

May 12, 2025



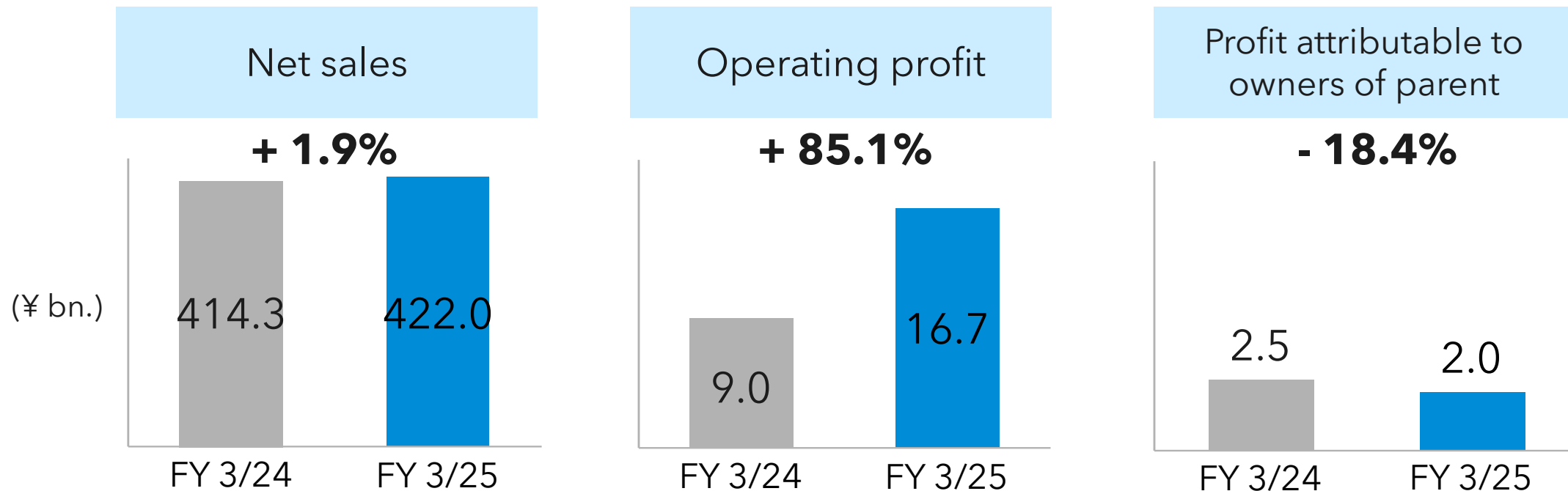
Presentation to Investors

for Year Ended March 31, 2025

TOYOBO CO., LTD.

FY 3/25 Results

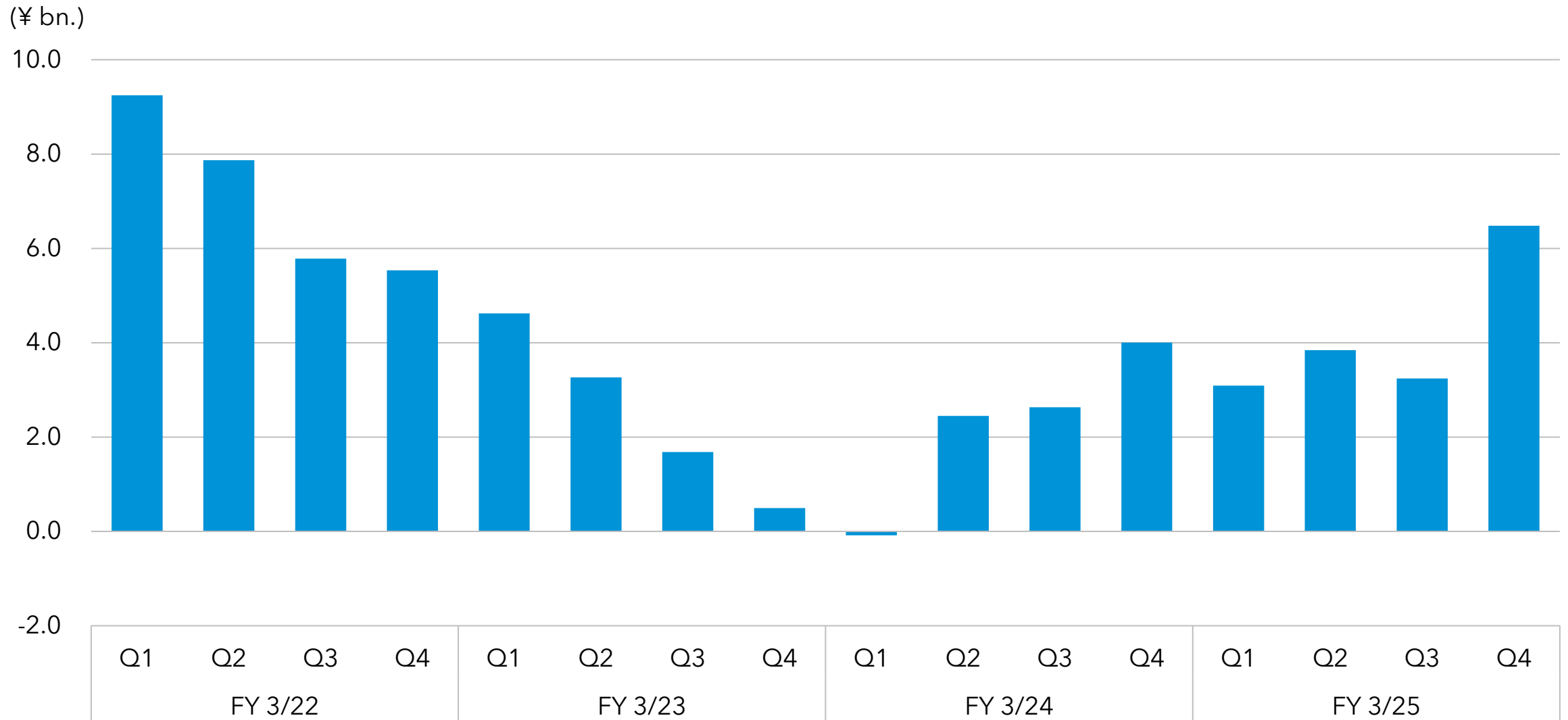
Operating profit increased because Industrial film and Environmental and Functional Materials performed strong, in addition to improvement in profitability of businesses requiring improvement. Net profit was ¥2.0 billion due to the effect of exchange fluctuations, loss on disposal of fixed assets, profit attributable to non-controlling interests and others.



FY 3/26 Forecasts

Because of the profit improvements of the businesses requiring improvement like Packaging film and growth investment effects in Life Science and other areas, we forecast operating profit of ¥21.0 billion and net profit of ¥4.5 billion.

(Reference) Operating Profit by Quarter



Business Environment in the FY 3/25 (Difference from Initial Forecasts) **TOYOB**

Segment	Business	Initial Forecasts	FY 3/25 Results	
			Situation*	
Films	Packaging film	Inventory adjustment finishes and the market moves toward a gradual recovery.	→	Inventory adjustment finished and the market moved toward a gradual recovery.
	Industrial film	Demand for polarizer protective films for LCDs is approximately the same level year on year.	→	Demand was strong.
		Recovery in demand for MLCC from the second half.	↘	Gradual expansion throughout the fiscal year but lower than forecast.
Life Science	Biotechnology	Strong demand for enzymes for biochemical diagnostic reagents.	→	Demand was strong.
	Medical materials	Strong demand for artificial kidney hollow fiber.	→	Demand was strong.
Environmental and Functional Materials	Resin and chemical	Automobile production perform strongly.	↘	The North and Central American shipments were strong. But Asia shipments were slowing.
		Recovery in demand for electronics materials applications.	→	Demand recovered.
	Environment and fiber	Strong demand for VOC recovery equipment.	↘	The slowdown in adoption of EVs had an impact.
		The business environment for nonwoven materials continue to be intensely competitive.	→	The business environment continued to be intensely competitive.
Functional Textiles and Trading	Airbag fabrics	Automobile production perform strongly.	↘	The North and Central American shipments were strong. But Asia shipments were slowing.
Others		Naphtha price in Japan remains high, while coal prices settles.	↘	Naphtha price in Japan remained high (Responded by product price revisions).

*To initial forecast, ↗ : improve, expand → : as expected ↘ : worsening, decrease

Summary of Results: P&L



(¥ bn.)

	FY 3/23	FY 3/24	FY 3/25	YOY		Previous forecasts (Feb. 2025)
				Amount	%	
Net sales	399.9	414.3	422.0	+7.8	+1.9%	435.0
Gross profit	85.0	88.0	97.1	+9.1	+10.3%	-
Operating profit	10.1	9.0	16.7	+7.7	+85.1%	17.0
(Ratio to sales)	2.5%	2.2%	3.9%	-	-	3.9%
Non-operating income and expenses	- 3.5	- 2.0	- 6.1	- 4.0	-	-
Ordinary profit	6.6	7.0	10.6	+3.6	+52.1%	11.5
Extraordinary income and losses	- 6.0	- 1.4	- 3.4	- 2.0	-	- 4.0
Profit attributable to non-controlling interests (deducted)	- 0.2	1.1	3.2	+2.1	-	-
Profit attributable to owners of parent	- 0.7	2.5	2.0	- 0.5	- 18.4%	2.6
EBITDA* <small>*Operating profit + Depreciation (includes goodwill)</small>	29.1	28.8	39.4	+10.5	+36.6%	40.0
EPS (¥)	- 7.4	27.9	22.7	-	-	29.5
ROE* <small>*Profit / Beginning and ending balance average shareholder's equity</small>	-	1.3%	1.0%	-	-	-
ROIC* <small>*NOPAT / (Interest-bearing debt + Net assets)</small>	1.7%	1.3%	2.3%	-	-	-

- Dividends will be ¥40 per share (scheduled)

Non-operating Income and Expenses, Extraordinary Income and Losses

Non-operating income and expenses: breakdown

(¥ bn.)

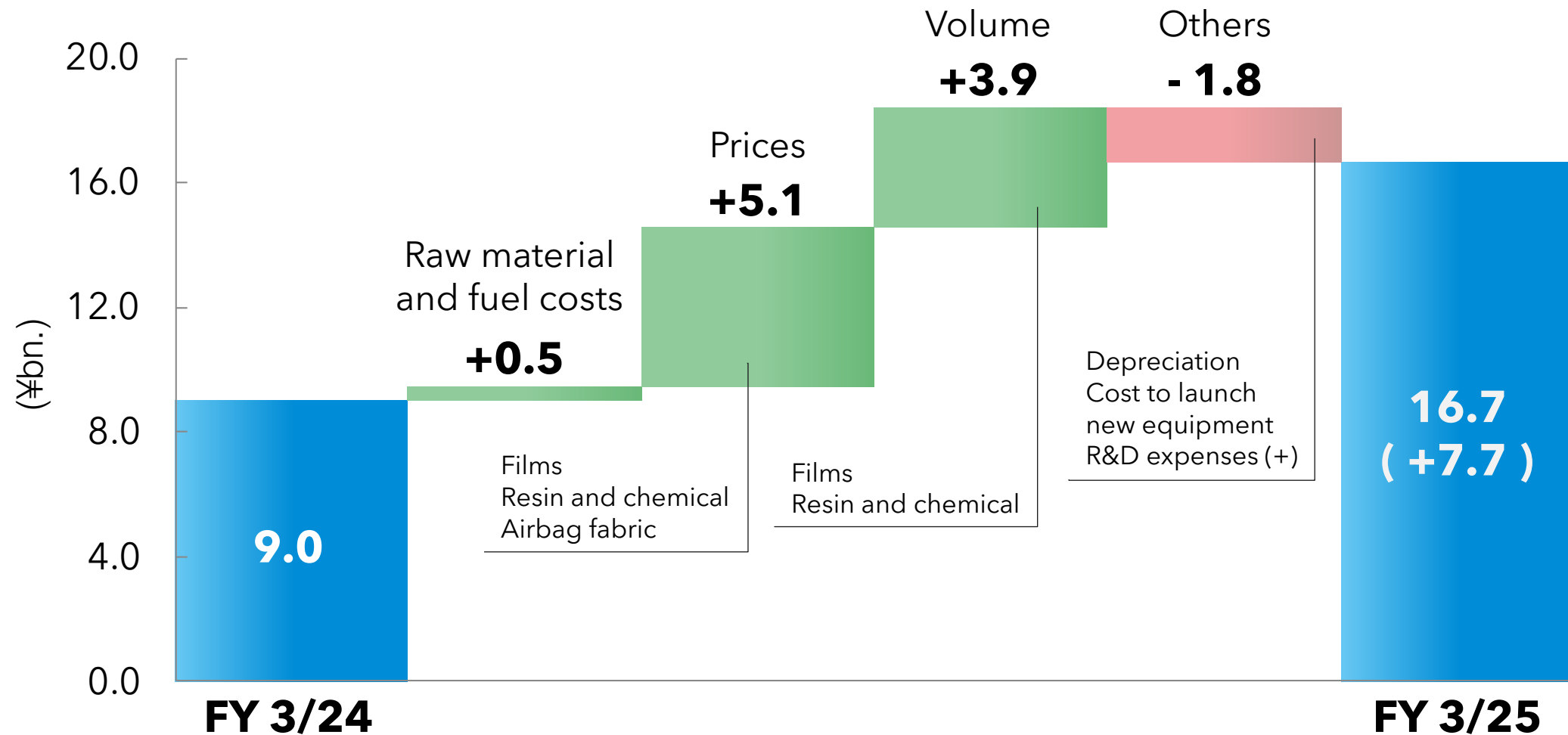
	FY 3/24	FY 3/25	YOY
Foreign exchange gains	1.3	-	- 1.3
Compensation income	0.0	0.6	+0.6
Other	2.4	2.6	+0.2
Total non-operating income	3.7	3.2	- 0.5
Interest expenses	1.4	2.2	+0.8
Foreign exchange losses	-	0.7	+0.7
Other	4.4	6.4	+2.0
Total non-operating expenses	5.7	9.2	+3.5
Total non-operating income and expenses	- 2.0	- 6.1	- 4.0

Extraordinary income and losses: breakdown

(¥ bn.)

	FY 3/24	FY 3/25	YOY
Gain on sale of non-current assets	-	0.7	+0.7
Gain on sale of shares of subsidiaries and associates	-	1.5	+1.5
Gain on sale of investment securities	3.3	0.1	- 3.2
Total extraordinary income	3.3	2.3	- 1.0
Impairment losses	0.8	1.9	+1.1
Loss on disposal of non-current assets	3.5	3.7	+0.2
Other	0.4	0.1	- 0.3
Total extraordinary losses	4.7	5.8	+1.1
Total extraordinary income and losses	- 1.4	- 3.4	- 2.0

Analysis in Changes in Operating Profit



	FY 3/23	FY 3/24			FY 3/25		
		H1	H2		H1	H2	
Exchange rate (¥/US\$)	135	141	148	145	152	152	152
Naphtha price in Japan (thousand¥/kl)	77	65	73	69	78	74	76

Summary of Results: BS

		(B)	(A)	(¥ bn.)
	Mar. 31, 2023	Mar. 31, 2024	Mar. 31, 2025	(A)-(B)
Total assets	588.9	607.0	617.8	+10.8
Cash and deposits	60.7	33.8	28.6	- 5.2
Inventories	121.9	122.0	119.0	- 3.0
Property, plant and equipment	240.2	281.5	296.5	+15.0
Net assets	221.4	230.1	232.0	+2.0
Shareholder's equity	189.6	197.0	195.3	- 1.7
(Retained earnings)	70.5	70.3	69.0	- 1.3
Non-controlling interests	31.8	33.1	36.7	+3.7
Interest-bearing debt	229.4	249.2	267.9	+18.6
D/E ratio	1.21	1.26	1.37	-
D/E ratio (after adjustment of equity content) ^{*1}	-	-	1.15	-
Net Debt / EBITDA ratio ^{*2}	5.8	7.5	6.1	-

*1 D/E ratio after adjustment of equity content of a subordinated term loan and publicly offered subordinated bond

*2 (Interest-bearing debt - Cash and deposits) <Ending> / EBITDA

Summary of Results: CF, etc.

(¥ bn.)

	FY 3/24	FY 3/25	YOY
Cash flows from operating activities	21.6	30.1	+8.5
Cash flows from investing activities	- 58.8	- 46.4	+12.4
Free cash flows	- 37.2	- 16.3	+20.9
Cash flows from financing activities	8.3	10.5	+2.2
Others	2.0	- 0.1	- 2.1
Net increase (decrease) in cash and cash equivalents	- 26.9	- 5.9	+21.0
Cash and cash equivalents at end of period	33.3	27.4	- 5.9
Depreciation	19.8	22.7	+2.9
CAPEX	61.6	43.2	- 18.4
R&D expenses	15.3	14.3	- 1.0

CAPEX: new equipment of mold releasing film for MLCC, renovation of Tsuruga biochemicals plant and upgrading of polymerization equipment.

Summary of Results: Segment



(¥ bn.)

	Net sales		Operating profit			Previous forecasts (Feb. 2025)
	FY 3/24	FY 3/25	FY 3/24	FY 3/25	YOY	
Films	156.5	166.8	2.7	6.9	+4.2	6.5
Life Science	34.6	34.3	4.4	2.0	- 2.4	2.5
Environmental and Functional Materials	115.3	110.8	4.7	8.0	+3.3	8.0
Functional Textiles and Trading	95.7	98.1	- 1.0	0.5	+1.6	0.8
Real Estate and Others	12.2	12.0	3.0	2.6	- 0.5	2.7
Elimination & Corporate	-	-	- 4.8	- 3.3	+1.4	- 3.5
Total	414.3	422.0	9.0	16.7	+7.7	17.0

(Reference) Operating Profit by Quarter (by Segment) **TOYOTO**

(¥ bn.)

	FY 3/24				FY 3/25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Films	1.2	0.2	0.1	1.2	1.5	1.5	0.8	3.1
Life Science	1.4	1.0	1.1	1.0	0.4	0.5	0.6	0.5
Environmental and Functional Materials	- 0.7	1.0	2.6	1.7	1.3	2.1	2.3	2.3
Functional Textiles and Trading	- 0.7	- 0.1	- 0.7	0.5	0.2	- 0.1	- 0.0	0.5
Real Estate and Others	0.4	1.0	0.7	0.9	0.5	0.7	0.6	0.8
Elimination & Corporate	- 1.7	- 0.7	- 1.2	- 1.2	- 0.7	- 0.9	- 1.0	- 0.7
Total	- 0.1	2.4	2.6	4.0	3.1	3.8	3.2	6.5

Main Action Plan and Their Results by Segment



Segment	Action (Planned in May 2024)	Results*
Films	Improvement in profitability of packaging film and further expansion of industrial film - Packaging film: Further price revisions. Full-fledged launch of new production equipment and new product. Review production system.	D
	- Mold releasing film for MLCC: Respond to customers' production increase following a recovery in market conditions. Launch of new production equipment.	D
	- Polarizer protective films for LCDs: Respond to customers' production increase.	P
Life Science	Reliable launch of new production equipment and implementation of measures for growth - Biotechnology: Expand sales of enzymes for biochemical diagnostic reagents. Launch of renovated equipment for increased production.	P
	- Medical materials: Launch of an integrated production plant of artificial kidney hollow fiber. Expansion of membranes for the acute blood purification, membranes for manufacturing process and biomaterials.	D
	- Pharmaceuticals: Maintain GMP system. Gain new orders.	P
Environmental and Functional Materials	TOYOBO MC Corporation: Achievement based on growth measures, improvement of nonwoven materials' profitability - Environmental solutions: Accelerate global expansion of VOC recovery equipment for LIBS*1. Acquiring FO*2 and BC*3 membrane's new projects.	D
	- Industrial adhesives: Expansion of environmentally friendly products, overseas expansion and launch of new production equipment.	P
	- Engineering plastics: Construct the quality assurance structure. Revise price further and expand sales volume.	D
Functional Textiles and Trading	- Nonwoven materials: Review domestic production system, expand outsourced production and strengthen and implement of developed products.	P
	Implementation of measures for businesses requiring improvement - Airbag fabrics: Implementation of load map to improve earnings.	P
	- Textiles: Pursuit of further capital efficiency improvement.	P

*1 Lithium-ion Battery Separators *2 Forward Osmosis *3 Brine Concentration

* P: as Planned, D: Delayed 12

(¥ bn.)

	FY 3/24			FY 3/25			YOY		Previous forecasts (Feb. 2025)
	H1	H2	Full year	H1	H2	Full year	Amount	%	
Net sales	78.1	78.5	156.5	82.8	84.0	166.8	+10.3	+6.6%	170.0
Operating profit (OPM)	1.4	1.3	2.7	3.0	3.9	6.9	+4.2	+157.4%	6.5
	1.8%	1.6%	1.7%	3.6%	4.6%	4.1%	-	-	3.8%
EBITDA	5.6	6.0	11.6	7.8	8.8	16.6	+5.0	+43.1%	-

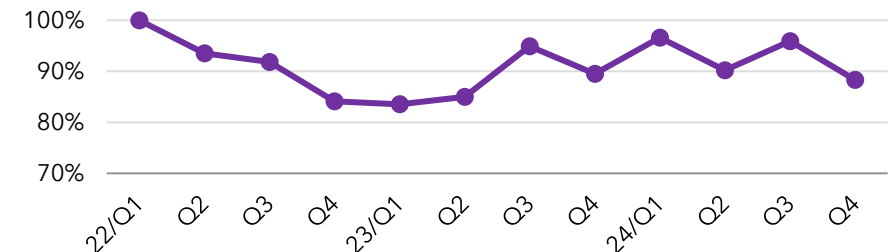
Packaging film

- Profitability has improved due to a recovery in cargo movements as well as progress in revising product prices, despite the impact of rising costs such as new product development expenses.

Industrial film

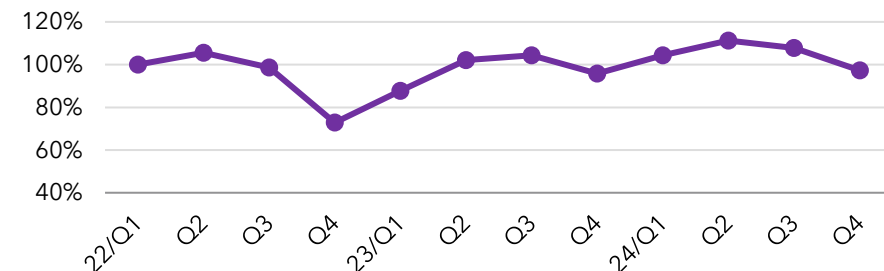
- Sales of polarizer protective films for LCDs were steady.
- Although sales of mold releasing film for MLCC for AI servers, etc. expanded, the start-up costs for its new production equipment were increased.

Shipping results in the domestic market for OPP film for food packaging (22/Q1:100%)



Source: Created by the Company based on member shipping statistics from the Japan Polypropylene Film Industry Association

MLCC export values from Japan (22/Q1:100%)



Source: Created by the Company based on Trade Statistics of Japan

(¥ bn.)

	FY 3/24			FY 3/25			YOY		Previous forecasts (Feb. 2025)
	H1	H2	Full year	H1	H2	Full year	Amount	%	
Net sales	16.6	18.0	34.6	17.2	17.1	34.3	- 0.2	- 0.6%	36.0
Operating profit (OPM)	2.4	2.0	4.4	0.9	1.1	2.0	- 2.4	- 54.7%	2.5
	14.5%	11.3%	12.8%	5.3%	6.5%	5.9%	-	-	6.9%
EBITDA	3.4	3.1	6.6	2.5	2.8	5.3	- 1.3	- 19.8%	-

Biotechnology

- Demand for enzymes for diagnostic reagents was strong both in Japan and overseas. In addition to increased expenses associated with the expansion of production capacity, results were also hit by a temporary drop in productivity.

Medical materials

- Although a trend in sales of artificial kidney hollow fiber was strong, the expenses to launch a new plant and the costs related to infrastructure investment were increased.

Pharmaceuticals

- The Warning Letter by the FDA (July 2023) was lifted and product price revisions are progressing.

(¥ bn.)

	FY 3/24			FY 3/25			YOY		Previous forecasts (Feb. 2025)
	H1	H2	Full year	H1	H2	Full year	Amount	%	
Net sales	52.5	62.8	115.3	55.2	55.6	110.8	- 4.5	- 3.9%	115.0
Operating profit (OPM)	0.4	4.3	4.7	3.4	4.6	8.0	+3.3	+70.6%	8.0
	0.7%	6.8%	4.0%	6.1%	8.3%	7.2%	-	-	7.0%
EBITDA	2.1	6.3	8.4	5.6	6.9	12.5	+4.0	+47.8%	-

Resin and chemical

- In engineering plastics, price revisions are progressing. Sales of these products increased for automotive use for the North and Central America.
- Sales of photo functional materials (photosensitive resin letterpress printing material) increased mainly in China and Southeast Asia.

Environment and fiber

- In the environmental solutions, sales of BC^{*1} membrane equipment for lithium recovery contributed. Sales declined for VOC recovery equipment used in the manufacturing process for LIBS^{*2} due to the impact of the slowdown in the EV market.
- In the high performance fibers, sales to overseas remained steady.
- In the nonwoven materials, review of the production system in Japan proceeded, and profitability improved.

*1 Brine Concentration

*2 Lithium-ion battery separators

(¥ bn.)

	FY 3/24			FY 3/25			YOY		Previous forecasts (Feb. 2025)
	H1	H2	Full year	H1	H2	Full year	Amount	%	
Net sales	45.7	50.0	95.7	47.9	50.1	98.1	+2.4	+2.5%	102.0
Operating profit (OPM)	- 0.9	- 0.2	- 1.0	0.1	0.4	0.5	+1.6	-	0.8
	-	-	-	0.2%	0.9%	0.6%	-	-	0.8%
EBITDA	0.4	1.1	1.5	1.4	1.8	3.1	+1.6	+109.6%	-

Textiles

- Sales of traditional Arabic fabric grew due to strong demand.
Exports saw an uptick in profitability due to the effect of exchange fluctuations.
- Reforms of our business structure, such as the consolidation of production bases in Japan are gaining momentum.

Airbag fabrics

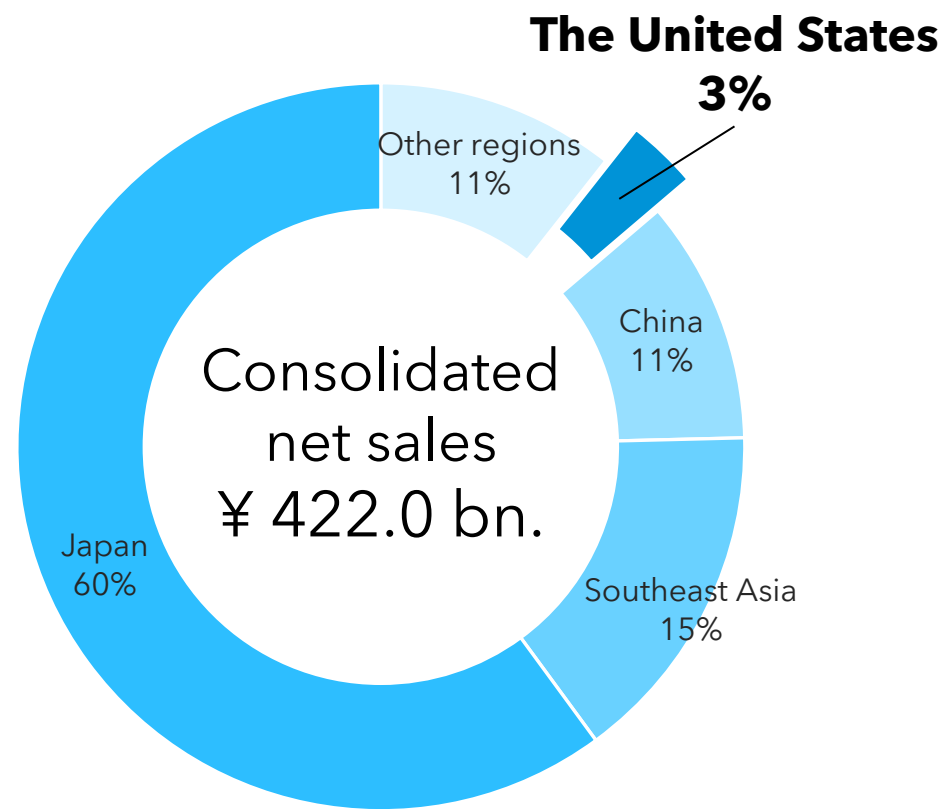
- Profitability improved as product price revisions proceeded.

Forecasts for Business Environment in the FY 3/26



Segment	Business	Condition of previous fiscal year (FY 3/25)	Forecasts (FY 3/26) Effects of U.S. tariffs have not been factored in.
Films	Packaging film	Inventory adjustment finished and the market moved toward a gradual recovery.	Demand at same level year on year.
	Industrial film	Strong demand for polarizer protective films for LCDs.	Demand at same level year on year.
		Gradual expansion for MLCC throughout the fiscal year but lower than forecast.	Product demand is growing for AI servers.
Life Science	Biotechnology	Strong demand for enzymes for biochemical diagnostic reagents.	Strong demand.
	Medical materials	Strong demand for artificial kidney hollow fiber.	Strong demand.
Environmental and Functional Materials	Resin and chemical	The North and Central American shipments for automobile production were strong. But Asia shipments were slowing.	Demand at same level year on year.
		Recovery in demand for electronics materials applications.	There is a trend of demand recovery.
	Environment and fiber	Impact of slowdown in adoption of EVs for VOC recovery equipment.	Slowdown in adoption of EVs continues to impact results.
		The business environment for nonwoven materials continued to be intensely competitive.	The business environment continue to be intensely competitive.
Functional Textiles and Trading	Airbag fabrics	The North and Central American shipments were strong. But Asia shipments were slowing.	Demand at same level year on year.
Others		Naphtha price in Japan remained high (Responded by product price revisions).	Domestic naphtha prices are on a declining trend.

Share of sales by region for FY 3/25*



*Classification based on customer location

- Effects of mutual tariffs (direct and indirect) have not been factored into the forecasts for FY 3/26.
- U.S. sales that could be potentially impacted by mutual tariffs are approximately 3% (customer location basis).

Main businesses in the U.S. are as follows:

Segment	Business
Life Science	Biotechnology
Environmental and Functional Materials	Resin and chemical (Engineering plastics etc.)
	Environment and fiber

- Moving forward, should it become evident that business performance will be significantly affected, we will promptly disclose the information.

Forecasts for FY 3/26

Because of the profit improvements of the businesses requiring improvement like Packaging film and growth investment effects in Life Science and other areas, we forecast operating profit of ¥21.0 billion and net profit of ¥4.5 billion.

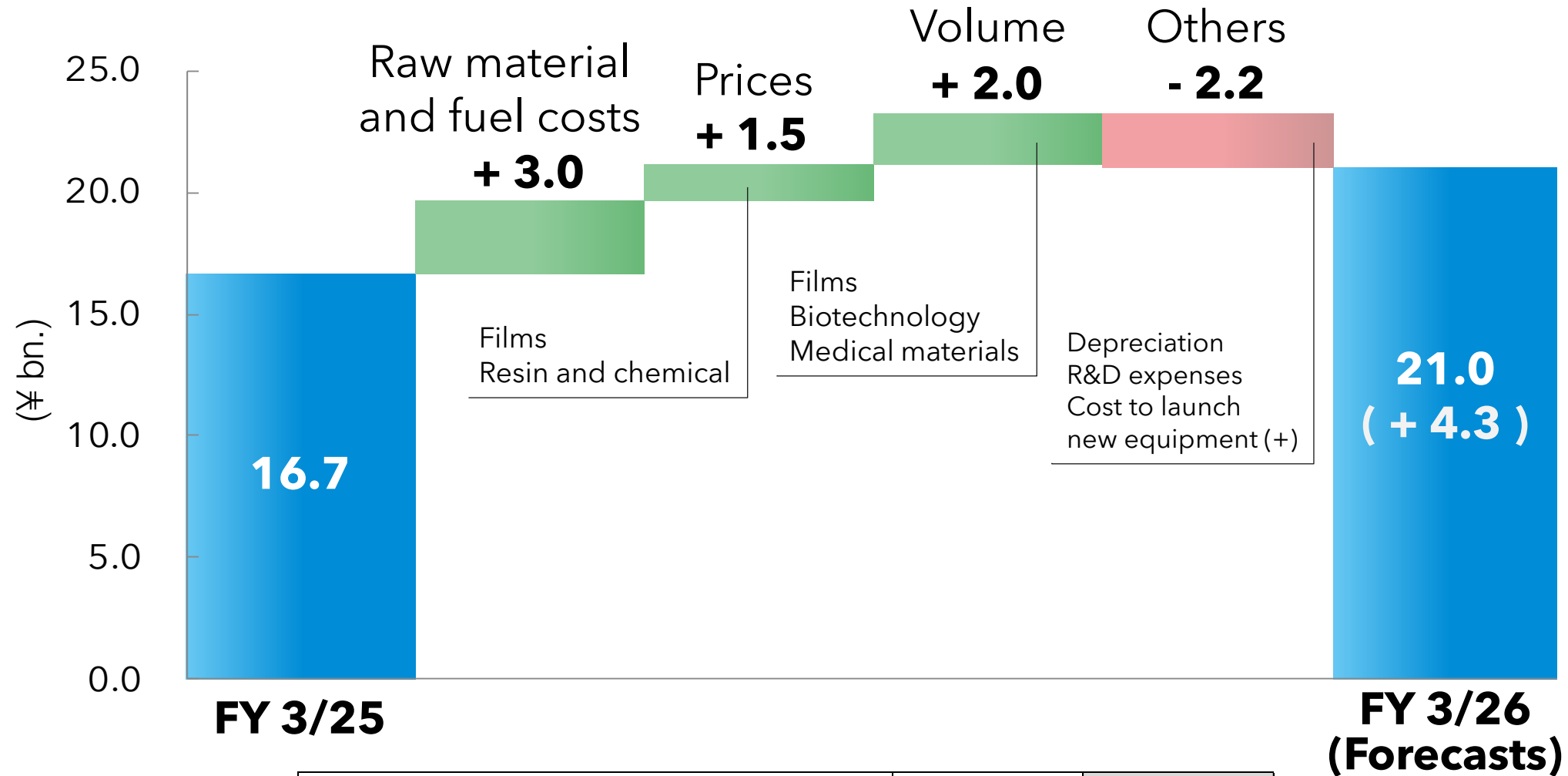
(¥ bn.)

	FY 3/25	FY 3/26	YOY	
	Results	Forecasts	Amount	%
Net sales	422.0	440.0	+18.0	+4.3%
Operating profit	16.7	21.0	+4.3	+26.1%
(Ratio to sales)	3.9%	4.8%	-	-
Ordinary profit	10.6	15.5	+4.9	+46.4%
Extraordinary income and losses	- 3.4	- 4.5	- 1.1	-
Profit attributable to owners of parent	2.0	4.5	+2.5	+124.6%
EBITDA	39.4	46.0	+6.6	+16.9%
EPS (¥)	22.7	51.0	-	-
Depreciation	22.7	25.0	+2.3	+10.1%
CAPEX	43.2	35.0	- 8.2	- 18.9%
R&D expenses	14.3	15.0	+0.7	+5.2%

CAPEX: Expansion of production capacity for polarizer protective films for LCDs

Dividends: ¥40 per share (expected)

Analysis in Changes in Operating Profit



	FY 3/25	FY 3/26
Exchange rate (¥/US\$)	152	140
Naphtha price in Japan (thousand¥/kl)	76	70

Forecasts by Segment

TOYOB

(¥ bn.)

Net sales	FY 3/25 Results			FY 3/26 Forecasts			YOY
	H1	H2	Full year	H1	H2	Full year	Full year
Films	82.8	84.0	166.8	90.0	85.0	175.0	+8.2
Life Science	17.2	17.1	34.3	20.0	21.0	41.0	+6.7
Environmental and Functional Materials	55.2	55.6	110.8	55.0	62.0	117.0	+6.2
Functional Textiles and Trading	47.9	50.1	98.1	45.0	50.0	95.0	- 3.1
Real Estate and Others	6.0	6.0	12.0	6.0	6.0	12.0	+0.0
Elimination & Corporate	-	-	-	-	-	-	-
Total	209.2	212.9	422.0	216.0	224.0	440.0	+18.0

Operating profit	FY 3/25 Results			FY 3/26 Forecasts			YOY
	H1	H2	Full year	H1	H2	Full year	Full year
Films	3.0	3.9	6.9	4.3	3.7	8.0	+1.1
Life Science	0.9	1.1	2.0	1.2	2.8	4.0	+2.0
Environmental and Functional Materials	3.4	4.6	8.0	3.3	5.7	9.0	+1.0
Functional Textiles and Trading	0.1	0.4	0.5	0.3	1.0	1.3	+0.8
Real Estate and Others	1.2	1.4	2.6	1.1	1.1	2.2	- 0.4
Elimination & Corporate	- 1.6	- 1.7	- 3.3	- 1.7	- 1.8	- 3.5	- 0.2
Total	6.9	9.7	16.7	8.5	12.5	21.0	+4.3

Recover earning power to create the future

1. Thorough safety, disaster prevention and quality assurance, and compliance (basic premise)
2. Endured pricing commensurate with value
3. Measures for businesses requiring improvement (low earning / loss-making segments)
4. Secure investment returns and create new value
5. Narrowing down of investment and expenses, and cost reduction
6. Reduce capital employed (improve asset efficiency)

2025 Medium-Term Management Plan (FY 3/23 - FY 3/26)

~ Confirmation of progress and initiatives from FY 3/26 onward ~

I . 2025 Medium-Term Management Plan: Initial plan

- Positioning of first half of Sustainable Vision 2030 “4 years to remake and prepare”
- 4 Measures:
 - 1: Through safety, disaster prevention, and quality assurance
 - 2: Reorganization of the business portfolio
 - 3: Preparation for the future
 - 4: Reestablishment of foundation

II . 2025 Medium-Term Management Plan: Confirmation of progress

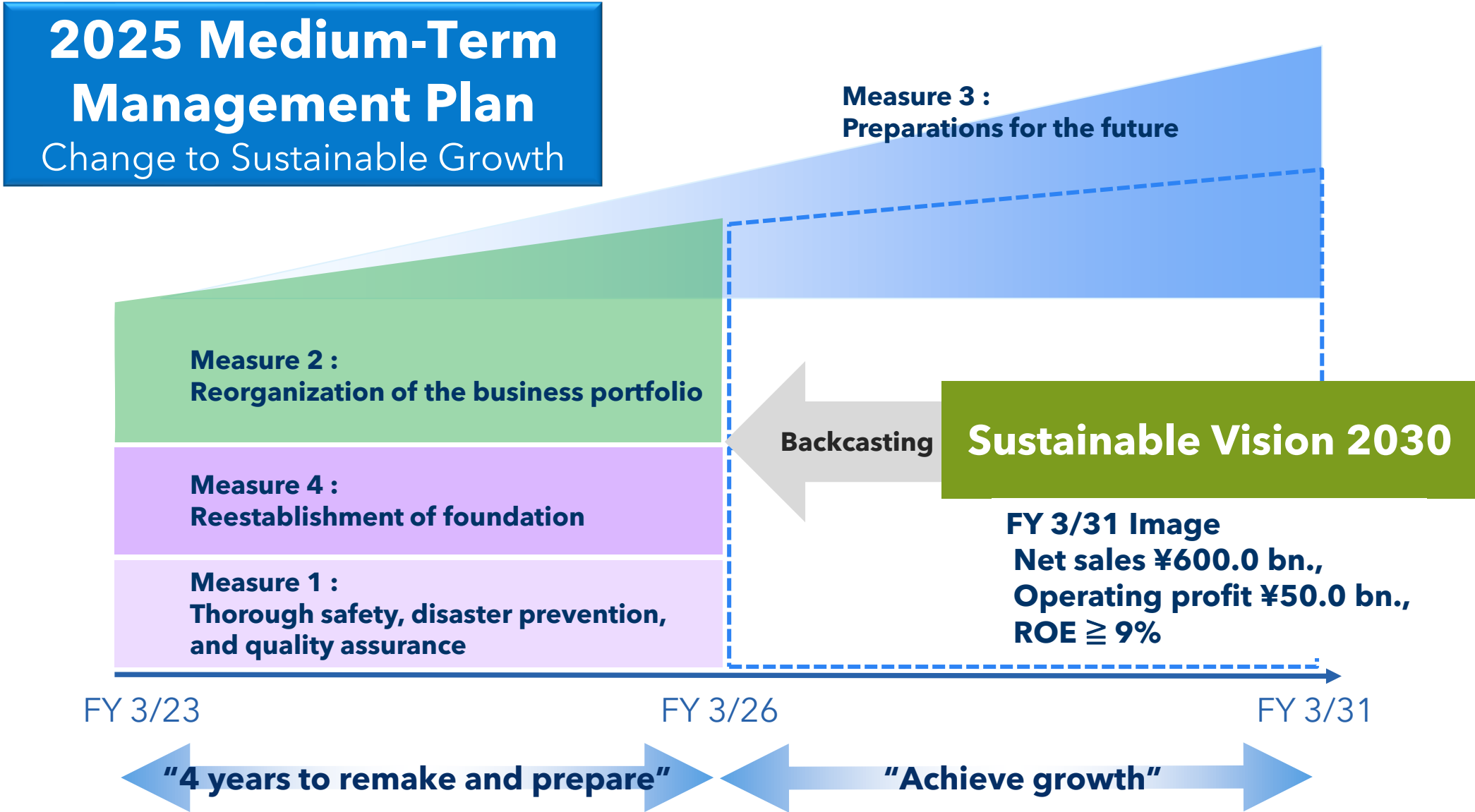
- Significant deviation from the profit targets for FY 3/26.
Deterioration in financial structure, partly due to upfront large-scale investment.
- Delays in reorganization of the business portfolio
 - Growth investment, launch of TOYOBO MC Corporation and measures for businesses requiring improvement were steadily executed
 - Deterioration of profitability in packaging film, delay of launch of some CAPEX projects and increase of fixed cost

III. Initiatives from FY 3/26 onward

- Measures for businesses requiring improvement, secure growth investment returns, productivity reform and cost reduction
 - Recover operating profit of ¥30.0 bn. and ROE of 5% at an early stage
- Create new value → Accumulation of profits, aiming for ROE of over 8% by FY 3/31

I . 2025 Medium-Term Management Plan (FY 3/23 - FY 3/26) : Initial plan

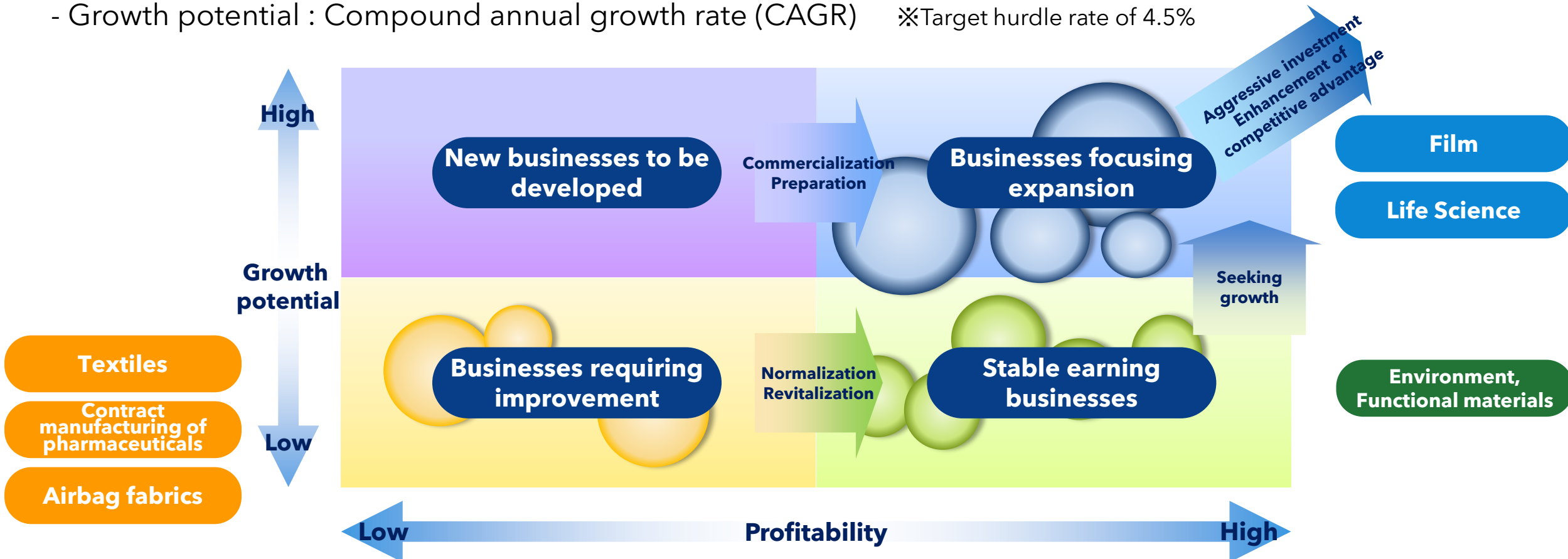




Reorganization of the Business Portfolio (Announced in May 2022)

Assess and stratify each business into 4 quadrants with 2 axes: "Profitability" and "Growth potential"

- Profitability : Return on capital employed (ROCE) = Operating profit / Capital employed ※Target hurdle rate of 6.5%
- Growth potential : Compound annual growth rate (CAGR) ※Target hurdle rate of 4.5%



- Determine whether the business is a "stable earning business" or a "business requiring improvement," taking into account not only the hurdle rate but also qualitative information.
- The entire Group's capital efficiency indicator is ROIC, and the management indicator for each business is ROCE.

Ⅱ . 2025 Medium-Term Management Plan (FY 3/23 - FY 3/26) : Confirmation of progress

Progress of 4 Measures

Measure 1	Thorough safety, disaster prevention, and quality assurance	<ul style="list-style-type: none"> ○ Zero serious incident since FY 3/22 ○ Development of safety, disaster prevention structure and progress of acquisition of ISO 45001 certification on each site ○ Development of the quality assurance structure and mechanism. Regaining of ISO 9001 certification for engineering plastic and the lifting of the WL* by the FDA for pharmaceuticals *Warning Letter
Measure 2	Reorganization of the business portfolio	<ul style="list-style-type: none"> ▲ Businesses focusing expansion: Growth investment was executed as planned but launch of new equipment was delayed in some areas ○ Stable earning businesses: Establishment of TOYOBO MC Corporation. Strengthening of the management base, revision of systems and operations and earnings improvement ○ Businesses requiring improvement: <ul style="list-style-type: none"> - Achieved profitability in textiles (consolidation of domestic production sites, 3 plants → 1 plant) - Airbag fabrics and pharmaceuticals narrowed their losses and were on track to return to profitability - Deterioration of profitability in packaging film and nonwoven materials → Shift to businesses requiring improvement from FY 3/25 (Measures are on the way including the suspension of operations on production lines)
Measure 3	Preparations for the future	<ul style="list-style-type: none"> ○ Setting of three areas of innovation creation. Progress of priority themes ○ Legacy systems update in progress. Companywide project to reform operations ○ Acquisition of SBT approval, third-party verification of environmental data, and participation in GX League
Measure 4	Reestablishment of foundation	<ul style="list-style-type: none"> ○ Selection of next-generation personnel. Development of training for onsite leaders and other engineers ○ Promote diversity and human rights due diligence ○ Development and renewal of business sites and plant infrastructure ○ Strengthening the group governance and risk management structure ○ Development of compliance structure and training ○ Instillation of corporate philosophy framework "TOYOBO PVVs"

Progress of 2025 Medium-Term Management Plan: Financial Indicators



2025 Medium-Term Management Plan (FY 3/23 - FY 3/26)

	FY 3/22 Results	FY 3/23 Results	FY 3/24 Results	FY 3/25 Results	Present forecasts	FY 3/26 Prev. forecasts (May 2024)	Initial plan (May 2022)
Net sales (¥bn.)	375.7	399.9	414.3	422.0	440.0	450.0	450.0
Operating profit (¥bn.)	28.4	10.1	9.0	16.7	21.0	25.0	35.0
(Ratio to sales) (%)	7.6	2.5	2.2	3.9	4.8	5.6	7.8
EBITDA (¥bn.) ^{*1}	48.5	29.1	28.8	39.4	46.0	51.0	63.0
Profit attributable to owners of parent (¥bn.)	12.9	- 0.7	2.5	2.0	4.5	9.0	15.0
ROE (%) ^{*2}	6.8	-	1.3	1.0	2.3	≥ 4.5	≥ 7.0
ROIC (%) ^{*3}	5.1	1.7	1.3	2.3	2.8	≥ 4.0	≥ 5.0
D/E ratio	0.98	1.21	1.26	1.37	1.40	< 1.40	< 1.20
Net Debt / EBITDA ratio ^{*4}	3.4	5.8	7.5	6.1	5.0	< 5.0	< 5.0
CAPEX (¥bn.)	33.6	42.7	61.6	43.2	35.0	-	-

^{*1} Operating profit + Depreciation (includes goodwill) ^{*2} Profit / Beginning and ending balance average shareholder's equity

^{*3} NOPAT / (Interest-bearing debt + Net assets) ^{*4} (Interest-bearing debt-Cash and deposits) <Ending> / EBITDA

Progress of 2025 Medium-Term Management Plan: Operating Profit by Segment



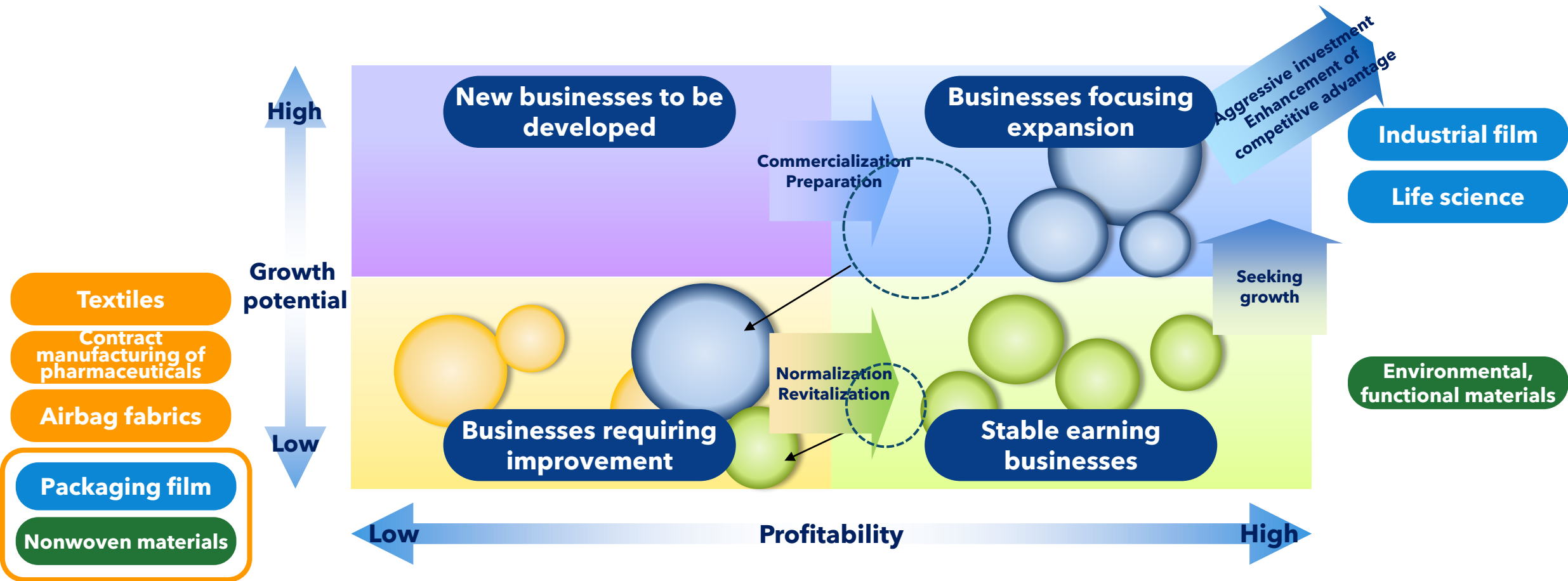
2025 Medium-Term Management Plan (FY 3/23 - FY 3/26)

	FY 3/23	FY 3/24	FY 3/25	FY 3/26			(¥bn.)
	Results	Results	Results	Present forecasts	Prev. forecasts (May 2024)	Initial plan (May 2022)	
Films	1.6	2.7	6.9	8.0	10.0	16.5	
Life Science	9.2	4.4	2.0	4.0	4.0	7.0	
Envrionmental and Functional Materials	4.0	4.7	8.0	9.0	12.5	12.5	
Others	- 4.8	- 2.8	- 0.2	0.0	- 1.5	- 1.0	
Total	10.1	9.0	16.7	21.0	25.0	35.0	

Reorganization of the Business Portfolio: Progress by Segment

Segment	Business	What we executed	Delay compared to the plan
Films	Industrial	<ul style="list-style-type: none"> - Production capacity expansion (including processing equipment) - Sales expansion of polarizer protective films for LCDs 	<ul style="list-style-type: none"> - Delay in demand expansion for mold releasing film for MLCC
	Packaging	<ul style="list-style-type: none"> - CAPEX for renovation and new products (OPP film) - Drastic revision of product pricing - Revision of the production system including the suspension of operations on some production lines 	<ul style="list-style-type: none"> - Delay in launch of new equipment and new product (OPP film) - Delay in measures for fixed cost → Shift to businesses requiring improvement due to deterioration of profitability
Life Science	Biotechnology	<ul style="list-style-type: none"> - Production capacity expansion for raw enzymes for biochemical diagnosis 	<ul style="list-style-type: none"> - Delay in expansion of products related to infectious diseases (genetic testing)
	Medical materials	<ul style="list-style-type: none"> - Newly establishment of integrated production plant for medical membrane, launch of new product 	<ul style="list-style-type: none"> - Delay in launch of new plant
	Pharmaceuticals	<ul style="list-style-type: none"> - Strengthen of GMP structure and renovation of production line 	-
Environmental and Functional Materials		<ul style="list-style-type: none"> - Start of TOYOBO MC Corporation (April 2023) - Development of the management base, revision of systems and operations → Improvement of earnings 	<ul style="list-style-type: none"> - Delay in overseas expansion of "VYLON" - Nonwoven materials → Shift to businesses requiring improvement due to deterioration of profitability
Functional Textiles and Trading	Textiles	<ul style="list-style-type: none"> - Consolidation of domestic production sites (3 plants → 1 plant) → Achieved profitability and profit stabilization 	-
	Airbag fabrics	<ul style="list-style-type: none"> - Start of commercial production and acquisition of certification in a new yarn plant in Thailand 	<ul style="list-style-type: none"> - Delay in acquisition of certification in some areas

Reforms delayed due to deteriorating earnings in two businesses



- Determine whether the business is a “stable earning business” or a “business requiring improvement,” taking into account not only the hurdle rate but also qualitative information.
- The entire Group’s capital efficiency indicator is ROIC, and the management indicator for each business is ROCE.

Reorganization of the Business Portfolio: Businesses focusing expansion (Growth Investment)

- Growth investment was executed as planned
- Launch of new equipment was delayed in some areas
(Factors: Concentration of CAPEX, insufficient risk assessment and delayed company-wide response)

Major plans of growth investment (Films, Life Science)

Created based on announced presentation in May 2024

Segment	Details	Investment amount (¥bn., round number)	Time to realize investment results			
			FY 3/24	FY 3/25	FY 3/26	FY 3/27~
Films	- OPP film equipment (Inuyama)	7.0				
	- Processing equipment Unit 2 of mold releasing film for MLCC (Tsuruga)	6.0*		Delay due to market factors		
	- Equipment of mold releasing film for MLCC (Utsunomiya)	20.0				
	- Equipment of polarizer protective films for LCDs (Tsuruga)**	-				
Life Science	- Equipment for raw enzymes for biochemical diagnosis (Tsuruga)	7.0				
	- Equipment for reagents for PCR testing and genetic diagnostic reagents (Tsuruga)	6.5				
	- Integrated production plant for artificial kidney hollow fiber (Akita)	5.0				

*: Total with Unit 1 **: Renovation of an existing production line

: Plan

: Result and forecast

Reorganization of the Business Portfolio: Stable Earning Businesses (Challenge to Transformation and Growth)



Review of 2 years of TOYOBO MC Corporation: Favorable launch

Joint venture company between Toyobo Co., Ltd. and Mitsubishi Corporation in functional materials "TOYOBO MC Corporation" started operations (April 2023)

Toyobo's technology



Mitsubishi Corporation's global management power



Strengthening of the management base, execution of measures for earnings improvement

→ Transformation of the corporate culture

- Management base: Actions according to business strata, installation of functional division system
- Measures for earnings improvement : Revision of systems and operations, thorough follow-up on execution
- Organic growth measures: Utilization of Mitsubishi Corporation's global network, business promotion by Mobility Business Strategy Unit

Deterioration in nonwoven materials performance

→ Shift to businesses requiring improvement

(Measures are on the way such as revision of production system, sales of subsidiary shares, etc.)

Reorganization of the Business Portfolio: Stable Earning Businesses (Challenge to Transformation and Growth)

Installation of functional division system

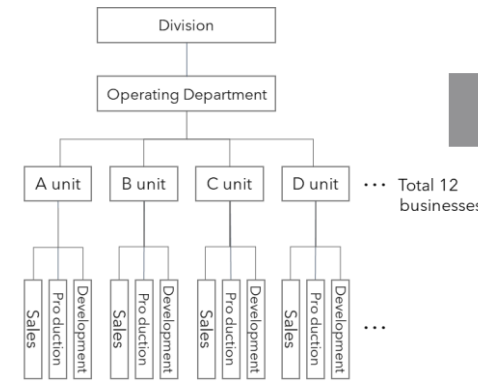
Strengthening of original function of sales, production and development:

- Getting out from silos and visualization by dividing organization

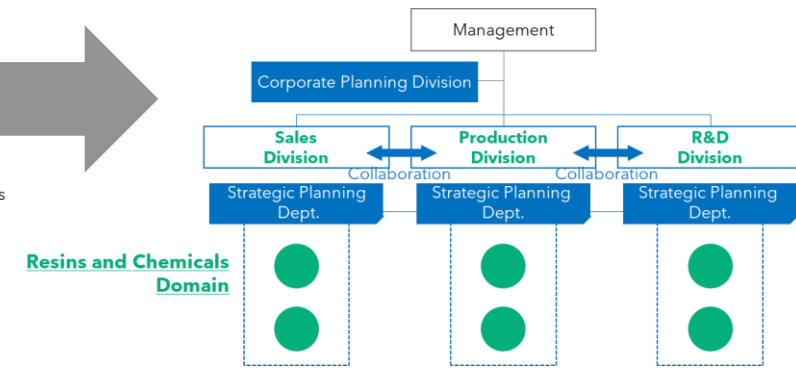
Promoting company-wide business expansion:

- Long-term market development aligned with megatrends
- Reallocation of resources from a company-wide perspective
- Mutual collaboration between sales, production, and development

Business unit system



Functional division system



Actions according to business strata

Growth

Scale expansion and development of downstream solutions

Net sales and EBITDA ↑

- Engineering plastic
- "VYLON""HARDLEN"
- Environmental solution equipment
- Water treatment membrane

Cash-cow

Improvement efficiency

Profit margin and ROIC ↑

- Photo-functional materials
- Fine chemicals
- High performance fiber

Transformation

Business model transformation

Profit margin and ROIC ↑

- Nonwoven materials

Reorganization of the Business Portfolio: Businesses Requiring Improvement

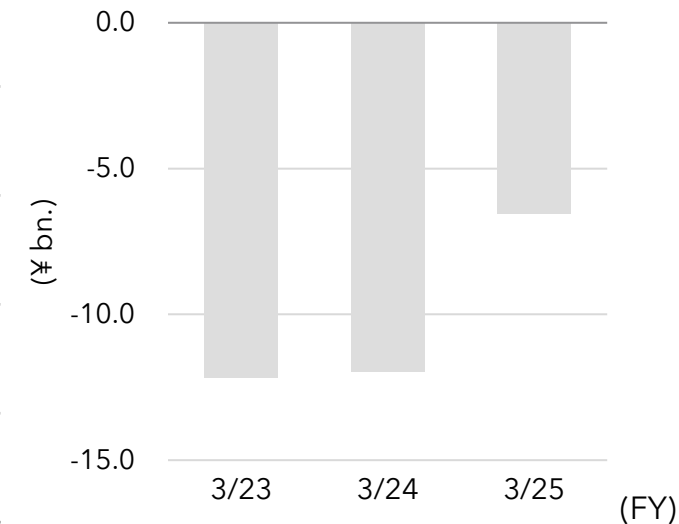
- Results: Profitability of textiles, pharmaceuticals and airbag fabric was steadily improved
- Packaging film and nonwoven materials are positioned as businesses requiring improvement from FY 3/25 and measures are on the way

Roadmap to profitability

 : Deficit
  : Profitability

Business	FY 3/23	FY 3/24	FY 3/25
Textiles	Reorganization of group companies (Establishment of Toyobo Textile Co., Ltd.)	Consolidation of domestic production sites (3 plants → 1 plant) Product price revision and withdrawal from unprofitable products	
Pharmaceuticals		Lifting of FDA/Warning Letter	Product price revision
Airbag fabrics		Start of operation of yarn plant in Thailand Start of commercial production of yarn plant in Thailand	Product price revision Start of certification acquisition
Packaging film		Addition to businesses requiring improvement	
Nonwoven materials			

Change of operating losses
(Total of 5 businesses)

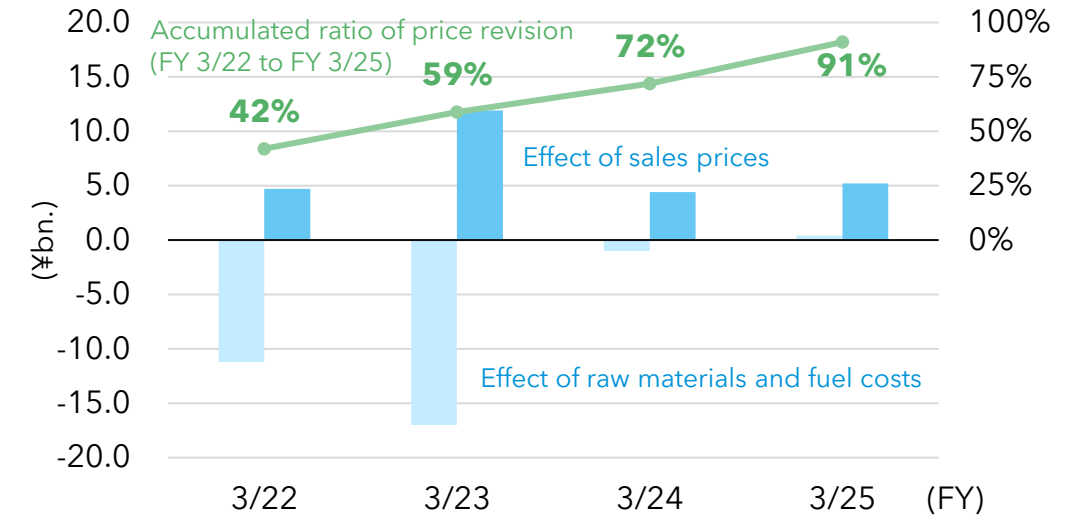


Reorganization of the Business Portfolio: Businesses Requiring Improvement

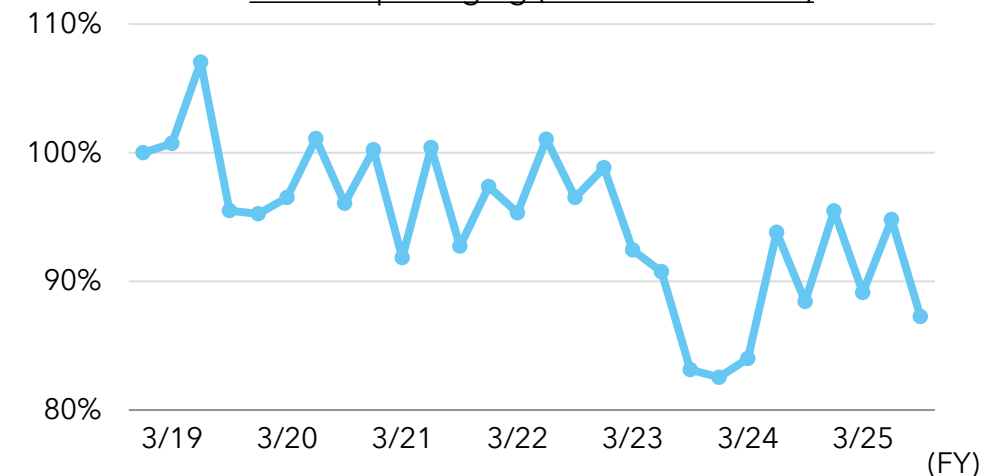
Factors in deterioration of profitability and delays in improvement in Packaging film

	FY 3/23	FY 3/24	FY 3/25
Terms of trade	<ul style="list-style-type: none"> - Soaring of raw materials and fuel prices - Delay in product price revision 		<ul style="list-style-type: none"> - Proceed of product price revision and improvement of terms of trade
Volume	<ul style="list-style-type: none"> - Prolonged distribution inventory adjustment 		<ul style="list-style-type: none"> - Gradual recovery of cargo movement
Fixed cost	<ul style="list-style-type: none"> - Delay in launch of new equipment (increase of launch cost) <ul style="list-style-type: none"> - Challenge to the world's first new product by large scale and high productivity equipment - Insufficient risk assessment and delayed company-wide response - Increase of production fixed cost and operating fixed cost 		

Product price revisions for raw material and fuel costs (Toyobo Group)



Shipping results in the domestic market for OPP film for food packaging (Q1 FY 3/19:100%)



Ⅲ. Initiatives from FY 3/26 onward

Recover earning power to create the future

1. Thorough safety, disaster prevention and quality assurance, and compliance (basic premise)	
2. Endured pricing commensurate with value	- Follow-up of pricing by management
3. Measures for businesses requiring improvement	- Early achievement of profitability in businesses, and implementation of measures toward normalization
4. Secure investment returns and create new value	- Steady launch of growth investments and company-wide follow-up - Profit increase by realizing effects of development investment
5. Narrowing down of investment and expenses, and cost reduction	- Narrowing down of investment - Cost reduction of processing cost and revision of SG&A expenses by company-wide project
6. Reduce capital employed	- Suppression of increase in working capital and business portfolio reforms

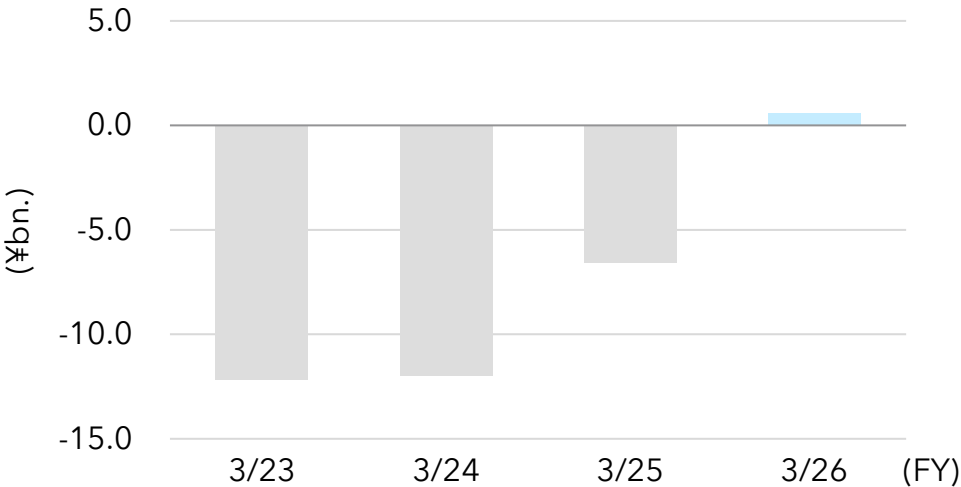
Measures for Businesses Requiring Improvement

Roadmap to profitability

Deficit Profitability

Business	FY 3/23	FY 3/24	FY 3/25	FY 3/26	FY 3/27~
Textiles	Deficit	Profitability	Profitability	Pursuit of more improvement of capital efficiency	Profitability
Pharmaceuticals	Deficit	Deficit	Deficit	Maintenance of GMP structure, operation of revised production line and gain of new projects	Profitability
Airbag fabrics	Deficit	Deficit	Deficit	Rise of operating ratio of yarn plant in Thailand and revision of production structure	Profitability
Packaging film			Revision of production system and product price revision	Early profitability of new equipment (company-wide follow-up) Accelerated shift to eco-conscious products	Profitability
Nonwoven materials			Revision of production system and sales of subsidiary shares	Strengthening of development Expansion of production outsourcing	Profitability

Change of operating profit (Total of 5 businesses)



Initiatives:
Early achievement of profitability and normalization by steady execution of plans to improve profitability
⇒ + Approx. ¥7.0 bn. compared to FY 3/25 (FY 3/26)

Secure investment returns

Major plans of growth investment (Films, Life Science)

Created based on announced presentation in May 2024

Segment	Details	Investment amount (¥bn., round number)	Time to realize investment results			
			FY 3/24	FY 3/25	FY 3/26	FY 3/27~
Films	- OPP film equipment (Inuyama)	7.0				
	- Processing equipment Unit 2 of mold releasing film for MLCC (Tsuruga)	6.0*				
	- Equipment of mold releasing film for MLCC (Utsunomiya)	20.0				
	- Equipment of polarizer protective films for LCDs (Tsuruga)**	-				
Life Science	- Equipment for raw enzymes for biochemical diagnosis (Tsuruga)	7.0				
	- Equipment for reagents for PCR testing and genetic diagnostic reagents (Tsuruga)	6.5				
	- Integrated production plant for artificial kidney hollow fiber (Akita)	5.0				

*: Total with Unit 1 **: Renovation of an existing production line

: Plan

: Result and forecast

Initiatives: Leading to early monetization by steady launch of growth investment
⇒ Creation of profit: ¥10.0 bn. compared FY 3/25 (FY 3/29)

Company-wide follow-up in response to a delay compared to the plan.
 Strengthening of the horizontal function of the Production Technology Division.

Expansion of Green Films: Contribute to decarbonized and circulating society

Operating profit ¥18.0 bn.
(FY 3/31 target)

Present situation

Mainly in packaging film
- Recycle film
- Biomass film, etc.

Market expansion for Industrial film

- Biaxially oriented PLA film
- OPP film with high rigidity and high heat resistant, PEF (Polyethylene furanoate)

Toward initiatives for resources circulation in the entire supply chain

- Establishment of Film to Film resource recycling scheme
- "KAMISHINE NEO": Label liner applications, horizontal recycling
- Chemical recycling of used plastics

Expansion of new high-functional films to the field of electronics

Present situation

Mainly in
mold releasing film for MLCC
(for smartphone and automobile application)

For wind power generation, sealers for fuel battery cells

- PEN film: High electric insulation under high temperature and hydrolysis

For semiconductor

- "XENOMAX": Polyimide film of films qualities + glass qualities

For AI server

- Highly smooth mold releasing film used for process applications



Biaxially oriented PLA film
Achieve heat resistance and other properties
required for industrial applications



"KAMISHINE NEO"
Label liner applications,
horizontal recycling

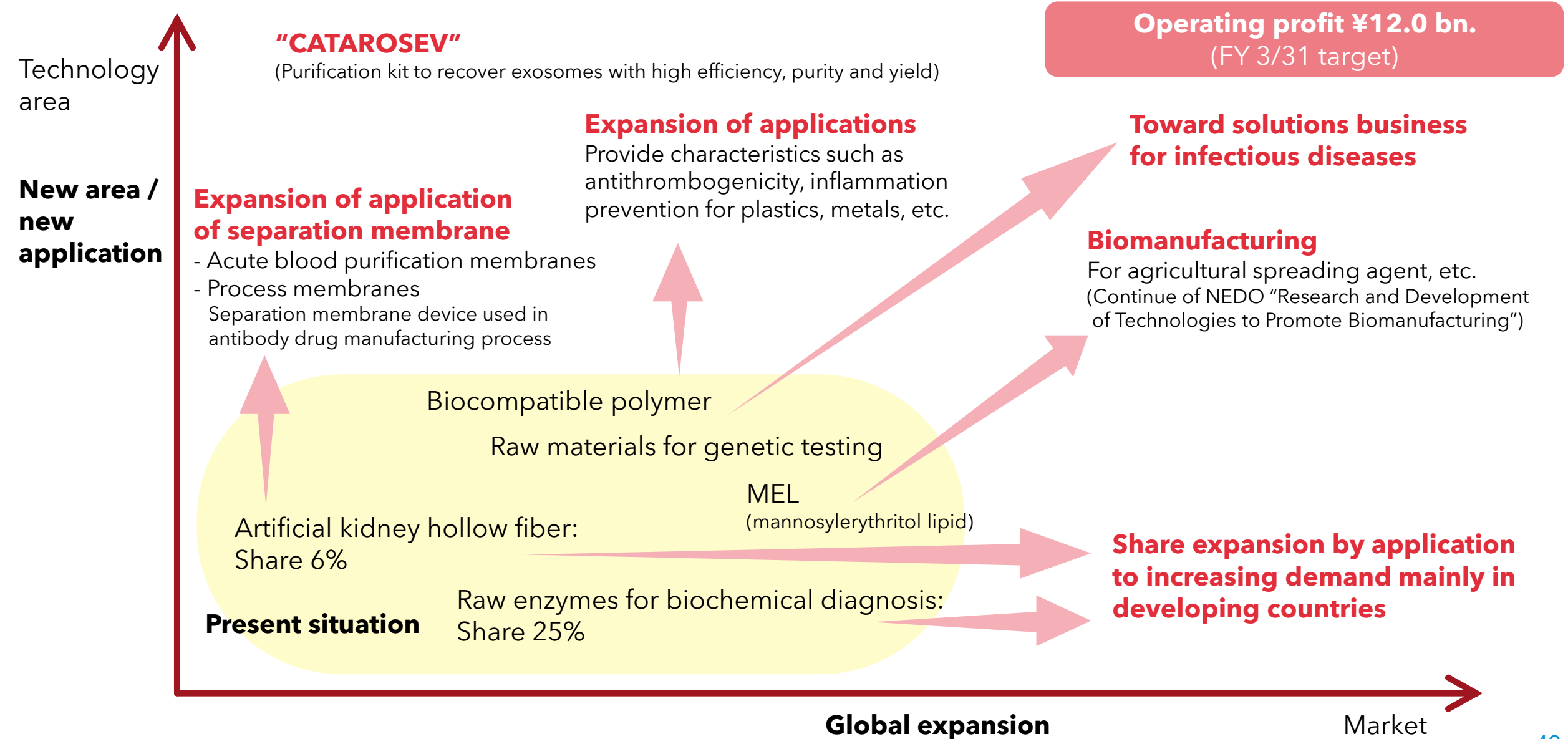


The new Toyota MIRAI

PEN film
Applied to the new Toyota MIRAI fuel cell unit

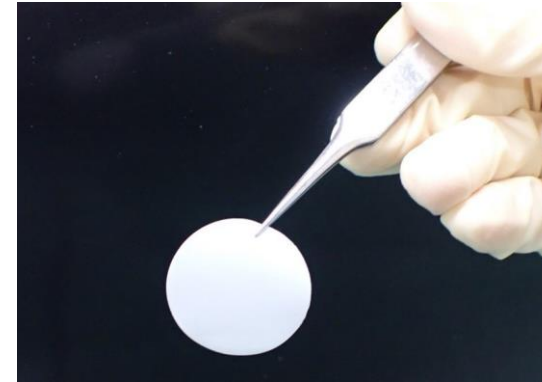


Heat-resistant polyimide film
"XENOMAX"





Surfactant of natural origin
produced by yeast: MEL
For cosmetic material, agricultural spreading agent, etc.



Exosome purification kit
"CATAROSEV"



Acute blood purification membranes
"REM CYTO"



Process membranes
Separation membrane device used
in antibody drug manufacturing process



Hollow fiber
used for separation
membrane device

For environment field

Operating profit ¥20.0 bn.
(FY 3/31 target)

Recovery of valuable substances

BC (Brine Concentration) membrane: concentration and recovery of Lithium

Offshore floating wind power generation

"IZANAS ULC": Mooring cables for offshore floating wind power generation

VOC treatment

Expansion of applications of environmental solution equipment for concentration processing of VOC to semiconductor manufacturing processes, etc.

Horizontal recycle

"BREATHAIRMEBIUS"*: Utilization of recycled materials derived from used "BREATHAIR"

*Awarded as best product for "ECO MARK AWARD 2024"

For mobility and electronic applications

Mobility business strategy unit

Change from previous material proposal type approach to direct approach to domestic and overseas automotive OEM (Proposal of next-generation recycle, plastic interior and exterior parts, etc.)

Practical use of new material

"Vitrimers"**: solvent-free and high-heat-resistant adhesive materials

**"Vitrimers" is a registered trademark of FONDS ESPCI PARIS.

**Achieve overall growth through implementing 3 pillars of growth of
"enhancement of overseas operations," "new development" and "inorganic," and
enhancement of cost competitiveness**

Create New Value: Environmental and Functional Materials



BC membrane
installed concentration equipment
For Lithium recovery, wastewater treatment, etc.



"IZANAS ULC"
Mooring cables for offshore
floating wind power generation



Three-dimensional network structured
fiber material for horizontal recycle
"BREATHAIRMEBIUS"



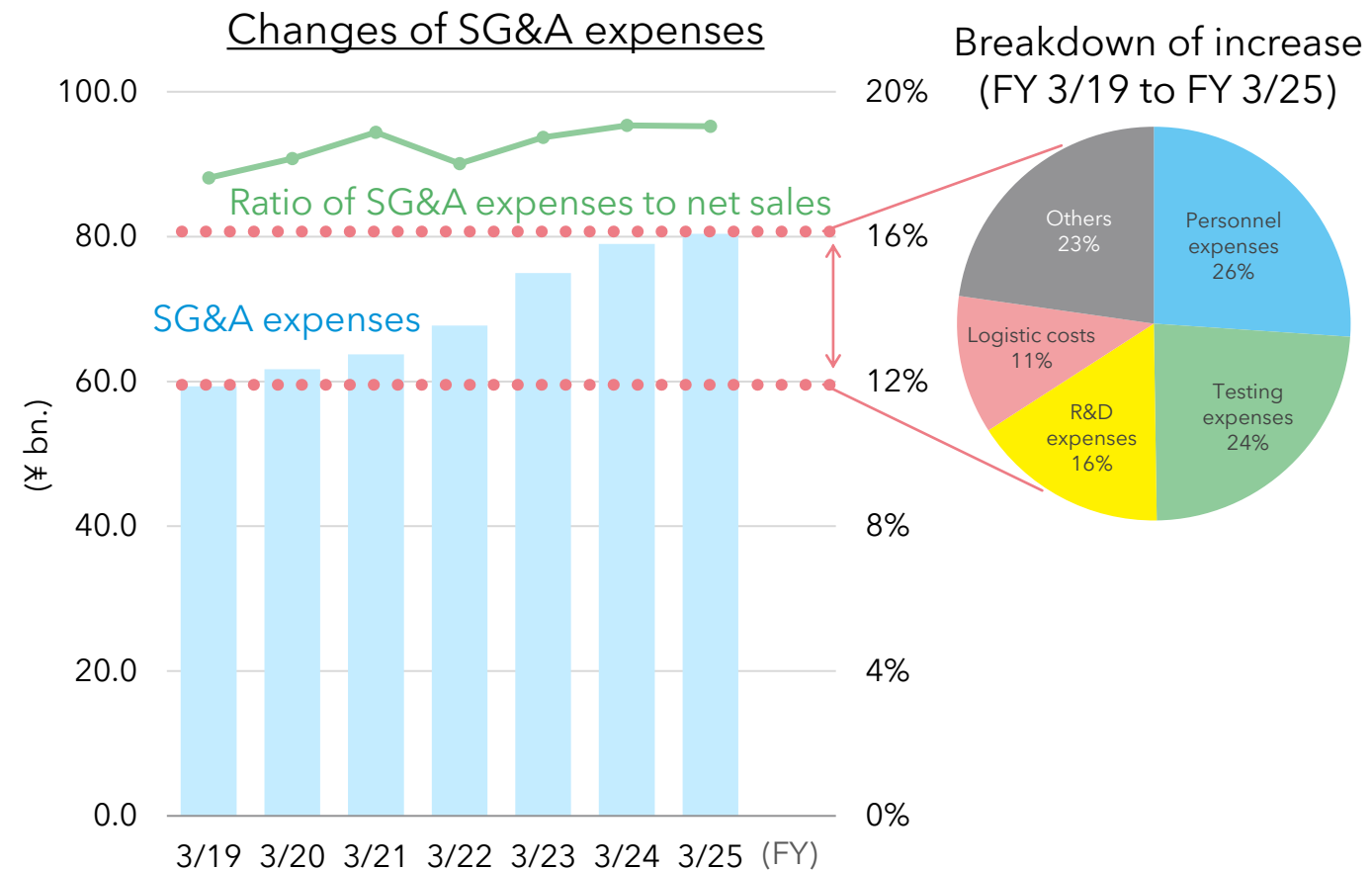
High-heat-resistant adhesive sheets (Roll)
applied by "Vitrimer"*

*"Vitrimer" is a registered trademark of FONDS ESPCI PARIS.

Narrowing down of investment and expenses, and cost reduction

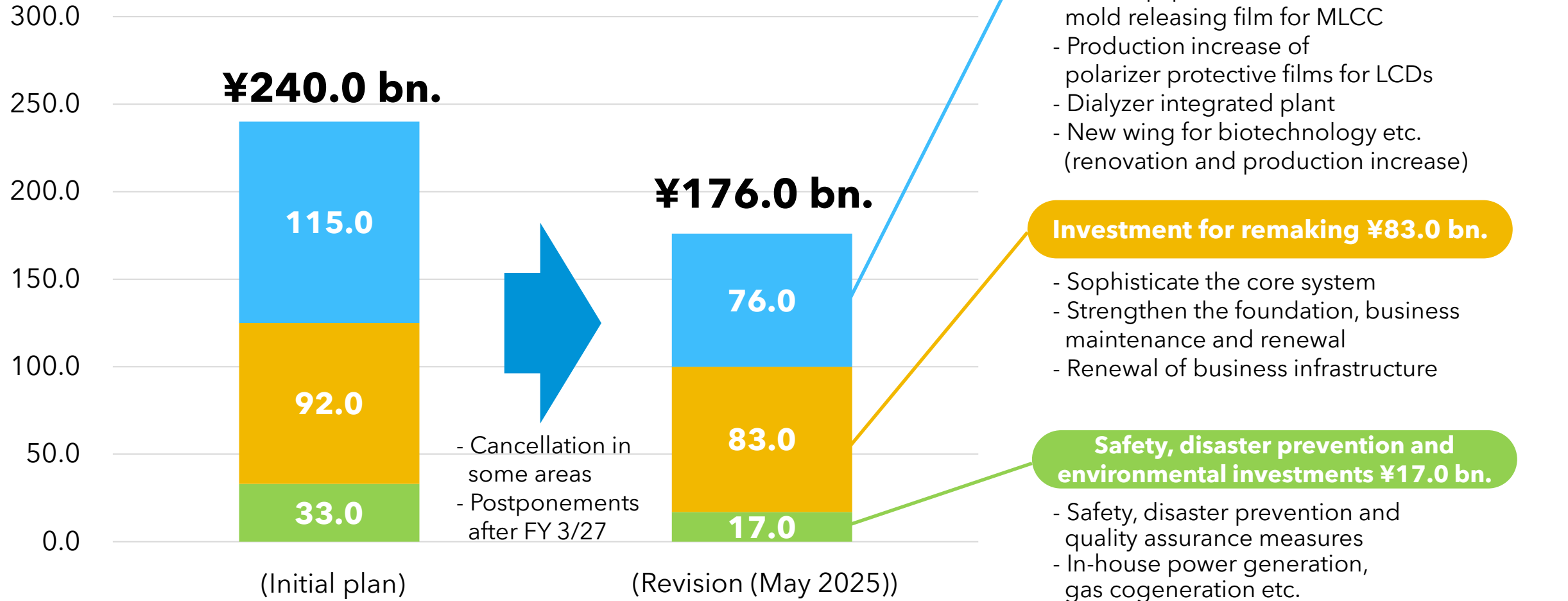
Productivity reform and cost structure changes (eliminate, consolidate, connect) through company-wide project ⇒ Effect on profit: ¥5.0 bn. compared to FY 3/24 (FY 3/28)

- Reduction in cost of indirect materials and services
Reduction of outsourcing expenses, etc.
mainly in the staff division
- Increase in cost competitiveness of business sites and plan (revise corporate division expenses and reallocate businesses)
Starting at main business sites and plants,
and in progress
- Increase in operational efficiency and productivity
(increase operation quality while reducing costs)
Optimal placement of human resources and
sophistication of data asset utilization, etc.



Narrowing down of investment and expenses, and cost reduction

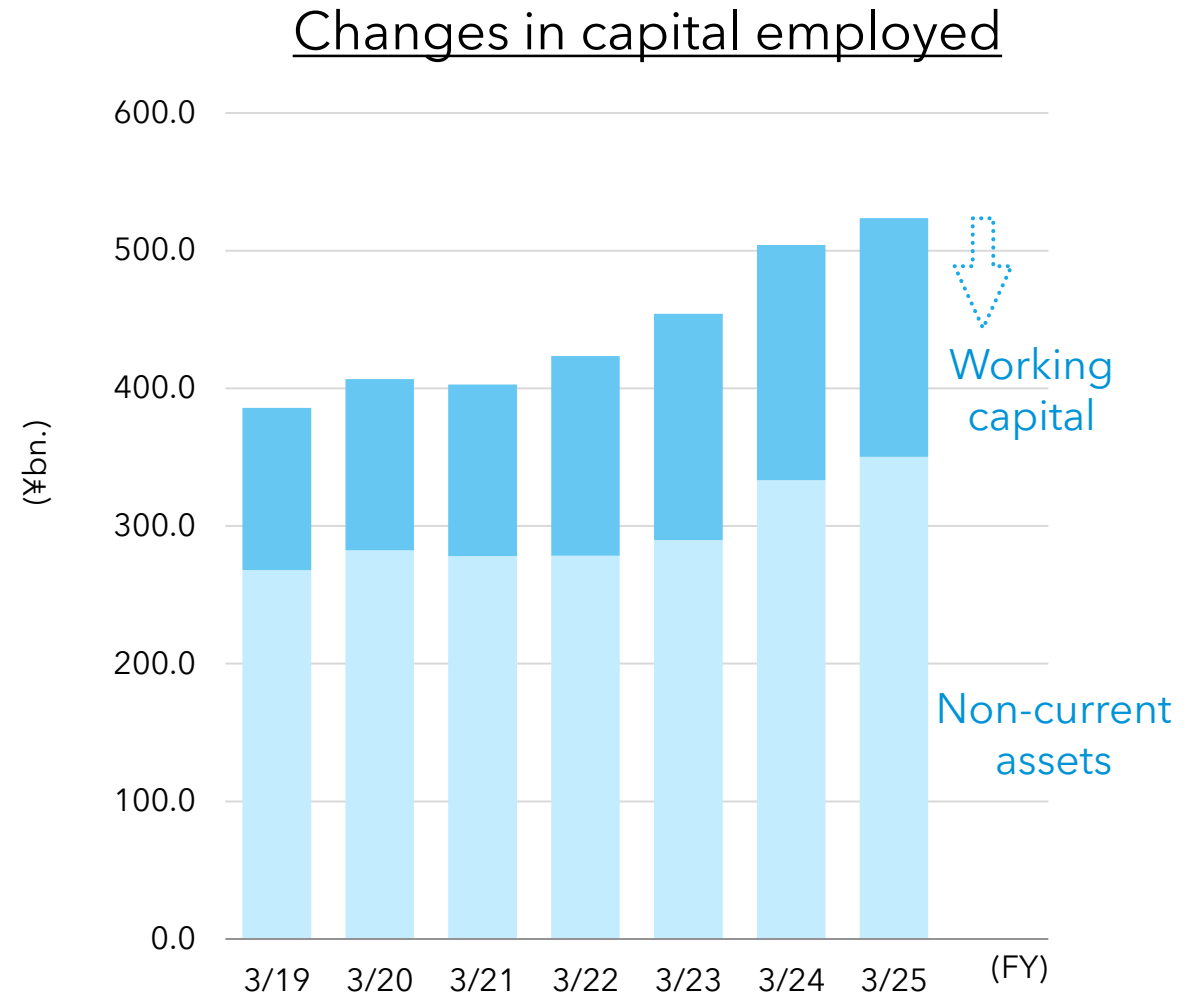
CAPEX (Total of FY 3/23 to FY 3/26)



Steady execution of investments for safety, disaster prevention, and quality assurance

Reduce capital employed

- Suppression in working capital
- Narrow down investments
- Business portfolio reforms
 - Normalization of businesses requiring improvement
 - Stratification and countermeasure execution based on hurdle rate (operating profit margin on capital usage)
 - Concurrently, toward considering the best owner



Progress of 2025 Medium-Term Management Plan: Financial Indicators



2025 Medium-Term Management Plan (FY 3/23 - FY 3/26)

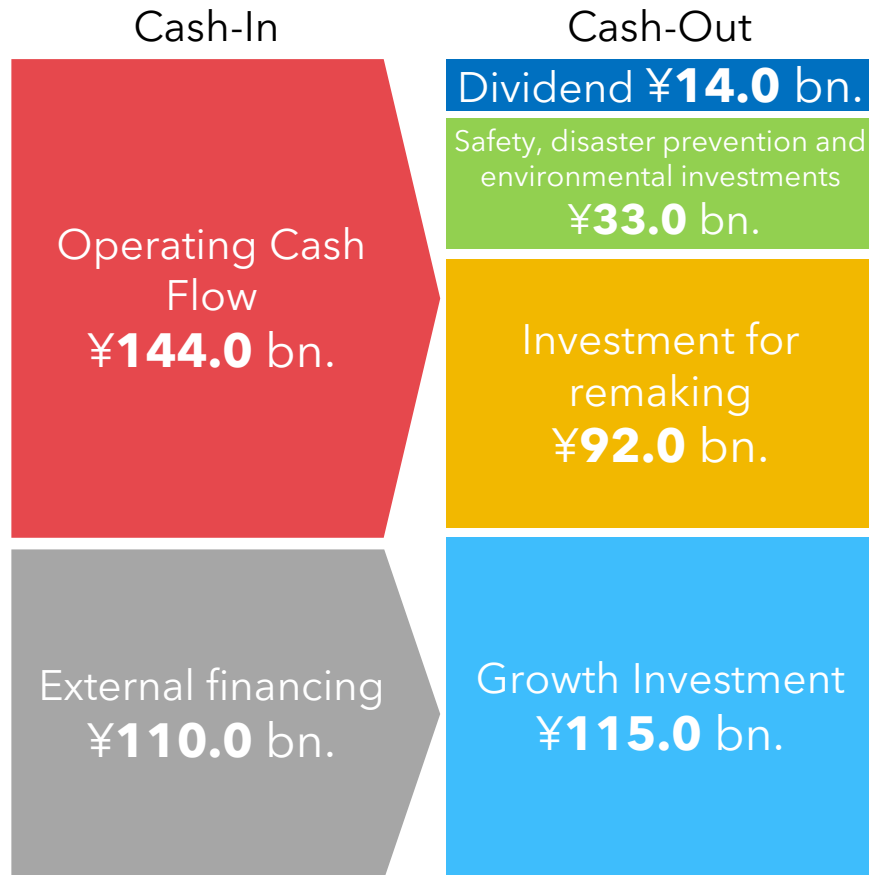
	FY 3/22 Results	FY 3/23 Results	FY 3/24 Results	FY 3/25 Results	Present forecasts	FY 3/26 Prev. forecasts (May 2024)	Initial plan (May 2022)
Net sales (¥bn.)	375.7	399.9	414.3	422.0	440.0	450.0	450.0
Operating profit (¥bn.)	28.4	10.1	9.0	16.7	21.0	25.0	35.0
(Ratio to sales) (%)	7.6	2.5	2.2	3.9	4.8	5.6	7.8
EBITDA (¥bn.) ^{*1}	48.5	29.1	28.8	39.4	46.0	51.0	63.0
Profit attributable to owners of parent (¥bn.)	12.9	- 0.7	2.5	2.0	4.5	9.0	15.0
ROE (%) ^{*2}	6.8	-	1.3	1.0	2.3	≥ 4.5	≥ 7.0
ROIC (%) ^{*3}	5.1	1.7	1.3	2.3	2.8	≥ 4.0	≥ 5.0
D/E ratio	0.98	1.21	1.26	1.37	1.40	< 1.40	< 1.20
Net Debt / EBITDA ratio ^{*4}	3.4	5.8	7.5	6.1	5.0	< 5.0	< 5.0
CAPEX (¥bn.)	33.6	42.7	61.6	43.2	35.0	-	-

^{*1} Operating profit + Depreciation (includes goodwill) ^{*2} Profit / Beginning and ending balance average shareholder's equity

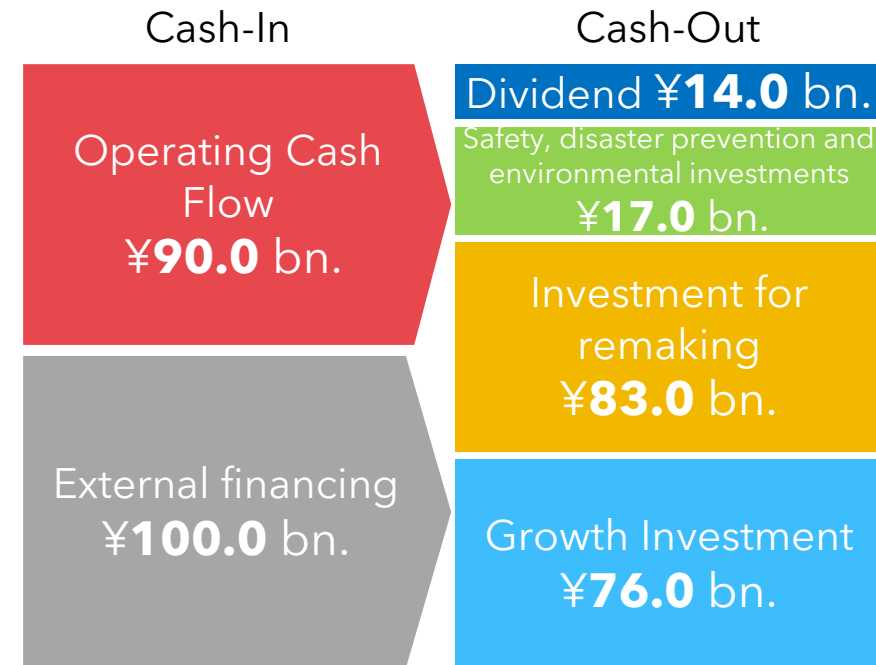
^{*3} NOPAT / (Interest-bearing debt + Net assets) ^{*4} (Interest-bearing debt-Cash and deposits) <Ending> / EBITDA

Cash Flow Allocation (FY 3/23 - FY 3/26)

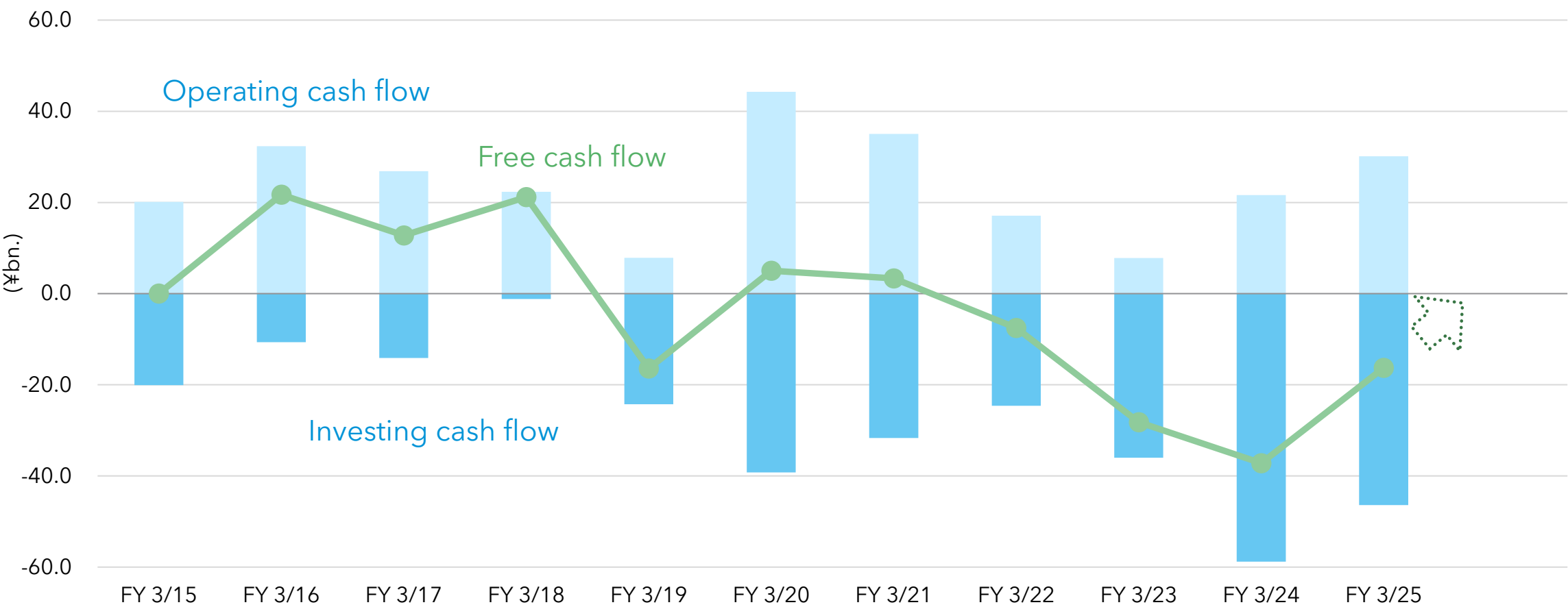
Initial plan



Revision (May 2025)



Going forward, toward profitability of free cash flow by increasing operating cash flow and decreasing investing cash flow



Toward Improvement of Corporate Value: Management that is Conscious of Cost of Capital and Stock Price **TOYOTO**

6 action plans

Endured pricing
commensurate with value

Measures for businesses
requiring improvement

Secure investment returns and
create new value

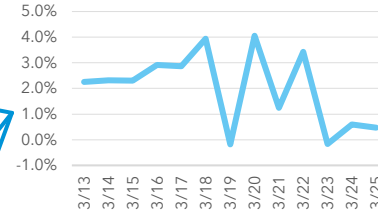
Narrowing down of
investment and
expenses, and cost reduction

Reduce capital employed

Thorough safety, disaster
prevention and quality
assurance, and compliance
(basic premise)

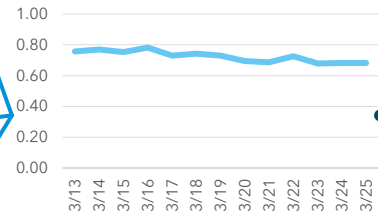
ROS 0.3 %

Net profit / Net sales



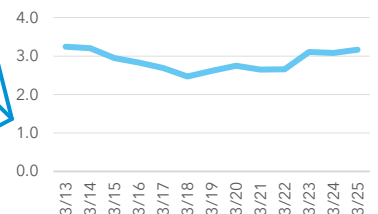
Total asset turnover 0.68

Net sales / Total assets



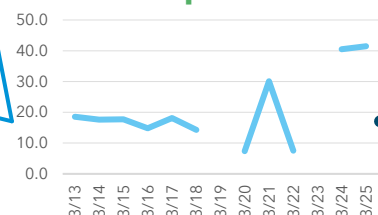
Financial Leverage 3.12

Total assets / Shareholder's equity



PER 41.0

Market capitalization / Net profit

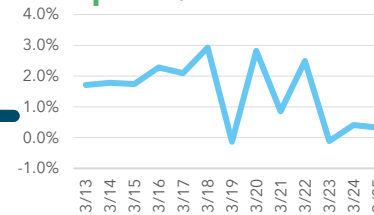


Aim for ROE>8% and PBR 1.0

Improve profitability and capital efficiency

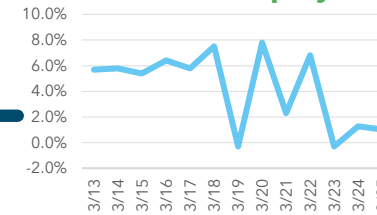
ROA 0.2 %

Net profit / Total assets



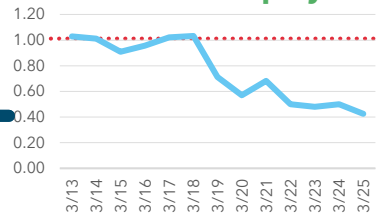
ROE 0.7 %

Net profit / Shareholder's equity



PBR 0.47

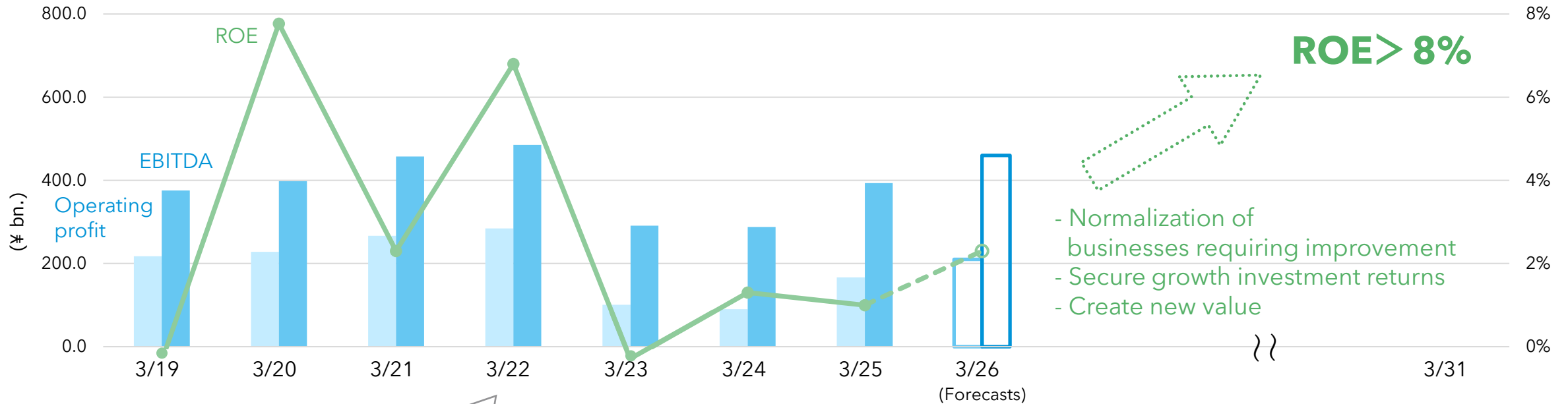
Market capitalization / Shareholder's equity



Fostering of growth expectations
and risk reduction

*Indicators are average of FY 3/23, FY 3/24, FY 3/25

Toward Improvement of Corporate Value: Realization of Sustainable Growth



Status at the establishment of 2025 Medium-Term Management Plan (FY 3/22)

- Fluctuations in reliability:
large-scale fire accidents,
the quality misconduct incident
- Improvement of financial structure
but standstill of growth expect industrial film

2025 Medium-Term Management Plan

4 years to remake and prepare

Toward FY 3/31

- **Achieve operating profit of ¥30.0 bn. or more and ROE of 5% at an early stage**
- **Accumulation of profits by creating new value, aiming for ROE of over 8%**

Appendix

Business Performance



(¥ bn.)

Net sales	FY 3/24					FY 3/25				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Films	39.0	39.1	39.3	39.1	156.5	42.1	40.7	42.1	42.0	166.8
Life Science	8.1	8.4	8.7	9.3	34.6	8.1	9.1	8.5	8.6	34.3
Environmental and Functional Materials	25.0	27.6	33.6	29.2	115.3	28.1	27.2	28.3	27.3	110.8
Functional Textiles and Trading	22.2	23.5	23.2	26.8	95.7	24.0	23.9	23.3	26.8	98.1
Real Estate and Others	2.8	3.8	3.0	2.6	12.2	2.9	3.1	2.9	3.2	12.0
Elimination & Corporate	-	-	-	-	-	-	-	-	-	-
Total	97.1	102.4	107.9	106.9	414.3	105.2	104.0	105.1	107.8	422.0

Operating profit	FY 3/24					FY 3/25				
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year
Films	1.2	0.2	0.1	1.2	2.7	1.5	1.5	0.8	3.1	6.9
Life Science	1.4	1.0	1.1	1.0	4.4	0.4	0.5	0.6	0.5	2.0
Environmental and Functional Materials	- 0.7	1.0	2.6	1.7	4.7	1.3	2.1	2.3	2.3	8.0
Functional Textiles and Trading	- 0.7	- 0.1	- 0.7	0.5	- 1.0	0.2	- 0.1	- 0.0	0.5	0.5
Real Estate and Others	0.4	1.0	0.7	0.9	3.0	0.5	0.7	0.6	0.8	2.6
Elimination & Corporate	- 1.7	- 0.7	- 1.2	- 1.2	- 4.8	- 0.7	- 0.9	- 1.0	- 0.7	- 3.3
Total	- 0.1	2.4	2.6	4.0	9.0	3.1	3.8	3.2	6.5	16.7

Major Indicators

TOYOTO

(¥ bn.)

	FY 3/20	FY 3/21	FY 3/22	FY 3/23	FY 3/24	FY 3/25	FY 3/26
	Results						Forecasts
Net sales	339.6	337.4	375.7	399.9	414.3	422.0	440.0
Operating profit	22.8	26.7	28.4	10.1	9.0	16.7	21.0
(Ratio to sales)	6.7%	7.9%	7.6%	2.5%	2.2%	3.9%	4.8%
EBITDA ^{*1}	39.8	45.8	48.5	29.1	28.8	39.4	46.0
EPS (¥)	155.1	47.3	144.8	- 7.4	27.9	22.7	51.0
ROE ^{*2}	7.8%	2.3%	6.8%	-	1.3%	1.0%	2.3%
ROIC ^{*3}	4.5%	5.0%	5.1%	1.7%	1.3%	2.3%	2.8%
Depreciation	17.0	19.1	20.1	19.0	19.8	22.7	25.0
CAPEX	36.4	23.3	33.6	42.7	61.6	43.2	35.0
R&D expenses	11.7	12.7	13.8	14.1	15.3	14.3	15.0
Interest-bearing debt	175.1	187.0	191.2	229.4	249.2	267.9	-
D/E ratio	0.98	1.01	0.98	1.21	1.26	1.37	1.40
D/E ratio (after adjustment of equity content) ^{*4}	0.87	0.89	0.87	-	-	1.15	1.20
Net Debt / EBITDA ratio ^{*5}	3.8	3.3	3.4	5.8	7.5	6.1	5.0

*1 Operating profit + Depreciation (includes goodwill)

*2 Profit / Beginning and ending balance average shareholder's equity

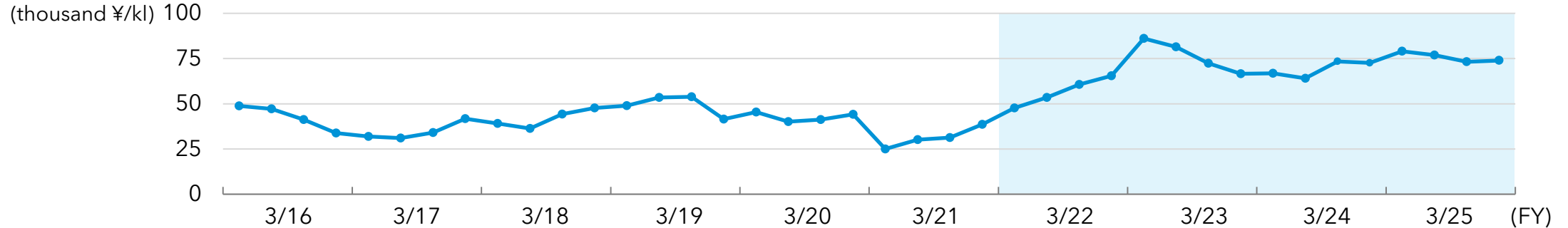
*3 NOPAT / (Interest-bearing debt + Net assets)

*4 D/E ratio after adjustment of equity content of a subordinated term loan and publicly offered subordinated bond

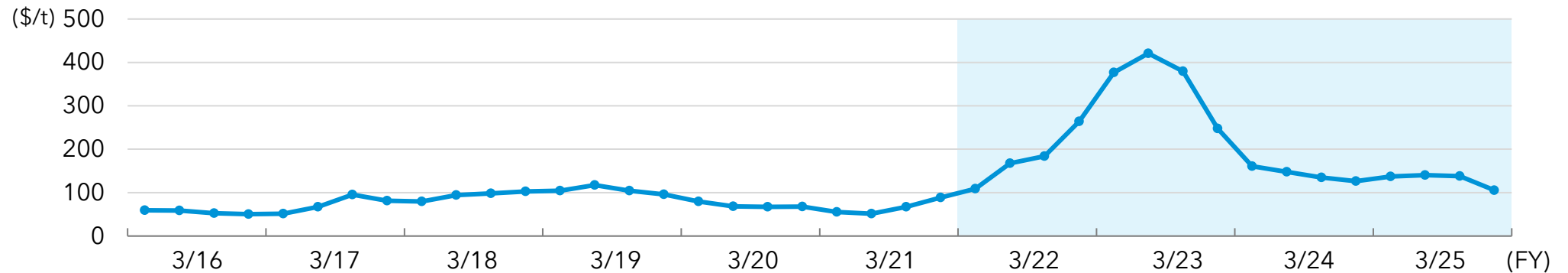
*5 (Interest-bearing debt - Cash and deposits) <Ending> / EBITDA

Product Price Revisions for Rising Raw Material and Fuel Prices

Naphtha price in Japan



Coal prices (Australian thermal coal market prices)



Impact of "raw material and fuel costs" and "prices" on Toyobo (YOY increase/decrease)

(¥ bn.)

	FY 3/17	FY 3/18	FY 3/19	FY 3/20	FY 3/21	FY 3/22	FY 3/23	FY 3/24	FY 3/25	FY 3/26
Raw material and fuel costs (A)	+4.1	- 3.7	- 4.5	+2.9	+5.6	- 11.2	- 17.0	- 1.0	+0.5	+3.0
Prices (B)	- 2.5	+1.6	+1.2	- 0.5	- 3.8	+4.7	+11.9	+4.4	+5.1	+1.5
Spread (A + B)	+1.6	- 2.1	- 3.3	+2.4	+1.8	- 6.5	- 5.1	+3.4	+5.6	+4.5

Main Action Plan by Segment (FY 3/26)

Segment	Action
Films	<p>Improve profitability of packaging film and further expand industrial film</p> <ul style="list-style-type: none"> - Packaging film: Review production system. Increase operation rate of the new production equipment. Improve profitability (become profitable) through price revisions and stable production. - Mold releasing film for MLCC: Ensure successful launch of new production equipment. - Polarizer protective films for LCDs: Establish increased production system.
Life Science	<p>Ensure profitability of new production equipment</p> <ul style="list-style-type: none"> - Biotechnology: Expand sales of enzymes for biochemical diagnostic reagents (benefit from increased production). - Medical materials: Launch and get revenues started for an integrated production plant for artificial kidney hollow fiber. Commercialization of membranes for manufacturing process. - Pharmaceuticals: Maintain GMP system. Improve profitability (become profitable) through new orders.
Environmental and Functional Materials	<p>TOYOBO MC Corporation: From strengthening the management foundation to implementation of growth measures</p> <ul style="list-style-type: none"> - Engineering plastics: Capture overseas demand and product price revisions. - Environmental solutions: Expand sales of BC* membranes. Develop new applications for VOC recovery equipment. - Nonwoven materials: Review domestic production system (aim for profitability).
Functional Textiles and Trading	<p>Improve profitability and asset efficiency</p> <ul style="list-style-type: none"> - Airbag fabrics: Implementation of load map to improve earnings. - Textiles: Improvement of asset efficiency.

Main Factors for Changes in Operating Profit (Compared to the Previous Quarter)

TOYOBO

(¥ bn.)

Segment	Q3 FY 3/25	Q4 FY 3/25	QOQ	Main factors for changes
Films	0.8	3.1	+2.3	(+) Mold releasing film for MLCC: Decrease in costs for launching new equipment (temporary) (+) Packaging film: Product price revisions (+) Industrial film: Increase in sales
Life Science	0.6	0.5	- 0.1	(+) Enzymes for biochemical diagnostic reagents: Volume increase due to new facilities (-) Enzymes for biochemical diagnostic reagents: Decline in productivity
Environmental and Functional Materials	2.3	2.3	+0.1	(+) "VYLON", "HARDLEN": Recovery in overseas demand (-) VOC recovery equipment: Decrease in sales (impact of slowdown in adoption of EVs)
Functional Textiles and Trading	- 0.0	0.5	+0.5	(+) Textiles: Seasonal factors

Transition to a Company with Audit and Supervisory Committee

Toyobo Co., Ltd. resolved to **transition from “a company with Board of Corporate Auditors” to “a company with Audit and Supervisory Committee,”** subject to approval at the 167th Annual General Meeting of Shareholders. (February, 2025)

Background: It is becoming increasingly important to conduct swifter and more efficient business execution while providing an advanced level of management supervision.

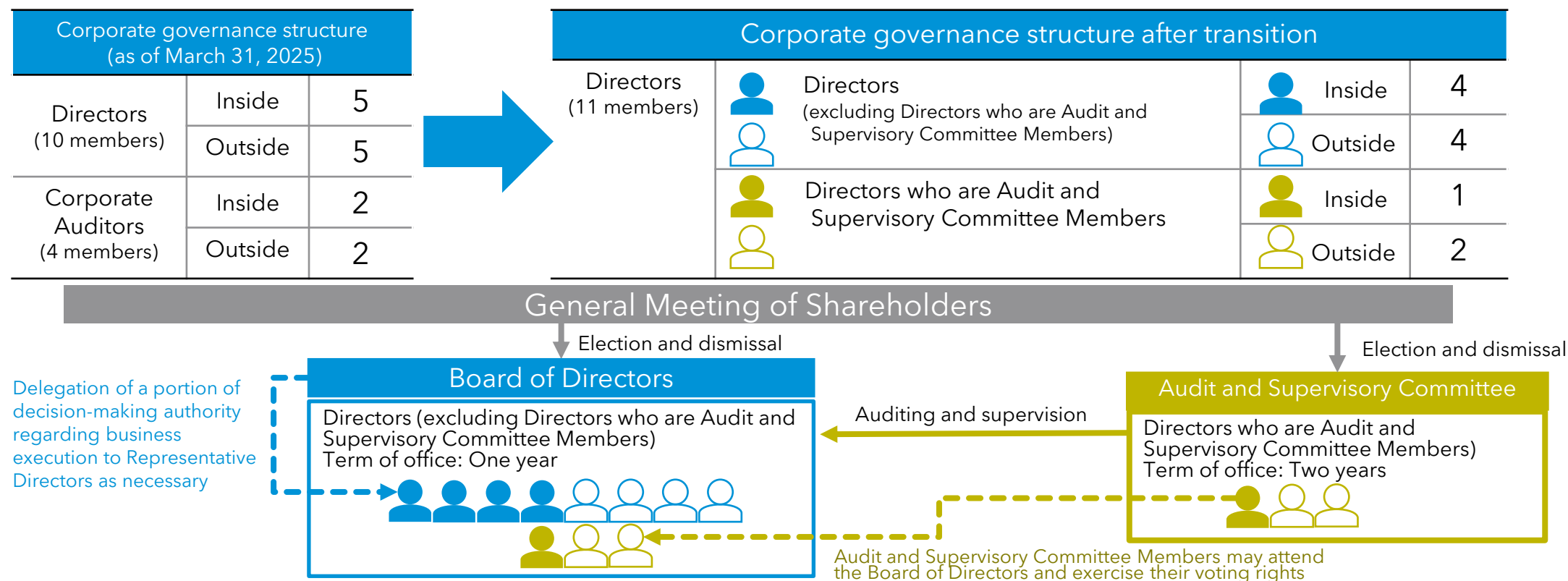
Purpose: - Establish a system to conduct swifter decision-making by delegating a portion of decision-making authority regarding business execution to Representative Directors.

- Transition the Board of Directors to a monitoring board that places emphasis on examination and decision-making regarding the basic policies of management, etc. and the supervision of business execution.

- Strengthen the supervisory function by granting voting rights at Board of Directors meetings to officers who are responsible for conducting audits.

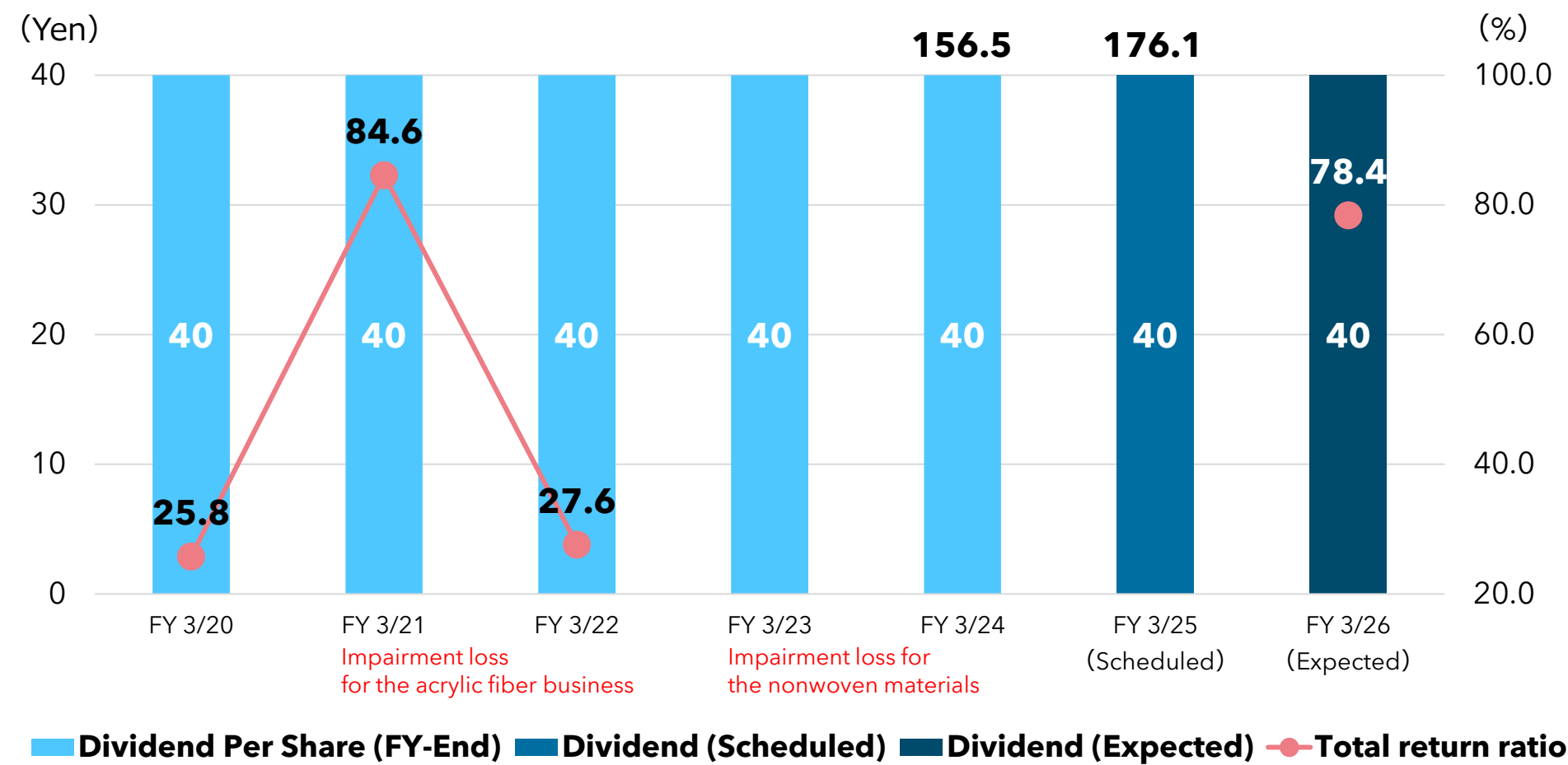
Timing: Late June, 2025

Corporate governance structure after transition



Policy on Shareholders Returns

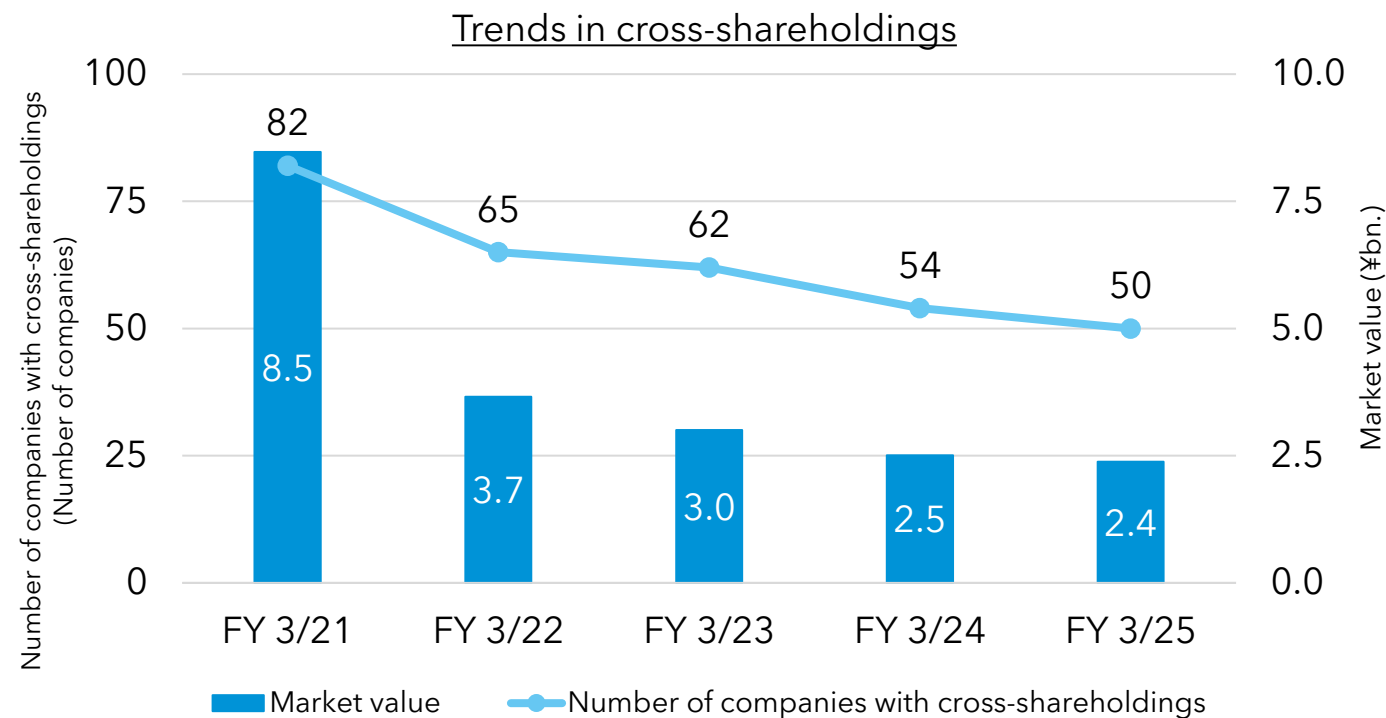
- Aim for a total return ratio of 30%
- Dividend FY 3/25 : ¥40 / Share (Scheduled)



Policy on Cross-shareholdings



1. Toyobo periodically reviews cross-shareholdings from various perspectives, such as their impact on improving medium- to long-term corporate value and economic rationality
 2. We enter into cross-shareholdings with key business partners when we judge that maintaining and strengthening stable relationships with them will contribute to sustainable growth and enhancement of medium- to long-term corporate value
- * The Board of Directors reviews cross-shareholdings annually, considering future business strategies, operational relationships, and other factors, and determines whether to continue holding these shares**



	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	March 31, 2025
Percentage of consolidated net assets	4	2	1	1	1

Note: Total of listed and unlisted shares on a non-consolidated basis

Ideals we seek to realize in 2030 (Announced in May 2022)



We will be a group that continues to create the solutions needed by people and the Earth with materials and science

1. Contributing to solving social issues through business operations
2. Sustainable growth (solid foundation and track for future growth)
3. People First (safe working environment where employees can work with peace of mind, pride and rewarding work, self-growth)

Sustainability indices

Serious incidents

ZERO

Employee engagement score

Over 70%

GHG emissions cut (over FY 3/14)

Over 46%

Carbon neutrality in FY 3/51

Ratio of green materials in main business operation*

60%

*Assumed to be film business

Financial indices

Consolidated sales

600 billion yen

Operating profit margin

Over 8.3%

ROE

Over 9%

ROIC

Over 7%

Employee engagement

- **Launched a survey on organizational climate and job satisfaction , targeting all officers and employees in 2021**

	Result (FY 3/23)	Result (FY 3/25)	Targets (FY 3/31)
Employee engagement score	55 %	52 %	Over 70 %

Promotion of DE&I

- **TOYOBO Group Diversity Promotion Policy established** (February 2024)

- **Promoting women’s empowerment**

- Women leader development seminars (cumulative number of participants: 230)
- Maintain women's share of new graduate recruitment at a level of at least 40%

- **Active participation of diverse human resources**

- Introduced a system that allows the use of preferred names based on gender identity (June 2024)
- Introduced a Same-sex partnership system (December 2024)
- Received the highest rank of "Gold" in the "PRIDE Index 2024" (November 2024)
- Community events for foreign employees (May 2024)

	Results (FY 3/24)	Targets (FY 3/26)
Ratio of women managerial staff	5.5 %	Over 5.0 %
Ratio of women in career track positions	18.9 %	Over 22 %
Ratio of men employees taking childcare leave Average number of days	97.7 % 19.3 days	Over 80 % 14 or more days (20% increase from FY3/21)
Difference in pay between male and female workers	64.4 %	-
Employment ratio of persons with disabilities	2.29 %	2.5 %

Safety, Disaster Prevention

Promote activities according to the roadmap

Our safety declaration

"We will thoroughly implement 'putting safety first,' and we will emphasize labor safety, environmental safety, product safety, and equipment safety." Our slogan "Protect yourself, protect your colleagues, and speak up when noticing something"

■ Main Initiatives

- Safety, disaster prevention inspections activities
Total investment of the Toyobo Group Approx. ¥18.0 bn. (FY 3/21 - FY 3/26)
Capital investment measures have been completed, and soft measures are being enhanced
- Safety and disaster prevention training centers:
Tsuruga Research and Production Center (2020), Iwakuni Production Center (2021), Inuyama Plant (2023)

Safety and disaster prevention training centers



Tsuruga Research and Production Center



Iwakuni Production Center



Inuyama Plant

Quality

Promote activities according to the roadmap

■ Strengthening the quality risk management system

- "Three lines of defense" (business divisions / Quality Assurance Division / Internal Audit Department)
: establishment of the multi-layered structure

■ Major initiatives

- Product safety and quality assurance training
Quality assurance seminar, development of core human resources (Qace seminar*), case studies involving quality irregularities etc.
- Response to the quality-related misconduct incidents
Engineering plastics : Regaining of ISO9001 certification (May 2024)
Contract manufacturing of pharmaceuticals: the Warning Letter was lifted by the FDA (July 2023)

*Qace : Qa_assurance, Qc_control, Qe_ensurance

Sustainability: Supply Chain Management

Respect basic human rights of all stakeholders, including officers and employees, in accordance with TOYOBO Group Human Rights Policy

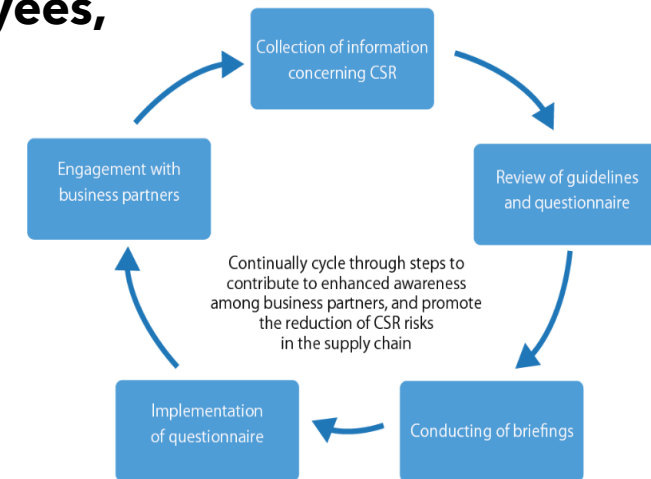
CSR procurement survey

- For risk assessment, we conduct questionnaire surveys every other year aimed at major business partners worldwide, based on our CSR Procurement Guidelines
- When requesting a survey, a video of the "Toyobo group CSR procurement seminar" will be attached and participants will be asked to comply with the guidelines

Results obtained in CSR procurement surveys in FY 3/24

- Aggregation scope and no. of suppliers covered:
476 suppliers representing 90% of overall transaction volume. Response rate 94%
- The average score of the survey was 79%

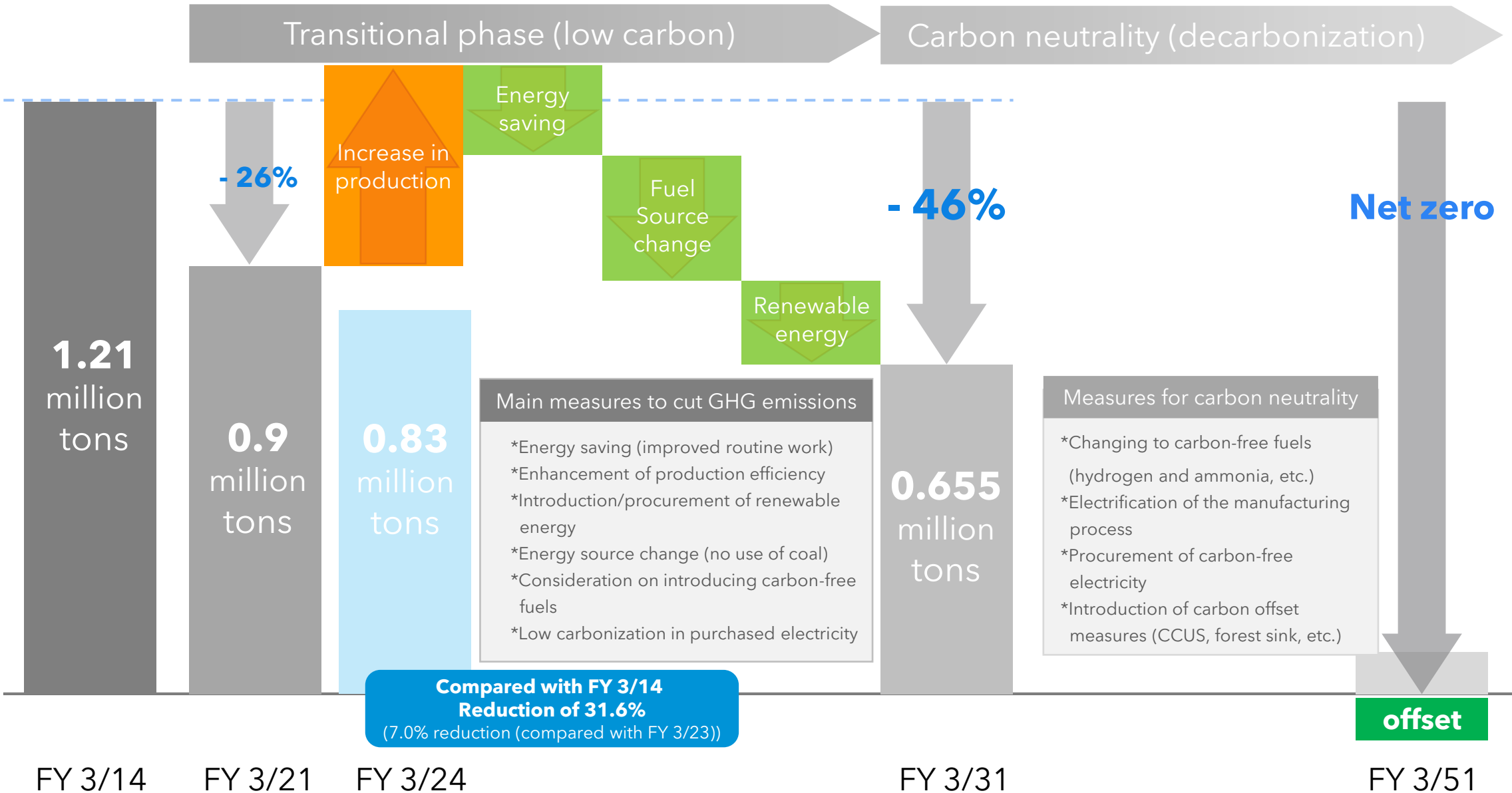
Rank	Points band	No.	Share	Content and response
A	90 points or higher	195	44%	CSR measures implemented are excellent → Feedback on survey results
B	61-89 points	176	39%	CSR measures implemented are adequate → Feedback on survey results
C	Total 60 or under with no significant risk items	66	15%	Progress is being made in CSR initiatives and significant risks are low → Feedback on survey results
D	Total 60 or under with low scores for significant risk items	11	2%	For items with risks, particularly regarding human rights, we will request initiatives for improvement individually
—	Total	448	—	—



Evaluation scores of CSR procurement survey



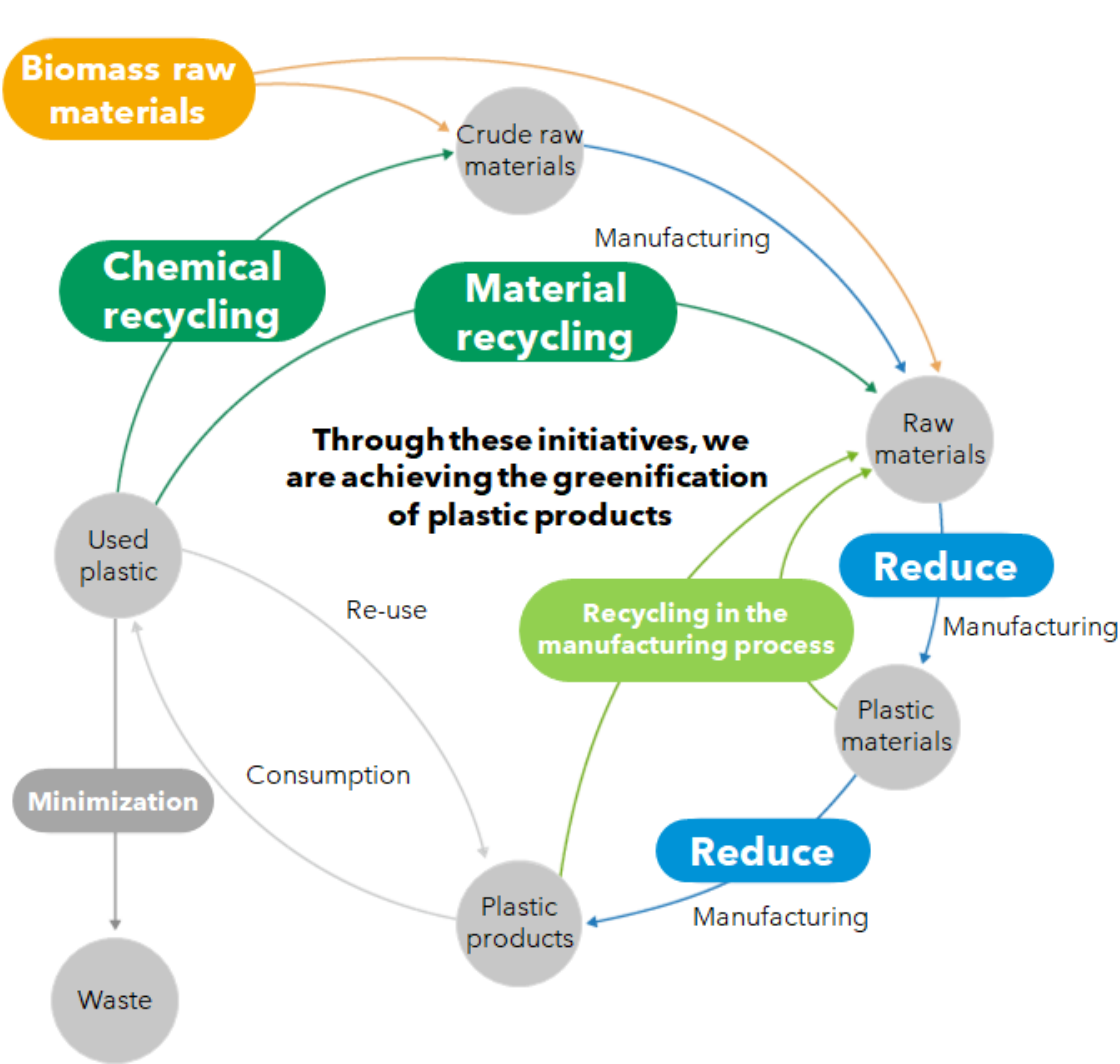
GHG Emissions Reduction: Roadmap for Carbon Neutrality (Scope 1,2)



To Be the World's Leading Green Film Maker

Target: Greening rate of 60% in FY 3/31 and 100% in FY 3/51 (Biomass, Recycling, Volume reduction)

Results: Evaluation of calculation methods of Greening rate. Greening rate in FY 3/24: **13%**



Biomass raw materials	Plant-derived raw materials <ul style="list-style-type: none">● "BIOPRANA" 100% biomass resin <ul style="list-style-type: none">● PEF (Polyethylene furanoate)
Chemical recycling	Chemical recycling to crude raw materials <ul style="list-style-type: none">● R Plus Japan, Ltd.
Material recycling	Use of recycled resin <ul style="list-style-type: none">● "CYCLE CLEAN" "SPACECLEAN" "Crisper" "KAMISHINE" "RESHINE" Enabling recycling through use of mono-material <ul style="list-style-type: none">● "PYLEN EXTOP" "ECOSYAR" Resistant to thermal degradation even after repeated recycling <ul style="list-style-type: none">● "TOYOBO GS Catalyst"
Recycling in the manufacturing process	<ul style="list-style-type: none">● "KAMISHINE NEO"● Recycling of mold releasing film for MLCC
Reduce	Volume reduction, thickness reduction <ul style="list-style-type: none">● "SPACECLEAN" "PYLEN EXTOP" Food loss reduction <ul style="list-style-type: none">● "ECOSYAR"

(References) Outline of Growth Investment

	Market	Our strengths and Market share	Purpose of investment
Ultra-highly rigid polypropylene film	Demand increase in mono-material and volume reduction	Rigidity approx. 1.7 times that of general biaxially oriented polypropylene film.	Sales expansion of Ultra-highly rigid polypropylene film. To meet the need for mono-material and volume reduction.
Mold releasing film for MLCC	MLCC: CAGR approx. 7% / year	An integrated process spanning from base film manufacturing to release processing. Film forming technology that realizes superior smoothness. Market share: Approx. 25% (Global), a world-leading share	Production capacity expansion by approx. 2x. Sales expansion in line with market growth.
Polarizer protective films for LCDs	LCDs: CAGR approx. 3% / year	Superior handling ability (superior dimensional stability, low degree of warping) due to low moisture absorbency. Market share: Approx. 60% (Global)	Production capacity expansion by approx. 30%. To meet the need for larger displays.
Raw enzymes for biochemical diagnosis	Enzymes: CAGR 5 - 7% / year	Market share: Approx. 25%, 2nd in the world Overseas sales ratio: Approx. 70%	Production capacity expansion by approx. 1.5x. Capacity and expansion of overseas development.
Reagents for PCR testing and raw materials for genetic diagnostic reagents	IVD* for infectious diseases: CAGR approx. 6% / year	Possess enzymes, reagents, diagnostic reagents and diagnostic devices for genetic testing. Market share (PCR enzymes): Domestic approx. 15%	Production capacity expansion by approx. 3x. Expansion of solutions business for infectious diseases.
Artificial kidney hollow fiber	The number of dialysis patients: CAGR approx. 7% / year	Excellent biocompatibility due to CTA** membranes (PVP free). Market share: Approx. 6% (Global) (Domestic approx. 20%, China 13%)	To strengthen the global sales expansion jointly with Nipro Corporation.

*IVD: In-Vitro Diagnostics **CTA: Cellulose triacetate

※Market share and CAGR, estimated by the Company.

The business performance forecasts and targets included in the business plans contained in this presentation are based on information known to the Company's management as of the day of presentation. Please be aware that the content of the future forecasts may differ significantly from actual results, due to a number of unforeseeable factors.

TOYOBO CO., LTD.

All Rights Reserved

