Contents Editorial policy Corporate philosophy framework | Sustainable Vision 2030

# Contents

Introduction	
Contents	•
Editorial policy	02
Corporate philosophy framework   Sustainable Vision 2030	03
Sustamable vision 2030	
CFO	
CEO message	
CEO message	04
Source of value creation	
The evalution and progress of Toyobe's	
The evolution and progress of Toyobo's technology	08
At a glance	09
Value creation process	10
Toyobo's strengths	11
Capital and business model	12
Value creation strategy	
Toyobo group vision	13
Materiality	14
Risks, opportunities,	
and materiality in achieving the vision ———	15
Overview of the 2025 Medium-Term  Management Plan	17
CFO message	
Financial and capital strategy	

## Practicing value creation

22
23
24
26
27
28
29
31
32
33
34
35
36
38
39
40
41
42

## Foundation of value creation

Sustainability management	43
Safety and disaster prevention	45
Quality	46
Environment	47
Respect for human rights	51
Supply chain management	52
Risk management	53
Compliance	54
Social contribution	55

## Corporate governance

Roundtable discussion with Outside Directors 5	6
Management team 5	8
Directors and Corporate Auditors attendance at meetings and skills ———————————————————————————————————	9
Independence and diversity of the Board of Directors 6	0
Evaluation of the effectiveness of the Board of Directors   Election and dismissal of Officers — 6	1
Officer compensation system ———— 6	2
Cross-shareholdings 6	3

## Data

Financial and sustainability highlights ———64	
Key 11-year financial data 65	
Key sustainability data 67	
Third-party assurance report   External recognition 68	
Corporate data 69	

## **COVER STORY**



The cover image represents Toyobo group's vision for a prosperous society achieved through innovation. The butterfly, symbolizing reincarnation, revival, and longevity, is depicted as the black swallowtail, Sasakia charonda, which was designated Japan's national butterfly by The Entomological Society of Japan in 1957. This choice reflects the group's aspiration to recover its earning power and strive for further growth, leveraging its 140-year history. Through the butterfly's themes of "revival" and "longevity," we aim to convey our value creation story.

## Using this report (PDF)

Category tabs and navigation buttons at the top of every page make it easy to navigate between pages. Clicking a link button in the text will take you directly to the relevant website or page within this report.

#### Navigation buttons









#### Link buttons



Link to the relevant website



Jump > p.00 Link to the relevant page in this report

 $\Gamma$ 

团

M

M

Contents

Editorial policy

Corporate philosophy framework | Sustainable Vision 203

# Editorial policy

The Toyobo group Integrated Report was created with the aim of deepening the understanding of the group's value creation among shareholders, investors, and other stakeholders. It also seeks to foster dialogue both within and outside the company, thereby contributing to the enhancement of corporate value.

For the 2024 edition, we focused on Sustainable Vision 2030 and the 2025 Mid-Term Management Plan formulated by working backward from this vision. We included discussions centered on top management's perspectives and the commercialization of our unique technologies, as well as efforts supporting the advancement of our corporate and business strategies. We have strived to explain the source of Toyobo's strength in realizing prosperity. Editorial and production work referenced frameworks such as the International Integrated Reporting Framework, recommended by the IFRS Foundation, and the Guidance for Collaborative Value Creation by the Ministry of Economy, Trade and Industry. This was carried out under a cross-departmental cooperation system led by the Corporate Sustainability Department.

Report boundary	Unless otherwise stated, this report refers to Toyobo group. Financial information is presented on a consolidated basis.
Reporting period	April 2023 to March 2024 (Certain information from after April 2024 is also included where relevant.)
Published	October 2024
	Next scheduled publication: August 2025
Reference	GRI Standards (Japanese version)
guidelines	<ul> <li>IFRS Foundation's International Integrated Reporting Framework</li> </ul>
	<ul> <li>Task Force on Climate-related Financial Disclosures (TCFD) recommendations</li> </ul>
	<ul> <li>Ministry of the Environment's Environmental Reporting Guidelines 2018</li> </ul>
	<ul> <li>Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation</li> </ul>

## Disclosure of information



TOYOBO REPORT (Integrated Report)

# Investor Relations section on our website

Here, we bring together investor relations (IR) materials such as the Financial Report, the Annual Securities Report, and business results presentations for the benefit of shareholders and investors. We also present an overview of the company's current financial status and business performance, stock information, an IR calendar, and FAOs, among other relevant information.

## **Annual Securities Report**

Prepared in accordance with the requirements of Paragraph (1), Article 24, of the Financial Instruments and Exchange Act, the Annual Securities Report presents a summary of the company's current situation, details of its business areas, the current state of its facilities, its operational status, and its financial statements, among other relevant information.

#### Fact Book

The Fact Book presents 11 years of key financial data and five years of non-financial data for the company as a whole, as well as for individual segments.

Financial information

## Sustainability section on our website

Here, we present information concerning Toyobo group's sustainability-related initiatives, along with relevant data.

#### Sustainability

ESG performance data

## Sustainability Report

Compiled in November each year, this is a PDF version of the sustainability-related information posted on the company's website.

### Corporate Governance Report

This report presents information about Toyobo group's approaches and systems, in accordance with Japan's Corporate Governance Code.

Sustainability information





Contents

Editorial polic

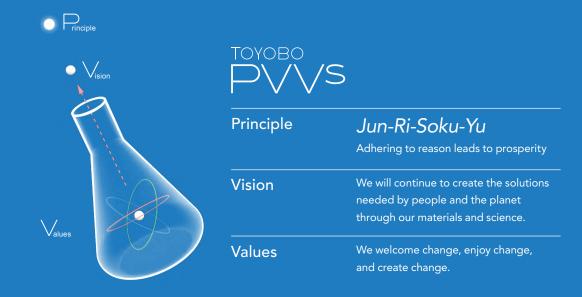
Corporate philosophy framework | Sustainable Vision 2030

# Corporate philosophy framework

Toyobo's Declaration

# Toyobo's strength to realize prosperity

Leveraging Toyobo's strengths in materials and science, we create solutions needed by people and the planet, contributing to the realization of a prosperous society.



## Sustainable Vision 2030

