

Corporate Profile

2026



MAKING YOUR DREAMS COME TRUE



CHORI CO.,LTD.

CHORI

Corporate Philosophy

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

Corporate Slogan

(We are) Making your dreams come true

あなたの夢に挑戦します。
挑戰你的夢想



Introduction

Continuing to Pursue New Businesses
with Our Vision for the Future

Tatsuyuki Sakoda President, CEO & COO



The Chori Group is a multifaceted specialized trading company engaged in the Fibers, Textiles, and Garments, and Chemicals Businesses. Since its founding over 160 years ago, Chori has expanded its operations beyond trading and delivered high-value-added, high-performance products while constantly addressing the needs of customers and society. Moreover, throughout our history, we have expanded our business by building a wide global network centered on China and the ASEAN region.

Guided by our corporate slogan “(We are) Making your dreams come true,” Chori will continue to meet the expectations of all of its stakeholders, including customers and shareholders, and enhance its corporate value with the aim of realizing sustainable growth and development. Our Corporate Profile serves as an introductory guide to the Chori Group’s history, businesses, and other activities. We hope readers can gain an understanding of Chori’s strengths and distinctiveness as a company after reading this report.

Chori's Business Segments and Strengths

Chori will continue to evolve and change as a corporate group, underpinned by its exceptional expertise, in order to roll out high-value-added products worldwide.

We continue to build solid relationships with prominent suppliers in Japan and overseas. Chori has acquired a wealth of expertise and technology through the close business relationships developed with its customers and throughout its supply chain. By leveraging these long-cultivated strengths, we will promptly identify the needs of markets and customers and respond accordingly in a swift and flexible manner.

Chori's Business = Exceptional Capabilities and Expertise × Robust Global Network



Fibers, Textiles, and
Garments Business

Building a Robust Global Network

Chori has continued to deliver high-value-added products on the strength of its deep-rooted relationship with the Hokuriku region of Japan, which boasts exceptional world-class capabilities in yarn processing, textile manufacturing, and dyeing technologies. Together with our multiple supply chains in Japan and overseas, we will continue to expand our production operations in China and the ASEAN region and develop a global network that enables us to conduct our procurement, production, and sales activities at the most suitable locations. Through "GLOBAL ONE STOP CHORI," we are proposing a range of materials, including fibers, fabrics, and product materials, covering sportswear and fashion apparel worldwide.



Chemicals Business

Expanding Business Through Our Network

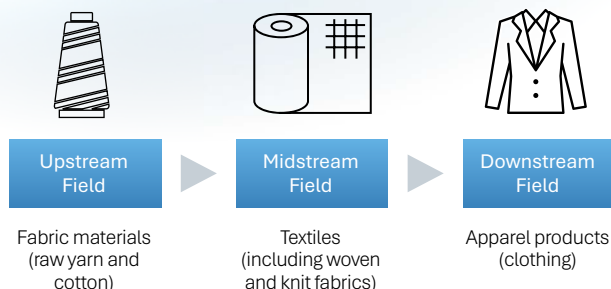
Chori handles a wide range of products that includes not only basic chemical products but also food chemicals; raw materials that enhance the moisturizing effects of cosmetics; functional materials, such as pharmaceutical products and agrochemical intermediates; electronics materials; battery materials; 5G-related materials; and environment-friendly products, including biodegradable plastics. Leveraging its global network, which centers on its long-standing business in China, Chori is stepping up the pace of its strategic measures in regions with the potential for economic growth and working closely together with business partners to enhance procurement and sales on a global scale.

Overview of Business Segments

Fibers, Textiles, and Garments Business

Representing Chori's Core Business Since 1861

Founded as a raw silk wholesaler in 1861, Chori has built its business around its core Fibers, Textiles, and Garments Business for over 160 years. By drawing on our wealth of expertise and insight, we have developed a strong track record and earned the trust of our customers in the process. The Fibers, Textiles, and Garments Business engages in every stage of the textile manufacturing process, from the handling of raw materials (upstream) to the management of textiles and other materials (midstream) and the manufacture and distribution of apparel and other finished products (downstream).



Product Portfolio and Strengths

Fibers & Textiles Business Department

We develop an array of raw materials and textiles for use in sports apparel, uniforms, and other products.

Fiber Raw Materials Department



Key Products

- Synthetic fiber intermediates, polyester fibers, and nylon thread

Leading Share of Raw Material Sales in Japan

Chori supplies raw materials and develops original yarn in Japan and overseas, primarily in Europe, the United States, and the ASEAN region. By optimizing procurement through our overseas network and drawing on our sophisticated yarn processing technologies in Japan, we have developed a wide range of businesses through the sale of high-value-added, high-performance materials and environment-friendly products for a variety of apparel and material applications.

Textile-Fabric Department



Key Products

- Fabrics used in casual wear, sportswear, Middle Eastern garments, and various materials

Integration of Japanese Technology and Global Production Network

Chori's high-quality, high-performance materials made in Japan and its fabrics developed at production sites in Indonesia, Vietnam, China, and other countries are deployed to a variety of markets around the world. We supply fabrics to markets not only in Japan but also in China, South Korea, and other parts of Asia, the Middle East, Europe, and the United States.



Business Model

We conduct an array of product proposals by drawing on our diverse global network of business partners, which we have built over the years in tandem with our long track record. The strength of the Fibers, Textiles, and Garments Business lies in its ability to collaborate throughout each stage of the textile manufacturing process, from the procurement of raw materials to weaving, knitting, dyeing, and sewing. Moreover, we also engage in the development of our own original products by taking advantage of our diverse network.



Diverse network



Product collaboration



Potential for high-value-added solutions

Industrial Textiles Business Department

We offer a wide range of materials for diverse applications.

Technical Textiles Department



Key Products

- Hygienic and lifestyle-related materials and construction materials

Reliable High-Performance Nonwoven Fabric and Composite Sheets That Accommodate a Range of Uses and Needs

Chori handles a wide range of materials and products, such as nonwoven fabrics that are soft on the skin and perfect for infants, printed waterproof film that can reproduce high-quality images in a variety of designs, and cleaning wipes made of special raw cotton that are highly effective against tough-to-remove stains. We are also in the development stages of moisture-permeable and waterproof sheets, which will be mass produced and offer a combination of durability, thermal insulation, antifungal properties, sound insulation and absorption, and other high-performance features that have been cultivated utilizing the knowledge we have gained in the market for construction materials. We will work to maintain a high reputation for safety throughout Asia and remain highly committed to helping promote our customers' sales worldwide.

Automotive Materials and Fabrics Department



Key Products

- Raw materials used in automotive and other product materials and automotive interiors

Adoption in Automotive Interiors by Major Automakers

Chori sells the polyester fiber and fabric used in automotive interiors and other products. Boasting a domestic market share of over 40% for raw materials and over 30% for fabrics, we are embracing these strengths to aggressively expand our business outside of Japan. Going forward, we will continue to provide raw materials and fabrics that separate us from the competition by forming a solid business network with major players across the globe.

Overview of Business Segments Fibers, Textiles, and Garments Business

Product Portfolio and Strengths

Apparel Business Department

We handle an extensive line of apparel that includes workwear, men's suits, ladies' and men's casual wear, and sportswear.



Career Apparel & Workwear Department



Key Products

- Lab coats, uniforms, suits, and clothing materials

Sale of Uniforms to Healthcare and Nursing Care Facilities, Construction Sites, and a Range of Other Work Settings

Outside of Japan, Chori is expanding its business of designing and manufacturing uniforms, which are expected to be highly functional in a range of work settings. For our high-value-added products utilizing environment-friendly and functional materials, we have established production lines in Japan, China, and the ASEAN region. Moreover, with Japan, China, and Cambodia serving as hubs, our men's suits and clothing materials are being procured and sold in the most suitable locations.

Apparel Department



Key Products

- Men's apparel, ladies' apparel, and unisex apparel

Global Production and Supply of Products for the Leading Brands of Major Apparel Manufacturers

Chori has developed an OEM*1 business for major SPAs*2 and leading apparel brands. We handle all types of fashion apparel and are developing a global supply chain management business that integrates each process of the supply chain, from planning and proposals to production and distribution. We always provide high-quality products by assessing both retail and e-commerce markets on a monthly basis. Through cooperation with the Fibers & Textiles Business Department, we are also directing our attention to the commercialization of SDG-oriented products.

*1 Original equipment manufacturer *2 Specialty store retailers of private label apparel

Performance Apparel Department



Key Products

- Sportswear, fitness wear, golf wear, and innerwear

Global Production and Supply of Products for the Leading Brands of Major Manufacturers

Chori handles highly fashionable and functional sportswear and casual wear centered on golf apparel and athletic wear. By harnessing the strengths of our global supply chain, we continue to build a strong collaborative framework with our clients. Moreover, we also engage in the sale of materials and products to inner apparel manufacturers as well as the sale of yoga clothing and loungewear.



Achieving Sustainability Throughout the Entire Supply Chain



SUSTAINABILITY
COMES FROM THE WHOLE SUPPLYCHAIN

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

BLUE CHAIN™ Products and Initiatives



ECO BLUE™

ECO BLUE™ is a recycled polyester fiber produced by turning used plastic bottles into plastic pellets, which are used to manufacture over 200 types of products, including long- and short-fiber fabric.



WS™

WS™, Soku Sen Shi™ (rapid-dye yarn), developed by Komatsu Matere Co., Ltd., features the ability to be dyed quickly at low temperatures. By significantly shortening the dyeing time, it contributes to reducing CO₂ emissions in the dyeing and finishing processes.



TEXBRID™

TEXBRID™ is a highly stretchable material that offers excellent elongation recovery capabilities through its spring-like molecular structure, making it especially comfortable to wear. This wrinkle-resistant material caters to a variety of situations, including sports activities and business environments.



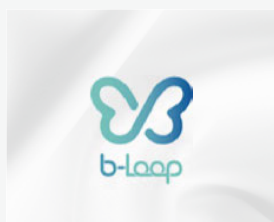
SPX™

SPX™ is a stretchable, highly crimped polyester yarn made by PIN texturizing, a unique Japanese yarn processing technology that has been used for over 50 years in the Hokuriku region. Due to the unique puffiness and lightness of this yarn, SPX™ is remarkably soft on the skin and comfortable to wear.



BLUENY™

We offer recycled nylon products such as "LOOP," derived from textile waste, and "OCEAN," a post-consumer nylon made from recovered fishing nets.



B-LOOP™

This is a scheme for utilizing recycled materials in textile products. Materials such as polyester are returned to cotton or yarn form and reused in clothing and industrial materials, as well as repurposed into automotive sound-absorbing materials and riverbed mats for flood prevention.



ECOSOL™

ECOSOL™ is a dope-dyed polyester yarn in which pigments are blended during the spinning stage. Since coloring is done at the yarn production stage, it helps reduce water usage and CO₂ emissions compared to conventional fabric dyeing processes.



NEXUEDE™

NEXUEDE™ is a high-quality woven microfiber fabric that can be used as an alternative to artificial leather. Due to its suede-like feel, NEXUEDE™ is used on car seats and a number of other products.

Overview of Business Segments

Chemicals Business

Developing a Proprietary Business Model That Caters to Niche Materials, Fields, and Markets

Recognizing the potential of petrochemicals, Chori entered the Chemicals Business in 1956. Since then, we have accumulated a track record spanning approximately 70 years in the Chemicals Business.

We have continued to take advantage of our global network, not only in terms of procurement and sales within China but also through exports and intermediary transactions with the Middle East and other regions. Through these efforts, coupled with our ability to meet the diverse needs of our clients, we have set ourselves apart from our competitors and enhanced our market presence.

Product Portfolio and Strengths

Chemical & Materials Business Department

Performance Chemicals Department



Key Products

- Urethane raw materials
- Nylon and nylon raw materials
- Resins (biodegradable and marine-biodegradable resins, recycled resins) and compounds
- Resin raw materials and resin additives (glass fibers)
- Aluminum materials for heat exchangers

Global Business Development Leveraging Our Overseas Network

Leveraging our global network, we conduct international business primarily focused on the import and export of urethane raw materials, resins, and additives. We place particular emphasis on environmentally conscious fields such as biodegradable resins, plant-derived resins, and recycled resins. In addition to resins themselves, we also propose compound materials and molded products to meet diverse customer needs.

Advanced materials Department



Key Products

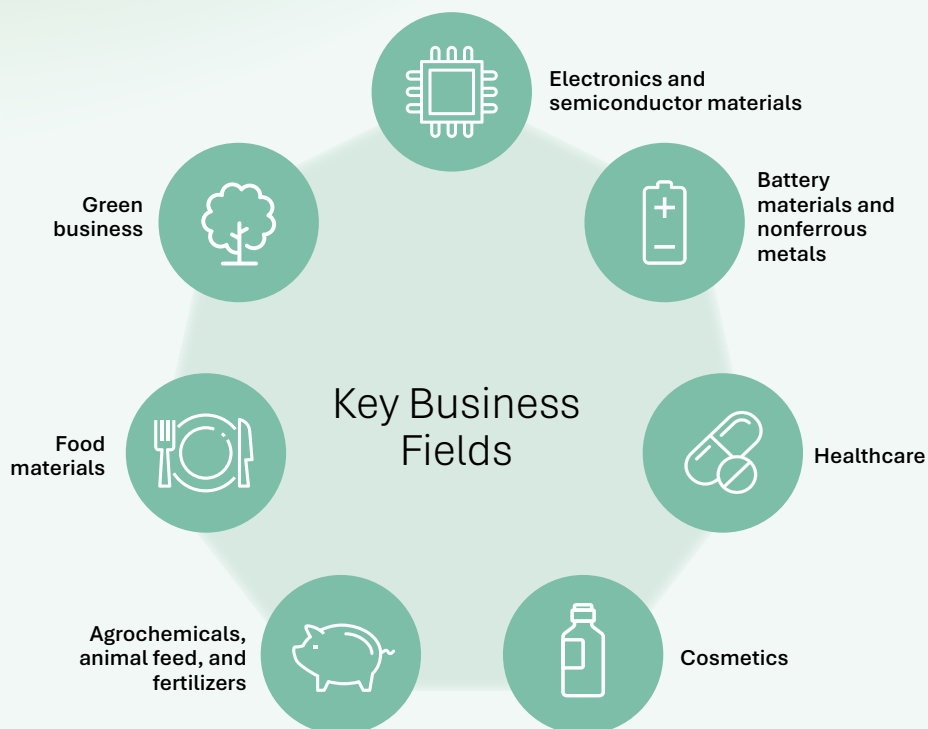
- Raw materials for coatings, inks, and adhesives
- Resin raw materials
- Cosmetics and personal care products
- Environment-related products
- Resin raw materials and resin additives (talc)

Developing Businesses That Respond Quickly to Market Needs, from Functional Chemicals to Environmental Products

We are primarily engaged in the import and export of resin raw materials, cosmetic ingredients, and coating materials. In response to the growing global awareness of environmental issues, we are strengthening our efforts in growth markets by focusing on a wide range of environmentally friendly products—such as recycled materials and bio-based raw materials—with the aim of contributing to the realization of a carbon neutral society.

Business Model

Taking advantage of its highly specialized employees, Chori develops and supplies products based on a market-in approach. We respond to customer needs through our extensive lineup of high-performance materials. By continuing to promote digital transformation and taking a market-in approach in key business fields, we will constantly embrace new challenges and grow with an even greater emphasis on speed.



Inorganic Fine Materials Department



Key Products

- Glass and ceramic raw materials
- High-performance metal materials
- High-performance inorganic chemical materials
- Agriculture-related materials and fertilizer-related raw materials

Spearheading the Inorganic Materials Market with a Global Perspective

We provide innovative solutions to various industries through our handling of a wide range of products, from minerals and metals to cutting-edge materials, and a balanced portfolio built through trade and business investments.

e-Materials Department



Key Products

- Raw materials for capacitors and electronic components
- Semiconductor materials and functional materials
- Yellow phosphorus, purified phosphoric acid, and phosphate compounds
- Storage batteries such as lithium-ion batteries and related materials

Materials Supporting the Electronics and Energy Sectors under the Concept of “Electronics · Energy · Ecology”

Under the concept of “Electronics · Energy · Ecology,” we provide a wide range of materials that support the electronics and energy industries. Our lineup covers everything from basic chemical products such as phosphoric acid and yellow phosphorus to aluminum electrolytic capacitor materials, battery and battery-related materials, fluorine compounds, and functional inorganic materials. Through stable supply and technical proposals, we contribute to the development of sustainable society and industry.

Overview of Business Segments Chemicals Business

Product Portfolio and Strengths

Chemical & Materials Business Department

Fine Chemicals Department



Key Products

- Pharmaceutical ingredients and intermediates
- Agrochemical ingredients and intermediates
- Functional intermediates (semiconductor and electronics materials)
- Bio-related products

Providing Comprehensive Support from Research and Development to Commercial Production

Chori has established global partnerships with contractors and suppliers in five regions of the world (India, China, Eastern Europe, North America, and Asia). We promote a market-in business model and develop raw materials that are customized according to customer needs through the services of our contractors. We are focused on developing new products and expanding our network of business partners in the Indian subcontinent as well as expanding our line of bio-related products.

Life Science Department



Key Products

- Food ingredients and additives, processed foods, and frozen vegetables
- Feed ingredients and additives and fertilizer raw materials
- Pharmaceutical ingredients

Sourcing Raw Materials for Food, Feed, Pharmaceuticals, and Fertilizers Through a Four-Region Network Spanning the Americas, Europe, China, and Asia

Chori handles a variety of raw materials for food, from feedstuff and fertilizers to ingredients for processed food, as well as pharmaceutical ingredients, and is developing businesses that help people lead healthy and affluent lifestyles. Looking ahead to the future, we are working with business partners around the world to promote the development of new alternative protein businesses in the food and feedstuff fields.

Chori Machinery Co., Ltd.



Swiftly Addressing Changes in the Global Market Through Information Acquired from Our Unique Network

Chori engages in transactions of transportation equipment, such as fourwheeled vehicles, two-wheeled vehicles, and trucks, as well as agricultural machinery and other equipment, with Central and South America and Europe. We will draw on our sophisticated information network and our sound relationships with business partners to respond promptly to market changes and engage in offshore trade with China and Mexico for automobiles based on semi-knocked-down production.

Chori's History

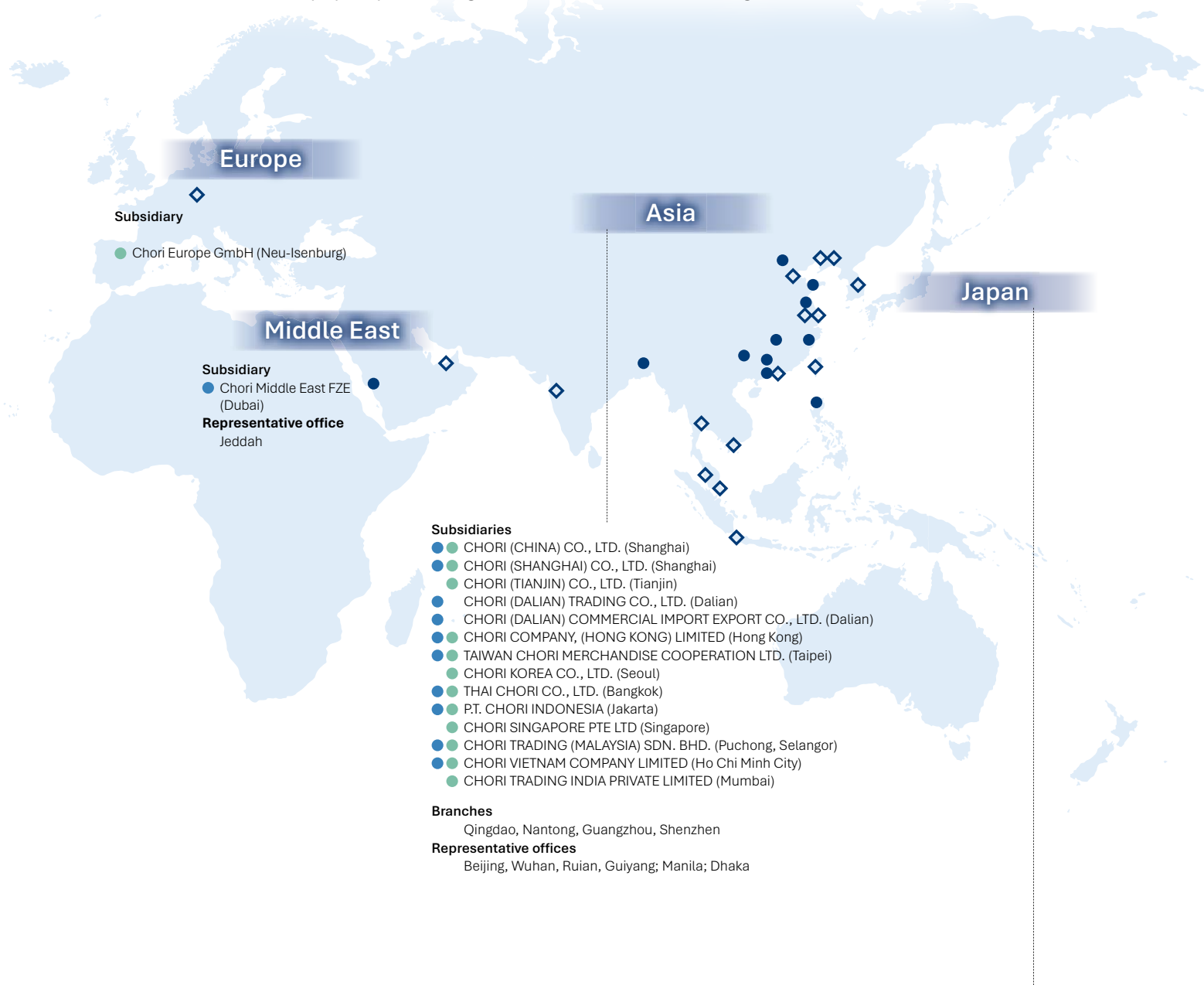
Chori was founded as a raw silk wholesaler in Kyoto in 1861, near the end of the Edo Period. The name “Chori” originates from the combination of the Japanese characters “蝶” (cho), derived from the image of a moth creating raw silk, and “理” (ri), stemming from the first name of Chori’s first president, Riichihiro Ohashi. Since then, we have been proactive in our efforts to grow our business by always keeping in step with the times and addressing the needs of society.



Domestic		Global	
1861 Founded as a raw silk wholesaler in the Nishijin district of Kyoto, Japan 1926 Begins handling rayon yarn in line with dramatic growth of rayon industry 1948 CHORI CO., LTD. established with capital of ¥5 million 1956 Begins handling synthetic resins, chemicals, various types of machinery, and general merchandise			
	1957 Establishes subsidiary Chori New York Co., Ltd. (currently CHORI AMERICA, INC.)		
1961 Stock listed on the Tokyo Stock Exchange Designated as a Friendly Trading Company by China and subsequently expanded its business as a pioneer in Japan–China trade			
	1963 Establishes subsidiary Chori GmbH (currently Chori Europe GmbH) 1973 Establishes subsidiary CHORI SINGAPORE PTE LTD 1974 Establishes subsidiary THAI CHORI CO., LTD. 1987 Establishes subsidiary CHORI COMPANY, (HONG KONG) LIMITED		
		2003 Formulates the Reborn Management Plan 2004 Becomes a consolidated subsidiary of Toray Industries, Inc.	1989 Establishes subsidiary CHORI TRADING (MALAYSIA) SDN. BHD. 1993 Establishes CHORI (SHANGHAI) CO., LTD. as its first subsidiary in China 1995 Establishes subsidiary P.T. CHORI INDONESIA 2001 Establishes Chori Middle East FZE 2004 Establishes subsidiaries CHORI (TIANJIN) CO., LTD. and CHORI (DALIAN) TRADING CO., LTD. 2005 Establishes CHORI (CHINA) CO., LTD. as the first local subsidiary of a Japanese trading company granted domestic distribution and trading rights in China 2012 Establishes subsidiary CHORI KOREA CO., LTD. 2013 Makes CHORI GLEX CO., LTD. a consolidated subsidiary 2014 Moves Tokyo Head Office to Shinagawa 2015 Makes Miyako Kagaku Co., Ltd. a consolidated subsidiary
			2017 Establishes Chori Machinery Co., Ltd. Makes ASADA U CO., LTD. a consolidated subsidiary 2018 Makes KOZAKURA SHOKAI CO., LTD. a consolidated subsidiary 2021 Makes STX Company Limited a consolidated subsidiary 2022 Launches companywide business transformation project 2024 Identifies material issues and establishes sustainability-related policies 2025 Launches full-scale operation of the new mission-critical system (SAP) 2026 Formulates medium-term management plan Chori Innovation Plan 2028
			2016 Establishes subsidiary CHORI VIETNAM COMPANY LIMITED 2017 Establishes subsidiary CHORI COMERCIAL DE MEXICO, S.A. DE C.V. 2018 Establishes subsidiary TAIWAN CHORI MERCHANDISE COOPERATION LTD. 2019 Establishes subsidiary CHORI (DALIAN) COMMERCIAL IMPORT EXPORT CO. LTD.

Chori's Global Network

After the end of World War II, Chori recommenced the full-scale development of its overseas business in 1949, when private foreign trade resumed. Today, Chori boasts a global network consisting of subsidiaries and offices located in various regions of the world. As we move forward, we will step up the pace of our globalization efforts while addressing the needs of our customers.



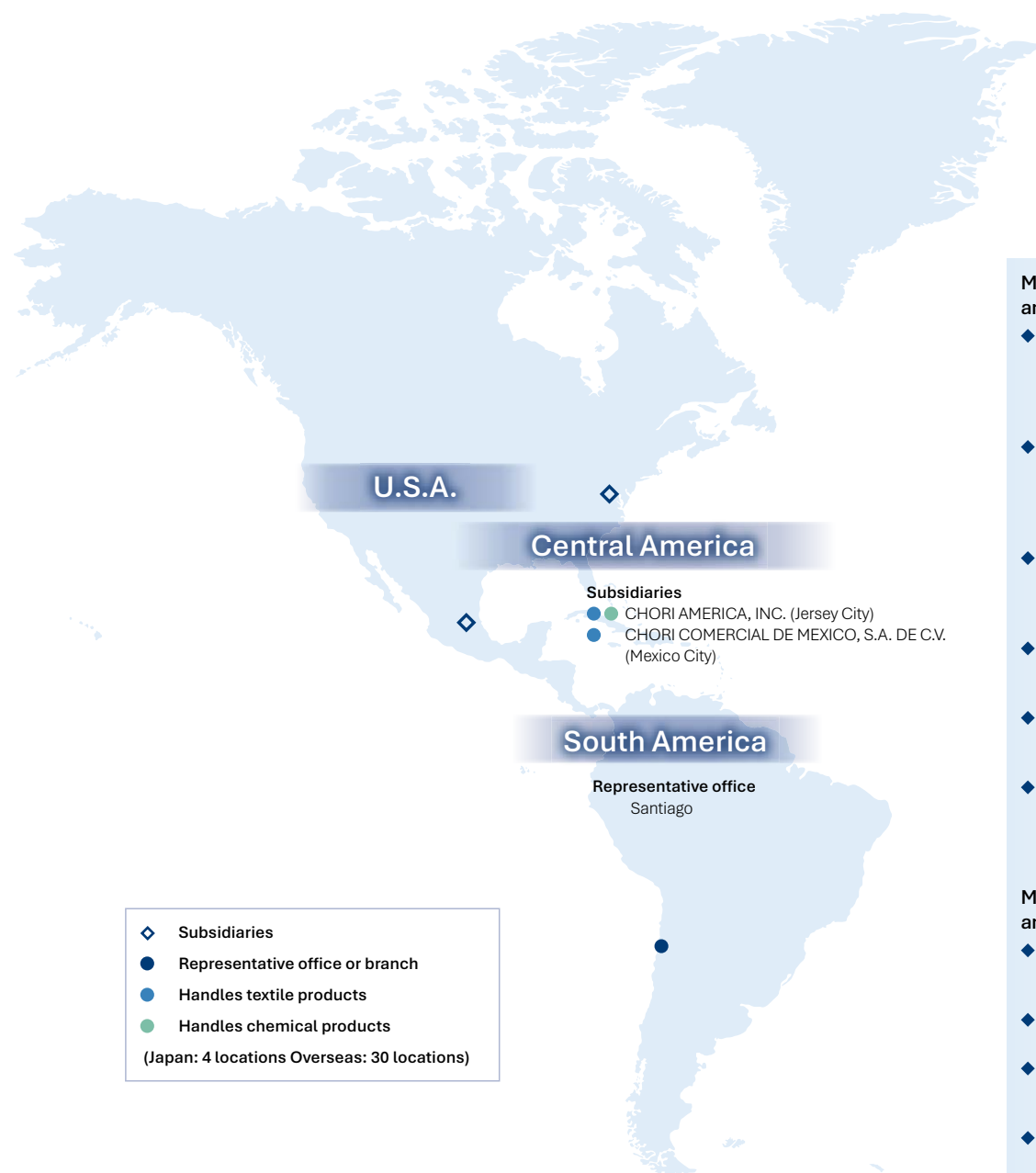
Domestic Offices

Tokyo Head Office

Tower C, Shinagawa Intercity, 2-15-3, Konan, Minato-ku,
Tokyo 108-6216, Japan
Tel: +81-3-5781-6200

Osaka Head Office

Urbannet Midotsuji Bldg., 4-2-13,
Awajimachi, Chuo-ku, Osaka 540-8603, Japan
Tel: +81-6-6228-5000



Major Overseas Subsidiaries and Affiliates

- ◆ QINGDAO RED BUTTERFLY PRECISION MATERIALS CO., LTD. (China)
Production and sale of inorganic chemicals
- ◆ Beijing Chostar Equipment Engineering Technology Co., Ltd. (China)
Import and export of equipment and materials for chemical plants
- ◆ CHORI Analysis & Technology Service (Suzhou) CO., LTD. (China)
Analysis and research and development of chemicals
- ◆ MCC Industry COMPANY LIMITED (Hong Kong)
Sale of textile products
- ◆ MEGACHEM LIMITED (Singapore)
Trading company specializing in chemicals
- ◆ PT. TAKAHA MULTICHEM INDONESIA
Planning and sale of cosmetic ingredients

Major Domestic Subsidiaries and Affiliates

- ◆ ASADA U CO., LTD.
Sale of interior and packaging materials
- ◆ CHORI MODA CO., LTD.
Planning of fashion apparel
- ◆ STX Company Limited
Trading company specializing in textiles
- ◆ Miyako Kagaku Co., Ltd.
Trading company specializing in chemicals
- ◆ KOZAKURA SHOKAI CO., LTD.
Trading company specializing in chemicals
- ◆ CHORI GLEX CO., LTD.
Trading company specializing in chemicals
- ◆ Chori Machinery Co., Ltd.
Trading company specializing in transportation equipment
- ◆ Business Anchor Corporation
Outsourcing of administrative work

Hokuriku Branch

15F Visage Office Zone, 16-1,
Showa-machi, Kanazawa 920-0856, Japan
Tel: +81-76-232-3521

Okayama Liaison Office

10F Okayama Fukokuseimei-ekimae Bldg., 1-6,
Ekimotomachi, Kita-ku, Okayama 700-0024, Japan
Tel: +81-86-224-6188

Corporate Information

Company Overview (As of March 31, 2026)

Company Name	CHORI CO., LTD.
Headquarters	Tokyo Head Office 2-15-3, Konan, Minato-ku, Tokyo 108-6216, Japan Tel: +81-3-5781-6200 Osaka Head Office (Main Headquarters) 4-2-13, Awajimachi, Chuo-ku, Osaka 540-8603, Japan Tel: +81-6-6228-5000
Capital	¥6.8 billion
Date of Incorporation	September 2, 1948 (Founded in 1861)
Closing Date	March 31
Stock Listing	Prime market of the Tokyo Stock Exchange
Major Shareholder	Toray Industries, Inc.
Number of Employees	Consolidated: 1,444 Non-consolidated: 465 (Including 74 employees dispatched to other companies)
Corporate Website	https://www.chori.co.jp/english/

Directors & Executive Officers (As of June 18, 2026)

President, CEO & COO, President and Executive Officer	Tatsuyuki Sakoda
Director, Senior Executive Officer	Yasutaka Kawamura
Director, Executive Officer	Hiroshi Yamada
Director	Kaoru Inoue
Outside Director	Chizu Sekine
Director, Full-Time Audit & Supervisory Committee Member	Seiji Noma
Outside Director, Audit & Supervisory Committee Member	Masaaki Sawano
Outside Director, Audit & Supervisory Committee Member	Hiromasa Suzuki
Outside Director, Audit & Supervisory Committee Member	Hiroko Noda

Managing Executive Officer	Yoshihiro Teratani
Managing Executive Officer	Naohiko Ashida
Senior Executive Officer	Masao Nakamura
Executive Officer	Masahiro Takamaru
Executive Officer	Noriaki Nagashima
Executive Officer	Tatsuya Maekawa
Executive Officer	Naoki Tsuyama

Note: Outside directors Chizu Sekine, Masaaki Sawano, Hiromasa Suzuki, and Hiroko Noda have been registered as independent directors with the Tokyo Stock Exchange.

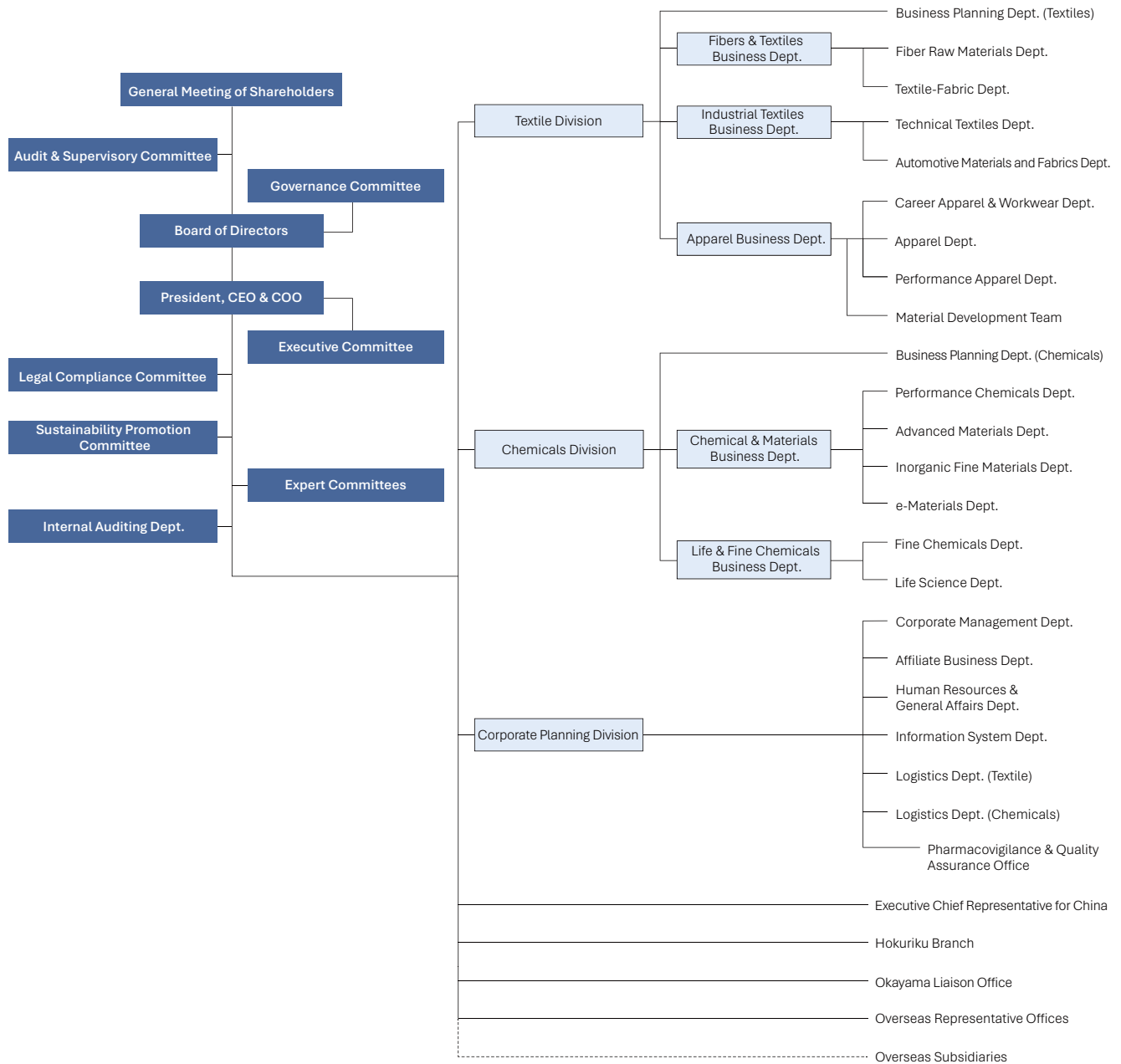


Tsumugu Report

For details on Chori's management vision, philosophy, strengths, and business, please refer to the Tsumugu report.
<https://www.chori.co.jp/english/ir/library/tsumugu/>



Organization (As of April 1, 2026)





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