



April 6, 2026

To whom it may concern,

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Regarding the Preparation of the 2030 Medium-Term Management Plan (FY 3/27 – FY 3/31)

Toyobo Co., Ltd. announced its long-term vision, Sustainable Vision 2030 in May 2022. We hereby announce that we have prepared the 2030 Medium-Term Management Plan (FY 3/27 – FY 3/31), which is positioned in the latter half of Sustainable Vision 2030.

1. Review of the 2025 Medium-Term Management Plan (FY 3/23 – FY 3/26)

The 2025 Medium-Term Management Plan (FY 3/23 – FY 3/26) has been positioned as a milestone for achieving targets set in Sustainable Vision 2030, and has been designated as *4 years to remake and prepare*. We have been working on this initiative. While we advanced the development of infrastructure for safety, disaster prevention, and quality assurance, and aggressively executed capital investment in parallel, our earning power declined due to delays in the reorganization of our business portfolio, a delay in responding to environmental changes, and delays in launching large-scale growth investments. During the 2025 Medium-Term Management Plan period, while we recovered in the latter half by promoting ensured pricing commensurate with value and cost-cutting through company-wide projects, financial indices such as operating profit, ROE, and ROIC are expected to fall short of targets.

2. Ideal State and Value Creation Story

Within TOYOBO PVVs corporate philosophy, the Toyobo Group (hereinafter “the Group”) holds a vision that states, *We will continue to create the solutions needed by people and the earth with our materials and science*. To achieve this, we have prepared a new *Value Creation Story* and brand slogan. By setting *Advanced materials*, *Healthcare*, and *Environment and energy* as priority areas, we will create sustainable prosperity for people and the planet.

【Ideal State】

Vision

Continue to create the solutions needed by people and the earth with our materials and science

Priority areas: Advanced materials, Healthcare, Environment and energy

Value Creation Story

- Under the principle of “Jun-Ri-Soku-Yu” (Adhering to reason leads to prosperity),
- we will continue helping to solve social issues through a corporate culture defined by our DNA of flexibility and transformation, perseverance, and sincerity, underpinned by our core technologies: Polymer and Biotechnology.
- By optimizing a diverse range of materials to achieve target performance through co-creation with customers and collaboration with partners, we create customers value and sustainable prosperity for people and the planet.
In so doing, we also continue to seek growth and development of our people and the Group.

Brand Slogan

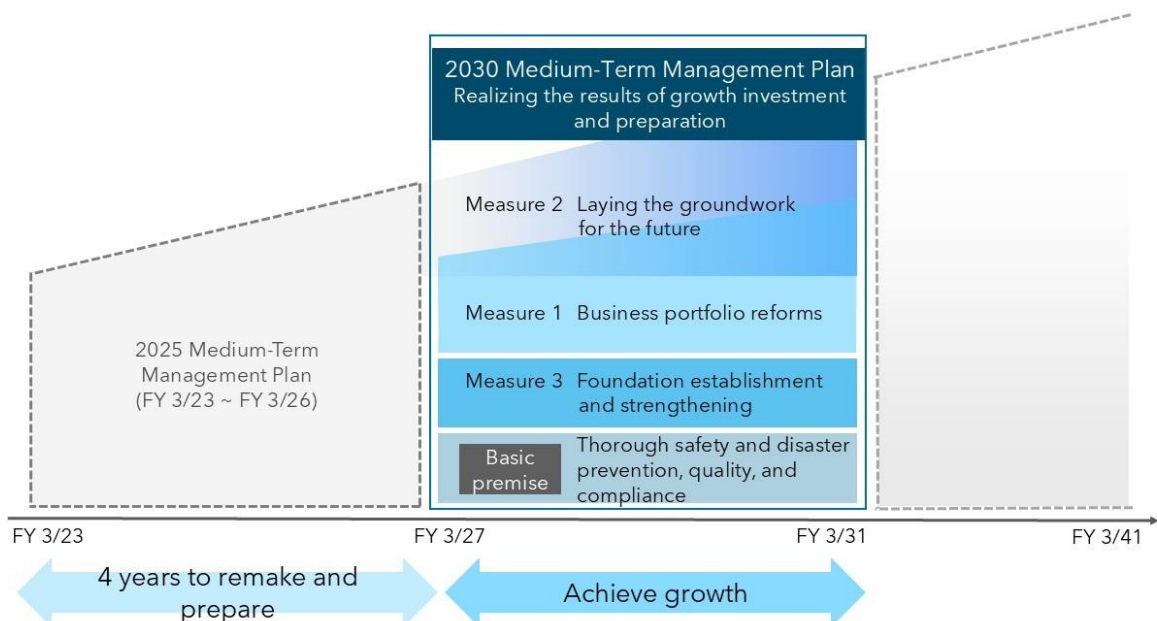
いのちと世界の、役に立て。

3. 2030 Medium-Term Management Plan (FY 3/27 – FY 3/31) ~Realizing the results of growth investment and preparation~

(1) Management Targets and 3 Measures

The 2030 Medium-Term Management Plan (FY 3/27 – FY 3/31) is positioned in the latter half of Sustainable Vision 2030, and aims to balance improvement of financial structure and profit growth, as well as attain ROE of over 8% by FY 3/31. Specifically, we will advance the 3 measures of *Business portfolio reforms*, *Laying the groundwork for the future*, and *Foundation establishment and strengthening* on the basic premise of *Thorough safety and disaster prevention, quality, and compliance*.

【Positioning of the 2030 Medium-Term Management Plan】



【Management Targets】

	FY 3/26 forecasts	FY 3/29 medium- term targets	FY 3/31 targets
Serious incident	zero	zero	
ROE (%) ^{*1}	4.3	> 6	> 8
ROIC (%) ^{*2}	3.3	> 4.5	> 6
Operation profit margin (%)	5.6	> 7	> 8
D/E ratio	1.29	< 1.2	
Ratio of Priority businesses (capital employed) (%)	27	> 50	
Employee engagement score	52%	≧ 60%	≧ 70%

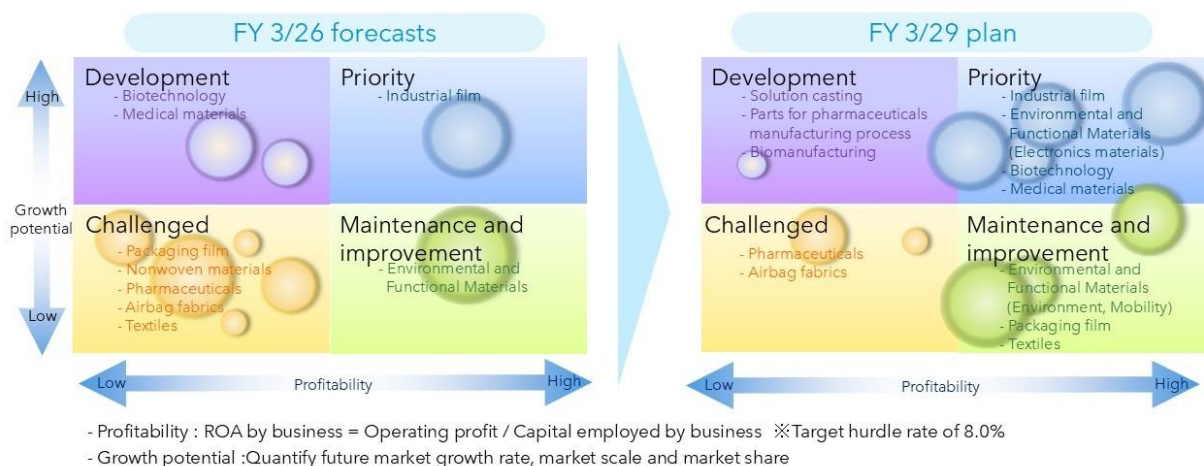
*1 Profit / Beginning and ending balance average shareholder's equity

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

(i) Measure 1: Business Portfolio Reforms

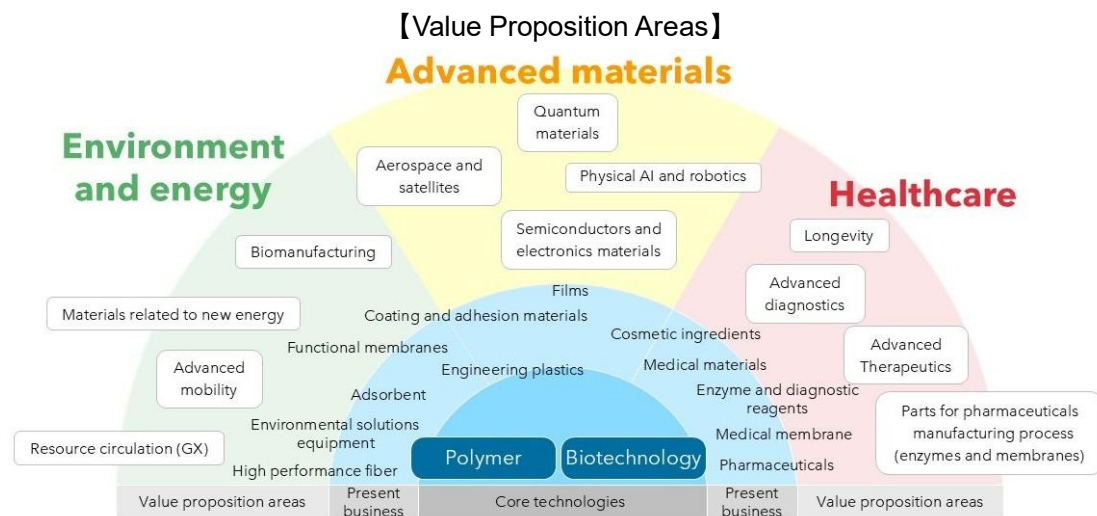
We will categorize each business into the four quadrants of *Priority businesses*, *Maintenance and improvement businesses*, *Development businesses*, and *Challenged businesses* based on the two axes of profitability and growth potential, and conduct business operations according to their respective positions. In FY 3/29, we plan to set Industrial film, Biotechnology, Medical materials, and electronics materials of Environmental and Functional Materials as the businesses positioned as our *Priority businesses*, and increase the proportion of capital employed for *Priority businesses* from 27% to over 50%.

【Business Portfolio Reforms】



(ii) Measure 2: Laying the Groundwork for the Future

We will shift resources towards priority areas in the value proposition areas of *Advanced materials*, *Healthcare*, and *Environment and energy*.



Policy - Shift resources to three value proposition areas and accelerate commercialization

- Strengthen marketing functions (fusion of technology development with market and customer development)

Resource allocation - New creation and basic technology: 20%, New product development: 65%, Support of businesses: 15%

(iii) Measure 3: Foundation Establishment and Strengthening

We will strengthen our management foundation through a human resource strategy linked to management strategy, promotion of Toyobo-Transformation (TX), promotion of safety and disaster prevention, and quality activities in accordance with the roadmap, strengthening risk management, and other initiatives. With TX, under the leadership of the management team, we will advance activities that undertake a revolution to add value and transform the Group into a sustainable enterprise through a basic policy of *eliminate, consolidate, and connect*.

(2) Major Business Growth Strategies

(i) Films Business

- We aim to realize the effects of investment and build a foundation for sustainable growth through the integrated operation of the Industrial and Packaging film businesses.
- We aim to become a category leader in high-performance industrial applications for semiconductors, fuel battery cells, wind power generation, solar battery, energy, and aerospace.
- We will advance portfolio reforms towards eco-friendly and high-quality products.

(ii) Life Science Business

- We will globally expand products that contribute to improving quality of life, while simultaneously advancing into new markets (therapeutic areas).
- We will accelerate the deployment of membrane technology for applications such as blood purification and pharmaceutical manufacturing processes.

(iii) Environmental and Functional Materials Business (mainly TOYOBO MC)

- We will concentrate management resources into our three focus areas of electronics materials, environment, and mobility.
- We will accelerate the implementation of measures for enhancement of overseas operations, new development, and inorganic growth, as well as portfolio reforms through alliances.

(3) Financial Indicators

【Financial Indicators】

	FY 3/25 Results	FY 3/26 Forecasts	FY 3/29 Plan*5	FY 3/31 Plan*5
Net sales (¥bn.)	422.0	430.0	470.0	500.0
Operating profit (¥bn.)	16.7	24.0	35.0	45.0
(Ratio to sales) (%)	3.9	5.6	7.4	9.0
EBITDA (¥bn.)*1	39.4	48.5	64.0	76.2
Profit attributable to owners of parent (¥bn.)	2.0	8.5	14.0	19.0
ROE (%)*2	1.0	4.3	> 6	> 8
ROIC (%)*3	2.3	3.3	> 4.5	> 6
D/E ratio	1.37	1.29	< 1.2	
Net Debt / EBITDA ratio*4	6.1	4.9	< 4.0	
CAPEX (¥bn.)	43.2	31.0	35.0	31.5
R&D expenses (¥bn.)	14.3	15.0	Ratio to sales of 3~4%	

*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

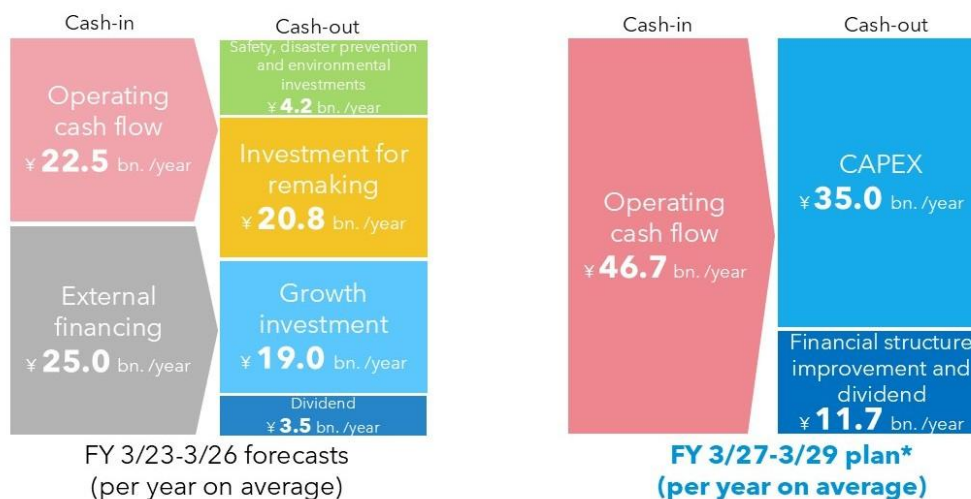
*5 Inorganic and carve-out are not included

(4) Financial Strategy

Cash flows from operating activities for the 2025 Medium-Term Management Plan are forecasted to be an annual average of ¥22.5 billion, while for FY 3/27 – FY 3/29, they will be increased to ¥ 46.7 billion.

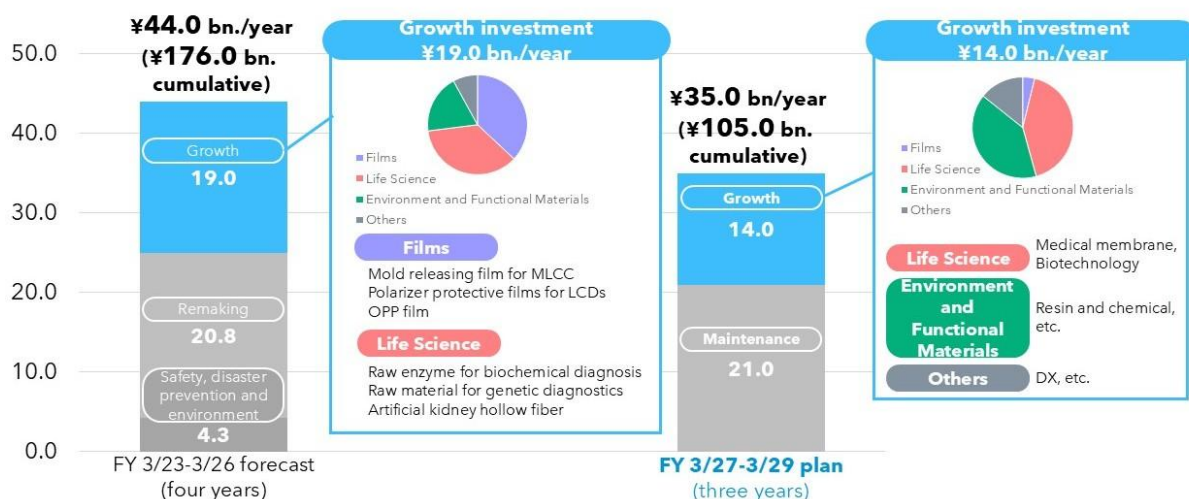
Additionally, by reducing capital investments from an annual average of ¥ 44.0 billion to an annual average of ¥ 35.0 billion, we will increase free cash flow and improve our financial position.

【Cash Flow Allocation】



*Inorganic and carve-out are not included

【CAPEX】



(5) Policy on Shareholders Returns

We will aim for a total return ratio of 30%, while continually providing a stable dividend. This approach considers sustainable profit levels, retention of earnings for future investments, and improvement of our financial position.

4. Towards Enhancement of Corporate Value

We aim to promote the 3 measures of *Business portfolio reforms*, *Laying the groundwork for the future*, and *Foundation establishment and strengthening*, balance the improvement of financial structure with profit growth, and attain ROE of over 8% and PBR of over 1.0. Through these efforts, we will steadily advance the *balance of social value and corporate value* set in Sustainable Vision 2030, and achieve sustainable growth.

【Toward Improvement of Corporate Value】



References:

For details, please refer to information posted on Toyobo's website

- 2030 Medium-Term Management Plan (FY 3/27 – FY 3/31)

: <https://ir.toyobo.co.jp/en/ir/library/plan.html>

- Sustainable Vision 2030

: https://www.toyobo-global.com/sustainability/group_sustainability/vision/