TOYOBO

TOYOBO
FACT BOOK 2026

(For the year ended March 31, 2026)

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Update: Setpember 2026

TOYOBO

Financial Highlights

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Consolidated Statements of Income Items (¥ mn)											
Net sales	347,763	329,487	331,148	336,698	339,607	337,406	375,720	399,921	414,265	422,032	**421,563**
Gross profit	79,694	79,547	81,106	81,064	84,467	90,375	96,126	85,006	87,998	97,055	**108,152**
Operating profit	23,123	23,332	23,923	21,727	22,794	26,657	28,430	10,063	8,995	16,653	**27,906**
Ordinary profit	20,393	20,650	20,415	17,788	18,035	20,706	23,092	6,590	6,962	10,591	**22,878**
Extraordinary income	702	469	11,492	1,519	11,206	629	6,529	9,753	3,312	2,350	**2,186**
Extraordinary losses	4,871	7,179	13,683	19,204	9,525	15,753	14,825	15,731	4,687	5,772	**5,687**
Profit before income taxes	16,224	13,940	18,225	102	19,716	5,582	14,796	612	5,587	7,168	**19,376**
Profit (loss) attributable to owners of parent	10,150	9,444	13,044	(603)	13,774	4,202	12,865	(655)	2,455	2,003	**11,174**
Comprehensive profit	2,147	13,519	15,611	(467)	4,437	9,471	12,112	(1,232)	12,454	5,426	**25,362**
Consolidated Balance Sheet Items (¥ mn) *1											
Current assets	186,633	196,293	186,571	193,125	206,416	212,963	239,314	299,133	273,733	267,495	**270,543**
Non-current assets	257,954	254,497	258,924	267,922	282,458	278,225	278,460	289,773	333,257	350,304	**357,124**
Total assets	444,587	450,790	445,495	461,047	488,874	491,188	517,774	588,906	606,990	617,799	**627,667**
Current liabilities	130,690	136,865	125,110	131,768	122,321	131,444	146,750	202,500	184,148	160,320	**157,595**
Non-current liabilities	153,795	143,016	135,870	148,053	183,916	171,109	173,876	164,984	192,755	225,435	**218,077**
Net assets	160,101	170,910	184,515	181,226	182,636	188,635	197,149	221,422	230,087	232,044	**251,995**
Total shareholders' equity	156,915	167,773	180,561	176,585	177,890	185,729	194,876	189,588	197,033	195,312	**213,315**
Interests-bearing debt	165,358	169,230	145,594	164,769	175,139	186,958	191,249	229,405	249,244	267,869	**261,005**
Cash flow (¥ mn)											
Cash flows from operating activities	32,337	26,872	22,353	7,838	44,255	35,028	17,097	7,798	21,595	30,118	**45,032**
Cash flows from investing activities	(10,636)	(14,132)	(1,174)	(24,286)	(39,216)	(31,678)	(24,608)	(36,011)	(58,784)	(46,386)	**(27,077)**
Cash flows from financing activities	(21,384)	(324)	(27,831)	12,608	(1,805)	5,340	(1,729)	61,295	8,260	10,490	**(16,506)**
Free cash flow	21,701	12,740	21,178	(16,448)	5,040	3,350	(7,511)	(28,213)	(37,189)	(16,268)	**17,955**
Cash and cash equivalents at end of period	20,101	32,179	25,857	22,167	25,084	34,526	26,433	60,204	33,310	27,427	**30,128**
Capital expenditure, depreciation and amortization, R&D expenses (¥ mn)											
Capital expenditure	17,336	18,360	21,259	25,512	36,445	23,253	33,640	42,734	61,569	43,158	**29,041**
Depreciation	14,434	14,939	15,666	15,823	17,005	19,095	20,080	19,050	19,806	22,698	**24,631**
R&D expenses	11,266	11,114	10,402	11,022	11,690	12,656	13,792	14,112	15,310	14,261	**14,113**
Per share information (¥) *2											
Net assets per share (BPS)	176.75	188.98	2,034.04	1,989.29	2,003.01	2,090.47	2,192.17	2,146.46	2,236.50	2,215.11	**2,417.30**
Net profit (loss) per share (EPS)	11.43	10.64	146.93	(6.80)	155.12	47.30	144.75	(7.37)	27.87	22.73	**126.65**
Dividends per share	3.50	3.50	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	**40.00**
Financial indicators											
Overseas sales ratio (%)	29.5	29.2	29.0	30.5	32.3	33.0	34.3	36.8	39.9	39.9	**39.1**
Operating profit to net sales ratio (%)	6.6	7.1	7.2	6.5	6.7	7.9	7.6	2.5	2.2	3.9	**6.6**
Return on equity (ROE) (%) *3	6.4	5.8	7.5	(0.3)	7.8	2.3	6.8	(0.3)	1.3	1.0	**5.5**
Return on assets (ROA) (%) *4	5.2	5.2	5.4	4.7	4.7	5.4	5.5	1.7	1.5	2.7	**4.4**
Return on investment（ROIC）(%) *5	4.8	4.8	4.9	4.4	4.5	5.0	5.1	1.7	1.3	2.3	**3.8**
Price earnings ratio (PER) (%)	14.78	18.14	14.29	—	7.37	30.11	7.55	—	40.44	41.45	**10.40**
Price book-value ratio（PBR）	0.96	1.02	1.03	0.71	0.57	0.68	0.50	0.48	0.50	0.43	**0.54**
Total shareholder return ratio (%)	30.6	32.9	27.2	—	25.8	84.6	27.6	—	156.5	176.1	**31.6**
Dividend payout ratio (%)	30.6	32.9	27.2	—	25.8	84.6	27.6	—	143.5	176.0	**31.6**
Dividend on equity (DOE) (%)	2.0	1.9	2.0	2.0	2.0	2.0	1.9	1.8	1.8	1.8	**1.7**
Total shareholder return（TSR）*6	106.5	123.5	136.4	96.6	82.3	102.1	84.1	83.3	91.2	82.2	**107.8**
Equity ratio (%)	35.3	37.2	40.5	38.3	36.4	37.8	37.6	32.2	32.5	31.6	**34.0**
EBITDA (¥ mn) *7	37,557	38,272	39,589	37,550	39,799	45,752	48,509	29,113	28,802	39,351	**52,537**
D/E ratio	1.05	1.01	0.81	0.93	0.98	1.01	0.98	1.21	1.26	1.37	**1.22**
D/E ratio (after adjustment of equity content)*8	0.92	0.88	0.70	0.82	0.87	0.89	0.87	—	—	1.15	**1.03**
Net Debt / EBITDA ratio	3.9	3.6	3.0	3.8	3.8	3.3	3.4	5.8	7.5	6.1	**4.4**
Results by business segment (¥ mn) (From FY2020) *9											
Net sales											
Films								146,064	156,531	166,842	**175,169**
Life Science								38,134	34,564	34,341	**34,494**
Environmental and Functional materials								110,796	115,327	110,807	**110,126**
Functional Textiles and Trading								92,361	95,665	98,062	**89,612**
Real Estate								4,053	4,070	4,147	**4,495**
Other Business								8,514	8,108	7,834	**7,666**
Operating profit (loss)											
Films								1,623	2,688	6,920	**16,638**
Life Science								9,212	4,438	2,010	**65**
Environmental and Functional materials								4,048	4,668	7,961	**9,702**
Functional Textiles and Trading								(2,514)	(1,044)	539	**1,254**
Real Estate								1,439	2,018	1,775	**2,048**
Other Business								748	995	778	**1,129**
Adjustment								(4,492)	(4,768)	(3,331)	**(2,930)**

*1) Figures from the year ended March 31st, 2019 onward reflect the application of “Partial Amendments to Accounting Standard for Tax Effect Accounting”, and these accounting standards are applied retrospectively to the indicators, etc. for the year ended March 31st, 2018.

*2) By resolution of the 159th Annual General Meeting of Shareholders held on June 28th, 2017, we carried out a one-for-ten reverse split of the Company’s ordinary shares, effective October 1st,2017. In addition, we amended the number of shares constituting one unit from 1,000 to 100, as of the same date.

*3) ROE: Profit / Beginning and ending balance average shareholder’s equity

*4) ROA: Operating profit / Total assets

*5) ROIC: NOPAT / Beginning and ending balance average Invested capital
Invested capital: Net assets + Interests-bearing debt

*6) Calculations are based on FY 2015 as the base year.

*7) EBITDA: Operating profit + Depreciation (includes goodwill)

*8) For FY2016 - 2022, D/E ratio after adjustment of equity content of a subordinated term loan.
For FT2025, D/E ratio after adjustment of equity content of a subordinated term loan and publicly offered subordinated bond.

*9) The Group changed its reporting segment classification from the fiscal year ended March 31, 2024.
The figures for the fiscal year ended March 31, 2023, have been restated in accordance with the aforesaid change in the classification.

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Segment Information *1

(¥ mn)

	FY2023	FY2024	FY2025	FY2026
Films				
Net sales	146,064	156,531	166,842	**175,169**
Operating profit	1,623	2,688	6,920	**16,638**
Operating profit ratio (%)	1.1	1.7	4.1	**9.5**
Assets	180,321	203,361	206,034	**217,790**
Depreciation	7,787	8,946	9,728	**10,616**
Capital expenditure	18,280	18,621	18,582	**10,055**
Life Science				
Net sales	38,134	34,564	34,341	**34,494**
Operating profit	9,212	4,438	2,010	**65**
Operating profit ratio (%)	24.2	12.8	5.9	**0.2**
Assets	41,332	71,315	78,745	**87,422**
Depreciation	2,211	2,135	3,258	**4,053**
Capital expenditure	7,551	20,710	9,279	**6,816**
Environmental and Functional Materials				
Net sales	110,796	115,327	110,807	**110,126**
Operating profit	4,048	4,668	7,961	**9,702**
Operating profit ratio (%)	3.7	4.0	7.2	**8.8**
Assets	127,361	139,730	121,253	**124,806**
Depreciation	4,334	3,770	4,506	**4,525**
Capital expenditure	7,314	10,933	6,635	**4,703**
Functional Textiles and Trading				
Net sales	92,361	95,665	98,062	**89,612**
Operating profit (loss)	(2,514)	(1,044)	539	**1,254**
Operating profit ratio (%)	-	-	0.6	**1.4**
Assets	108,121	108,425	107,117	**99,774**
Depreciation	2,415	2,541	2,598	**2,718**
Capital expenditure	3,599	6,072	3,491	**3,260**
Real Estate				
Net sales	4,053	4,070	4,147	**4,495**
Operating profit	1,439	2,018	1,775	**2,048**
Operating profit ratio (%)	35.5	49.6	42.8	**45.5**
Assets	45,468	49,113	49,163	**48,699**
Depreciation	514	498	539	**551**
Capital expenditure	488	1,409	537	**417**
Other Business				
Net sales	8,514	8,108	7,834	**7,666**
Operating profit	748	995	778	**1,129**
Operating profit ratio (%)	8.8	12.3	9.9	**14.7**
Assets	16,699	14,578	13,184	**14,060**
Depreciation	416	114	113	**206**
Capital expenditure	666	152	1,303	**1,181**
Adjustment				
Net sales	-	-	-	**-**
Operating profit (loss)	(4,492)	(4,768)	(3,331)	**(2,930)**
Operating profit ratio (%)	-	-	-	**-**
Assets	69,604	20,467	42,302	**35,116**
Depreciation	1,371	1,802	1,956	**1,962**
Capital expenditure	4,836	3,672	3,331	**2,610**

*1) The Group changed its reporting segment classification as below from the fiscal year ended March 31, 2024.
The figures for the fiscal year ended March 31, 2023, have been restated in accordance with the aforesaid change in the classification.

Old segments	Old categories
Films and Functional Materials	Industrial films Packaging films Indstrial adhesives Photo-functional materials Fine chemicals
Mobility	Engineering plastics Airbag fabrics
Lifestyle and Environment	Environmental solutions Non-woven fabrics Fibers and functional materials Textiles
Life Science	Bioproducts Pharmaceuticals Medical devices Medical membranes

New segments	New categories
Films	Industrial films Packaging films
Life Science	Biotechnology Pharmaceuticals Medical materials
Environmental and Functional Materials	Engineering plastics Indstrial adhesives Photo-functional materials Fine chemicals Environmental solutions High-performance fibers Nonwoven materials
Functional Textiles and Trading	Textiles Airbag fabrics

Segment Information *1 *2

(¥ mn)

	FY2016	FY2017	FY2018	FY2019	FY2020
Films and Functional Polymers					
Net sales	143,398	138,574	148,667	156,241	158,833
Operating profit	9,920	12,747	13,713	13,727	16,541
Operating profit ratio (%)	6.9	9.2	9.2	8.8	10.4
Assets	139,922	137,842	140,421	150,834	179,391
Depreciation	6,420	6,641	6,916	6,846	7,121
Capital expenditure	6,793	5,546	5,038	13,401	21,801
Mobility					
Net sales	70,522	59,925	63,454	66,540	65,405
Operating profit	6,288	3,875	4,262	2,620	1,035
Operating profit ratio (%)	8.9	6.5	6.7	3.9	1.6
Assets	73,488	72,122	80,602	84,779	81,278
Depreciation	2,097	1,939	2,312	2,480	2,723
Capital expenditure	3,678	4,710	6,750	4,094	6,848
Lifestyle and Environment					
Net sales	27,723	36,423	35,723	34,675	39,412
Operating profit	4,726	5,242	5,179	5,170	5,547
Operating profit ratio (%)	17.0	14.4	14.5	14.9	14.1
Assets	34,830	41,655	42,070	44,590	49,750
Depreciation	2,330	2,728	2,825	2,826	3,002
Capital expenditure	2,376	3,752	5,313	3,066	3,825
Life Science					
Net sales	85,486	77,552	68,317	64,585	61,328
Operating profit	2,500	1,066	645	914	561
Operating profit ratio (%)	2.9	1.4	0.9	1.4	0.9
Assets	74,751	71,312	70,724	69,122	68,382
Depreciation	1,656	1,729	1,365	1,410	1,680
Capital expenditure	2,010	1,872	1,835	2,730	1,808
Real Estate					
Net sales	4,203	4,444	4,284	4,197	4,405
Operating profit	2,270	2,344	2,023	1,572	1,482
Operating profit ratio (%)	54.0	52.7	47.2	37.5	33.6
Assets	50,954	50,054	49,388	49,112	48,709
Depreciation	745	753	698	588	657
Capital expenditure	618	603	389	468	377
Other Business					
Net sales	16,432	12,569	10,703	10,460	10,224
Operating profit	571	1,000	796	661	1,141
Operating profit ratio (%)	3.5	8.0	7.4	6.3	11.2
Assets	18,528	15,431	16,471	15,080	21,972
Depreciation	392	326	286	301	336
Capital expenditure	443	352	340	431	341
Adjustment					
Net sales	—	—	—	—	—
Operating profit (loss)	(3,152)	(2,941)	(2,694)	(2,936)	(3,512)
Operating profit ratio (%)	—	—	—	—	—
Assets	52,114	62,374	46,481	47,530	39,390
Depreciation	793	824	1,264	1,372	1,487
Capital expenditure	1,418	1,526	1,595	1,321	1,446

*1) From the year ended March 31st, 2017, the AC business was moved from Industrial Materials to Healthcare, and the AP business was moved from from Industrial Materials to Textiles & Trading.

*2) The Group changed its reporting segment classification from the year ended March 31, 2021.

Segment Information *1

(¥ mn)

	FY2020	FY2021	FY2022	FY2023
Films and Functional Materials				
Net sales	127,127	152,842	170,326	170,028
Operating profit	14,582	20,028	19,897	4,641
Operating profit ratio (%)	11.5	13.1	11.7	2.7
Assets	158,950	165,697	181,121	204,702
Depreciation	6,724	8,886	9,826	8,582
Capital expenditure	21,528	8,802	17,888	20,202
Mobility				
Net sales	43,905	36,573	44,721	49,320
Operating profit (loss)	(701)	(1,572)	(1,753)	(4,485)
Operating profit ratio (%)	(1.6)	(4.3)	(3.9)	(9.1)
Assets	51,153	50,396	58,860	61,429
Depreciation	1,550	1,364	1,357	1,829
Capital expenditure	3,360	1,408	1,132	1,217
Lifestyle and Environment				
Net sales	128,409	109,148	114,295	129,872
Operating profit	5,936	4,376	3,453	2,999
Operating profit ratio (%)	4.6	4.0	3.0	2.3
Assets	135,923	132,101	134,685	148,527
Depreciation	3,921	3,802	3,779	4,126
Capital expenditure	6,689	5,892	7,274	7,774
Life Science				
Net sales	25,538	27,087	35,003	38,134
Operating profit	3,798	4,517	8,655	9,212
Operating profit ratio (%)	14.9	16.7	24.7	24.2
Assets	32,571	36,034	30,118	41,332
Depreciation	2,330	2,372	2,397	2,211
Capital expenditure	2,704	3,159	3,752	7,551
Real Estate				
Net sales	4,405	3,959	3,957	4,053
Operating profit	1,482	1,548	1,408	1,439
Operating profit ratio (%)	33.6	39.1	35.6	35.5
Assets	48,709	48,237	47,206	45,468
Depreciation	657	704	750	514
Capital expenditure	377	348	494	488
Other Business				
Net sales	10,224	7,798	7,419	8,514
Operating profit	1,141	754	810	748
Operating profit ratio (%)	11.2	9.7	10.9	8.8
Assets	21,972	16,141	17,234	16,699
Depreciation	336	421	404	416
Capital expenditure	341	751	209	666
Adjustment				
Net sales	-	-	-	-
Operating profit (loss)	(3,444)	(2,993)	(4,041)	(4,490)
Operating profit ratio (%)	-	-	-	-
Assets	39,596	42,582	48,550	70,748
Depreciation	1,487	1,545	1,566	1,371
Capital expenditure	1,446	2,893	2,891	4,836

*1) The Group changed its reporting segment classification as below from the fiscal year ended March 31, 2021.
The figures for the fiscal year ended March 31, 2020, have been restated in accordance with the aforesaid change in the classification.

Old segments	Old categories
Films and Functional Polymers	Industrial films Packaging films Engineering plastics Industrial adhesives Photo-functional materials Fine chemicals
Industrial Materials	Airbag fabrics High-performance fibers Lifestyle and industrial materials
Healthcare	Bioscience and medical Membranes and environment (medical membranes, water treatment membranes, activated carbon [AC] fibers)
Textiles and Trading	Textiles and trading

New segments	New categories
Films and Functional Materials	Industrial films Packaging films Industrial adhesives Photo-functional materials Fine chemicals
Mobility	Engineering plastics Airbag fabrics
Lifestyle and Environment	Environmental solutions Non-woven fabrics Fibers and functional materials Textiles
Life Science	Bioproducts Pharmaceuticals Medical devices Medical membranes

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Non-Financial Highlights (Environment)

(FY)	Unit	Scope *1	FY2022	FY2023	FY2024	FY2025	FY2026
Greenhouse gas (GHG) emissions from business activities							
Scope1	Thousand tonnes-CO_2	Global	718	712	659	615	**621**
Scope2			183	182	172	169	**150**
Scope1 and Scope2			900	894	831	784	**771**
GHG emissions intensity per unit of sales	Tonnes-CO_2/million yen		2.40	2.23	2.01	1.86	**1.83**
GHG emissions reduction rate (base: FY2014)	%		25.9	26.4	31.6	35.4	**36.5**
Energy consumption	GWh		—	2,937	2,810	2,775	**2,753**
GHG emissions throughout the value chain							
Scope3	Thousand tonnes-CO_2	Global	3,415	5,290	5,499	3,996	**3,013**
Ratio of reduction in CO_2 emissions (intensity) related to logistics (sales)	%	TOYOBO CO., LTD	0.5	5.3	0.5	- 3.4 (increase)	**- 1.6 (increase)**
Waste							
Amount of waste emission *2	Thousand tonnes	Global	115	118	110	112	**103**
Amount recycled externally			110	113	97	100	**91**
Landfill			0.5	0.6	2.3	1.5	**1.9**
Landfill rate	%		0.42	0.55	2.08	1.33	**1.88**
PRTR Substances							*3
Emissions	Tonnes	Japan	198	108	771*	457*	**474***
Emissions to atmosphere			166	94	53*	33*	**39***
Emissions to rivers and other waterways			32	14	718*	423*	**435***
Emissions to soil			0	0	0*	0*	**0***
Transfer volume			2,303	2,668	2,285*	2,754*	**2,026***
Air emissions							
VOC emissions	Tonnes	Japan	166	94	53	33	**39**
VOC emissions reduction rate (base: FY2015)	%		29	60	78	86	**83**
NOx emissions	Tonnes		1,077	1,361	1,147	966	**774**
SOx emissions			907	1,033	755	689	**439**
Visualization of Environmental Contribution							*4
ECO-PARTNER SYSTEM® products sales	Billion yen	TOYOBO CO., LTD., TOYOBO MC Corporation	81.8	89.2	84.7	86.3	**89.6**
ECO-PARTNER SYSTEM® products sales ratio	%		33.8	35.2	31.2	30.7	**31.0**
Compliance with Environmental Laws and Regulations							
Serious environment-related accidents	Cases	Japan	0	0	0	0	**0**

*1) Scope
TOYOBO CO., LTD.: TOYOBO CO., LTD. Only
Japan: TOYOBO CO., LTD. and domestic consolidated subsidiaries
Global: Whole Group in Japan and overseas
- From FY2024, two equity method affiliates (Cast Film Japan Co., Ltd. and Toyoshina Film Co., Ltd.) have been excluded from the calculation, and the results have been revised accordingly.
- From FY2025, Toyobo Kankyo Techno Co., Ltd., Kureha Ltd., and TOYOBO KUREHA AMERICA CO., LTD., which have been excluded from the consolidated scope, have been excluded from the scope of aggregation.
  However, Scope 1 and 2 emissions for Kureha Ltd. and TOYOBO KUREHA AMERICA CO., LTD. are included for the period until they are excluded from the scope of consolidation (until August 25, 2024).
- In FY2026, the Mie Plant of Toyo Knit Co., Ltd. was closed, and its operations were transferred and consolidated into the Kagoshima Plant.
  Data of the Mie Plant are included for the period until its closure (until September 30, 2025).

*2) Excluding the amount of construction waste from affiliated companies

*3) Based on the revision of the Cabinet Order in 2021, the chemical substances subject to calculation have been changed since FY2024.

*4) The data through FY2023 covers TOYOBO CO., LTD. As part of its business was spun off to Toyobo MC Corporation starting in FY2024, Toyobo MC Corporation has been included in the data from FY2024 onward.

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Non-Financial Highlights (Social)

(FY)		Unit	Scope *1	FY2022	FY2023	FY2024	FY2025	FY2026
Employees								
Number of employees by region		People	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	3,831	4,015	4,336	4,205	4,009
			Global	10,503	10,885	10,668	9,976	9,398
Number of employees by gender	Male	People	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	2,868	3,006	3,186	3,081	2,907
	Female			963	1,009	1,150	1,124	1,102
	Total			3,831	4,015	4,336	4,205	4,009
	Female ratio	%		25.1	25.1	26.5	26.7	27.5
Ratio of employees with disabilities *2		%	TOYOBO CO., LTD.	2.2	2.2	2.3	2.2	2.5
Number of management personnel *3	Male	People	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	648	626	589	585	561
	Female			25	31	34	35	33
	Total			673	657	623	620	594
	Female ratio	%		3.7	4.7	5.5	5.6	5.6
Comfortable Working Environment								
Average years of service	Male	Years	TOYOBO CO., LTD.	15.1	14.9	13.3	13.9	14.2
	Female			15.3	14.4	13.6	13.9	14.1
	Total			15.2	14.7	13.4	13.9	14.2
Ratio of overworked employees *4		%	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	—	—	—	0.26	0.13
Ratio of taking paid leave		%		72.3	80.2	83.2	79.0	80.8
Number of employees taking childcare leave	Male	People		58	98	85	69	79
	Female			32	39	33	36	35
	Total			90	137	118	105	114
Ratio of taking childcare leave	Male	%		64.4	104.3	97.7	86.3	116.2
	Female			100	100	100	100	125
	Total			73.8	103.0	98.3	90.5	118.8
Number of employees taking family care leave		People		1	2	1	0	0
Positive response rate on employee engagement score (1) Items related to daily work performance (2) Items related to respect for diverse opinions and perspectives		%	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD., TOYOBO TEXTILE CO.,LTD.	(1) 33 (2) 42	(1) 38 (2) 50	—	(1) 42 (2) 53	(1) 47 (2) 50
HR Development & Evaluation, Human Rights								
Education hours per employee		Hours	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	17.67	17.97	18.22	14.35	12.21
Education investment per employee		Ten thousand yen		5.0	5.0	5.0	4.4	3.0
Number of overseas core personnel trained in Japan		People	Global	—*	—*	7	20	17 *5
Implementation status of human rights education and training		%	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	27.6	48.0	58.1	83.0	55.6* *6
Safety/Prevention *7								
Number of major accidents		Cases	Japan	0	0	0	0	0
Number of abnormal events, accidents (fire & explosion accidents)				1	0	0	0	0
Number of environmental accidents and spills				2	0	1	1	1
Occupational accident frequency rate (lost time) *8		Lost workday injuries per million hours worked		0.42	0.55	1.15	0.40	0.62
Quality								
Number of incidents related to products		Cases	Japan	0	0	0	0	0
Implementation status of product safety and quality assurance training		%		100	100	100	100	100
Supply Chain								
CSR Procurement Survey (conducted every other year) response ratio		%	TOYOBO CO., LTD.	93	Follow-up on survey results	100	Follow-up on survey results	99
Information Security & Privacy								
Number of instances of information security education implementations		Cases	TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD.	23*	51*	97	13	26 *9
Number of incidents (information leaks, service outages, etc.)				0*	0*	0	0	0
Communication with stakeholders								
Number of press releases		Cases	TOYOBO CO., LTD.	93	103	84	81	84
Number of interviews with investors				148	124	113	130	127
Number of meetings with employees and labor unions		Times		47	77	60	62	72
Number of engagement with stakeholders				1	3	3	3	4

*1) Scope
TOYOBO CO., LTD.: TOYOBO CO., LTD. Only
Japan: TOYOBO CO., LTD. and domestic consolidated subsidiaries
Global: Whole Group in Japan and overseas
*2) Rounded to one decimal place. Data as of June 1.
*3) Manager-class + General manager-class
*4) To place greater emphasis on preventing health issues caused by long working hours, the previous indicator "reduction in annual time worked outside statutory working hours" has been revised to "ratio of overworked employees", effective from FY2025.
*5) Canceled because of COVID-19
*6) The criteria for counting participants in human rights education and training were revised in FY2026.
*7) Data collection period: from January to December
*8) Including accidents at affiliated companies
*9) Scope: TOYOBO CO., LTD., TOYOBO STC CO., LTD., and TOYOBO INFORMATION SYSTEM CREATE CO., LTD.
TOYOBO INFORMATION SYSTEM CREATE CO., LTD. merged into TOYOBO CO., LTD. on April 1, 2023.

Non-Financial Highlights (Governance)

(FY)		Unit	Scope *1	FY2022	FY2023	FY2024	FY2025	FY2026
Board of Directors								*3
Number of Directors *2	Male	People	TOYOBO CO., LTD.	10	9	8	8	9*
	Female			1	1	2	2	2
	Total			11	10	10	10	11*
	Female ratio	%		9	10	20	20	18
	Outside directors	People		(4)	(5)	(5)	(5)	(6)*
	Independent directors			(4)	(5)	(5)	(5)	(6)*
Number of meetings of the Board of Directors / committees *4		Cases		24	23	22	25	23
Research & Development								
R&D expenses		Billion yen	Global	13.8	14.1	15.3	14.3	14.1
Ratio of R&D expenses to net sales		%		3.7	3.5	3.7	3.4	3.3
Compliance								
Serious legal and regulatory violations		Cases	Global	0	0	0	0	0
Number of Compliance study sessions for managers and various other trainings *5				58 + video distribution for all employees	58 + video distribution for all employees	62 + video distribution for all employees	Study sessions for managers via video distribution: 100% attendance by mandatory participants + 30 other compliance training sessions	Study sessions delivered via video distribution: 100% attendance by mandatory participants + 27 releases of key awareness materials

*1) Scope
TOYOBO CO., LTD.: TOYOBO CO., LTD. Only
Global: Whole Group in Japan and overseas

*2) () is included number

*3) The number of directors for FY2026 onward includes directors who are Audit and Supervisory Committee members

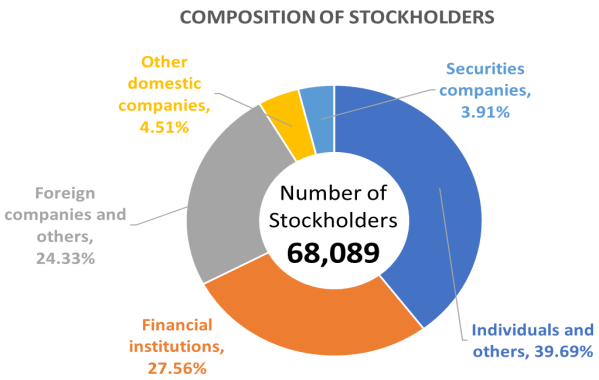
*4) Nomination and Compensation Advisory Committee

*5) From FY2026, changed to the completion rate of mandatory participants in Compliance study sessions and the number of releases of awareness materials

Stock Data (As of March 31, 2026)

Stock Information

Stock Listings:	The Prime market of the Tokyo Stock Exchange	
Stock Code:	3101	
Transfer Agent:	Sumitomo Mitsui Trust Bank, Limited	
Accounting Auditor:	KPMG AZSA LLC	
Common Stock:	Authorized	200,000,000 shares
	Issued	89,048,792 shares
Paid-in Capital:	51,730 million yen	
Number of Stockholders:	68,089	
General Shareholders' Meeting	Held in June every year	
Number of Shares Constituting One Unit	100	



Major Stockholders

	Number of shares held (thousands)	Percentage of voting rights (%)
The Master Trust Bank of Japan, Ltd.	11,827	13.40
Custody Bank of Japan, Ltd.	7,064	8.01
Toyobo Employees Stockholders' Association	2,282	2.59
Toyukai	2,175	2.47
STATE STREET BANK AND TRUST COMPANY 505223	2,138	2.42
GOVERNMENT OF NORWAY	2,017	2.29
JPMorgan Securities Japan Co., Ltd.	1,921	2.18
NIPPON LIFE INSURANCE COMPANY	1,750	1.98
Meiji Yasuda Life Insurance Company	1,402	1.59
JP MORGAN CHASE BANK 385781	1,267	1.44

Note: The percentage of voting rights is calculated based on the number of shares remaining after deducting treasury stock (which totaled 804,024 shares)

Stock Prices

Highest/Lowest stock prices by term for the past five years

FY	FY2022	FY2023	FY2024	FY2025	FY2026
Highest (yen)	1,505	1,134	1,182	1,163	**1,857**
Lowest (yen)	1,046	979	980	885	**808**

* Stock price quotations are from the Tokyo Stock Exchange's 1st Section (FY2022) / Prime market (FY2023, FY2024, FY2025, FY2026).

Corporate Data (As of March 31, 2026)

TOYOBO CO., LTD.

Head Office: Osaka Umeda Twin Towers South, 1-13-1 Umeda, Kita-ku, Osaka 530-0001, Japan
Telephone: +81-6-6348-3111

Established: May 3, 1882

Number of Employees: Consolidated 9,398 / Non-consolidated 2,885

Branches:

Branches	Tokyo Branch Nagoya Branch Kyushu Sales Branch
Domestic Plants	Tsuruga Research and Production Center Iwakuni Production Center Shogawa Plant Utsunomiya Plant Takasago Plant Inuyama Plant Otsu Pharmaceuticals Plant Odate Membrane plant
Research Center	Research Center

Overseas:

Asia	TOYOBO (SHANGHAI) CO., LTD., TOYOBO MC (SHANGHAI) CO., LTD. TOYOBO (SHANGHAI) BIOTECH CO., LTD. TOYOBO (TAIWAN) CO., TOYOBO Korea Co., Ltd. TOYOBO (THAILAND) CO., LTD. TOYOBO INDORAMA ADVANCED FIBERS COMPANY LIMITED TOYOBO INDUSTRIAL MATERIAL (THAILAND) LTD. TOYOBO CHEMICALS(Thailand)Co.,Ltd. TOYOBO SAHA SAFETY WEAVE CO.,LTD. PT. INDONESIA TOYOBO FILM SOLUTIONS PT.TOYOBO INDONESIA PT. TOYOBO MANUFACTURING INDONESIA PT. TOYOBO TRIAS ECOSYAR PT. TRIAS TOYOBO ASTRIA PT. SHINKO TOYOBO GARMENT, TOYOBO TEXTILE (MALAYSIA) SDN. BHD. TOYOBO BINH DUONG CO., LTD. TOYOBO INDIA PRIVATE LIMITED TOYOBO MC Middle East Industries Company, LLC
North America	TOYOBO U.S.A., INC. TOYOBO MC U.S.A., INC., TOYOBO INDUSTRIAL MATERIALS AMERICA, INC.
Latin America	TOYOBO MC MEXICO S.A. DE C.V. INDUSTRIAS UNIDAS, S.A. TOYOBO DO BRASIL PARTICIPACOES LTDA.
Europe	TOYOBO Chemicals Europe GmbH Spinreact, S.A.U.

External Evaluation: TOYOBO is listed on the following ESG indices, as of March 2026. It has been selected as a constituent stock in 5 ESG indices of Japanese stocks adopted by the Government Pension Investment Fund (GPIF).

- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- MSCI NIHONKABU SELECT LEADERS INDEX
- MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)
- S&P/JPX Carbon Efficient Index

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

FTSE Russell confirms that Toyobo Co., Ltd. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE JPX Blossom Japan Index is designed to measure the performance of companies demonstrating specific Environmental, Social and Governance (ESG) practices. The FTSE JPX Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE Russell confirms that Toyobo Co., Ltd. has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE JPX Blossom Japan Sector Relative Index. The FTSE JPX Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

2025 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF TOYOBO CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF TOYOBO CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Other evaluations

Climate Water CDP A List 2025

プラチナくるみん 子育てサポートしています

2026 健康経営優良法人 KENKO Investment for Health 大規模法人部門

BRONZE | Top 35% ecovadis Sustainability Rating MAY 2025

女性が活躍しています

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SBT-certified GHG emission-reduction targets
Scope 1 and 2: Reduce GHG emissions by 27.0% from FY2021 levels by FY2031.
Scope 3(Category 1+11): Reduce GHG emissions by 12.5% from FY2021 levels by FY2031.