 Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated</li> <li>2019. 6 Launched <i>Neurostar</i>, a magnetic stimulator for transcranial treatment of depression</li> <li>2019. 10 Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&amp;Sales Unit" and a "Research, Development &amp; Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.</li> <li>2019.12 Started rental of the latest oxygen concentrator <i>Hi-Sanso i</i> that supports a wide range of flow rates from low to high flow rates.</li> <li>2020.4 Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>2021.0 Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business</li> <li>20</li></ul> | 2012. 3   | Commenced rentals of NIP NASAL, a general-purpose bilevel noninvasive positive pressure ventilator (NPPV)  |
| <ul> <li>2013. 4 Commenced rentals of WalkAide, a neuromuscular electrical stimulation device for treatment of gait impairment</li> <li>2014. 6 Commenced rentals of Sanso Saver, a respiration-synchronized demand valve device, and Hi-Sanso, a therapeutic oxygen concentrator for HOT, which help resolve concerns and inconvenience for patients in the event of a major disaster or power failure</li> <li>2015. 2 Commenced rentals of AutoSet CS-A Type T mask-type bilevel positive pressure ventilators</li> <li>2016. 1 Commenced sales of VitalLink, a patient information sharing system</li> <li>2016. 1 Commenced rentals of SEEPMATE 10, a state-of-the-art device for the treatment of sleep apnea syndrome (SAS)</li> <li>2016. 1 Commenced sales of ReoGo, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke</li> <li>2017. 4 Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated</li> <li>2019. 6 Launched Neurostar, a magnetic stimulator for transcranial treatment of depression</li> <li>Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&amp;Sales Unit" and a "Research, Development &amp; Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.</li> <li>2019.12 Started rental of the latest oxygen concentrator Hi-Sanso i that supports a wide range of flow rates from low to high flow rates.</li> <li>2020.4 Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>2021. 9 Commenced NsPace, a web media for visiting nurses</li> <li>2021. 0 Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of prov</li></ul>   | 2012. 4   | Launched <i>NemLink</i> , Japan's first monitoring system that uses mobile phone networks  |
| Commenced rentals of Sanso Saver, a respiration-synchronized demand valve device, and Hi-Sanso, a therapeutic oxygen concentrator for HOT, which help resolve concerns and inconvenience for patients in the event of a major disaster or power failure  2015. 2  Commenced rentals of AutoSet CS-A Type T mask-type bilevel positive pressure ventilators  Commenced sales of VitalLink, a patient information sharing system  2016. 1  Commenced rentals of SLEEPMATE 10, a state-of-the-art device for the treatment of sleep apnea syndrome (SAS)  Commenced sales of ReoGo, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke  2017. 4  Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated  Launched Neurostar, a magnetic stimulator for transcranial treatment of depression  Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&Sales Unit" and a "Research, Development & Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.  2019.12  Started rental of the latest oxygen concentrator Hi-Sanso i that supports a wide range of flow rates from low to high flow rates.  2020.10  Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business  Commenced NsPace, a web media for visiting nurses  Commenced Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare and 129 sales offices with the aim of providing community-based medical services.  Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary  Commenced rentals of Hi-Sanso Portable a III, the new compact and lightweig   | 2013. 1   |  |
| concentrator for HOT, which help resolve concerns and inconvenience for patients in the event of a major disaster or power failure  2015. 2 Commenced rentals of AutoSet CS-A Type T mask-type bilevel positive pressure ventilators  2015. 9 Commenced sales of VitalLink, a patient information sharing system  2016. 1 Commenced rentals of SLEEPMATE 10, a state-of-the-art device for the treatment of sleep apnea syndrome (SAS)  2016.11 Commenced sales of ReoGo, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke  2017. 4 Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated  2019. 6 Launched Neurostar, a magnetic stimulator for transcranial treatment of depression  Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&Sales Unit" and a "Research, Development & Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.  2019.12 Started rental of the latest oxygen concentrator Hi-Sanso i that supports a wide range of flow rates from low to high flow rates.  2020.4 Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.  2020.10 Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business  2021. 9 Commenced NsPace, a web media for visiting nurses  2021. 10 Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.  2022. 10 Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary  2023. 7 Commenced rentals of Hi-Sanso Portable a III. the new compact an   | 2013. 4   |  |
| <ul> <li>Commenced sales of VitalLink, a patient information sharing system</li> <li>Commenced rentals of SLEEPMATE 10, a state-of-the-art device for the treatment of sleep apnea syndrome (SAS)</li> <li>Commenced sales of ReoGo, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke</li> <li>Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated</li> <li>Launched Neurostar, a magnetic stimulator for transcranial treatment of depression</li> <li>Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&amp;Sales Unit" and a "Research, Development &amp; Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.</li> <li>Started rental of the latest oxygen concentrator Hi-Sanso i that supports a wide range of flow rates from low to high flow rates.</li> <li>Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business</li> <li>Commenced NsPace, a web media for visiting nurses</li> <li>Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.</li> <li>Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary</li> <li>Commenced rentals of Hi-Sanso Portable α III., the new compact and lightweight portable oxygen concentrator</li> <li>Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure tre</li></ul>  | 2014. 6   | concentrator for HOT, which help resolve concerns and inconvenience for patients in the event of a major disaster or   |
| <ul> <li>2016.1 Commenced rentals of SLEEPMATE 10, a state-of-the-art device for the treatment of sleep apnea syndrome (SAS)</li> <li>2016.11 Commenced sales of ReoGo, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke</li> <li>2017. 4 Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated</li> <li>2019. 6 Launched Neurostar, a magnetic stimulator for transcranial treatment of depression</li> <li>Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&amp;Sales Unit" and a "Research, Development &amp; Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.</li> <li>2019.12 Started rental of the latest oxygen concentrator Hi-Sanso i that supports a wide range of flow rates from low to high flow rates.</li> <li>2020.4 Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>2020.10 Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business</li> <li>2021.9 Commenced NsPace, a web media for visiting nurses</li> <li>2021.10 Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.</li> <li>2022.10 Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary</li> <li>2023. 7 Commenced rentals of Hi-Sanso Portable α III, the new compact and lightweight portable oxygen concentrator</li> <li>2024. 5 Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal</li></ul>  | 2015. 2   | Commenced rentals of AutoSet CS-A Type T mask-type bilevel positive pressure ventilators   |
| <ul> <li>Commenced sales of <i>ReoGo</i>, a portable robotic arm that supports the rehabilitation of paralyzed upper limbs due to stroke</li> <li>Withdrew from the U.S. home healthcare business by selling Teijin Limited's entire equity interest in Braden Partners, L.P. and Associated</li> <li>Launched <i>Neurostar</i>, a magnetic stimulator for transcranial treatment of depression</li> <li>Reorganized from a two-business headquarters system consisting of a pharmaceutical business unit and a home healthcare business unit to a functional headquarters system consisting of a "Marketing&amp;Sales Unit" and a "Research, Development &amp; Technology Unit". Information provision activities for pharmaceutical products have been transferred to Teijin Home Healthcare Ltd, which has traditionally handled sales and services of Home Healthcare equipment.</li> <li>Started rental of the latest oxygen concentrator <i>Hi-Sanso i</i> that supports a wide range of flow rates from low to high flow rates.</li> <li>Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business</li> <li>Commenced NsPace, a web media for visiting nurses</li> <li>Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.</li> <li>Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary</li> <li>Commenced rentals of <i>Hi-Sanso Portable α III</i>, the new compact and lightweight portable oxygen concentrator</li> <li>Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,</li> </ul>   | 2015.9    | Commenced sales of VitalLink, a patient information sharing system   |
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| <ul> <li>rates.</li> <li>2020.4 Teijin Home Healthcare Ltd. changed its name to Teijin Healthcare Ltd.</li> <li>2020.10 Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business</li> <li>2021.9 Commenced NsPace, a web media for visiting nurses</li> <li>2021.10 Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.</li> <li>2022.10 Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary</li> <li>2023. 7 Commenced rentals of <i>Hi-Sanso Portable α III</i>, the new compact and lightweight portable oxygen concentrator</li> <li>2024. 5 Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,</li> </ul>  |           | healthcare business unit to a functional headquarters system consisting of a "Marketing&Sales Unit" and a "Research, Development & Technology Unit". Information provision activities for pharmaceutical products have been transferred to |
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| <ul> <li>Established Teijin Visiting Nursing Station Ltd. for full-scale development of home-visit nursing business</li> <li>Commenced NsPace, a web media for visiting nurses</li> <li>Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.</li> <li>Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary</li> <li>Commenced rentals of <i>Hi-Sanso Portable</i> α <i>III</i>, the new compact and lightweight portable oxygen concentrator</li> <li>Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,</li> </ul>   | 2020.4    |  |
| <ul> <li>Commenced NsPace, a web media for visiting nurses</li> <li>Changed the system from 12 branches and 75 sales offices to 18 branches and 129 sales offices with the aim of providing community-based medical services.</li> <li>Acquired 3Sunny Co., Ltd., a company that provides hospital admission and discharge coordination support services, making the company a wholly owned subsidiary</li> <li>Commenced rentals of <i>Hi-Sanso Portable α III</i>, the new compact and lightweight portable oxygen concentrator</li> <li>Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,</li> </ul>  |           |  |
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| making the company a wholly owned subsidiary  2023. 7 Commenced rentals of <i>Hi-Sanso Portable</i> α <i>III</i> , the new compact and lightweight portable oxygen concentrator  2024. 5 Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,   | 2022 10   |  |
| <ul> <li>Commenced rentals of Hi-Sanso Portable α III, the new compact and lightweight portable oxygen concentrator</li> <li>Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,</li> </ul>  | 2022.10   |  |
| 2024. 5 Entered into an agreement with JMS Co., Ltd. to establish a joint venture specializing in home renal failure treatment,  | 2022 7    |  |
|  |           |  |
|  | 2024. 3   |  |

### **♦** Business network

| Sales network                       |           | Location  |           |
|-------------------------------------|-----------|-----------|-----------|
| 1. Hokkaido Branch                  | Sapporo   | Hokkaido  | 4         |
| 2. Tohoku Branch                    | Sendai    | Miyagi    | 8         |
| 3. North Kanto Branch               | Takasaki  | Gunma     | 6         |
| 4. Koshinetsu Branch                | Niigata   | Niigata   | 5         |
| 5. Saitama Branch                   | Saitama   | Saitama   | 5         |
| 6. Chiba Branch                     | Chiba     | Chiba     | 5         |
| 7. First Tokyo Branch               | Bunkyo    | Tokyo     | 7         |
| 8. Second Tokyo Branch              | Bunkyo    | Tokyo     | 7         |
| 9. Kanagawa Branch                  | Yokohama  | Kanagawa  | 8         |
| 10. First Tokai Branch              | Nagoya    | Aichi     | 5         |
| 11. Second Tokai Branch             | Nagoya    | Aichi     | 8         |
| 12. Kyoto-Shiga and Hokuriku Branch | Kyoto     | Kyoto     | 8         |
| 13. First Kansai Branch             | Osaka     | Osaka     | 10        |
| 14. Second Kansai Branch            | Osaka     | Osaka     | 9         |
| 15. Chugoku Branch                  | Hiroshima | Hiroshima | 9         |
| 16. Shikoku Branch                  | Matsuyama | Ehime     | 5         |
| 17. First Kyusyu Branch             | Fukuoka   | Fukuoka   | 9         |
| 18. Second Kyusyu Branch            | Kumamoto  | Kumamoto  | 6         |
|                                     | •         | •         | Total 124 |

| Distribution centers         |         | Location |  |
|------------------------------|---------|----------|--|
| 1. Tokyo Distribution Center | Yashio  | Saitama  |  |
| 2. Osaka Distribution Center | Ibaraki | Osaka    |  |

| Visiting Nurse Station                     |              | Location  |  |
|--|--------------|-----------|--|
| 1. Bouseidai Visiting Nurse Station Atsugi | Atsugi       | Kanagawa  |  |
| 2. Teijin Visiting Nurse Station Yamato    | Yamato       | Kanagawa  |  |
| 3. Izumi Visiting Nurse Station            | Nagoya       | Aichi     |  |
| 4. Kishi Visiting Nurse Station            | Tondabayashi | Osaka     |  |
| 5. Teijin Visiting Nurse Station Sakai     | Sakai        | Osaka     |  |
| 6. Noboricho Visiting Nurse Station        | Hiroshima    | Hiroshima |  |
| 7. Teijin Visiting Nurse Station Furue     | Hiroshima    | Hiroshima |  |
| 8. Hakata Mizuho Visiting Nurse Station    | Fukuoka      | Fukuoka   |  |

| Service center           | Location |      |
|--------------------------|----------|------|
| Technical Service Center | Anpachi  | Gifu |

### **♦** Manufacturing base

| Company                               | Location |                    |
|---------------------------------------|----------|--------------------|
| Teijin Pharma Limited                 | Japan    | Iwakuni, Yamaguchi |
| Teijin Medical Device (Shanghai) Ltd. | China    | Shanghai           |

### R&D sites

| Company               | Location          |                    |
|-----------------------|-------------------|--------------------|
| Teijin Pharma Limited | Japan Hino, Tokyo |                    |
|                       | Japan             | Iwakuni, Yamaguchi |
| Teijin America, Inc.  | The U.S.          | Marin, California  |

### ◆ Sales of principal pharmaceuticals products

Billions of yen

|               | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Feburic       | 5.5    | 11.4   | 15.5   | 21.3   | 26.5   | 30.7   | 35.8   | 38.6   | 35.6   | 38.8   | 14.5   | 7.4    |
| Nesina        | -      | -      | -      | -      | -      | -      | -      | -      | -      | 13.1   | 12.2   | 11.1   |
| Inisync       | -      | -      | -      | -      | -      | -      | -      | -      | -      | 7.9    | 7.4    | 6.9    |
| Liovel        | -      | -      | -      | -      | -      | -      | -      | -      | -      | 4.1    | 3.4    | 2.8    |
| Zafatek       | -      | -      | -      | -      | -      | -      | -      | -      | -      | 2.5    | 1.7    | 2.0    |
| Bonalon *1    | 15.9   | 14.2   | 12.9   | 12.9   | 11.6   | 10.9   | 10.0   | 9.4    | 8.3    | 7.8    | 6.9    | 6.3    |
| Somatuline *2 | 0.1    | 0.6    | 1.1    | 1.5    | 1.7    | 2.5    | 3.7    | 4.7    | 5.2    | 5.4    | 5.7    | 6.1    |
| Venilon       | 9.9    | 9.4    | 9.8    | 4.4    | 4.7    | 5.1    | 5.3    | 6.2    | 5.0    | 4.6    | 4.4    | 5.5    |
| Mucosolvan    | 9.0    | 7.9    | 6.5    | 6.7    | 5.8    | 5.1    | 4.1    | 3.4    | 2.2    | 2.2    | 1.8    | 1.9    |
| LOQOA *3      | -      | -      | -      | -      | 1.0    | 1.8    | 2.0    | 2.1    | 2.1    | 2.0    | 1.8    | 1.8    |
| Onealfa       | 7.9    | 6.6    | 5.4    | 4.9    | 3.7    | 3.1    | 1.7    | 1.5    | 1.0    | 1.1    | 0.8    | 0.6    |
| Xeomin *4     | -      | -      | -      | -      | -      | -      | -      | -      | 0.0    | 1.0    | 1.8    | 2.0    |
| Revcovi *5    | -      | -      | -      | -      | -      | -      | -      | 0.3    | 0.4    | 0.4    | 0.4    | 0.6    |
| Ostavalo      | -      | -      | -      | -      | -      | -      | -      | -      | -      | -      | 0.0    | 1.1    |
| Alvesco       | 1.3    | 1.3    | 1.2    | 1.2    | 1.2    | 1.2    | 1.1    | 1.2    | 1.1    | 0.9    | 0.9    | 0.8    |
| Laxoberon     | 4.0    | 3.6    | 2.9    | 2.5    | 2.0    | 1.7    | 1.3    | 1.1    | 0.8    | 0.8    | 0.7    | 0.6    |
| Bonalfa       | 1.4    | 1.3    | 1.1    | 0.9    | 0.8    | 0.6    | 0.5    | 0.4    | 0.4    | 0.3    | 0.3    | 0.3    |
| Spiropent     | 0.9    | 0.8    | 0.7    | 0.7    | 0.6    | 0.5    | 0.4    | 0.4    | 0.3    | 0.3    | 0.2    | 0.2    |

<sup>\*1.</sup> Bonalon is the registered trademark of NV Organon, The Netherlands.

<sup>\*2.</sup> Somatuline is the registered trademark of Ipsen Pharma, Paris, France.

<sup>\*3.</sup>  $\it LOQOA$  is a registered trademark of Taisho Pharmaceutical Co., Ltd.

<sup>\*4.</sup> Xeomin is the registered trademark of Merz Pharma GmbH & Co. KGaA, Germany

<sup>\*5.</sup> Revcovi is the registered trademark of Leadiant Biosciences Ltd., the United Kingdom

### ♦ Principal Pharmaceuticals in Current Portfolio

| Therapeutic Area          | Product             | Indication   | Medical Properties/Characteristics  | Dosage Form                            | Remarks   | Launch | Overseas Sales Area                                   | Overseas Sales Company   |
|---------------------------|---------------------|--|---|--|---|--------|---|--|
|                           | Onealfa             | Osteoporosis   | Active vitamin D3 preparation proven to improve bone metabolism and minimize the risk of fracture     Easy-to-take small tablet also developed  | Oral<br>(tablet, solution)             | Developed in-house  | 1981   | ROK<br>China<br>Pakistan<br>Egypt, Yemen, Sudan, Iraq | Ilsung Pharmaceuticals Co., Ltd.,<br>SUZUKEN(SHENZHEN),<br>PHARMACEUTICAL Co., LTD.,<br>Martin Dow Limited,<br>Minapharm Pharmaceuticals |
| Bone and joint<br>disease | LOQOA <sup>'2</sup> | a transdermal anti-<br>inflammatory analgesic<br>patch formulation | A patch formulation for the treatment of osteoarthritis inflammation and pain. The formulation contains the active ingredients S-flurbiprofen and mentha oil, demonstrating a powerful anti-inflammatory analgesic action by vigorously inhibiting COX activity. It is a NSAIDs patch formulation with heightened drug delivery to the affected tissues through modification of the base material to enhance transdermal absorption. Along with having the properties of plaster, the NSAIDs patch uses a support material that is elastic and has suitable adhesion properties, allowing the patch to continuously adhere to joints and other movable parts of the body and skin areas with hair.  | Patch formulation                      | Licensed in from Taisho<br>Pharmaceutical Co., Ltd.,<br>Japan               | 2016   | -   | -  |
|                           | Ostavalo            | Osteoporosis   | A self-injection formulation indicated for osteoporosis, which has a high risk of fractures. The active ingredient is abaloparatide acetate, a polypeptide with a partially modified 34 amino acid sequence from the N-terminus of human parathyroid hormone-related protein.  Abaloparatide acetate has the characteristic of selectively stimulating the RG type of parathyroid hormone type 1 receptor, which is involved in bone metabolism, and is a new bone formation promoting agent that has a more dominant bone formation effect than bone resorption effect.  The drug is injected subcutaneously by the patient once a day using a special electric injector called the "Ostavalo Injector," and can be administered for up to 18 months | Aqueous injection<br>(cartridge agent) | Licensed in from<br>Ipsen Pharma SAS,<br>France/Radius Health, Inc,<br>U.S. | 2023   | -   | -  |

| Therapeutic Area          | Product              | Indication   | Medical Properties/Characteristics  | Dosage Form  | Remarks   | Launch | Overseas Sales Area | Overseas Sales Company |
|---------------------------|----------------------|--|---|--|---|--------|---------------------|------------------------|
| Bone and joint<br>disease | Xeomin <sup>'3</sup> | Upper limb spasticity /<br>lower limb spasticity<br>treatment drug | A type A botulinum toxin injection that acts on peripheral cholinergic nerve endings, weakens the muscle strength of voluntary muscles by inhibiting the release of the neurotransmitter acetylcholine, and relieves muscle tone. Neutralizing antibody is produced by removing the complex protein from type A botulinum toxin produced by Clostridium botulinum by the purification technology developed by Meltz, and using only neurotoxin as the active ingredient. It is expected that the possibility of diminishing the effect will be reduced. | Injection  | Licensed in from Merz<br>Pharma GmbH & Co. KGaA,<br>Germany | 2020   | -                   | ·                      |
|                           | Mucosolvan           | Expectorant  | • Acts by stimulating the secretion of surfactants and other secretions in the respiratory tract, effectively facilitating expectoration of phlegm regardless of its properties • Seven dosage forms available, including <i>Mucosolvan</i> Tablet and <i>Mucosolvan</i> L Tablet a sustained-release tablet (once-daily dosing).   | Oral<br>(tablet, L tablet, L<br>capsule, solution,<br>pediatric syrup, dry<br>syrup, pediatric dry<br>syrup) | Licensed in from Sanofi S.A.,<br>France                     | 1984   | -                   | -                      |
| Respiratory<br>disease    | Alvesco              | Asthma   | Japan's first once-daily steroid preparation for adults. Increased compliance is anticipated. An inhaled steroid that directly targets areas in the lung to be stimulated, this drug reduces side effects affecting the oropharynx.  A new small-capacity standard that is easy for pediatric patients to use was launched in April 2011, further enhancing the convenience of taking medication.   | Aerosol spray  | Licensed in from<br>Covis Pharma GmbH, The<br>Netherlands   | 2007   | -                   | -                      |

| Therapeutic Area                     | Product  | Indication   | Medical Properties/Characteristics  | Dosage Form | Remarks  | Launch                                | Overseas Sales Area   | Overseas Sales Company   |
|--------------------------------------|--|--|---|-------------|--|---------------------------------------|---|--|
|                                      | Feburic  | Hyperuricemia and gout                               | A novel non-purine drug that inhibits synthesis of uric acid; taken once daily, it reduces serum uric acid levels to the target level and keeps it low; no adjustment of dosage is required for patients with mild to moderate renal impairment, thereby offering hope to a significantly broader group of patients.  | Oral        | Developed in-house   | 2011                                  | North America  Europe ROK Asia Middle East and North Africa Central and South America, CIS and Oceania Israel | Takeda Pharmaceuticals U.S.A., Inc./URL<br>Phama, Inc.<br>Menarini Group/Ipsen Pharma<br>SK Chemicals<br>Astellas Pharma Inc.<br>Algorithm SAL<br>Menarini Group |
|                                      | pitui<br>thyro<br>horm<br>Somatuline *4<br>pituitai<br>gastroe |  | Suppresses the excessive secretion of growth hormones associated with acromegaly; pharmaceutical formulation facilitates sustained release and extended pharmaceutical action, while prefilled syringe format makes it more convenient than existing acromegaly drugs and thus more conducive to patient compliance.  | Injection   | Licensed in from Ipsen<br>Pharma SAS, France                         | 2013                                  | -   | -  |
| Cardiovascular and metabolic disease | Revcovi " <sup>5</sup>   | Therapeutic agent for adenosine deaminase deficiency | Intramuscular preparation of recombinant bovine ADA analog (PEG-rADA) derived from Escherichia coli chemically modified with polyethylene glycol. It is the first drug in Japan to be indicated for adenosine deaminase deficiency. This drug has been designated as an orphan drug by the Ministry of Health, Labor and Welfare.   | Injection   | Licensed in from Leadiant<br>Biosciences Ltd., the United<br>Kingdom | 2019                                  | -   | -  |
|                                      | Inisink  | Type 2 diabetes<br>treatment                         | A combination drug of alogliptin benzoate, which is a dipeptidyl peptidase-4 (DPP-4) inhibitor, and metformin hydrochloride, which is a biguanide drug. By using alogliptin benzoate and metformin hydrochloride in combination tablets, it is expected that the number of doses and the number of drug tablets will be reduced from the combination therapy with each single agent, the adherence will be improved, and long-term glycemic control will be achieved. | Oral        | Licensed in from Takeda<br>Pharmaceutical Company<br>Limited         | 2021<br>(Sales<br>succession<br>time) | -   | -  |
|                                      | Zafatec  | Type 2 diabetes<br>treatment                         | Selective dipeptidyl peptidase-4 (DPP-4) inhibitor (trelagliptin succinate). It has a blood glucose-dependent insulin secretagogue action through an increase in glucagon-like peptide-1 (GLP-1) concentration. Good medication adherence can be expected by reducing the number of doses taken once a week.  | Oral        | Licensed in from Takeda<br>Pharmaceutical Company<br>Limited         | 2021<br>(Sales<br>succession<br>time) | -   | -  |

| Therapeutic Area   | Product            | Indication                                  | Medical Properties/Characteristics   | Dosage Form                | Remarks  | Launch                                | Overseas Sales Area | Overseas Sales Company |
|--------------------|--------------------|---|--|----------------------------|--|---------------------------------------|---------------------|------------------------|
| Cardiovascular and | Nessina            | Type 2 diabetes<br>treatment                | Selective dipeptidyl peptidase-4 (DPP-4) inhibitor (alogliptin benzoate). It exhibits a hypoglycemic effect by suppressing the degradation of glucagon-like peptide-1 (GLP-1), which has the effect of promoting insulin secretion from the pancreas in a glucose concentration-dependent manner. It shows an excellent blood glucose improving effect when orally administered once a day.      | Oral                       | Licensed in from Takeda<br>Pharmaceutical Company<br>Limited | 2021<br>(Sales<br>succession<br>time) | -                   | -                      |
| metabolic disease  | Riobel             | Type 2 diabetes<br>treatment                | A combination drug of alogliptin benzoate, which is a dipeptidyl peptidase-4 (DPP-4) inhibitor, and pioglitazone hydrochloride, which is an insulin sensitizer. By combining alogliptin benzoate and pioglitazone hydrochloride into combination tablets, it is expected that the number of tablets to be taken will be reduced as compared with the combination therapy with each single agent. | Oral                       | Licensed in from Takeda<br>Pharmaceutical Company<br>Limited | 2021<br>(Sales<br>succession<br>time) | -                   | -                      |
| Others             | Kenketsu Venilon-l | Severe infection,<br>Kawasaki disease; etc. | The intact intravenous immunoglobulin (IVIG) developed first in Japan using the unique domestic technology Manufactured from blood donated in Japan The only IVIG storable at the room temperature   | Injection                  | Joint development: KM<br>Biologics Co., Ltd.                 | 1980                                  | -                   | -                      |
| outers             | Laxoberon          | Laxative, colonic<br>evacuation             | Relieves constipation by stimulating bowel movement<br>and softening stool     Solution enables adjustment of dose to suit patient; also<br>appropriate for colonic evacuation prior to investigational<br>procedures  | Oral<br>(solution, tablet) | Licensed in from Sanofi S.A.,<br>France                      | 1980                                  | -                   | -                      |

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<sup>\*2.</sup> LOQOA is a registered trademark of Taisho Pharmaceutical Co., Ltd.

<sup>\*3.</sup> Xeomin is the registered trademark of Merz Pharma GmbH & Co. KGaA, Germany

<sup>\*4.</sup> Somatuline is the registered trademark of Ipsen Pharma, Paris, France.

<sup>\*5.</sup> Revcovi is the registered trademark of Leadiant Biosciences Ltd., the United Kingdom

## **♦** Pharmaceuticals Pipeline

| Therapeutic Area | Product                               | Indication  | Medical Properties/Characteristics   | Dosage Form | Remarks  | Stage                                 |
|------------------|---------------------------------------|---|--|-------------|--|---------------------------------------|
| Bone and joint   | TCK-276                               | Rheumatoid arthritis  | A new class of oral therapeutic drug that have an anti-<br>rheumatic effect by directly acting on synovial fibroblasts,<br>which are the main cells of pannus hyperplasia<br>characteristic of rheumatoid arthritis, and suppressing<br>proliferation. | Oral        | Developed in-house   | Phase I                               |
| Others           | NT 201S<br>(Incobotulinum toxin<br>A) | Chronic hypersalivation   | The suppression of saliva secretion by the active component of type A1 botulinum toxin is expected to improve symptoms of chronic saliva flow outside the mouth.   | Injection   | Licensed in from Merz Pharma GmbH & Co. KGaA, Germany Under development as an expanded indication for Xeomin | Supplemental<br>NDA<br>submitted      |
| Others           | NT 201C<br>(Incobotulinum toxin<br>A) | Spasmodic torticollis   | The muscle relaxation effect of the active component of type A1 botulinum toxin is expected to relieve abnormal muscle contractions in the neck and shoulder area.   | Injection   | Licensed in from Merz Pharma GmbH & Co. KGaA, Germany Under development as an expanded indication for Xeomin | Phase III                             |
| Others           | NT 201B<br>(Incobotulinum toxin<br>A) | Blepharospasm   | The muscle relaxation effect of active component of type A1 botulinum toxin is expected to alleviate the abnormal contraction of the muscles around the eyelid fissure that are involved in opening the eyelid.  | Injection   | Licensed in from Merz Pharma GmbH & Co. KGaA, Germany Under development as an expanded indication for Xeomin | Phase III                             |
| Bone and joint   | ACP-015                               | Achondroplasia  | By prolonging the action of C-type natriuretic peptide (CNP), the frequency of injections can be reduced to once a week and it is expected to reduce the burden of achondroplasia treatment in pediatric patients.                                     | Injection   | Licensed in from Ascendis<br>Pharma, A/S, Denmark  | Under<br>preparation<br>for Phase III |
| Others           | ACP-014                               | Hypoparathyroidism  | By prolonging the action of parathyroid hormone (PTH), it is expected the improvement of the physical and cognitive symptoms caused by hypoparathyroidism.   | Injection   | Licensed in from Ascendis<br>Pharma, A/S, Denmark  | Under<br>preparation<br>for the NDA   |
| Others           | ACP-011/<br>ACP-011A                  | Pediatric growth<br>hormone deficiency/<br>Adult growth hormone<br>deficiency | By prolonging the action of human growth hormone (hGH), it is expected the treatment of pediatric growth hormone deficiency and adult growth hormone deficiency by the injection once a week.  | Injection   | Licensed in from Ascendis<br>Pharma, A/S, Denmark  | Phase III/<br>Phase III               |

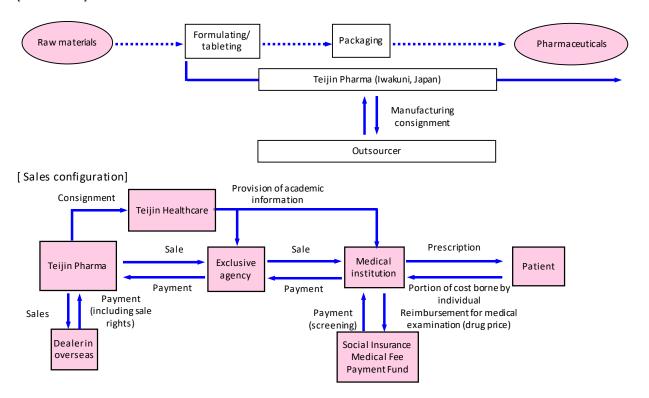
◆ Principal home healthcare products

| Area   | Device   | Properties   | Products   |
|--|--|--|--|
|  | Therapeutic oxygen concentrators   | Oxygen concentrators draw in air and concentrate the oxygen in the air from the normal level (21%) to 90% by adsorbing the nitrogen particles. Used by patients undergoing home oxygen therapy (HOT)   | Hi-Sanso series<br>Mildsanso series                                  |
| Home oxygen therapy (HOT)<br>devices             | Oxygen demand valve devices  | Prolongs the life of portable oxygen tanks used when undergoing outpatient treatment or partaking in other outside activities by synchronizing oxygen flow with the patients breathing so that oxygen is provided only when the patient inhales  | Sanso Saver series   |
|  | Portable lightweight oxygen tanks  | Oxygen tanks for during outside activities and during power failures   | Ultressa /Lite TEC /oxygen tanks<br>manufactured by the Luxfer Group |
| Noninvasive positive pressure                    | Mask-type bilevel positive   | Positive pressure ventilator that supports a breathing pattern similar to spontaneous respiration and automatically adjusts pressure to the patient's needs, making it suitable for those suffering from conditions that causes unstable breathing, including alveolar hypoventilation and hypopnea. | AutoSet CS-A/Resmed AirCurve 10                                      |
| ventilators                                      | pressure ventilators   | Noninvasive positive pressure ventilator that delivers a continuous supply of oxygen through a mask to chronic respiratory failure patients suffering concurrently from hypoxemia and type II respiratory failure accompanying chronic accumulation of carbon dioxide in the blood.                  | NIP NASAL series   |
|  | Automatically adjusting CPAP ventilators   | Sleep apnea syndrome (SAS) treatment device. A device that suppresses apnea by applying positive pressure to the airways through a mask to prevent airway obstruction. A device that automatically adjusts the insufflation pressure required for CPAP therapy.                                      | SLEEPMATE series<br>Dream station series                             |
| Sleep-disordered breathing<br>related devices    | Sleeping pattern analysis<br>devices (Devices for recording<br>and analyzing<br>sleeping polygraph data) | A device that records sleep and breathing conditions using multiple sensors such as brain waves, eye movements, electrocardiograms, and breathing.   | PSG-1100<br>NoxA1s System<br>Sleep Profiler PSG2                     |
|  | Sleeping pattern analysis<br>devices (Portable device used<br>in testing for sleep apnea)                | A small, portable sleep apnea tester that records breathing conditions such as breathing and snoring during sleep.   | SAS-2200   |
| Ultrasound bone<br>fracture treatment<br>devices | Ultrasonic fracture treatment device   | Fracture treatment device that promotes bone fusion by applying mechanical stimulation to the fracture site by the sound pressure of intermittent (pulse) ultrasonic waves.  | SAFHS series   |
| Depression treatment equipment                   | Magnetic stimulator for transcranial treatment   | A device that non-invasively changes cortical and subcortical activity by inducing eddy currents with a pulsed magnetic field and stimulating cortical neurons.  | NeuroStar TMS treatment device                                       |
| Data management system                           | CPAP data management<br>system   | A network system that centrally manages CPAP<br>data and information required for SAS medical<br>care and supports efficient CPAP medical care   | Nemlink  |
| (Supports remote monitoring)                     | HOT data management system   | A system for viewing data on the use of oxygen concentrators and SPO2 / pulse values measured with a pulse oximeter on the Web.  | HOT Mimamori-ban Web   |
| Comprehensive Community<br>Healthcare System     | Medical / long-term care<br>multidisciplinary information<br>sharing system                              | A system for sharing patient information among multiple occupations of medical care using personal computers, smartphones, and tablets.  | Vitallink  |

#### ◆ Product line and Sales configuration

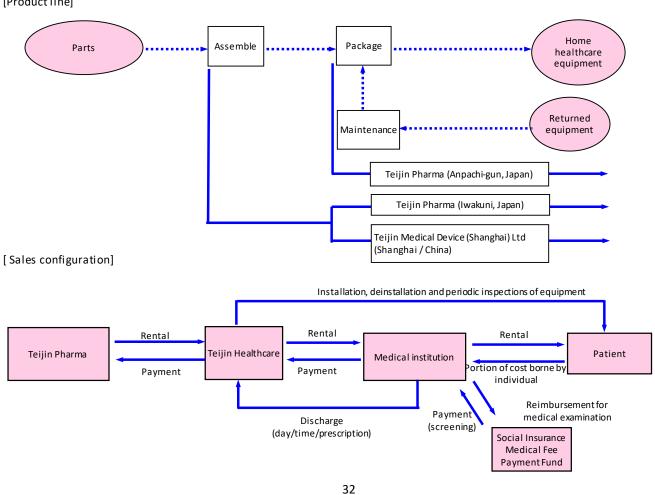
Pharmaceuticals

[Product line]



#### Home healthcare

[Product line]



#### Others segment New Business Development

## ♦ Subsidiaries and affiliates (As of April 1, 2023)

| Company  | Ic    | ocation               | Business field  | Equity held by |
|--|-------|-----------------------|---|----------------|
| Company  |       | Cation                | business neru   | the Group      |
| 1. Teijin Limited                                      | Japan | Tokyo                 | Planning, execution, and support of new business development strategies/plans   | - %            |
| 2. Teijin Agency Corporation                           | Japan | Osaka                 | Planning and production of printed matter and promotional materials, advertising  | 100 %          |
| Toho Chemical Engineering &     Construction Co., Ltd. | Japan | Shizuoka              | agency business, insurance agency business Engineering business such as environmental analysis, pollution prevention, manufacturing of environmental protection equipment, etc. | 100 %          |
| 4. Toho Machinery Co., Ltd.                            | Japan | Tokushima             | Design, manufacture and sale of various mechanical devices, etc.  | 100 %          |
| 5. Teijin Engineering Limited                          | Japan | Osaka                 | Machinery and engineering business  | 100 %          |
| 6. Teijin Eco-science Limited                          | Japan | Tokyo                 | Environmental assessment, analysis and measurement  | 100 %          |
| 7. Teijin Nakashima Medical Co., Ltd.                  | Japan | Okayama               | Manufacture and sales of durable medical equipment  | 50 %           |
| 8. Teijin Medical Technologies Co., Ltd.               | Japan | Osaka                 | Manufacture and sales of durable medical equipment  | 100 %          |
| 9. Japan Tissue Engineering Co., Ltd. *1               | Japan | Aichi                 | Development, manufacturing, sales and contract of regenerative medicine products and related products   | 57.7 %         |
| 10. NOMON, Co., Ltd.                                   | Japan | Tokyo                 | Sales of nutraceutical products and related businesses in general   | 100 %          |
| 11. Teijin Meguro Institute Co., Ltd.                  | Japan | Osaka                 | Manufacture, sales, and export of raw materials for pharmaceuticals, functional foods, feed and compositions, and contract cultivation  | 100 %          |
| 12. Teijin Lielsort Korea Co., Ltd.                    | ROK   | Chungcheo<br>ngnam-do | Manufacture and sales of separators for lithium-ion secondary batteries   | 100 %          |
| 13. RePEaT Co., Ltd.                                   | Japan | Tokyo                 | Licensing of chemical recycling technology using polyester products as raw materials to domestic and overseas markets   | 45 %           |
| 14. Teijin Regenet Co., Ltd.                           | Japan | Tokyo                 | Project development consulting and design of product specification of cell & gene   | 100 %          |
|  |       |                       | therapies including tissue-engineered products  |                |
|  |       |                       | Contract development of manufacturing process   |                |
|  |       |                       | Contract manufacturing of products for clinical research, clinical trials and   |                |
|  |       |                       | commercial products   |                |

Note: Equity held by the Group (as of the end of March 2024) includes equity held directly and indirectly by Teijin Limited.

#### ♦ Business history

### Regenerative Medicine & Implantable Medical Device

- 2008. 4 Established Innovation Research Institute in Iwakuni Factory
- 2009. 7 Established the Integrative Technology Research Institute to combines exploratory research technologies
- 2010. 4 Established Innovative Medical material Project (IMM), which is charged with conducting research and commercializing medical materials
- 2015. 4 Established Teijin Nakashima Medical Co., Ltd., to expand joint prostheses
- 2017. 7 Established Teijin Medical Technologies Co., Ltd., to expand the bone-connecting material business
- 2017.10 Teijin Nakashima Medical Co., Ltd. acquired the spine business of Century Medical Co., Ltd.
- 2021. 3 Tender offer of common stock of Japan Tissue Engineering Co., Ltd. to make it a subsidiary
- 2022. 2 Teijin Nakashima Medical Co., Ltd. acquired the spine and trauma (fracture) business of Otsuka Group's KiSCO Co., Ltd.
- 2022.9 Established of regenerative medicine platform for creation of innovative treatments in Kashiwanoha, Chiba
- 2023.3 Submitted for manufacturing and marketing approval of cardiovascular surgical patch
- 2023. 3 Strengthen the regenerative medicine CDMO business through an agreement to supply raw materials used in the development and manufacture of regenerative medicine products
- 2023. 4 Agreed with Japan Tissue Engineering Co., Ltd. to form an international business alliance with Resilience US, Inc. for regenerative medicine CDMO
- 2023. 7 Novel cardiovascular surgical patch SYNFOLIUM received manufacturing and marketing approval in Japan
- 2023. 8 Established Teijin Regenet Co., Ltd. to develop and expand of regenerative medicine CDMO business
- 2024. 2 Teijin Regenet Co., Ltd. commenced operation of Kashiwanoha Facility as a regenerative medicine CDMO business base
- 2024. 6 Teijin Medical Technologies Co., Ltd. commenced sales of cardiovascular surgical patch SYNFOLIUM

#### ● Battery Materials & Membrane

- 2011.10 Established a lithium-ion battery (LiB) separator operating company in ROK (currently Teijin Lielsort Korea Co., Ltd.)
- 2012. 7 Began production of *LIELSORT*, a Teijin-developed LiB separator
- 2014.12 Commenced operation of a second production line for LIELSORT at Teijin Lielsort Korea Co., Ltd.
- 2015. 7 Expand in earnest MIRAIM, a high-performance membrane
- 2018. 2 Installed new facility for mass production of MIRAIM
- 2018. 2 Decided the commenced operation of a third production line for LIELSORT at Teijin Lielsort Korea Co., Ltd.
- 2019.11 Concluded a technical license agreement with Shanghai Energy Co., Ltd. for the manufacture of solvent-based coated separators used in in-vehicle lithium-ion secondary batteries
- 2020.12 Concluded a comprehensive license agreement with Shanghai Energy Co., Ltd. for the manufacture of solvent-based coated separators used in lithium-ion secondary batteries
- 2022. 3 Began initiatives to realize carbon neutrality in Teijin Lielsort Korea Co., Ltd.

<sup>\*1.</sup> Tokyo Stock Exchange Growth Listed Company https://www.jpte.co.jp/en/

#### Biolier & Nutraceutical

| 2013.1 | Established the Alliance Promotion Department within the New Business Development Group to propose, search out and advance M&A activities and alliances |
|--------|---|
|        | worldwide in materials-related fields   |

- 2013. 1 Signed a strategic partnership agreement with InCube Labs LLC in the U.S.
- 2016. 7 Commenced sales of BARLEYmax, an enhanced barley product
- 2018. 8 Commenced sales of fermentable dietary fiber INULIA
- 2019. 5 Established NOMON, Co., Ltd., a sales company for nutraceutical products
- 2020. 1 Commenced sales of probiotic materials
- 2020. 9 Accepted notification of foods with function claims for products containing INULIA
- 2021. 3 Launched Japan's first food supplement with functional claims to improve vaginal health
- 2021. 7 Launched a new brand of good bacteria supplement melito . Commenced sales of lactic acid bacteria UREX\*1, LGG\*1and bifidobacteria BB-12\*2
- 2022. 6 Commenced sales of BARLEYmax, an enhanced barley product, in Europe
- 2022.10 Established Teijin Meguro Research Institute Co., Ltd. as a base for the development and manufacturing of probiotic products in the functional food ingredients business
- 2024.3 Commenced sales of ASTARTE, an novel probiotics materials
- 2024.4 Teijin Meguro Institute Co., Ltd. commenced sales of products such as the lactic acid bacteria business of Amano Enzyme Co., Ltd., which concluded a business transfer agreement in December 2023.
- \*1. UREX and LGG are registered trademarks of Chr. Hansen Holding A/S (Denmark)
- \*2. BB-12 and ASTARTE are trademarks of Chr. Hansen Holding A/S (Denmark)

#### Environmental Solution

- 2018. 3 AFRW (Advanced Fiber Reinforced Wood)\*3 won the grand prize at the Japan Resilience Awards
- 2018. 9 Constructed the world's first building using AFRW
- 2019.11 Building using AFRW won Wood City TOKYO Model Architecture Award
- 2020.12 Launched a hybrid material of high-performance fibers and wood as LIVELY WOOD brand
- 2021. 1 Established European Sustainable Technology Innovation Center (ESTIC) in Arnhem, the Netherlands
- 2021. 2 Concluded a distribution agreement for the licensed sale of hydrogen fuel cells
- 2021. 9 Started developing the LIVELY VILLA brand of relocatable buildings made of a hybrid material of high-performance fiber and wood
- 2022.10 Conducted demonstration experiment using hydrogen fuel cells with Tokyu Construction Co., Ltd.
- 2022.12 Established a joint venture company (RePEaT Co., Ltd.) to license polyester chemical recycling technology
- 2023. 1 Started joint trials with Fujitsu Limited to enhance environmental value of recycled carbon fiber used in the manufacturing process of bicycle frames
- 2023. 2 RePEaT Co., Ltd. concluded license agreement regarding polyester chemical recycling technology with Zhejiang Jianxin Jiaren New Materials Co., Ltd.
- 2023. 3 Developed new fuel cell units and pressure vessel units
- 2023. 3 Developed the industry's thinnest class of gas diffusion layer, which contributes to the miniaturization and performance improvement of fuel cells
- 2023. 9 Selected for the NEDO Research and Development of Technologies to Promote Biomanufacturing Project: "Development of bio-upcycling technology to produce useful chemicals from unused raw materials"

#### **♦** Production sites

| Company                               |       | Location                |  |  |  |
|---------------------------------------|-------|-------------------------|--|--|--|
| Teijin Nakashima Medical Co., Ltd.    | Japan | Okayama, Okayama        |  |  |  |
| Teijin Medical Technologies Co., Ltd. | Japan | Himeji, Ehime           |  |  |  |
|                                       |       | Iwakuni, Yamaguchi      |  |  |  |
| Japan Tissue Engineering Co., Ltd.    | Japan | Gamagori, Aichi         |  |  |  |
| Teijin Meguro Institute Co., Ltd.     | Japan | Kasai, Hyogo            |  |  |  |
| Teijin Limited                        | Japan | Matsuyama, Ehime        |  |  |  |
| Teijin Lielsort Korea Co., Ltd.       | ROK   | Asan, Chungcheongnam-do |  |  |  |
| Teijin Regenet Co., Ltd.              | Japan | Kashiwa, Chiba          |  |  |  |
|                                       |       | Iwakuni, Yamaguchi      |  |  |  |

#### ♦R&D sites

| Company                               | Location         |                    |  |  |
|---------------------------------------|------------------|--------------------|--|--|
| Teijin Limited                        | Japan            | Hino, Tokyo        |  |  |
|                                       |                  | Iwakuni, Yamaguchi |  |  |
|                                       | Matsuyama, Ehime |                    |  |  |
|                                       | The Netherlands  | Arnhem, Gelderland |  |  |
| Teijin Nakashima Medical Co., Ltd.    | Japan            | Okayama, Okayama   |  |  |
| Teijin Medical Technologies Co., Ltd. | Japan            | Okayama, Okayama   |  |  |
| Japan Tissue Engineering Co., Ltd.    | Japan            | Gamagori, Aichi    |  |  |

<sup>\*3.</sup> Laminated timber for wooden buildings using high-performance fibers

### ◆Characteristics of main products, Product line and Sales configuration

### ● Regenerative Medicine & Implantable Medical Device

[Characteristics of main products]

| Model / Material   | Insurance coverage  | feature  | Product lineup   | Sales company                         |
|--|---|--|--|---------------------------------------|
| Joint prostheses   | 0   | An artificial material used for the purpose of regaining the original function of a joint that has been deformed or destroyed due to osteoarthritis or rheumatoid arthritis. It is expected that the pain will be eliminated by replacing the deformed part with an artificial joint, which will lead to improvement of activity and quality of life in daily life. Joints commonly replace include knees, hips, shoulders, elbows, ankles and fingers etc.  | [Hip joint] UNIVERSIA, GS-Taper, VLIAN<br>[Knee joint] Future Knee, FINE                                   | Teijin Nakashima Medical Co., Ltd.    |
| Spinal fixation system                                     | A medical device used for the purpose of reducing and fixing the spine to an appropriate shape after removing nerve compression for spinal diseases such as spondylolisthesis and herniated disc. |  | Saccura, UNIOS PL spacer   | Teijin Nakashima Medical Co., Ltd.    |
| Biodegradable and<br>resorbable osteosynthesis<br>material | 0   | A bioactive, high-strength biodegradable and resorbable osteosynthesis material consisting of a complex of poly-L-lactic acid and non-calcined hydroxyapatite (u-HA). Medical devices implanted in the body for bone fixation purposes, including screws, plates and intramedullary rods Used in a wide range of fields, including orthopedics, oral surgery, plastic surgery, neurosurgery, and thoracic surgery. Bioresorbable bone-connecting materials have the properties of being broken down and absorbed within the body, eliminating the need for secondary surgery to remove the material. | Super Fixove EX, Super Fixove MX,<br>Osteotrans Plus, Thread-tightening<br>interference screw, GR Tuck Pin | Teijin Medical Technologies Co., Ltd. |
| Synthesized cardiovascular<br>surgical patch               | 0   | A sheet with knitted fabric consisting of bio-absorbable (poly-L-lactic acid: PLLA threads) and non-absorbable (polyethylene terephthalate: PET threads) yarns coated with a cross-linked gelatin membrane. It is used in surgical operations for congenital heart disease to correct blood flow, secure blood flow channels, and construct and reconstruct surrounding tissue.  | SYNFOLIUM  | Teijin Medical Technologies Co., Ltd. |

Please refer to the link below for an overview of products handled by Japan Tissue Engineering Co., Ltd.

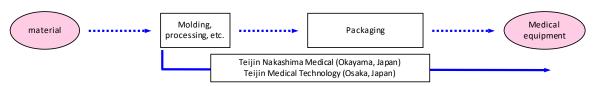
 $\underline{\text{https://www.jpte.co.jp/en/business/index.html}}$ 

 $Please\ refer\ to\ the\ link\ below\ for\ an\ overview\ of\ products\ handled\ by\ handled\ by\ Teijin\ Nakashima\ Medical\ Co., Ltd.$ 

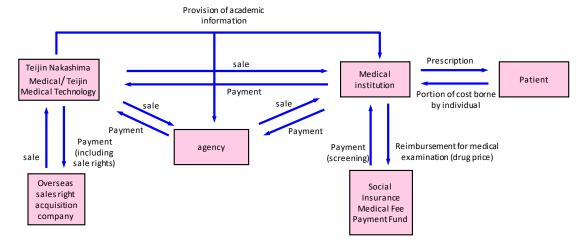
https://www.teijin-nakashima.co.jp/en/product/implant/

### Fundamental information Others segment New Business Development

[Product line]



### [Sales configuration]



#### Battery Materials & Membrane

[Characteristics of main products]

#### 1. LiB separator LIELSORT

Made from microporous polyethylene membranes sandwiched between layers of Teijin's porous aramid resin or fluorine compound and used to separate cathode and anode without hindering the movement of lithium ions between the electrodes, thereby enhancing battery safety and performance

Teijin used our expertise in polymeric chemistry acquired over a long period of time to develop the world's first technology for simultaneously coating both sides of a base separator. We also developed a high-speed coating technology that is five times faster than conventional coating. Our coating capabilities live up to customers' expectations.

| Product type              | Features                    |  |  |
|---------------------------|-----------------------------|--|--|
| Meta-aramid coating       |                             | LiB separator with meta-aramid materials coating is capable of maintaining its shape at temperatures up to 250 °C In spot heating test, does not break down even at 350 °C |  |
| Fluorine compound coating | High output, long lifes pan | Fluorine compound coatings deliver superior adhesion to the polymer electrolyte and resistance to oxidation under high voltages  |  |

#### 2. High-performance membrane (porous membrane) MIRAIM

By combining the basic film-forming technology of extrusion and stretching with the molding know-how that Teijin has cultivated over many years, it has three characteristics: 1) high pore diameter accuracy, 2) precise film thickness control, and 3) high porosity.

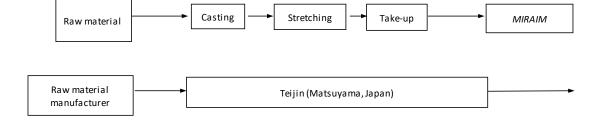
Taking advantages of these properties, it can be used as a base material for filters that remove nano-level particles in the electronics and semiconductor fields, and in the energy field as electrolyte membranes for fuel cells and moisture-permeable waterproof membranes that exceed non-woven fabrics. Moreover, it demonstrates high performance in in vitro diagnostic reagent applications, virus removal and cell separation membranes, etc. in the life science field. It can be made hydrophilic by surface treatment (Water repellent treatment is also possible).

| Product type          | Features  |
|-----------------------|---|
| Single layer membrane | A polyethylene membrane that features a uniform pore structure with no difference between the front and back sides.   |
| 1 '                   | A value-added membrane made by laminating non-woven fabric to single-layer polyethylene.  By laminating non-woven fabric, rigidity can be added to the membrane and it can act as a pre-filter. |

#### [Product line]



### 2. High-performance membrane (porous membrane) MIRAIM



### Fundamental information

### Biolier & Nutraceutical, Environmental Solution

[Characteristics of main products]

| [Characteristics of main p | Model / Material                        | feature  | Product lineup       | Sales company    |
|----------------------------|---|--|----------------------|------------------|
| Functional food material   | Super barley                            | A barley developed by the Australian Federal Institute of Science and Industry, a superfood containing twice the total dietary fiber and four times the resistant starch (indigestible starch) compared to ordinary barley.  | BARLEYmax            | Teijin Limited   |
|                            | Chicory-derived inulin                  | It is made by extracting from the roots of chicory, a plant of the Asteraceae family cultivated in the Netherlands. Due to its water-soluble nature, it is easy to use in beverages and foods, and it is possible to easily ingest dietary fiber, which is said to be in short supply by the Japanese.   | Inulia               | Teijin Limited   |
|                            | Bifidobacterium                         | Bifidobacterium is the most frequently published paper and is being researched. It is acid-resistant and can reach the depths of the intestines alive, and it is also safe for powdered milk.  | BB-12 * <sup>1</sup> | Teijin Limited   |
|                            | Lactic acid bacteria                    | Lactic acid bacteria for women focusing on<br>the support of vaginal flora. Two types of<br>lactic acid bacteria are mixed in a well-<br>balanced manner, reaching the depths of<br>the intestines and staying for a long time.  | UREX *²              | Teijin Limited   |
|                            |   | It is one of the few varieties that is acid resistant and can reach the depths of the intestines alive. It is characterized by a high adhesion rate due to having special cilia, and can be used safely by infants and the elderly.  | LGG *²               | Teijin Limited   |
|                            |   | A probiotic material made from a blend of four live strains of lactic acid bacteria. It supports the maintenance of a healthy vaginal flora.   | ASTARTE *1           | Teijin Limited   |
|                            | Nicotinamide<br>mononucleotide<br>(NMN) | Originally produced naturally in humans and living organisms, it is a substance necessary to generate the energy of cells that are essential for all human activities, and is expected to have the effect of delaying the aging phenomenon.  | Nadaltas             | NOMON, Co., Ltd. |
|                            | Wasabi Sulforaphane<br>(6-MSITC)        | Judgment (ability to process information accurately) and attention, which are a part of cognitive function, are the main health ingredients contained in a small amount of wasabi's rhizome from which the pungent ingredient peculiar to wasabi has been removed. It is a nutritional material that can suppress the generation of active enzymes by improving the performance and high antioxidant activity. | WASAbis              | NOMON, Co., Ltd. |

<sup>\*1.</sup> BB-12 and ASTARTE are trademarks of Chr. Hansen Holding A/S (Denmark)

Please refer to the link below for an overview of products handled by Teijin Meguro Institute Co.. Ltd <a href="https://www.meguro-kenkyujo.co.jp/en/">https://www.meguro-kenkyujo.co.jp/en/</a>

<sup>\*2.</sup> UREX and LGG are registered trademarks of Chr. Hansen Holding A/S (Denmark)