

## **TOYOBO Co., Ltd. Q&A Summary for the Presentation Regarding 2030 Medium-Term Management Plan**

**Date and Time:** Monday, April 6, 2026 at 13:00 - 14:10 a.m. (Japan Standard Time)

**Place:** WEB Conference

**Presenter:** Ikuo Takeuchi, President & Representative Director

**Masanao Kudo, Senior Managing Executive Officer, Head, Films Division**

**Hidekazu Takahashi, Executive Officer, CFO**

**Future earnings forecasts and other forward-looking statements in this release are based on data currently available to manage and cannot be guaranteed by the Company. Actual business performance, etc. may differ from the forecasts due to various factors.**

### **Q: What do you see as the main points for improving ROIC?**

A: We believe that promoting the business portfolio reforms is important for improving ROIC.

Specifically, by focusing corporate resources into businesses with high capital efficiency, we will lift ROIC across the entire portfolio. We will significantly shift the allocation of capital employed, with 55% allocated to priority businesses and 5% to challenged businesses by FY 3/29. Our policy is to gradually improve ROIC through such transformation of portfolio quality.

### **Q: Raw material and fuel prices are fluctuating significantly. Is price pass-through possible?**

A: In the event of a sudden fluctuation in raw material and fuel costs, our basic policy is price pass-through.

Up until now, when raw material and fuel prices has fluctuated, we have continuously engaged in careful consultation with customers based on the status of each business, and we recognize that we have built trusting relationships through this process. Therefore, even with the recent significant cost fluctuations, we believe it is possible to proceed with price revisions that are appropriately timed and executed based on the market environment and competitive landscape.

### **Q: The profitability of Films is currently improving significantly. Does this reflect the business's underlying earnings power?**

A: The recent improvement in earnings was due to enhanced productivity and progress in price pass-through in Packaging film, as well as strong sales of Industrial film, particularly related to electronic components and semiconductors, amid robust market conditions.

At this point, we have entered a phase of earnings recovery, and we recognize that we are now able to secure a certain level of earnings. However, there is also a fixed cost burden, including depreciation following the start-up of new equipments and equipment renovation. We expect the full effects of growth to become apparent from FY 3/28 onward.

**Q: Please tell us about the development of new high-performance films for the future, in fields such as semiconductors and energy.**

A: We are working on utilizing existing R&D and equipment infrastructure for new applications, and we do not anticipate major additional investments. By FY 3/31, we expect the scale to be limited, but we are proceeding to create infrastructure in preparation for expansion from FY 3/36 onward.

**Q: In Life Science, there have been some delays with plans in the past. How do you plan to proceed in the current Medium-Term Management Plan?**

A: Looking ahead, we will focus our corporate resources on areas where we can deploy our strengths in order to realize the results of growth investment in the previous Medium-Term Management Plan. In Biotechnology, we will shift our focus to the raw materials business, where we have a highly competitive advantage, and aim to enhance our cost competitiveness and expand our market share. In Medical materials, we will continue to enhance our capabilities mainly in the growth market of dialysis membranes, while expanding into high value-added areas such as membranes for antibody drug manufacturing process. Profitability is improving steadily in Pharmaceutical and we will aim growth by increasing added value going forward.

**Q: How do you intend to realize growth in Environmental and Functional Materials?**

A: Some products are seeing increased adoption in resin-related applications, particularly in electronics materials. We expect the expansion of such fields to contribute to increased profitability. Looking ahead, we will concentrate our corporate resources on three focus areas of Electronics materials, Environment, and Mobility. We will accelerate portfolio reform through the enhancement of overseas operations, new development, and inorganic measures and alliances.