

Giving Shape to Infinite Possibilities

<https://www.carlithd.co.jp/en>



CORPORATE GUIDE

Since

1918

For
Confidence
and
Infinite
Challenge



Hirofumi Kaneko

Representative Director and President & CEO

In 2018, our centennial year, we established a corporate slogan “Giving Shape to Infinite Possibilities.” This slogan reflects the Carlit Group’s ambition to continue themes of the favorite mottos of our founder, Asano Soichiro: “strenuous effort” and “always rise up after repeated setbacks.” These mottos express our determination to rise up in the face of every adversity and to start essential businesses for society with a determined fighting spirit and to never give up. Although we are facing severe economic conditions surrounding corporate management—getting tougher than ever—now is the time to return to our founding spirit and together harness the strength of all the Group’s employees, our driving force, to actively tackle the difficult issues.

We have determined that, as our outlook for the future, our vision for the Group in 2030 is “To contribute to a sustainable society by combining the power of “chemistry” and “technology” to support people’s happy lives.” To achieve this vision, we have started a new three-year medium-term management plan entitled “Challenge 2024” with fiscal 2022 as the first year. We will promote growth businesses by facing various social issues, such as the realization of a super-smart society and convenient and secure infrastructure and mobility. We will also continue to take on the challenges of R&D, M&A, and the development of new and overseas businesses as we reinforce our business foundation of existing businesses with a proven track record and reliability.

In addition, we will actively work to address climate change, improve the working environment to promote work style reform and enhance employee engagement, further strengthen our governance structure, and promote DX, which has been lagging, in order to respond to the demands of ESG. We thank you for your continued support.

History



1918 >

A pharmaceutical division was established at the Asano Family Company. Manufacturing and sales patents were obtained for "Carlit Explosives," based on technology licensed from Sweden.

1919 >

The Hodogaya Plant was built in the current Hodogaya Ward, Yokohama City, and production of Carlit Explosives commenced.

1934 >

Asano Carlit Ltd. was established. The Carlit business was taken over from Asano Cement Ltd., and the Gunma Plant was established in the current Shibukawa City, Gunma Prefecture.

1946 >

Sales of signal flares commenced.

1949 >

The Company's stock was listed on the Tokyo Stock Exchange. Sales of herbicide Dezorate commenced.

1951 >

The Company name was changed to Japan Carlit Co., Ltd.

1953 >

A production facility for high-grade bleach Silbrite was installed at the Gunma Plant, and sales commenced.

1954 >

A private hydroelectric power plant (called the Koto Power Plant) was constructed in the current Maebashi City, Gunma Prefecture.

1962 >

A facility for ANFO explosives was installed at the Hodogaya Plant, and sales commenced.

1964 >

Sales of ammonium perchlorate as a raw material in solid propellants commenced. Kicked off current space development programs.

1966 >

A production facility for the automotive emergency flare Hiflare was installed at the Hodogaya Plant, and sales commenced.

1969 >

The Toyota Delivery Center was set up in Toyota City, Aichi Prefecture.

1975 >

Sales of the sodium hypochlorite electrolysis generation device Hypocell commenced.

1976 >

Japan Abrasive Grain Co., Ltd. was established.

1983 >

Sales of metal electrode Excerode commenced.

1985 >

Sales of organic conductor "TONQ complex" commenced.

1986 >

A production facility for Hiflare was installed at the Hodogaya Plant. Production of Super Hiflare (a compact version of the conventional product) commenced.

1991 >

JC Beverage Co., Ltd. (the current JC Bottling Co., Ltd.) was established.

1994 >

Silicon Technology Corporation was established.

1995 >

The Akagi Plant was built in the current Shibukawa City, Gunma Prefecture. The production base for explosives was relocated from the Hodogaya Plant.

1997 >

A material hazard assessment testing facility was established at the Akagi Plant.

2006 >

Sales of Hiflare Plus Pick, which added a glass-breaking function for emergency escape, commenced.

2007 >

Experiments began on the Lithium Ejection System (LES).

2008 >

Daiichi Yakuhin Kogyo Co., Ltd. became a subsidiary.

2010 >

JC Bottling Co., Ltd. was established. Japan Carlit (Shanghai) Co., Ltd. was established.

2011 >

Carlit Singapore Pte. Ltd. was established. The material hazard assessment testing facility was expanded.

2012 >

Fuji Shoji Co., Ltd. and Namitakiko Co., Ltd. became subsidiaries.

2013 >

Battery testing facility was established at the Gunma Plant. General Design Co., Ltd. became a subsidiary. **Carlit Holdings Co., Ltd.**, a pure holding company, was established through a stock transfer from Japan Carlit Co., Ltd.

2014 >

Toyo Spring Industrial Co., Ltd. became a subsidiary.

2016 >

Sankyo Jitsugyo Co., Ltd. became a subsidiary. Japan Carlit Co., Ltd., Japan Abrasive Grain Co., Ltd. and Daiichi Yakuhin Kogyo Co., Ltd. merged.

2018 >

Celebrated the 100th anniversary of the founding.

2022 >

Moved to the Prime Market in accordance with the Tokyo Stock Exchange's market restructuring. Started the three-year medium-term management plan "Challenge 2024"

challenge

Helping Society and Industry Flourish through Four Core Business Domains

Since the introduction of manufacturing technology for Carlit explosives in 1918, the Carlit Group has contributed to people's lives by producing a range of products based on electrolysis technology. We will continue to provide essential products and services for society through our four business domains: Chemicals, Bottling, Metal Working and Engineering Services.

Carlit Holdings Co., Ltd.
(Holding company: corporate strategy planning / public relations & sustainability promotion / internal audits / personnel / finance / consolidated reporting of financial results, etc.)

Chemical Products Business

- **Japan Carlit Co., Ltd.**
(Manufacture and sales of explosives/chemicals/electronic materials/abrasive materials as well as contracting of material hazard assessment testing and battery testing)
- **Japan Carlit (Shanghai) Co., Ltd.**
(Sourcing and sales of chemicals and electronic materials)
- **Silicon Technology Corporation**
(Manufacture and sales of monocrystalline silicon and silicon wafers for semiconductors)

Bottling Business

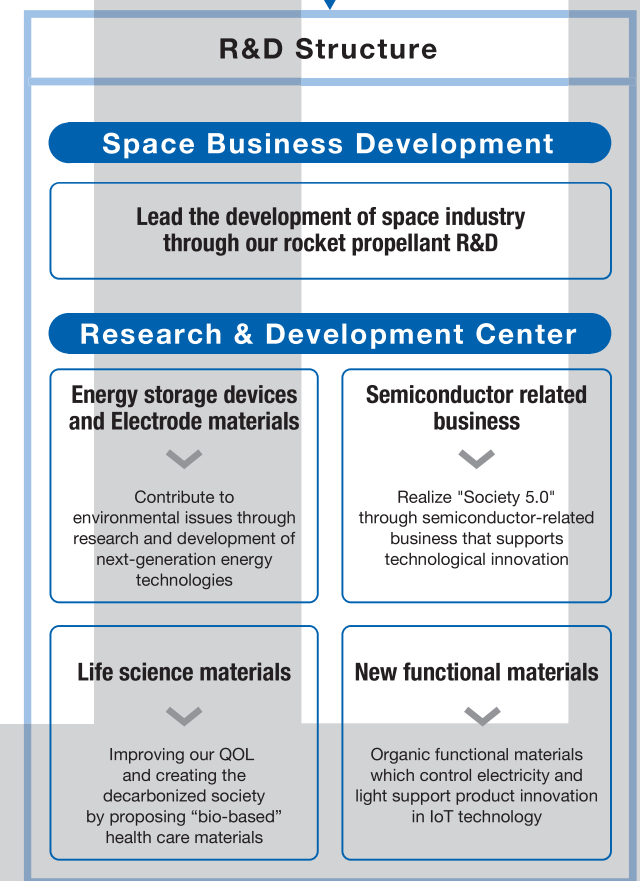
- **JC Bottling Co., Ltd.**
(Beverage bottling/sales)

Metal Working Business

- **Namitakiko Co., Ltd.**
(Manufacture and sales of various fire-resistant and heat-resistant metals)
- **Asia Giken Co., Ltd.**
(Manufacture and sales of studs and welding machines)
- **Toyo Spring Industrial Co., Ltd.**
(Manufacture and sales of metal parts for automobiles and construction machinery)

Engineering Service Business

- **Carlit Sangyo Co., Ltd.**
(Engineering and construction work as well as termite extermination services and outsourcing)
- **Minamisawa Construction Co., Ltd.**
(Design and construction of construction work and civil engineering work)
- **Fuji Shoji Co., Ltd.**
(Sales of industrial paints and painting work)
- **General Design Co., Ltd.**
(Design and administration of buildings and works as well as sewer, water supply, and effluent treatment facilities)
- **SD Network Co., Ltd.**
(Design and supervision of construction)



Corporate Principles

For Confidence and Infinite Challenge

Ahead of our 100th anniversary in 2018, we established our Group corporate principles during the time of our transition to a holding company in 2013. In this way, we have pursued the meaning of our existence in the present, while setting a vision for the future, in light of the philosophy of our founder, Soichiro Asano. We believe that the Carlit Group's mission is to contribute to society and to people. For that reason, it is absolutely necessary to establish a business foundation with continuity and to develop our enduring technologies even further. We aim to win even greater confidence from our stakeholders based on our customer-first philosophy. As well, we will continually develop new products and business ventures, while further improving our R&D framework and actively expanding into new fields, including through M&As and overseas expansion. Our entire staff will tirelessly tackle new challenges day in and day out so that the Carlit Group always has the trust of the world.

Materiality

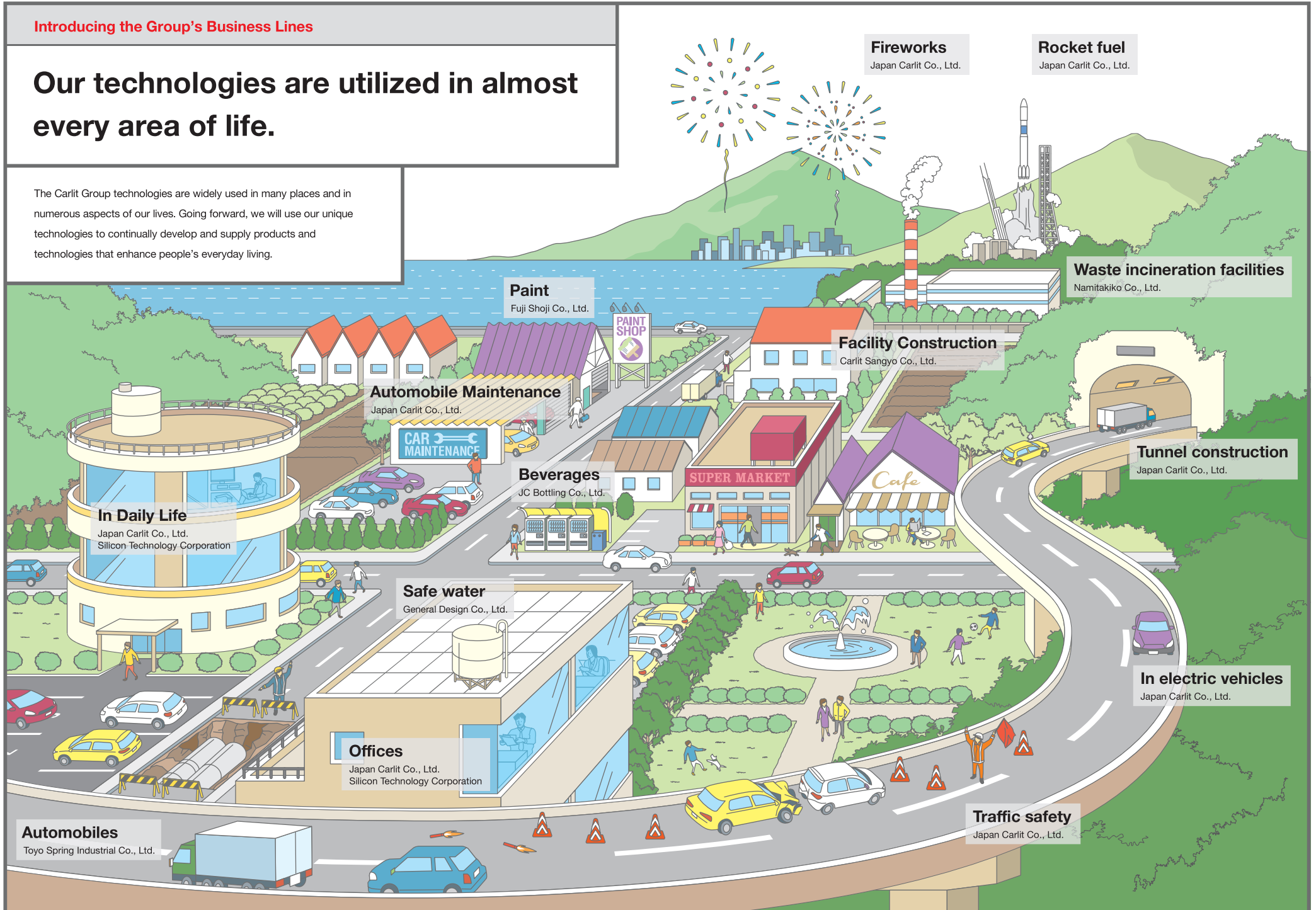
- Contributing to the creation of an affluent society
- Creating a safe, secure, and vibrant work environment
- Coexistence with society
- Strengthen management foundation for reliability, transparency, and profitability

We revised our materiality in conjunction with the formulation of our medium-term management plan "Challenge 2024" that kicked off in fiscal 2022. This revision takes into consideration ever-changing social issues, such as the need to respond to climate change, in order to realize a sustainable society. We have set KPIs for the materialities that were identified and will work to realize our vision for 2030 through the two strategies of "Advancement of ESG management" and "Rebuilding business infrastructure."

Introducing the Group's Business Lines

Our technologies are utilized in almost every area of life.

The Carlit Group technologies are widely used in many places and in numerous aspects of our lives. Going forward, we will use our unique technologies to continually develop and supply products and technologies that enhance people's everyday living.

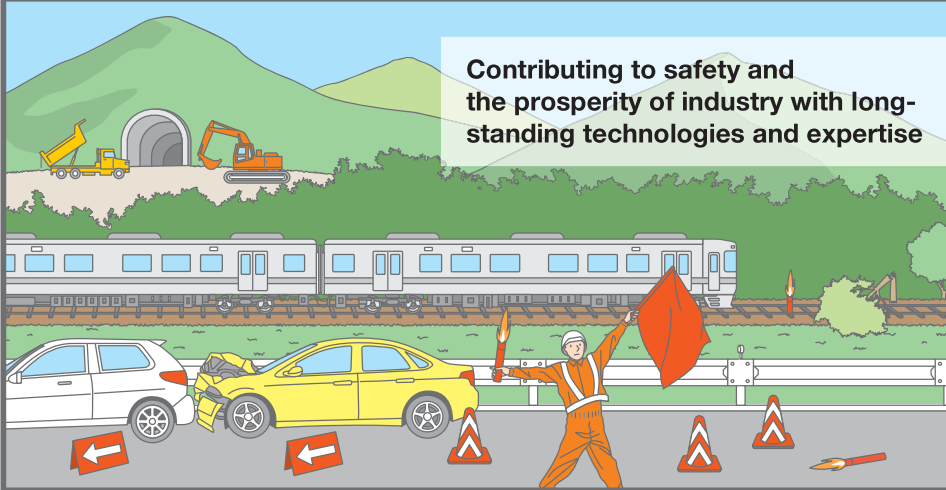


CHEMICAL PRODUCTS BUSINESS: EXPLOSIVES

Industrial Explosives / Signal Flares / Fireworks

Japan Carlit Co., Ltd.

Tel: +81-3-6685-2020
 Fax: +81-3-6685-2080
 URL: www.carlit.co.jp (Japanese only)



Contributing to safety and the prosperity of industry with long-standing technologies and expertise

Japan Carlit has engaged in the development, manufacturing, and sales of industrial explosives essential to crushed stone and limestone quarrying and civil engineering projects for nearly a century.

We have earned a strong reputation in a range of fields in this segment for our emulsion explosives and ammonium nitrate fuel oil explosives, which are both safe and greatly boost work efficiency. Utilizing our technologies and

knowledge in the field, we have developed automotive emergency flares and signal flares for road and railway work, greatly supporting automotive and railway safety.

In addition, we sell explosive raw materials and industrial chemicals to fireworks manufacturers. We also provide advice to make fireworks manufacturing safer and will keep supporting Japan's traditional pyrotechnics culture with safe, high-quality products.



Ammonium Nitrate Fuel Oil Explosive ANFO Explosive Emulsion Explosive Highjex

Industrial explosives are essential to quarrying limestone needed for civil engineering projects and concrete production. Our emulsion explosives and ammonium nitrate fuel oil explosives have earned a strong reputation in a range of fields for safety and greatly improved work efficiency.



Signal Flares

Our extensive lineup of automotive emergency flares and signal flares for expressway and railway applications are widely used in a number of locations.

These flares and signals have earned a strong reputation for their weather resistance and are easily visible even in the daytime.



Raw Materials for Fireworks

We have been handling raw materials for fireworks since 1950 and currently market them to fireworks manufacturers across Japan. We have established a structure that can respond quickly even to fireworks manufacturers' needs for high-mix, low-volume supply.

CHEMICAL PRODUCTS BUSINESS: MATERIAL ASSESSMENT SERVICE

Material Hazard Assessment Testing / Safety Evaluation Testing / Charging, Discharging and Cycling Testing of Secondary Batteries / Storage Testing of Secondary Batteries

Japan Carlit Co., Ltd.

Tel: +81-3-6685-2020
 Fax: +81-3-6685-2080
 URL: www.carlit.co.jp (Japanese only)



Conducting various safety tests upon request by customers

We have built up a range of advanced explosives technologies over the years. This led to our participation in the drafting of the Guidelines on Preventing Accidents Involving Unstable Materials by the Japan Chemical Industry Association. As Japan's first contractor of material hazard assessment testing for chemical substances, we also helped to establish hazard verification testing compliant with changes made to the Fire Service Act.

To verify product safety, products must be investigated when various types of loads are added during the development process. Our testing laboratory within the Akagi Plant performs a range of testing based on customer needs. We also opened a laboratory within the Gunma Plant that can test the charging, discharging and cycling of secondary lithium-ion batteries, which enables us to perform large-scale safety testing in tune with customer requirements.



Material Hazard Assessment Testing

Previously the laboratory focused on testing compliance with explosives performance testing, but it has expanded its scope to include safety testing in response to rising demand from society. Chemical substance safety tests include hazardous goods confirmation testing under the Fire Service Act, testing for classification of dangerous goods based on the U.N. recommendation on the transport of dangerous goods, and general testing and safety performance testing for secondary lithium-ion batteries.



Oxidizing Solids Testing

This is a confirmation test for classification of hazardous goods based on the U.N. recommendation, evaluating whether or not a material is an oxidizing substance. Our testing laboratory performs contract testing that fully complies with domestic and international laws and recommendations as well as quality evaluations of chemicals.



No. 3 Outdoor Testing Range

We developed the No. 3 Outdoor Testing Range to expand our testing capabilities from conventional closed pits and indoor laboratories to an expansive outdoor area. This facility can perform a broad range of testing, from pilot-scale testing for chemical plants to load bearing tests for large equipment or machinery.



Charge-Discharge Cycling Testing

We handle contract work for secondary lithium-ion battery charge-discharge cycle and storage testing. Our facility features a full complement of testing equipment for large cells and modules geared particularly to automobiles and stationary equipment. We can satisfy just about any need when it comes to the charge-discharge testing or safety performance testing of storage batteries.

CHEMICAL PRODUCTS BUSINESS: CHEMICALS

Industrial Chemicals / Agricultural Chemicals / Electrodes and Plants / Fine Chemicals

Japan Carlit Co., Ltd.

Tel: +81-3-6685-2020
 Fax: +81-3-6685-2080
 URL: www.carlit.co.jp (Japanese only)



Social contribution through sophisticated electrolysis technologies

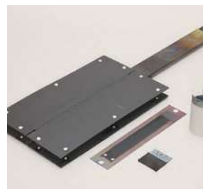
We have an established history and track record in manufacturing chemical products using electrolysis. We manufacture oxychloride compounds used in a wide range of sectors; these include sodium chlorate ($\text{NaClO}_3/\text{NaClO}_2$) used as bleach by the paper manufacturing and textile industries and ammonium perchlorate used as a raw material in solid propellants for rockets, which we are the only

company in Japan to manufacture. We can accommodate a variety of needs, from daily-life essentials to cutting-edge sectors, including metal electrolysis used for plating, metal recovery, seawater electrolysis, saltwater electrolysis and wastewater treatment, agricultural chemicals used in farms and landscaping, and fine chemicals used in pharmaceutical intermediates, electronic materials and functional materials.



Ammonium Perchlorate

We are the only company in Japan to manufacture ammonium perchlorate, which is used as a raw material in solid propellants for rockets used in the space business and defense missiles.



Metal Electrolysis Excerode

Our long-standing electrode and electrolysis technologies, including the metal electrolysis process Excerode, used in electrolysis and plating surface treatment applications, have established a strong reputation for safety and reliability.



Agricultural Chemicals

We are committed to manufacturing agricultural chemicals that are friendly to both people and the environment. These include Dezorate, which is a powerful herbicide safely used only where needed, as well as treatments and prevention for powdery mildew and fertilizers that contain a large amount of all-natural ingredients.



Perchloric Acid

Our perchloric acid is used in a wide range of sectors, from test reagents for metal analysis to plastic resin stabilizers, electronic materials and organic synthetic catalysts.

CHEMICAL PRODUCTS BUSINESS: ELECTRONIC MATERIALS

Electronic Materials / Functional Materials

Japan Carlit Co., Ltd.

Tel: +81-3-6685-2020
 Fax: +81-3-6685-2080
 URL: www.carlit.co.jp (Japanese only)



Developing proprietary functional materials for advancements in electronic devices

Electronic devices, for which demand has grown sharply with advancements in today's IT society, require unique functional materials. These include electrolytes used in electrolytic capacitors that determine device performance, electrolysis solution for electric double-layer capacitors, electrolytes used in coin-shaped batteries, near-infrared-ray (NIR) absorbing dyes needed for Thermal Barrier Film and Optical Applications,

anti-static agents for protective films needed during the LCD production process, charge conditioning agents needed for color toner used in laser printers, and conductive imparting agent used in various printer rolls. We manufacture each of these functional materials on a proprietary basis, for use behind the scenes in electronic devices. Moving forward, we will continue to develop products that support the evolution of electronics.



Specialty Polymer Cathode Materials for Capacitors Pyrrole EDOT

Specialty polymer cathode materials for capacitors are used in a multitude of electronic devices to eliminate noise within circuits and as a smoother when switching power sources.



Electrolyte for electric double layer capacitor KKE

Electric double layer capacitor is used in power regeneration applications such as port cranes and forklifts. KKE is contributing as a dedicated electrolyte.



Charge-control agent LR-147

LR-147, which is used in copiers and printers, is a metal-free negative charge regulator that emphasizes environmental safety.



CIL

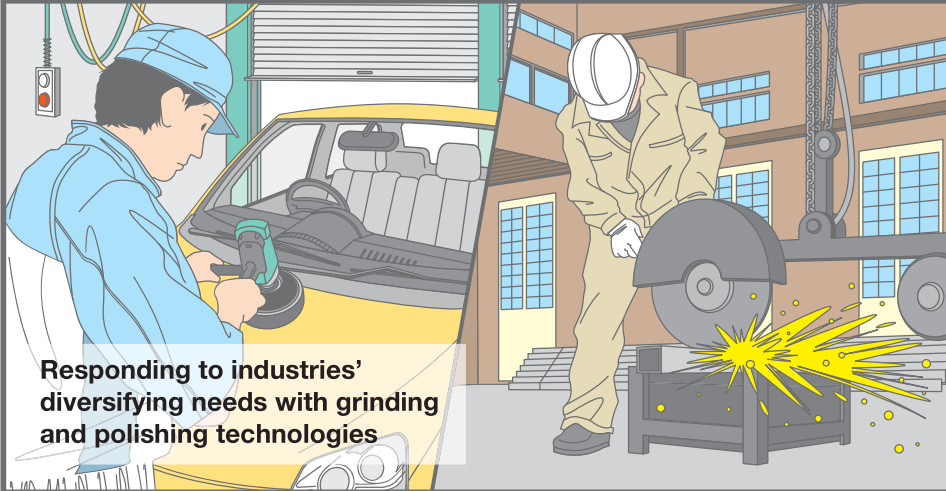
Ion-conductive imparting agents, used in protective films attached to mobile phone and other displays, eliminate static electricity caused from friction that occurs when removing the protective film. They also prevent dust from adhering to the display.

CHEMICAL PRODUCTS BUSINESS: CERAMIC MATERIALS

Abrasive Materials / Polishing Materials

Japan Carlit Co., Ltd.

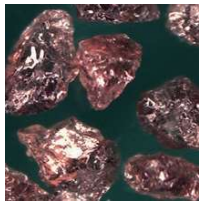
Tel: +81-3-6685-2020
 Fax: +81-3-6685-2080
 URL: www.carlit.co.jp (Japanese only)



Responding to industries' diversifying needs with grinding and polishing technologies

We manufacture, process and sell abrasive materials used as a raw material for abrasive wheels, coated abrasives and refractory materials essential to the industries that play an integral part in our lives, including steelmaking, automobiles and machinery. We have earned a strong reputation from a number of industries for supplying stable, high-quality products that meet a range of needs through our Sakurundum series and Cutrundum series as well as Sakurux. Abrasive/polishing materials require a superior degree of

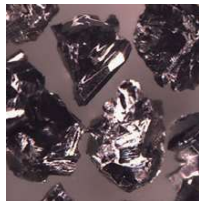
accuracy and quality, since they are required by industries that are continuously evolving. We will continue to pursue the possibilities of abrasive/polishing materials using our trusted technologies and tackle new challenges in the field.



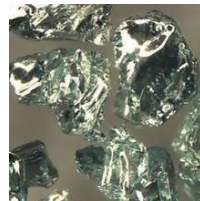
Sakurundum A



Sakurundum WA



Cutrundum C



Cutrundum GC

Abrasive Materials / Polishing Materials

Sakurundum A is used for vitrified abrasive wheels. Sakurundum R is employed for resinoid abrasive wheels and blasts. Sakurundum 40SH is utilized for sharpening in specialized grinding applications. Sakurundum CA is ideal for coated abrasives. Sakurundum WA provides sharper

grinding. Cutrundum C and Cutrundum GC are used for glass ceramics. We are committed to providing high-quality abrasive products essential to the growth and prosperity of industry.

CHEMICAL PRODUCTS BUSINESS

Silicon Wafers

Silicon Technology Corporation

Tel: +81-3-5159-3301
 Fax: +81-3-5159-3302
 URL: www.s-tc.co.jp/en/



Satisfying the heightened expectations of high-technology industries with advanced technologies and rigorous quality control

Silicon wafers are used as a base material for diodes, transistors and integrated circuits that are essential to computers, mobile phones, audiovisual devices, LED lighting and automotive electronics.

Silicon Technology wins high marks for its advanced technological capabilities and production equipment that offer an integrated production line ranging from silicon monocrystalline growing to mirror wafers and individual processing.

We have won a strong reputation among customers in

Japan and overseas as a dedicated small-diameter silicon wafer manufacturer.

As the semiconductor market continues to grow, there will be a need for special-quality, high-performance wafers made through special manufacturing processes.

Going forward, we will develop products that meet the needs of next-generation, high-technology industries and contribute to the development of a more prosperous lifestyle and society.



Silicon ingots



Visual surface inspection

High-value-added Silicon Substrates

We will change our perspective from providing silicon wafers for semiconductor applications and instead actively develop and provide "special-quality, high-value-added silicon substrates made through special manufacturing processes designed exclusively for bonded wafers and film

deposited wafers" for applications such as microelectromechanical systems (MEMS), RF and Opto, which have not been addressed so far. We have already reached the world's highest accuracy in high flatness wafers for bonding and expect significant growth as the market expands.

CHEMICAL PRODUCTS BUSINESS: OTHERS

Delivering high-quality Carlit Group products to customers around the world



Japan Carlit (Shanghai) Co., Ltd.

Tel: +21-6235-0896
Fax: +21-6235-0670



Japan Carlit (Shanghai) and import/ export and provide follow up on Carlit Group products as important hubs serving Carlit Holdings' key markets in Asia and around the world.

These companies will continue to deliver innovative technologies and products to customers worldwide to ensure the sustainable growth of the Carlit Group and open up new markets and business segments.

Sustainability Initiatives

The Carlit Group has formulated a basic policy for sustainability and promotes activities in order to realize a sustainable society.

Basic Policy for Sustainability

Through manufacturing and providing services under the management philosophy of "For Confidence and Infinite Challenge," the Carlit Group intends to contribute to the resolution of social issues with the aim of realizing a sustainable society.

Results of Initiatives in Fiscal 2022

- Participated in Gunma Prefecture's Prefectural Forest Maintenance Partner Project "Japan Carlit Forest"
- Implemented benefit-type scholarship program
- Operated power plant "Koto Hydroelectric Power Plant"
- Calculated emissions in the supply chain
- Formulated basic policies and guidelines for procurement and conducted surveys
- Promoted health management
- Upgraded cybersecurity and implemented DX, etc.



Koto Hydroelectric Power Plant

More information about our initiatives can be found here:

Integrated Report Carlit Report 2022

(Japanese only)



BOTTLING BUSINESS

PET Bottled / Canned Beverages

JC Bottling Co., Ltd.

Tel: +81-3-6228-7735
Fax: +81-3-6228-7736
URL: www.jcbottling.co.jp (Japanese only)



Processing PET bottled and canned beverages safely and reliably

PET bottled and canned beverages have become an essential part of our daily lives, since they can be purchased just about anywhere. JC Bottling efficiently and stably produces and supplies a multitude of beverage products using its production equipment featuring hot-water aseptic filling system, offering integrated services that range from preparation to filling, packaging and inspections.

We perform rigorous quality management using the Hazard Analysis and Critical Control Points (HACCP) system.

This facilitates product manufacturing that is friendly to both people and the environment, and ensures that only the safest and most delicious refreshing beverages are delivered to customers.

We acquired FSC 22000 certification, an international standard, in 2020. We will continue to utilize this certification to ensure internationally accepted food safety, to certify the safety of our products, and as a strength of the company externally.



Filler



Conveyor line



Labeler



Warehouse

PET Line (Hot Pack)

This line heats and sterilizes beverages such as green tea, oolong tea, brown rice tea, roasted green tea, and jasmine tea, and fills 275 ml to 600 ml PET bottles at high temperature. The products are then passed through equipment such as extractors, blending tanks, sterilization equipment, filling machines, pasteurizers, and labelers to complete the process.

It has a production capacity of 600 bottles per minute and can produce 6 million cases per year.

NS Line (Aseptic Filling)

This line sterilizes green tea beverages using heat and aseptically fills 345 ml to 600 ml PET bottles that are blow-molded on site at room temperature. The products are then passed through equipment such as extractors, blending tanks, sterilization equipment, filling machines, and labelers to complete the process.

It has a production capacity of 600 bottles per minute and can produce 9 million cases per year.

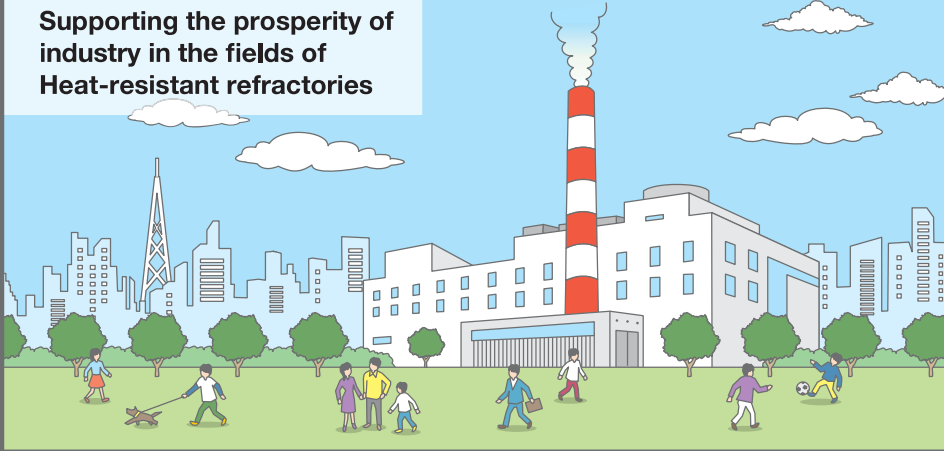
METAL WORKING BUSINESS

Heat-resistant refractories / Pollution Prevention Equipment Components

Namitakiko Co., Ltd.

Tel: +81-6-6553-0155
 Fax: +81-6-6553-0150
 URL: www.namitakiko.co.jp/en/

Supporting the prosperity of industry in the fields of Heat-resistant refractories



Namitakiko manufactures and sell various types of heat-resistant refractories and components for pollution control equipment.

Anchor metals; our main product, are used to hold and secure refractories in a wide range of fields. For example, cement, petrochemical and various incinerators. Various shapes are available depending on the application.

In addition, retainers are used to maintain the dust

collection effect of substances such as soot and dioxin in the exhaust gas generated during incineration. We will continue to manufacture high quality products that support the development of diversified industries.

Moving forward, we are eyeing an overseas expansion and are committed to continually maintaining our production of high-quality products that support industries' diversifying needs.



Anchors (heat-resistant metal hardware for use inside furnaces)

Anchors are heat-resistant metal hardware for use inside furnaces to hold or fix refractories in place in a wide range of fields, including petrochemical-related facilities, cement manufacturing facilities, and incinerators employed by urban waste incineration facilities.



Retainers (a component of dust collector of factories and waste incineration facilities)

Retainers are used to maintain collection efficiency and support filter cloth for the filtering of hazardous substances generated by incineration processes or the general dust that occurs during crushing or pulverizing activities in the course of manufacturing and treatment.



Studs

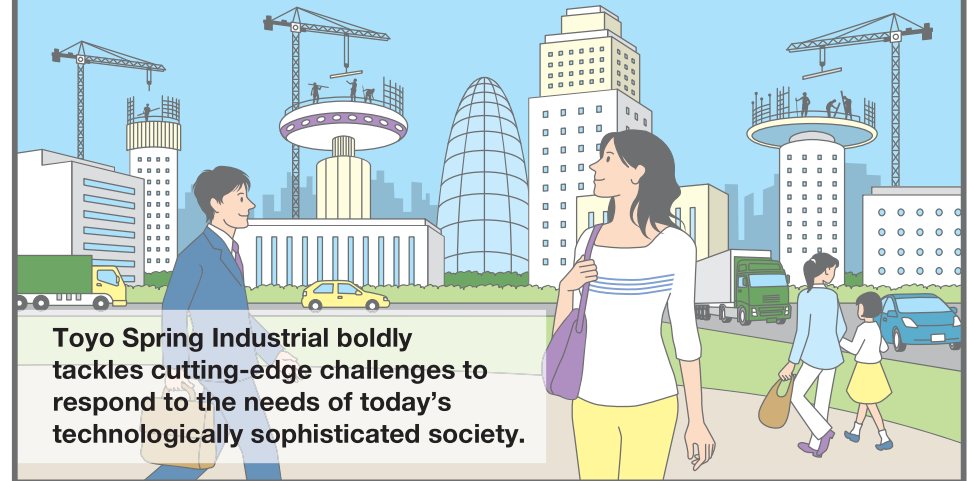
By using our stud welding machines, sparks are generated against the protrusions on the bonding surface of the stud bolt, dissolves the protrusions and bonds them to the base materials. Since the welding is completed in a short time and has little effect on them. Therefore, the stud bolt is used for welding delicate products such as electronic material parts.

METAL WORKING BUSINESS

Various metal spring / Pressed products

Toyo Spring Industrial Co., Ltd.

Tel: +81-4-7313-9030
 Fax: +81-4-7313-9031
 URL: www.tohatsu-i.co.jp (Japanese only)



Toyo Spring Industrial boldly tackles cutting-edge challenges to respond to the needs of today's technologically sophisticated society.

As a spring manufacturer, Toyo Spring Industrial started off with spring washer production and has since expanded to flat springs, leaf springs, and precision press products and items, given changes in demand.

We have established a strong business foundation, as we supply products to a broad range of sectors, including automotive, construction machinery, engineering, home

electronics and semiconductors.

We will further accelerate our efforts to respond to the electrification of automobiles and advancement of other information and communication systems driven by the global trend towards carbon-free. We strive to further improve our services to our customers and develop a sustainable society.

Washers

We produce a wide range of washers, including JIS-compliant spring washers, wave spring washers, flat washers, and other special shaped washers.



Spring washers



Flat washers

Flat Springs

We produce spring products that use sheet materials, such as JIS-compliant retaining rings and leaf springs.



C-type retaining rings



Other flat springs

Precision Press Products

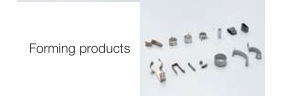
We produce parts used in precision instruments. We provide products ranging from simple to complex and highly precise shapes through our in-house integrated system from die design to production based on individual customer specifications to meet customer satisfaction.



Precision press products



Valves and seal fittings



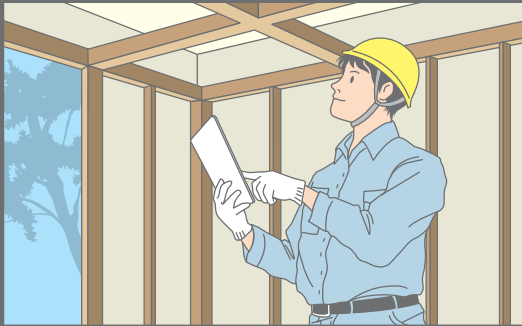
Forming products

ENGINEERING SERVICE BUSINESS

Engaging in a wide range of businesses, from general construction and equipment maintenance / management to termite extermination services

Carlit Sangyo Co., Ltd.

Tel: +81-279-23-8818
 Fax: +81-279-23-8863
 URL: www.carlitsangyou.co.jp (Japanese only)



Besides performing maintenance management services for production, manufacturing and power generation equipment, Carlit Sangyo offers general contract services for plants including new construction, remodeling, capacity increasing, and outside facility construction.

We also engage in termite extermination services using JC Hachikusan SL, a termite pesticide, a product of the Carlit Group, housing-related services such as installation of under-floor insulation, and landscaping management services such as removal of weeds that are a breeding ground of harmful pests.

Contributing to society through paints and painting services

Fuji Shoji Co., Ltd.

Tel: +81-6-6458-2521
 Fax: +81-6-6458-3930
 URL: www.fuji-syoji.jp (Japanese only)



Fuji Shoji sells a range of coating materials mainly for industrial use and heavy-duty coating, and offers painting services for manufactured products onsite at factories as well as at its own paint factory. In this way, it responds to a variety of painting needs, including surface treatment for various manufacturing industries.

Going forward, we will continue to boost expertise in the field of coating materials and paints as an integrated coating company.

Supporting the infrastructure essential to society's future

General Design Co., Ltd.

Tel: +81-3-6206-1061
 Fax: +81-3-6206-1062
 URL: www.sougou-sekkei.co.jp (Japanese only)



General Design is a leading structural design company that plans large-scale, complex facilities, such as drinking water treatment and wastewater treatment plants which require rigorous design to avoid stoppages during an earthquake or other disaster. A number of water treatment plants created by us are in operation all over Japan, supporting daily life of communities.

Group Companies in Japan

(○Head office □Sales office ◇Plant)

