

November 10, 2025



Presentation to Investors

for the Second Quarter Ended September 30, 2025

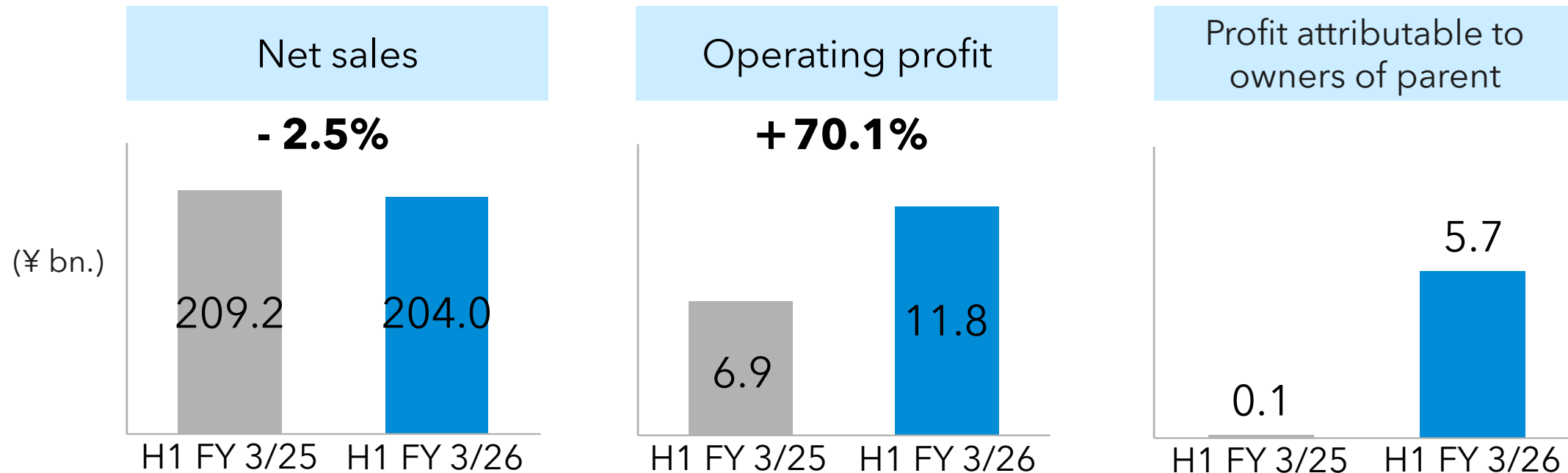
TOYOBO CO., LTD.

I . Results of the Second Quarter Ended September 30, 2025

H1 FY 3/26 Results

Operating profit increased as Industrial film continued to perform strong in addition to earnings improvement of Packaging film.

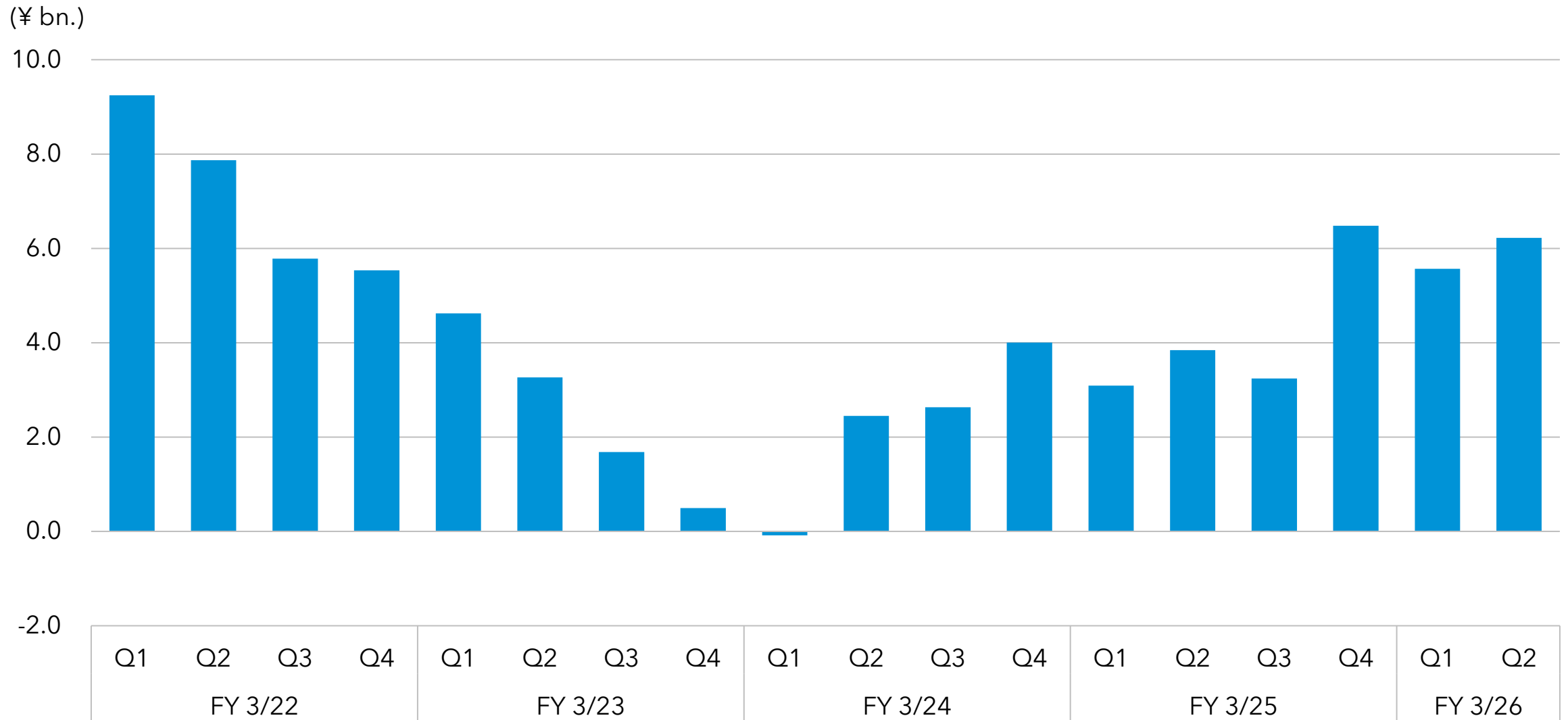
Operating profit was ¥11.8 bn. and net profit was ¥5.7 bn.



FY 3/26 Forecasts

Forecast revised upward for operating profit of ¥23.0 bn. and net profit of ¥6.5 bn. based on strong demand for Industrial film and profit improvements of Packaging film, Pharmaceuticals, Nonwoven materials, etc.

(Reference) Operating Profit by Quarter



Summary of Results: P&L, CF

TOYOTO

(¥ bn.)

	FY 3/25		FY 3/26	YOY	
	H1	H2	H1	Amount	%
Net sales	209.2	212.9	204.0	- 5.1	- 2.5%
Gross profit	47.3	49.8	50.7	+3.4	+7.3%
(Ratio to sales)	22.6%	23.4%	24.8%	-	-
Operating profit	6.9	9.7	11.8	+4.9	+70.1%
(Ratio to sales)	3.3%	4.6%	5.8%	-	-
Non-operating income and expenses	- 3.8	- 2.3	- 1.7	+2.0	-
Ordinary profit	3.2	7.4	10.1	+6.9	+216.3%
Extraordinary income and losses	- 0.9	- 2.6	- 3.0	- 2.2	-
Profit attributable to non-controlling interests (deducted)	2.0	1.2	0.9	- 1.2	-
Profit attributable to owners of parent	0.1	1.9	5.7	+5.6	-
EBITDA* <small>*Operating profit + Depreciation (includes goodwill)</small>	18.1	21.2	23.6	+5.5	+30.5%
EPS (¥)	1.3	21.4	65.0	-	-
ROE* <small>*Annualized for H1 of FY 3/26. (Profit*2 / Beginning and ending balance average shareholder's equity)</small>	1.0%		5.8%	-	-
Cash flows from operating activities	17.1	13.0	27.5	+10.4	-
Cash flows from investing activities	-24.3	-22.0	-17.1	+7.3	-
Free cash flows	- 7.2	- 9.0	10.4	+17.7	-
Depreciation	11.2	11.5	11.8	+0.7	+5.9%
CAPEX	25.0	18.2	16.0	- 9.0	- 36.0%
R&D expenses	7.2	7.0	6.8	- 0.4	- 6.0%

Non-operating Income and Expenses, Extraordinary Income and Losses

Non-operating income and expenses: breakdown

(¥ bn.)

		FY 3/25 H1	FY 3/26 H1	YOY
	Compensation income	0.5	0.0	- 0.5
	Other	1.2	1.4	+0.2
	Total non-operating income	1.7	1.5	- 0.2
	Interest expenses	0.9	1.4	+0.5
	Other	4.5	1.8	- 2.7
	Total non-operating expenses	5.4	3.2	- 2.2
	Total non-operating income and expenses	- 3.8	- 1.7	+2.0

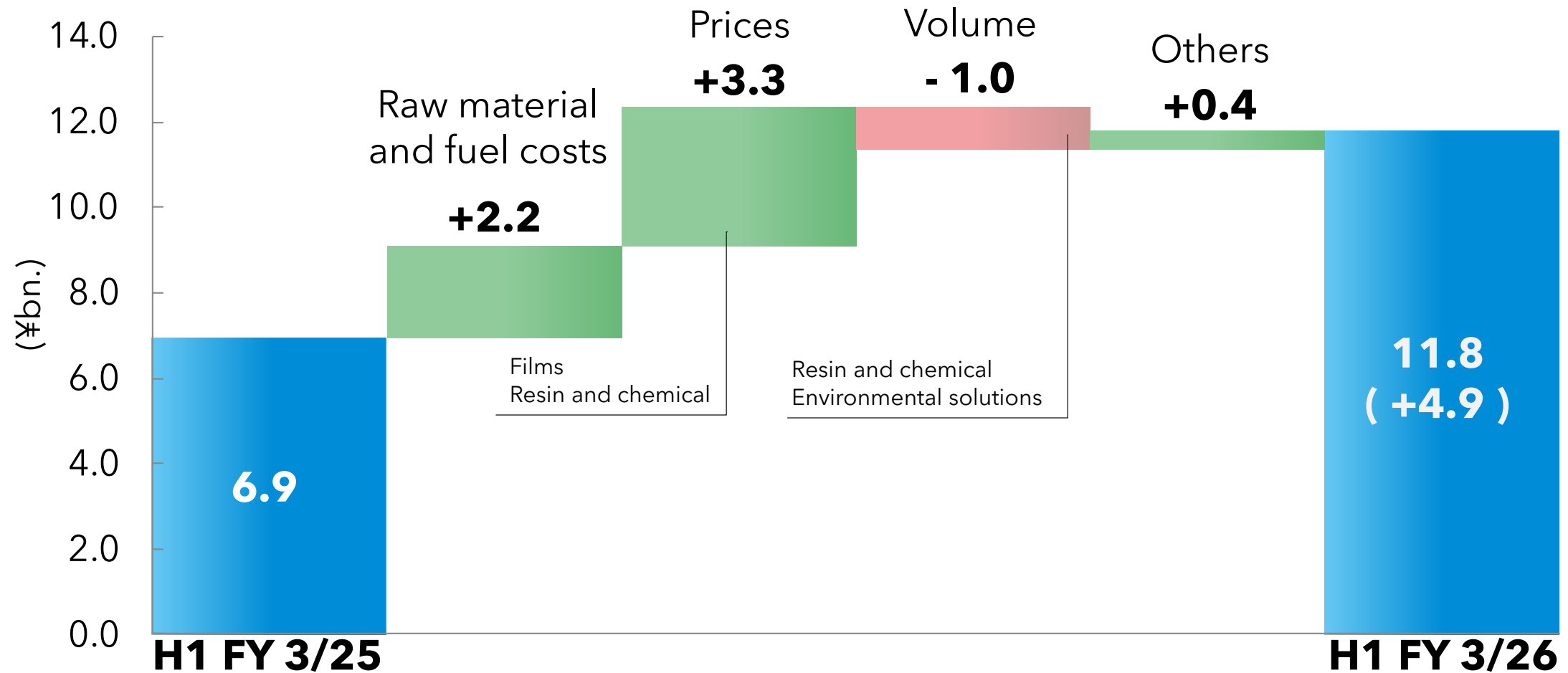
Extraordinary income and losses: breakdown

(¥ bn.)

		FY 3/25 H1	FY 3/26 H1	YOY
	Gain on sale of shares of subsidiaries and associates	1.5	-	- 1.5
	Other	0.1	-	- 0.1
	Total extraordinary income	1.6	-	- 1.6
	Impairment losses	1.0	-	- 1.0
	Loss on disposal of non-current assets	1.4	1.0	- 0.4
	Extra retirement payments	-	1.1	+1.1
	Loss on revision of retirement benefit plan*	-	0.9	+0.9
	Other	0.1	-	- 0.1
	Total extraordinary losses	2.4	3.0	+0.6
	Total extraordinary income and losses	- 0.9	- 3.0	- 2.2

*A subsidiary ended part of its retirement benefit plan

Analysis in Changes in Operating Profit



	FY 3/25				FY 3/26	
	Q1	Q2	Q3	Q4	Q1	Q2
Exchange rate (¥/US\$)	156	148	152	152	144	147
Naphtha price in Japan (thousand¥/kl)	79	77	73	74	65	64

Summary of Results: BS



	(B)		(A)	(¥ bn.)
	Mar. 31, 2024	Mar. 31, 2025	Sep. 30, 2025	(A)-(B)
Total assets	607.0	617.8	609.6	- 8.2
Cash and deposits	33.8	28.6	26.0	- 2.5
Trade receivables	102.8	106.2	92.9	- 13.3
Inventories	122.0	119.0	126.0	+7.0
Property, plant and equipment	281.5	296.5	300.4	+3.8
Net assets	230.1	232.0	234.8	+2.7
Shareholder's equity	197.0	195.3	198.8	+3.5
(Retained earnings)	70.3	69.0	71.2	+2.3
Non-controlling interests	33.1	36.7	35.9	- 0.8
Interest-bearing debt	249.2	267.9	262.4	- 5.5
D/E ratio	1.26	1.37	1.32	-
D/E ratio (after adjustment of equity content)*	-	1.15	1.11	-

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

Summary of Results: Segment

TOYOB

(¥ bn.)

(B)

(A)

Previous
forecasts
(Aug. 2025)
H1

	Net sales			Operating profit				Previous forecasts (Aug. 2025) H1
	FY 3/25		FY 3/26	FY 3/25		FY 3/26	YOY (A)-(B)	
	H1	H2	H1	H1	H2	H1		
Films	82.8	84.0	86.5	3.0	3.9	8.6	+5.6	5.3
Life Science	17.2	17.1	16.5	0.9	1.1	0.1	- 0.8	0.7
Environmental and Functional Materials	55.2	55.6	50.7	3.4	4.6	3.1	- 0.3	3.3
Functional Textiles and Trading	47.9	50.1	44.4	0.1	0.4	0.2	+0.1	0.3
Real Estate and Others	6.0	6.0	5.8	1.2	1.4	1.2	+0.1	1.1
Elimination & Corporate	-	-	-	-1.6	-1.7	-1.5	+0.2	-1.7
Total	209.2	212.9	204.0	6.9	9.7	11.8	+4.9	9.0

Main Actions by Segment (Progress)

Segment	Action plan (Planned in May 2025)	Progress*
Films	Improve profitability of packaging film and further expand industrial film <ul style="list-style-type: none"> - Packaging film: Improve profitability (become profitable) through production system review, operation rate increase of new production equipment and price revisions. - Mold releasing film for MLCC: Ensure successful launch of new production equipment. - Polarizer protective films for LCDs: Establish increased production system. 	<p>P</p> <p>P</p> <p>P</p>
Life Science	Ensure profitability of new production equipment <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. 	<p>D</p> <p>D</p> <p>P</p>
Environmental and Functional Materials	TOYOBO MC Corporation: From strengthening the management foundation to implementation of growth measures <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). <p style="text-align: right;">* Brine Concentration</p>	<p>P</p> <p>D</p> <p>P</p>
Functional Textiles and Trading	Improve profitability and asset efficiency <ul style="list-style-type: none"> - Airbag fabrics: Implementation of load map to improve earnings. - Textiles: Improvement of asset efficiency. 	<p>P</p> <p>P</p>

(¥ bn.)

	FY 3/25			FY 3/26			H1 YOY	
	Q1	Q2	H1	Q1	Q2	H1	Amount	%
Net sales	42.1	40.7	82.8	44.6	41.9	86.5	+3.7	+4.5%
Operating profit	1.5	1.5	3.0	4.0	4.6	8.6	+5.6	+186.5%
(OPM)	3.6%	3.7%	3.6%	9.0%	11.0%	10.0%	-	-
EBITDA	3.9	3.9	7.8	6.5	7.1	13.6	+5.8	+74.1%

Previous forecasts
(Aug. 2025)

90.0

5.3

5.9%

-

Packaging film

- Despite cargo movement deteriorating due to the impact of soaring food prices, earnings improved as a result of improving the productivity of the new facility.

Industrial film

- Sales of polarizer protective films for LCDs were strong.
- Sales of mold releasing film for MLCC expanded.

(¥ bn.)

	FY 3/25			FY 3/26			H1 YOY	
	Q1	Q2	H1	Q1	Q2	H1	Amount	%
Net sales	8.1	9.1	17.2	8.0	8.5	16.5	- 0.7	-3.9%
Operating profit	0.4	0.5	0.9	0.2	- 0.0	0.1	- 0.8	-83.6%
(OPM)	4.6%	5.8%	5.3%	2.0%	-	0.9%	-	-
EBITDA	1.2	1.3	2.5	1.1	1.0	2.1	- 0.4	-15.9%

Previous
forecasts
(Aug. 2025)

20.0

0.7

3.5%

-

Biotechnology

- Delays in productivity improvement of enzymes for diagnostic reagents led to a deterioration in earnings.

Medical materials

- Sales of artificial kidney hollow fiber remained strong.

Pharmaceuticals

- Profitability improved as product price revisions proceeded.

(¥ bn.)

	FY 3/25			FY 3/26			H1 YOY		Previous forecasts (Aug. 2025)
	Q1	Q2	H1	Q1	Q2	H1	Amount	%	
Net sales	28.1	27.2	55.2	25.4	25.3	50.7	- 4.5	-8.2%	55.0
Operating profit	1.3	2.1	3.4	1.5	1.6	3.1	- 0.3	-9.0%	3.3
(OPM)	4.5%	7.7%	6.1%	5.8%	6.3%	6.0%	-	-	6.0%
EBITDA	2.4	3.2	5.6	2.6	2.7	5.3	- 0.3	-5.4%	-

Resin and chemical

- Sales of engineering plastics for automotive use overseas were sluggish, but progress was made in product price revisions.
- Sales of industrial adhesives "VYLON" increased for coating, adhesive and electronic materials applications.

Environment and fiber

- Environmental solutions saw a decline in shipments of VOC recovery equipment used in the manufacturing process for LIBS* due to the impact of the slowdown in the EV market.
- Review of the production system of nonwoven materials in Japan proceeded, and profitability improved.

(¥ bn.)

	FY 3/25			FY 3/26			H1 YOY	
	Q1	Q2	H1	Q1	Q2	H1	Amount	%
Net sales	24.0	23.9	47.9	21.9	22.5	44.4	- 3.5	-7.4%
Operating profit	0.2	- 0.1	0.1	0.1	0.1	0.2	+0.1	+52.5%
(OPM)	0.8%	-	0.2%	0.3%	0.4%	0.4%	-	-
EBITDA	0.8	0.5	1.4	0.7	0.8	1.5	+0.1	+9.2%

Previous forecasts
(Aug. 2025)

45.0

0.3

0.7%

-

Textiles

- Sales of traditional Arabic fabric grew due to strong demand.
- The consolidation of domestic production bases for sports-related products progressed.

Airbag fabrics

- Affected by production cuts by Japanese customers in Asia.

Forecasts for Business Environment in the FY 3/26

Segment	Business	Previous Forecasts (August 2025)	Forecasts	
			Situation*	Difference from Previous Forecasts
Films	Packaging	Demand at same level year on year.	↘	Slow down of cargo movement.
	Industrial	Demand for polarizer protective films for LCDs is at the same level year on year.	→	Demand at same level year on year.
		Demand for MLCC grows for AI servers.	→	Product demand is growing for AI servers.
Life Science	Biotechnology	Strong demand for enzymes for biochemical diagnostic reagents.	↘	Strong demand for enzymes for biochemical diagnostic reagents. Intensifying competition in Chinses market.
	Medical materials	Strong demand for artificial kidney hollow fiber.	→	Strong demand.
Environmental and Functional Materials	Resin and chemical	Concern of effects of U.S. tariffs for automotive use.	→	Concern of effects of U.S. tariffs.
		Recovery in demand for electronics materials applications.	→	A trend of demand recovery.
	Environment and fiber	Slowdown in adoption of EVs continues to impact on VOC recovery equipment.	→	Slowdown in adoption of EVs continues to impact results.
		The business environment for nonwoven materials continue to be intensely competitive.	→	The business environment continue to be intensely competitive.
Functional Textiles and Trading	Airbag fabric	Signs of slowdown for Asia in addition to concern of effects of U.S. tariffs.	→	Signs of slowdown for Asia in addition to concern of effects of U.S. tariffs.
Others		Domestic naphtha prices are on a declining trend.	↗	Domestic naphtha prices are on a declining trend.

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

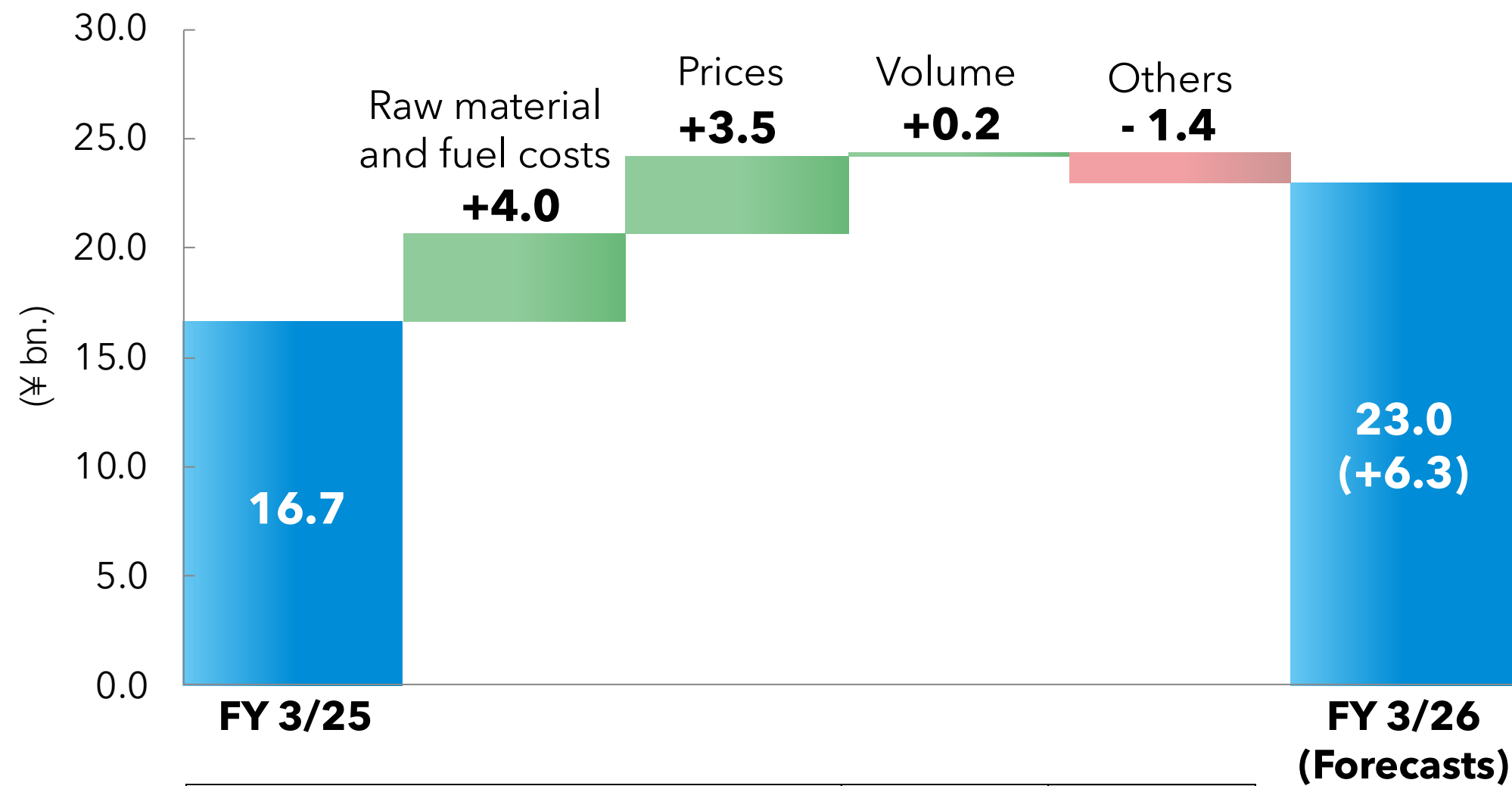
Forecasts for FY 3/26

Forecast revised upward for operating profit of ¥23.0 bn. and net profit of ¥6.5 bn. based on strong demand for Industrial film and profit improvements of Packaging film, Pharmaceuticals, Nonwoven materials, etc.

(¥ bn.)

	FY 3/25	FY 3/26			YOY		Previous Forecasts (Aug. 2025)
	Results	H1	H2	Forecasts	Amount	%	
Net sales	422.0	204.0	221.0	425.0	+3.0	+0.7%	440.0
Operating profit	16.7	11.8	11.2	23.0	+6.3	+38.1%	21.0
(Ratio to sales)	3.9%	5.8%	5.1%	5.4%	-	-	4.8%
Ordinary profit	10.6	10.1	7.4	17.5	+6.9	+65.2%	15.5
Extraordinary income and losses	- 3.4	- 3.0	- 2.5	- 5.6	- 2.1	-	- 4.5
Profit attributable to owners of parent	2.0	5.7	0.8	6.5	+4.5	+224.5%	4.5
EBITDA	39.4	23.6	23.9	47.5	+8.1	+20.7%	46.0
EPS (¥)	22.7	65.0	8.7	73.7	-	-	51.0
Depreciation	22.7	11.8	12.7	24.5	+1.8	+7.9%	25.0
CAPEX	43.2	16.0	15.0	31.0	- 12.2	-28.2%	35.0
R&D expenses	14.3	6.8	8.2	15.0	+0.7	+5.2%	15.0

Analysis in Changes in Operating Profit



	FY 3/25	FY 3/26
Exchange rate (¥/US\$)	152	149
Naphtha price in Japan (thousand¥/kl)	76	64

Previous
Forecasts
(Aug. 2025)
145
65

Forecasts by Segment

TOYOBO

(¥ bn.)											
Net sales	FY 3/25 Results			FY 3/26 Forecasts			YOY Full year	Previous forecasts (Aug. 2025)			Change from Aug. 2025 forecasts (Full year)
	H1	H2	Full year	H1	H2	Full year		H1	H2	Full year	
Films	82.8	84.0	166.8	86.5	84.5	171.0	+4.2	90.0	85.0	175.0	- 4.0
Life Science	17.2	17.1	34.3	16.5	20.5	37.0	+2.7	20.0	21.0	41.0	- 4.0
Environmental and Functional Materials	55.2	55.6	110.8	50.7	60.3	111.0	+0.2	55.0	62.0	117.0	- 6.0
Functional Textiles and Trading	47.9	50.1	98.1	44.4	49.6	94.0	- 4.1	45.0	50.0	95.0	- 1.0
Real Estate and Others	6.0	6.0	12.0	5.8	6.2	12.0	0.0	6.0	6.0	12.0	0.0
Elimination & Corporate	-	-	-	-	-	-	-	-	-	-	-
Total	209.2	212.9	422.0	204.0	221.0	425.0	+3.0	216.0	224.0	440.0	- 15.0

Operating profit	FY 3/25 Results			FY 3/26 Forecasts			YOY Full year	Previous forecasts (Aug. 2025)			Change from Aug. 2025 forecasts (Full year)
	H1	H2	Full year	H1	H2	Full year		H1	H2	Full year	
Films	3.0	3.9	6.9	8.6	3.4	12.0	+5.1	5.3	3.7	9.0	+3.0
Life Science	0.9	1.1	2.0	0.1	2.4	2.5	+0.5	0.7	2.8	3.5	- 1.0
Environmental and Functional Materials	3.4	4.6	8.0	3.1	5.6	8.7	+0.7	3.3	5.4	8.7	0.0
Functional Textiles and Trading	0.1	0.4	0.5	0.2	0.9	1.1	+0.6	0.3	0.8	1.1	0.0
Real Estate and Others	1.2	1.4	2.6	1.2	1.0	2.2	- 0.4	1.1	1.1	2.2	0.0
Elimination & Corporate	- 1.6	- 1.7	- 3.3	- 1.5	- 2.0	- 3.5	- 0.2	- 1.7	- 1.8	- 3.5	0.0
Total	6.9	9.7	16.7	11.8	11.2	23.0	+6.3	9.0	12.0	21.0	+2.0

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Ⅱ. Management Policy in FY 3/26

Progress of Action Plans

Confirmation of Progress of 2025 Medium-Term Management Plan (Announced in May 2025)



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 TOYOB0 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 ⇒ “Management Policy in FY 3/26 Progress of Action Plans”

- 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

Management Policy in FY 3/26: 6 Action Plans

(Announced in May 2025)



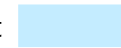
Recover earning power to create the future

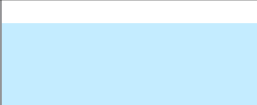
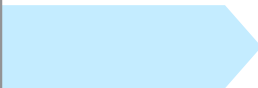

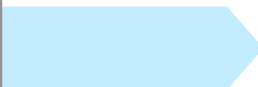
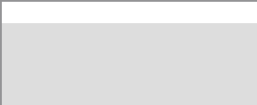
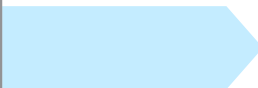

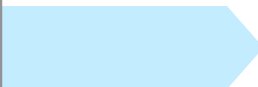
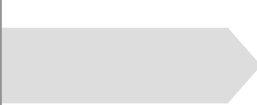
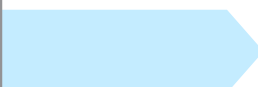
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|---|--|
| 1. Thorough safety, disaster prevention and quality assurance, and compliance (basic premise) | |
| 2. Endured pricing commensurate with value | - Follow-up of pricing by management |
| 3. Measures for businesses requiring improvement | - 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 |

Management Policy in FY 3/26:

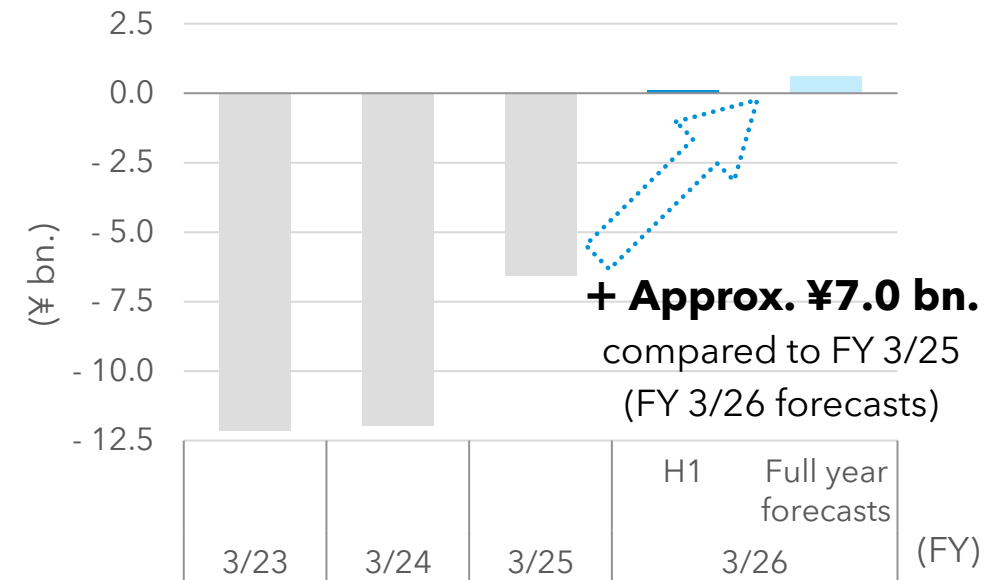
3. Measures for Businesses Requiring Improvement

Roadmap to profitability

 : Deficit
  : Profitability

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

Change of operating profit (Total of 5 businesses)



During the second quarter ended September 30, 2025, a total of 5 businesses have achieved profitability. Efforts toward normalization are progressing as planned.


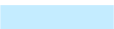

Management Policy in FY 3/26:

4. Secure investment returns

Major plans of growth investment (Films, Life Science)

Segment	Details	Investment amount*1 (¥bn.)	Time to realize investment results				Present situation
			FY 3/24	FY 3/25	FY 3/26	FY 3/27~	
Films	OPP film equipment (Inuyama)	7.0					FY 3/26 in operation Productivity is improving
	Processing equipment Unit 2 of mold releasing film for MLCC (Tsuruga)	6.0*2					FY 3/26 in operation
	Equipment of mold releasing film for MLCC (Utsunomiya)	20.0					Started commercial production in Spring 2025. Full production scheduled for the end of FY 3/26
	Equipment of polarizer protective films for LCDs (Tsuruga)*3	-					Renovation in H2 FY 3/26. Mass production scheduled to begin in FY 3/27
Life Science	Equipment for raw enzymes for biochemical diagnosis (Tsuruga)	7.0					FY 3/25 in operation
	Equipment for reagents for PCR testing and genetic diagnostic reagents (Tsuruga)	6.5					FY 3/26 in operation
	Integrated production plant for artificial kidney hollow fiber (Akita)	5.0					Sales started from Oct. 2025

*1: Round number *2: Total with Unit 1 *3: Renovation of an existing production line

 : Plan  : Forecasts (May 2025)  : Results

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

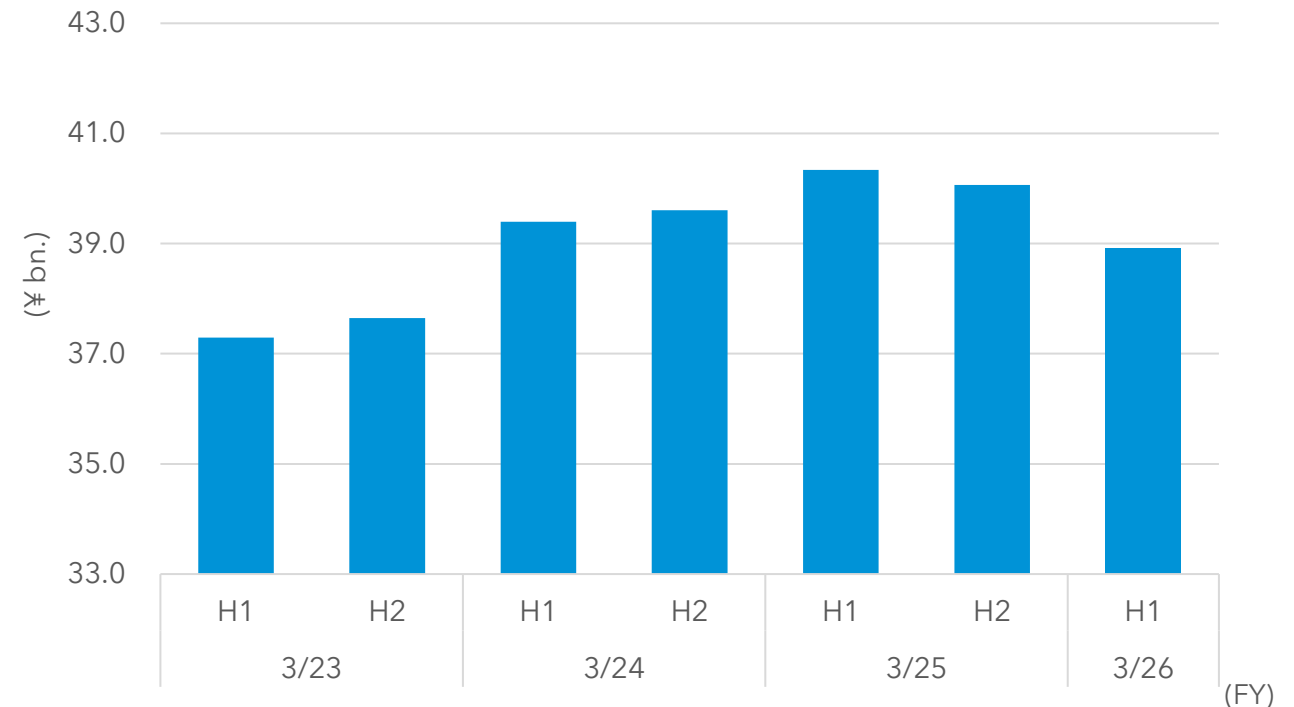
Management Policy in FY 3/26:

5. Narrowing down of expenses, and cost reduction

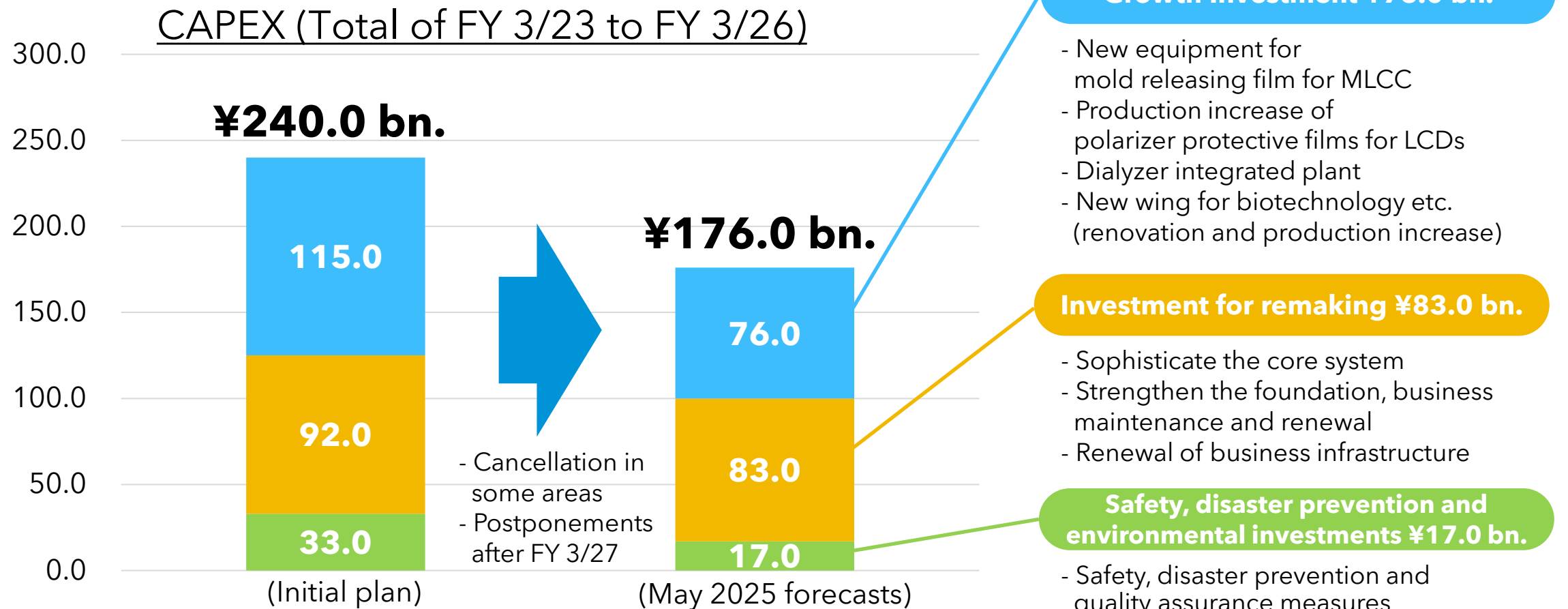
Productivity reform and cost structure changes
(eliminate, consolidate, connect) through company-wide project
: Effect on profit: ¥5.0 bn. compared to FY 3/24 (FY 3/28)

- 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.

Changes of SG&A expenses (half period)



Management Policy in FY 3/26: 5. Narrowing down of investment



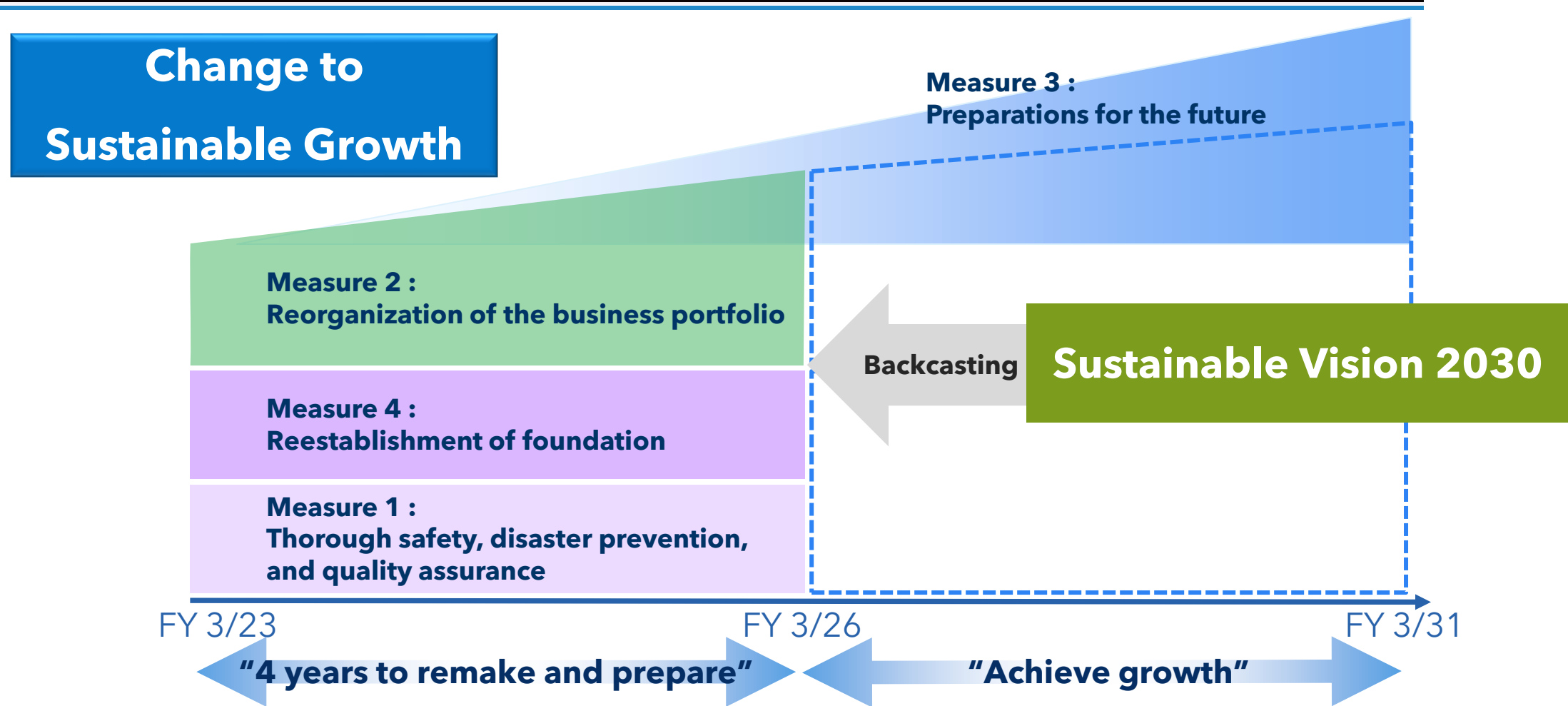
	FY 3/23	FY 3/24	FY 3/25	FY 3/26 forecasts	FY 3/23 ~ FY 3/26 Total
CAPEX (¥ bn.)	39.2	56.6	45.2	35.0	176.0

*Calculation based on CF

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

Positioning of Next Medium-Term Management Plan: Second Half of Sustainable Vision 2030

TOYOB0



Basic policy:

Aim for ROE of over 8% and improvement of financial position by execution of reorganization of the business portfolio and realization of investment effects.

Appendix

Business Performance



(¥ bn.)

Net sales	FY 3/25					FY 3/26	
	Q1	Q2	Q3	Q4	Full year	Q1	Q2
Films	42.1	40.7	42.1	42.0	166.8	44.6	41.9
Life Science	8.1	9.1	8.5	8.6	34.3	8.0	8.5
Environmental and Functional Materials	28.1	27.2	28.3	27.3	110.8	25.4	25.3
Functional Textiles and Trading	24.0	23.9	23.3	26.8	98.1	21.9	22.5
Real Estate and Others	2.9	3.1	2.9	3.2	12.0	3.0	2.8
Elimination & Corporate	-	-	-	-	-	-	-
Total	105.2	104.0	105.1	107.8	422.0	102.9	101.1
Operating profit	FY 3/25					FY 3/26	
	Q1	Q2	Q3	Q4	Full year	Q1	Q2
Films	1.5	1.5	0.8	3.1	6.9	4.0	4.6
Life Science	0.4	0.5	0.6	0.5	2.0	0.2	- 0.0
Environmental and Functional Materials	1.3	2.1	2.3	2.3	8.0	1.5	1.6
Functional Textiles and Trading	0.2	- 0.1	- 0.0	0.5	0.5	0.1	0.1
Real Estate and Others	0.5	0.7	0.6	0.8	2.6	0.5	0.7
Elimination & Corporate	- 0.7	- 0.9	- 1.0	- 0.7	- 3.3	- 0.7	- 0.8
Total	3.1	3.8	3.2	6.5	16.7	5.6	6.2

Toyobo Group's Integrated Report "TOYOBO REPORT 2025" released

Main contents

- CEO Message
- Long-term vision "Sustainable Vision 2030" and the "2025 Medium-Term Management Plan (FY 3/23 – FY 3/26)"
- Value creation process, Toyobo's strengths and value creation cycle taking polarizer protective films for LCDs as an example
- Human resource strategy, Innovation strategy, Green strategy, Business strategy
- Dialogue with outside directors, etc.

Download links

Japanese version: <https://ir.toyobo.co.jp/ja/ir/library/integrated.html>

English version: <https://ir.toyobo.co.jp/en/ir/library/integrated.html>



Business briefing to investors (scheduled)

➤ **Life Science Business on December 1 (Mon.)**

Presentation material will be available later
on our website "Investor Relations".

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.

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