



*Ideas & Chemistry*

# 2018 Medium-Term Management Plan (FY 3/19 ~ FY 3/22)



Catalyzing the Unimagined

想像を超える化学反応を。



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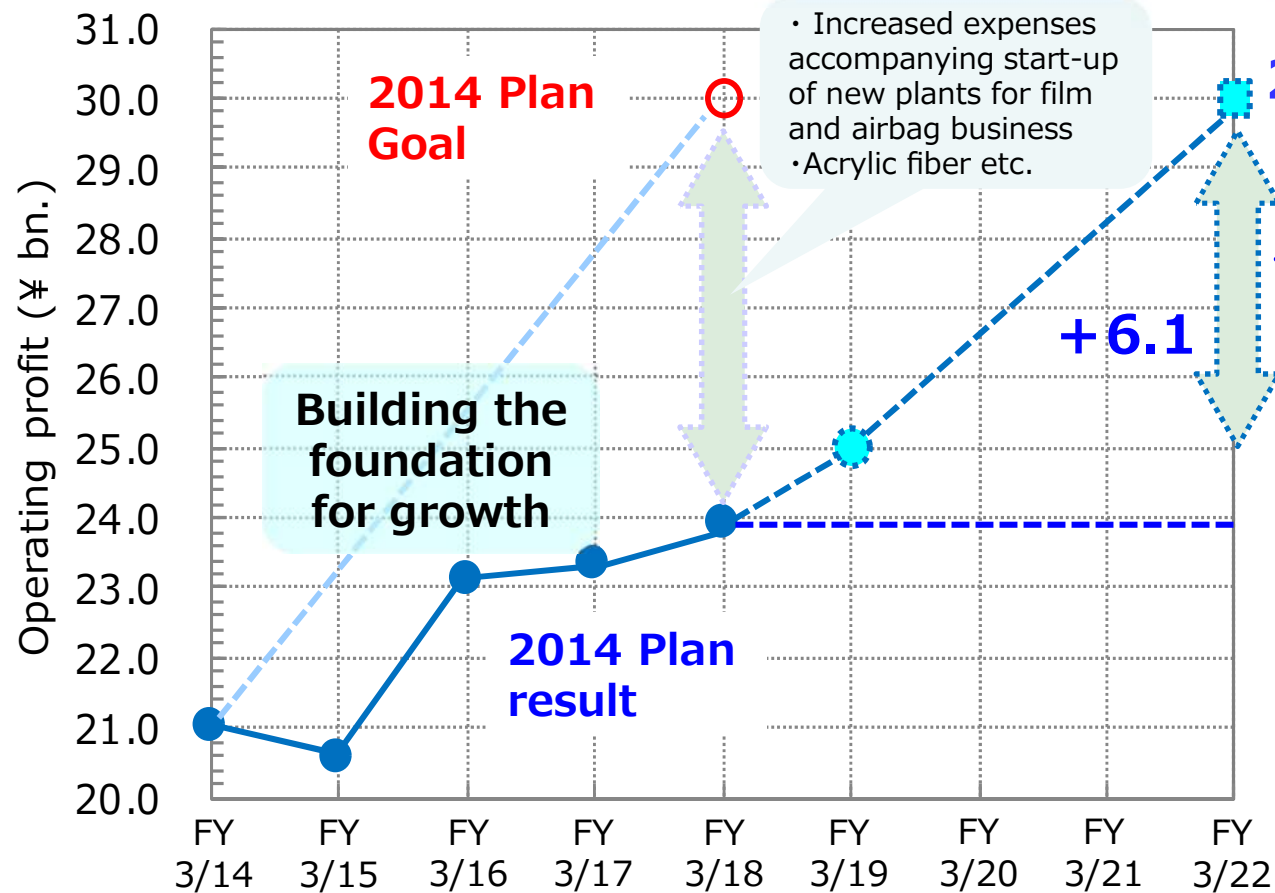
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**President**  
**Toyobo Co., Ltd.**

**May 11, 2018**

# The 2018 Mid-Term Management Plan

**Try again to achieve operating profit of ¥30 billion**

**Continuous reform of business portfolio**



## <Growth Drivers>

- Industrial film
- Packaging film (overseas)
- Engineering Plastics
- Airbag Fabrics
- Functional Filter etc.

## <Investment for growth>

- <Reform the business portfolio>

# Major measures

## 3 piece pie philosophy

- **Concentration of managerial resources** on growth fields.  
Reaping a <harvesting>
- **KPI by business**  
Variation and prioritization

Thorough  
business  
operation  
appropriate for  
each business

- **Advance investment**  
for the future  
Preparation for  
growth

enhance the  
development of  
new products and  
new businesses in the  
mid-and long-term

- **Reform organizational atmosphere**  
KAERU Project

strengthen the  
business base

- **Corporate Philosophy**  
[Jun-ri soku-yu]

Winning a neck-and-neck race

### Three Growth fields

#### ● **Films & Coatings**

- "COSMOSHINE SRF"
- Mold releasing films for ceramic capacitors
- Overseas business of Packaging film

#### ● **Mobility**

- Airbag fabrics
- Engineering plastics

#### ● **Healthcare & Wellness**

- "Nerbridge"
- A born regeneration device
- Functional filter

**[Open Innovation]**

# Goals

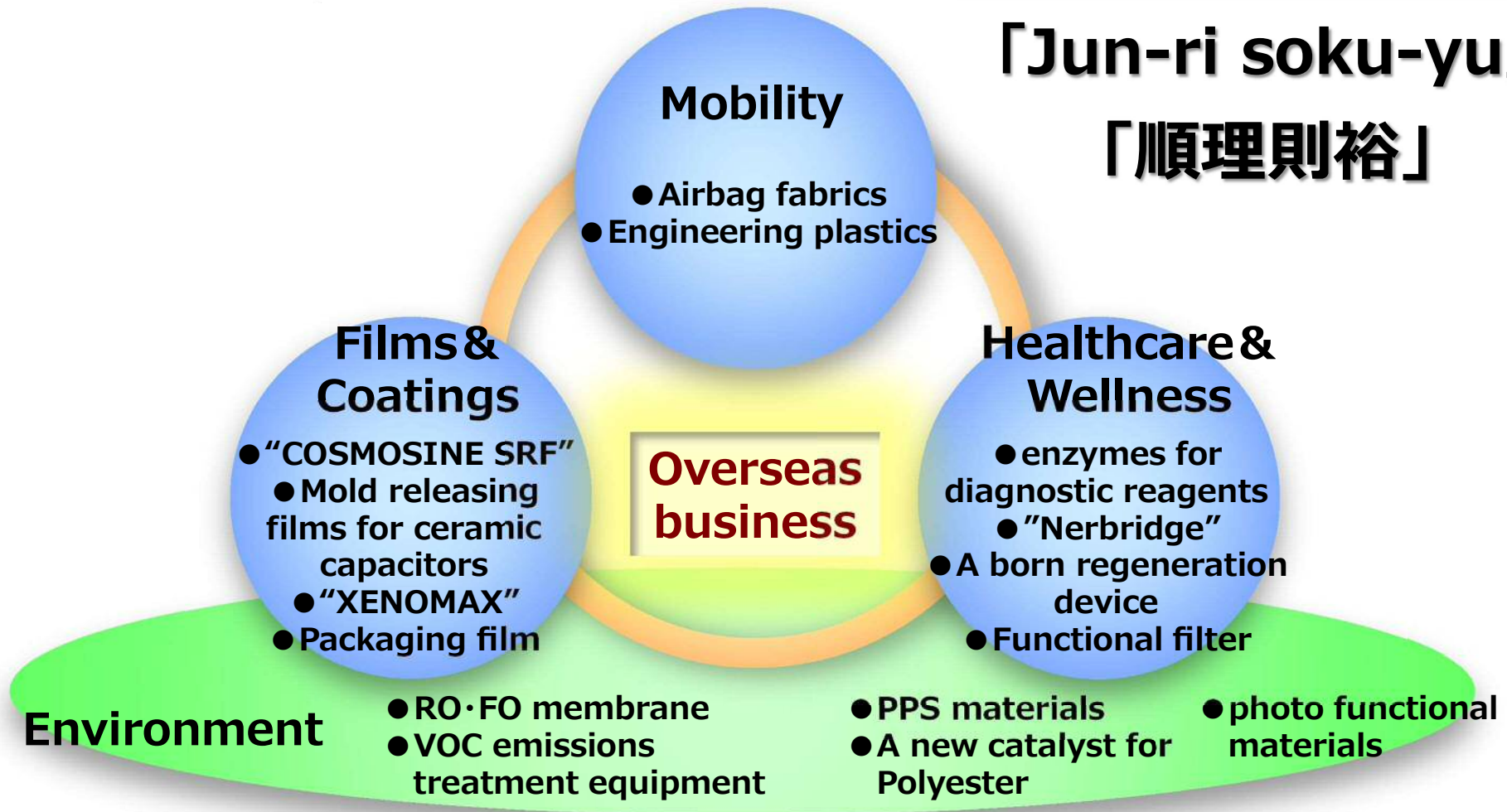
	FY 3/18 result	FY 3/22 goal	Change (‘17→’21)
Net sales	331.1	375.0	+43.9
overseas sales	96.1	131.5	+35.4
(ratio to sales)	29%	35%	—
Operating profit	23.9	30.0	+6.1
(ratio to sales)	7.2%	8.0%	—
Profit attributable to owners of parent	13.0	16.0	+3.0
ROE	7.5%	> 8.0%	—
D/E ratio	0.81	< 1.0	—

	Net sales		
	FY 3/18 result	FY 3/22 goal	Change (‘17→’21)
Films & Functional Polymers	148.7	175.0	+26.3
Industrial Materials	63.5	79.0	+15.5
Healthcare	35.7	46.0	+10.3
Textile and Trading	68.3	61.0	-7.3
Real Estate and Others	15.0	14.0	-1.0
Elimination & Corporate	-	-	-
<b>Total</b>	<b>331.1</b>	<b>375.0</b>	<b>+43.9</b>

(¥ bn.)

# Creation of value that contributes to society

「Jun-ri soku-yu」  
「順理則裕」



~ Creating Shared Value (CSV) ~

Continue to create value that contributes to the environment, healthcare, high function, and society



## Please Note

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.

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