



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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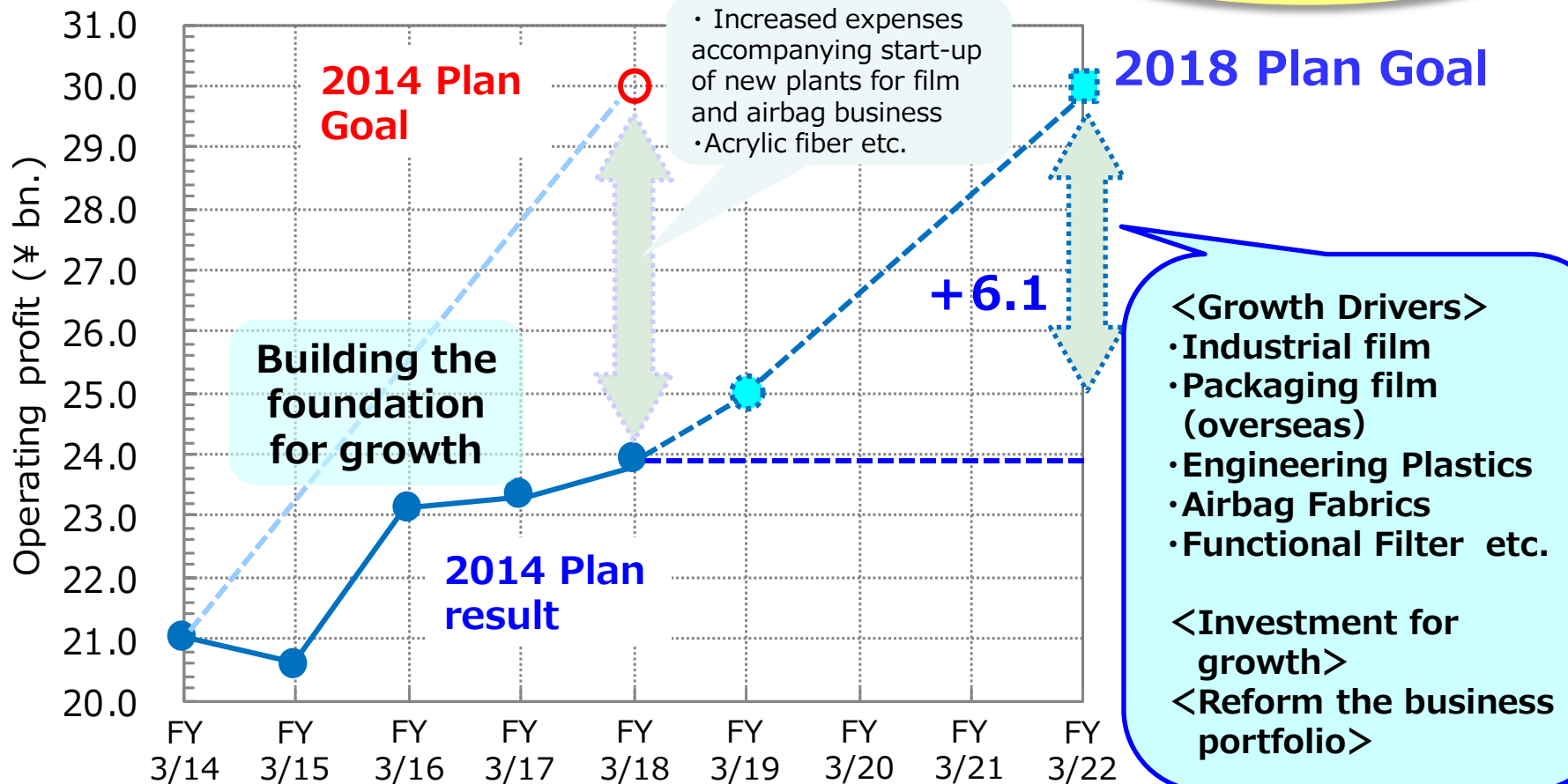
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President
Toyobo Co., Ltd.

May 11, 2018

The 2018 Mid-Term Management Plan

Try again to achieve operating profit of ¥30 billion

Continuous reform of business portfolio



Major measures

3 piece pie philosophy

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】

Thorough
business
operation

appropriate for
each business

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

strengthen the
business base

■ Concentration of managerial
resources on growth fields.
Reaping a <harvesting>

■ KPI by business
Variation and prioritization

■ Advance investment
for the future
Preparation for
growth

■ Reform organizational
atmosphere
KAERU Project

■ Corporate Philosophy
「Jun-ri soku-yu」

Winning a neck-and-neck race

Goals

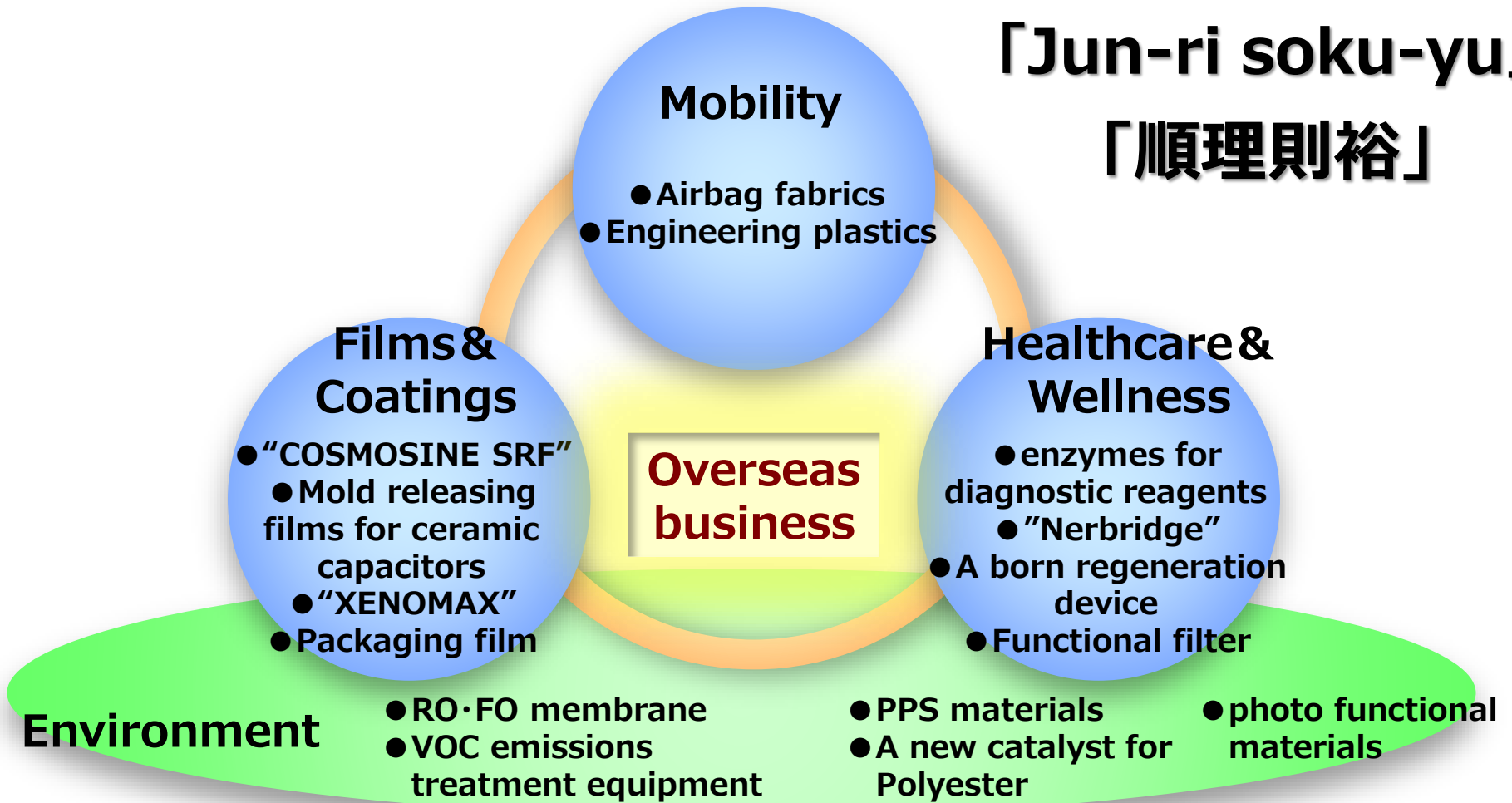
	FY 3/18 result	FY 3/22 goal	Change (^{'17} → ^{'21})
Net sales	331.1	375.0	+43.9
overseas sales	96.1	131.5	+35.4
(ratio to sales)	29%	35%	—
Operating profit	23.9	30.0	+6.1
(ratio to sales)	7.2%	8.0%	—
Profit attributable to owners of parent	13.0	16.0	+3.0
ROE	7.5%	≥8.0%	—
D/E ratio	0.81	<1.0	—

(¥ bn.)

	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	-	-	-
Total	331.1	375.0	+43.9

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.