

Annual Report 2016

Year Ended March 31, 2016

Interview with the President

I believe we have established solid foundations toward future growth.

Special Feature

1. TOYOBO: Active on the World Stage
2. Toyobo's Human Resource Strategy

IDEAS & CHEMISTRY



Striving to solve social challenges through our technologies

Toyobo believes in the importance of integrating corporate management and CSR activities in its business operations. For example, we are contributing to society and the environment through our business activities in such areas as technology to convert seawater into drinking water for countries suffering from water shortage, VOC gas processing equipment that aids in energy conservation in plants and environmental protection, and reducing CO₂ emissions by enhancing efficiency in logistics.

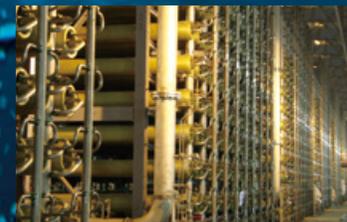
Cover Story

Desalinating seawater to drinking water, and recycling the residue

Providing a solution to the world's water crisis

Toyobo's Reverse Osmosis (RO) Membranes for Seawater Desalination Selected for Use in the World's Largest Seawater Desalination Plants

Toyobo's HOLLOSEP® RO membrane elements have been selected for use at the Ras Al Khair Plant, which is located in the eastern part of Saudi Arabia on the Arabian Gulf. The Ras Al Khair Plant will be one of the largest seawater desalination plants in the world, with a capacity of 1,000,000m³ of freshwater per day. Of this total daily output, 345,000m³ will be produced using the RO method and the remainder using the multi-stage flush method. The hollow fiber type RO membrane module of Toyobo is used extensively in Saudi Arabia and the Middle East, where seawater desalination by RO is considered to be difficult.





Snapshot

- Cover Story
- P2: Profile
- P3: History
- P4: Message from the President
- P5: Management
- P6: Financial Highlights



Performance

- P18: Toyobo This Year
- P20: Business Segments and Fields
- P25: Business Overview by Region



Strategies

- P8: Toyobo's Competitiveness (Business Model)
- P10: Interview with the President
- P13: Medium-Term Management Plan
- P14: Special Feature
 - 1. TOYOBO: Active on the World Stage
 - 2. Toyobo's Human Resource Strategy



Sustainability

- P26: Research and Development
- P27: Intellectual Property Management
- P28: Corporate Social Responsibility
- P30: Corporate Governance
-
- P32: Investor Information
- P33: Corporate Data

Disclaimer

This report contains statements related to the future performance of the Toyobo Group. The reader should bear in mind that these statements are not guarantees of future performance, as they assume various risks and uncertainties. Furthermore, the purpose of this report is to provide information, and while such information could be referred to when making investment decisions, the report is not intended to encourage investment in the Company.

Cross Reference

On our investor relations site we publish a wide range of resources, including news releases, information for shareholders, our statements of accounts, and explanations of our business results, as well as videos and other materials related to business information meetings. The site also supports interactive communication, allowing investors to ask questions and offer opinions that will help us to improve the quality of our IR activities.

Website

<http://www.toyobo-global.com>



Investor Relations

<http://www.toyobo-global.com/ir>



Sustainability

<http://www.toyobo-global.com/sustainability>



Toyobo was founded in 1882 as a textile company. Over the years, we have expanded the boundaries of our business beyond textiles to specialty businesses in accordance with the current of the times. Our performance is driven by our unique core technologies in polymerization, modification, processing and biotechnology. These core technologies guide the development of our three current specialty business segments—Films and Functional Polymers, Industrial Materials, and Healthcare. With the concentration of management resources in these fields, we have moved into an era of accelerating growth. In addition, we are moving to accelerate the development of our business activities in overseas markets that are continuing to grow. Our aim is to become “The category leader, continuing to create new value in the environment, healthcare, and high-function products fields.”

Toyobo’s Business Locations around the Globe



Business Segments and Principal Products

Films & Functional Polymers



Principal Products

- Industrial films
- Packaging films
- Functional polymers
- Others

Industrial Materials



Principal Products

- Functional fibers
- High-performance fibers
- Filters, non-woven fabrics

Healthcare



Principal Products

- Bioproducts
- Pharmaceuticals
- Medical membranes, equipment and devices
- Water treatment membranes

Textiles and Trading

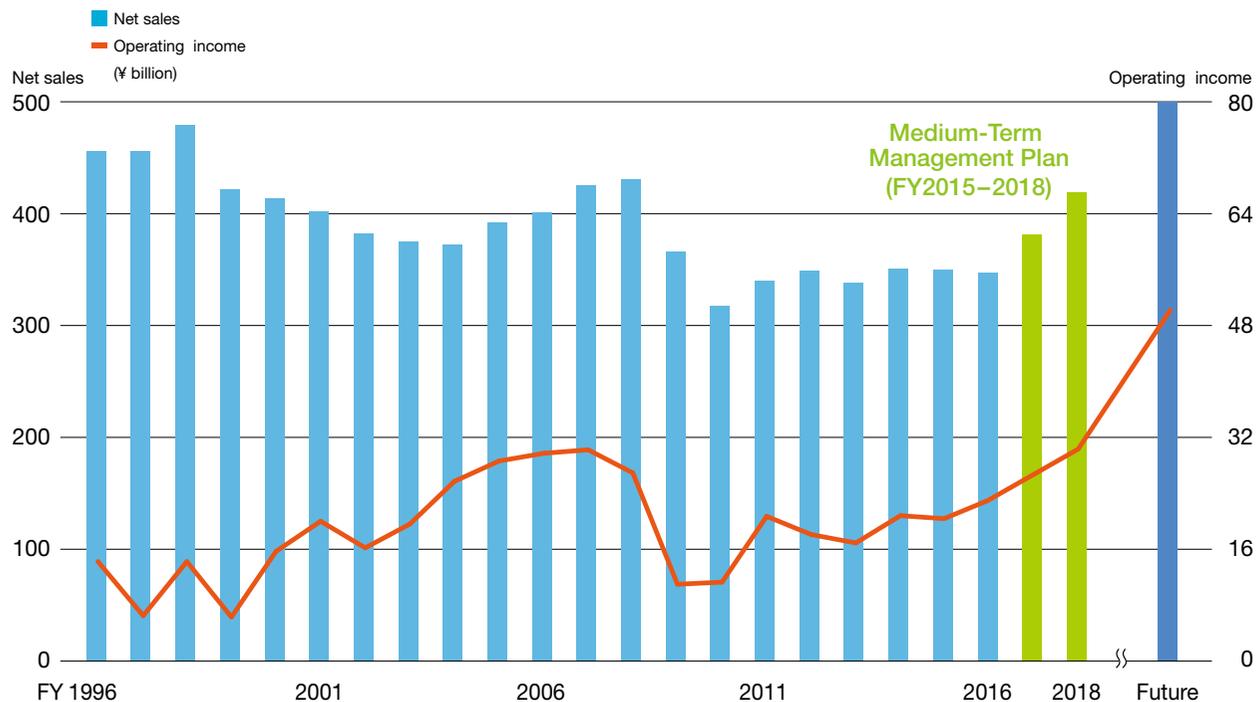


Principal Products

- Textiles
- Apparel
- Fibers for clothes
- Acrylic fibers
- Others

A Stronger Foundation for Growth

We have adopted 順理則裕 (*jun-ri-soku-yu*) as our basic philosophy. Here *junri* indicates not only "thinking and acting rationally and logically," but also expresses the idea that "reason and ethics form one's basic attitude as a human being, and ethical values must be respected." This motto was a personal maxim of our founder, the Meiji Era industrialist Eiichi Shibusawa, and has been handed down as our company's management philosophy unchanged to the present day.



Transformation of the Business Portfolio

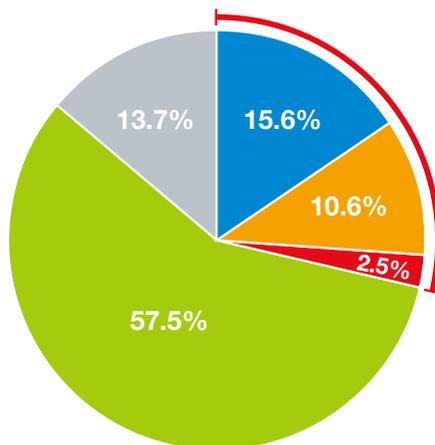
- Films & Functional Polymers
- Industrial Materials
- Healthcare
- Textiles and Trading
- Others

FY1996

Net sales
¥461.0 billion

Specialty businesses

30%

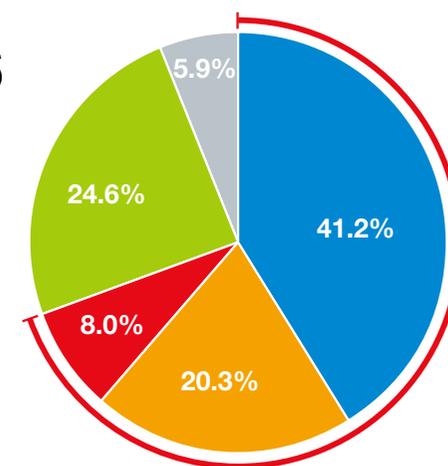


FY2016

Net sales
¥347.8 billion

Specialty businesses

69%



Message from the President



Reviewing Fiscal 2016, a Year for Building Foundations for Growth

Fiscal 2016 (ended March 31, 2016) was the second year of our four-year Medium-Term Management Plan covering the period through to the fiscal year ending March 31, 2018. Toyobo, which aims to become “the category leader, continuing to create new value that contributes to society in the environment, healthcare, and high-function product fields,” is working to expand sales of new products. These include “COSMOSHINE SRF,” a polyester-based polarizer protective film for liquid crystal displays (LCDs), and “Nerbridge,” a nerve bridging device. Overseas, we are focusing on expanding businesses with growth potential in the international market such as engineering plastics and airbag fabrics. Against this backdrop, fiscal 2016 was a year in which we pushed ahead with efforts to steadily boost growth for the future.

In concrete terms, “COSMOSHINE SRF” has been highly rated by a major polarizer manufacturer and is now being adopted in earnest for application in TVs. In engineering plastics, we worked actively to increase sales in the United States, China and Thailand, and achieved a sales expansion overseas of 37% compared to fiscal 2014. In airbag fabrics, we are establishing production sites in the United States and Thailand, and continue to obtain certification from major airbag manufacturers overseas with the aim of achieving application from the second half of the fiscal year ending March 31, 2017.

With regard to results for fiscal 2016, conditions were harsh in the LCD- and domestic automobile-related sectors, but productivity rose steadily in new equipment for large film, while application of “COSMOSHINE SRF” started to take hold and

productivity stabilized. This enabled us to significantly reduce film-related costs that had ballooned in the previous fiscal year.

As a result, operating income increased 12% to ¥23.1 billion and profit attributable to owners of parent jumped 25% to ¥10.2 billion, the first time this indicator had exceeded ¥10 billion in nine years.

Forecasting Fiscal 2017, Heading toward the Stage of Growth Realization

In fiscal 2017, we can expect considerable expansion for “COSMOSHINE SRF” due to an increase in shipments to a major polarizer manufacturer. In addition, we will shift to the start of sales of airbag fabrics to overseas airbag manufacturers, from the stage of establishing production sites and acquiring certification, which concluded during fiscal 2016. As a result, we forecast growth in operating income.

While we anticipate an expansion of these two growth drivers and a contribution from a rise in income, uncertainty remains in the business environment in Japan and overseas, and we forecast that operating income will increase 8% year on year to ¥25.0 billion in fiscal 2017. I would like to offer my sincerest appreciation to our shareholders and investors, and ask for your continued support.

August 2016

Seiji Narahara
President & Chief Operating Officer

As of June 28, 2016

Board of Directors

Chairman, Board of Directors

Ryuzo Sakamoto

Apr. 1972 Joined Toyobo
Jun. 2002 Director
Jun. 2005 Director, President and Chief Operating Officer
Apr. 2014 Director, Chairman, Board of Directors (to present)



President and Chief Operating Officer Controlling Supervisor of Internal Audit Department

Seiji Narahara

Jan. 1988 Joined Toyobo
Jun. 2011 Director, Corporate Officer
Apr. 2014 Director, President and Chief Operating Officer (to present)



Corporate Senior Executive Officer Head, Plastics Division Head, Specialty Chemical Division

Kazumasa Koyama

Apr. 1974 Joined Toyobo
Apr. 2009 Director, Corporate Officer
Apr. 2016 Director, Corporate Senior Executive Officer (to present)



Board of Corporate Auditors

Hisao Nishinaka
Morito Morita
Akio Ukai*
Yoshinori Sato*

* Outside Corporate Auditor

Corporate Officers

Chief Operating Officer

Seiji Narahara

Corporate Senior Executive Officer

Kazumasa Koyama

Corporate Executive Officers

Shigeki Sano
Shinichi Teshima
Yuji Oita
Hiroyuki Sato

Corporate Officers

Masaru Watanabe
Toshitake Suzuki
Teruo Ohigashi
Hitoshi Ueno
Shigeo Takenaka
Taneaki Nagata
Yasuo Ohta
Yasuhiro Iizuka
Kenichi Sakai
Susumu Fujimoto
Naoto Yoshida
Hiroshige Nose

Corporate Executive Officer Head, Fibers, Textiles & Functional Products Division Head, Fibers, Textiles & Trading Division

Shigeki Sano

Apr. 1975 Joined Toyobo
Jun. 2012 Director, Corporate Officer
Apr. 2015 Director, Corporate Executive Officer (to present)



Corporate Executive Officer Head, Healthcare Division Head, Bio-Science & Medical Division

Shinichi Teshima

Apr. 1979 Joined Toyobo
Jun. 2015 Director, Corporate Officer
Apr. 2016 Director, Corporate Executive Officer (to present)



Corporate Executive Officer Controlling Supervisor of Human Resources Department, Law Department, General Administration Department, Real Estate Operating Department, Procurement & Logistics Department

Yuji Oita

Apr. 1980 Joined Toyobo
Jun. 2016 Director, Corporate Executive Officer (to present)



Corporate Officer Controlling Supervisor of Finance Department, Accounting and Control Department

Masaru Watanabe

Apr. 1979 Joined Toyobo
Jun. 2016 Director, Corporate Officer (to present)



Outside Director

Michio Ogimura

Apr. 1970 Joined Sumitomo Corporation
Jun. 2001 Director, Sumitomo Corporation
Jun. 2011 Outside Director, Toyobo (to present)



Outside Director

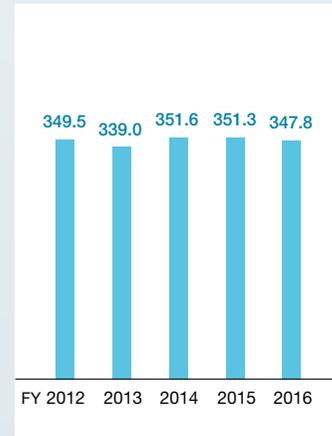
Taketoshi Oka

Apr. 1974 Registered as attorney
Jun. 2015 Outside Director, Toyobo (to present)



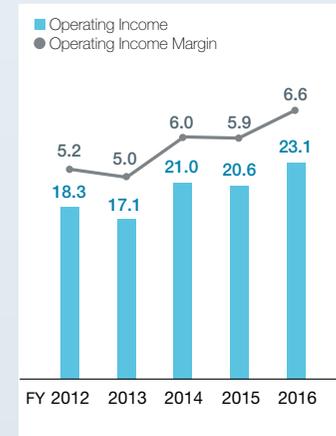
Net Sales

(¥ billion)



Operating Income and Operating Income Margin

(¥ billion, %)



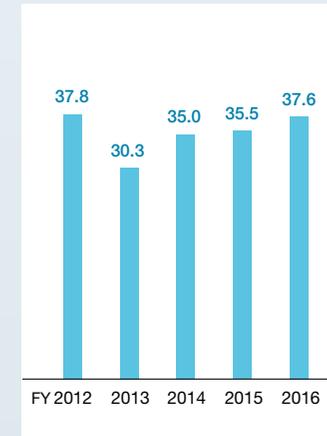
Profit Attributable to Owners of Parent

(¥ billion)



EBITDA

(¥ billion)



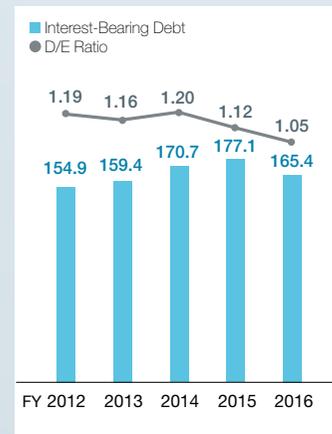
Total Assets and Shareholders' Equity

(¥ billion)



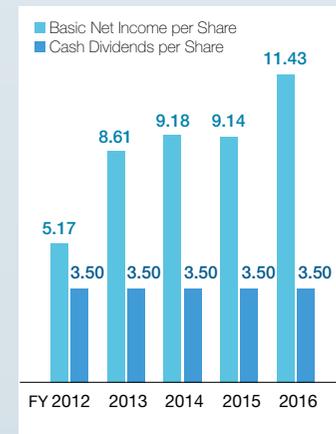
Interest-Bearing Debt and D/E Ratio

(¥ billion, times)



Basic Net Income per Share and Cash Dividends per Share

(¥)



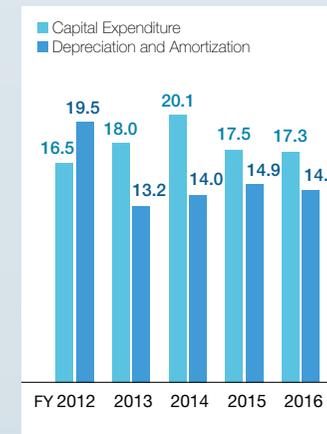
ROA and ROE

(%)

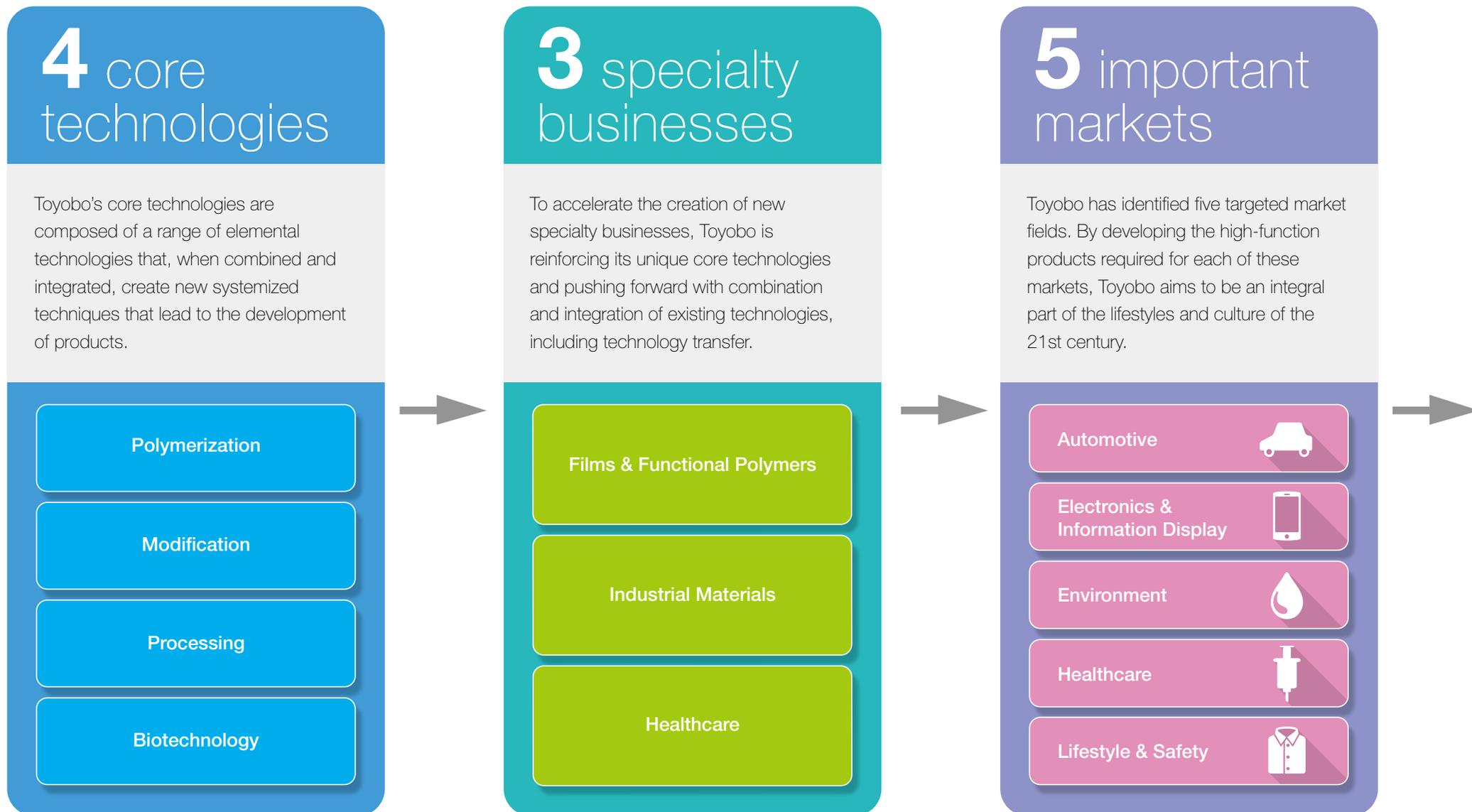


Capital Expenditure and Depreciation and Amortization

(¥ billion)



(Business Model)



TOYOBO's Competitiveness

Value Creation



Food packaging films:

Sales of
¥59 billion
and overall top producer in Japan



Airbag fabrics:

40% market share
and in the leading group internationally
for airbag fabric yarn production



Engineering plastics:

Overseas sales rose
18% over
the previous fiscal year



Enzymes for diagnostic reagents:

In the top **4** of the leading
group internationally, specifically **No. 1**
for sales of enzymes for self-monitoring
of blood glucose



Equipment for volatile organic compound (VOC) emissions treatment:

1,300 sets installed
in Japan and other countries



Reverse osmosis (RO) membrane elements for seawater desalination:

50% market share
in the GCC* countries of the Middle East
* GCC: Gulf Cooperation Council

Environment-friendly

Healthcare

High-function products

Contribution to society



Results and Medium-Term Management Plan

Q1 How do you evaluate the second year of the Medium-Term Management Plan?

A1 We fell short of the ¥24 billion in operating income that we targeted at the start of fiscal 2016, but we were able to achieve our revised target of ¥23 billion made in light of changes in the business environment. In fiscal 2015, the previous fiscal year, we invested aggressively in such areas as new equipment and new product development for film, and reform of the polyester chain, and worked to strengthen our business foundation. In fiscal 2016, we established a manufacturing base in the United States and one in Thailand, and moved ahead with efforts to acquire certification from airbag manufacturers overseas.

As a result of these proactive initiatives, although we outlaid advance costs in the first two years of the Medium-Term Management Plan, I believe we have established solid foundations toward future growth, particularly in the film business and the airbag fabric business.

Q2 What is your outlook under the Medium-Term Management Plan until fiscal 2018, in light of results in fiscal 2016?

A2 In the two years to fiscal 2016, we completed preparations to increase growth in the second half of the Medium-Term Management Plan, which included the adoption of “COSMOSHINE SRF” in earnest by a major polarizer manufacturer and the certification of our airbag fabric by an airbag manufacturer overseas. In addition, we are projecting an expansion in the international market in such areas as engineering plastics as well as enzymes for diagnostic reagents. We aim to achieve ¥30 billion in operating income as our target for fiscal 2018, with the growth drivers of “COSMOSHINE SRF” and airbag fabric putting results on a path to growth.

Seiji Narahara

President and Chief Operating Officer

New Products

Q3 Can you tell us the fiscal 2016 results and future growth outlook for the new product “COSMOSHINE SRF”?

A3 Sales in fiscal 2016 increased by 25% for “COSMOSHINE SRF” in year-on-year terms. In addition to existing manufacturers in South Korea and Taiwan, it was adopted by a major polarizer manufacturer. Although we have promoted the appeal of our price advantage in existing TAC film over the years, the advantage the product offers in performance in terms of its durability against moisture has become a key factor in increased application. We are forecasting sales to double in fiscal 2017 year on year, due mainly to growth in sales to major polarizer manufacturers.

Q4 What progress has been made, and what is your sales target in the United States for your other new product, “Nerbridge”?

A4 “Nerbridge” nerve bridging devices have been widely adopted, mainly by doctors seeking to work at the forefront of the medical industry, and the devices are gradually being applied in more and more cases and at a rising number of facilities. Despite this, many general practitioners remain focused on traditional autograft technology, and as a result, sales were sluggish. In fiscal 2017, we will strengthen sales promotion in Japan as a way to boost adoption. With regard to developments in the United States, we are currently selecting sales partners, since we expect to achieve FDA 510(k) clearance in the near future*. We plan to start sales in the United States in fiscal 2018.

*FDA 510(k) clearance was achieved on June 22, 2016.

Q5 What are your ideas for new product development for the future?

A5 We have identified three core growth fields for future growth in regeneration-inducing materials, overseas rollout of film-based products, and separation membranes. In terms of concrete development themes, we have bone regeneration-inducing material, forward osmosis (FO) membrane and other areas that we aim to make into new future growth drivers under our next Medium-Term Management Plan. In addition, open innovation based on collaboration with outside entities has become increasingly important as product life cycles shorten. We have a track record of starting development based on collaboration with universities as with “COSMOSHINE SRF” and bone regeneration-inducing material, and we will continue to promote open innovation going forward. At the beginning of fiscal 2016, we established the “MIRAI” New Business Planning Group, an organization within the Corporate Planning Department that aims to promote new product development. We will advance open innovation from a management perspective and look to develop new technologies and products that will play a key role in the future.



Financial Strategy

Q6 What are your thoughts on financial strategy?

A6 In terms of management targets under our Medium-Term Management Plan, we aim to achieve ROA of 7.0% (5.2% in fiscal 2016 on an operating income base) and a debt-to-equity (D/E) ratio of 1.0 by fiscal 2018. Over the near term, challenges will be to reduce interest-bearing debt, boost shareholders' equity and lower the debt-to-equity ratio to 1.0. By the end of fiscal 2016, we had reduced this ratio to 1.05. We also plan to increase ROE to 8% (6.4% in fiscal 2016).

Return to Shareholders

Q7 Can you explain your philosophy for the return to shareholders and future dividend policy?

A7 Toyobo considers providing returns to shareholders to be one of our highest priorities. Our basic policy is to continually provide a stable dividend after comprehensive consideration of such factors as profit levels, retention of earnings for future investment, and improvement of the financial position. Based on this policy, we paid a year-end dividend of ¥3.50 per share for fiscal 2016. Going forward, we aim to provide shareholder returns that include the acquisition of treasury shares with a target of 30% for the total return ratio*. For fiscal 2017, we expect to pay a year-end dividend of ¥3.50 per share at this point in time, and we will continue to examine the amount going forward in light of the aforementioned policy.

*Total return ratio = (total dividend + total amount of share buybacks) ÷ profit attributable to the shareholders of the parent company

ZYLON Lawsuit

Q8 When do you foresee an end to the ZYLON lawsuit?

A8 Toyobo has completed all actions required of us, including disclosure of evidence ("discovery"), and we are now waiting for the court's decision.

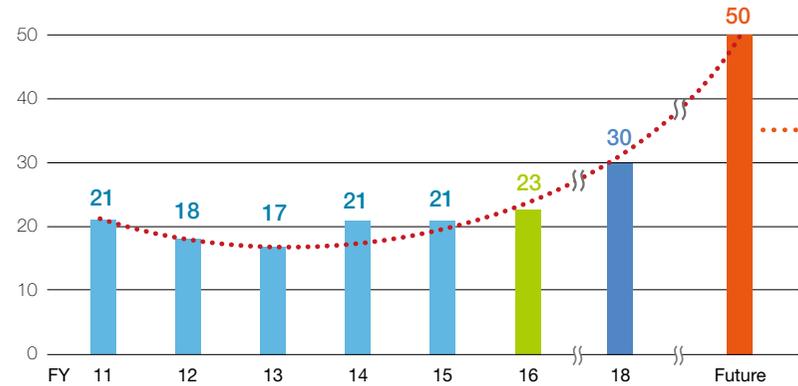
We have submitted written requests seeking early judgment to the court a total of three times. We aim to bring a swift resolution to this drawn-out litigation, and will continue with utmost efforts toward this end.



Medium-Term Management Plan

Aiming to become the category leader, continuing to create new value that contributes to society in the environment, healthcare, and high-function product fields

Operating Income
(¥ billion)



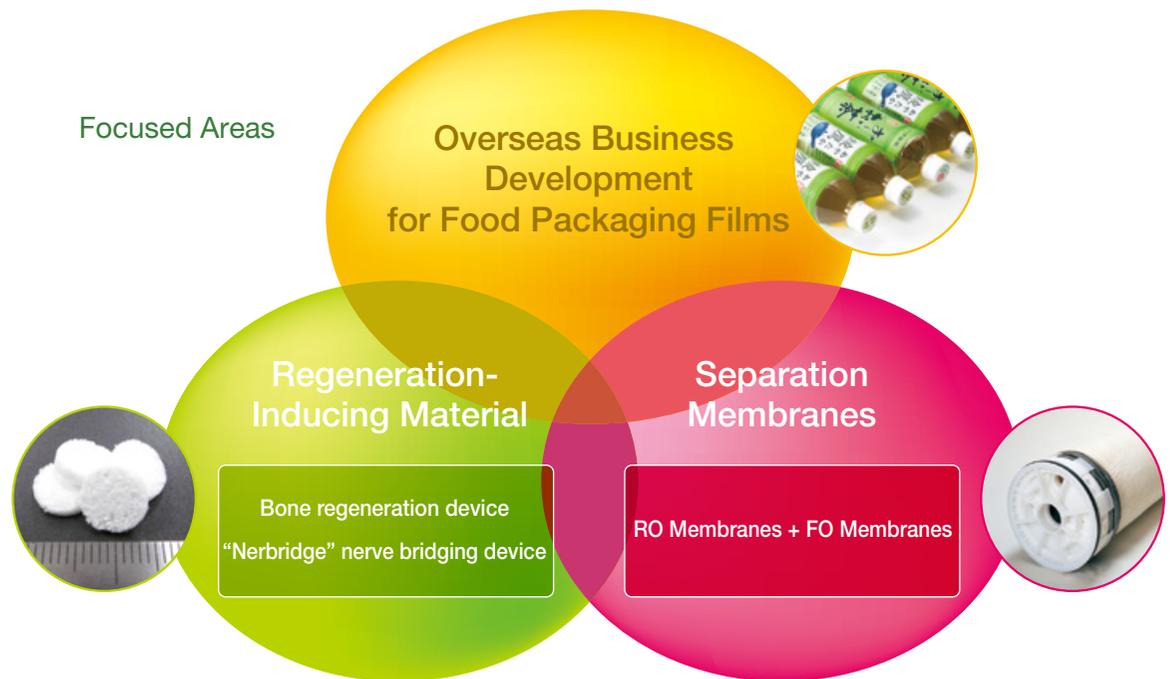
Targets for the Future (Consolidated)



Total

	FY2014	FY2018
Net sales	351.6	420.0
Overseas sales (Overseas sales ratio)	93.6 (27%)	170.0 (40%)
Operating income	21.0	30.0
Operating income margin	6.0%	7.1%
Net income	8.2	14.0
Total assets	456.3	460.0
ROA	5%	7%
ROE	6%	8%
Interest-bearing debt	170.7	<150.0
Shareholders' equity	142.3	>150.0
D/E ratio	1.20	1.00
Depreciation and amortization	15.0	—

Focused Areas



TOYOBO: Active on the World Stage

Cutting-Edge Apparel and Water Technology That Supports Life in the Middle East/Gulf Region

Top-Brand TOYOBO Gains Fame in the Distant Middle East/Gulf Region

Toyobo technology is recognized globally, including for fabric used in traditional Arabic attire indispensable to everyday life and for elements that work behind the scenes to make fresh water from seawater, supporting life and industry.

Toyobo Technology behind the Huge Popularity of Japanese-made Traditional Arabic Wear

The TOYOBO name looms large when it comes to the *thoub*. Toyobo has become synonymous with the fabric used for the *thoub*, the traditional long white garment draped over the body by Arab males, in countries of the Middle East/Gulf region such as Saudi Arabia. High-quality Japanese-made *thoub* fabric has proven to be extremely popular despite the slightly higher price, with about 50% of the total market comprising products imported from Japan. TOYOBO is the top brand in the sector, commanding 70% of the market for high-end goods, which is monopolized by Japan-made items. Although the *thoub* was once made of cotton, this has now switched to polyester and rayon, which achieve the same typical attributes of the garment. Toyobo's unique spinning technology has been the driving force behind this change. TOYOBO has become such an established brand that people visiting Mecca from far away overwhelmingly choose it for gifts over the products of other countries.



Toyobo products account for 70% of the market for high-end *thoub* garments.

Special Membrane Used to Generate Highly Trusted Fresh Water from Seawater in the Middle East/Gulf Region

In recent years, the Middle East has faced the urgent problem of securing water for daily needs in addition to industrial use due to a rise in living standards following tremendous economic advancement and to population growth. For this reason, the Saudi Arabian government has been pushing ahead with the construction of seawater desalination plants in various areas of the country from early on. However, marine waters surrounding the Arabian Peninsula are characterized by high salt concentration and high temperatures, making desalination the most difficult in the world, by some estimates. Toyobo's HOLLOSEP reverse osmosis (RO) membrane elements for seawater desalination have been gaining attention for resolving these issues. The membrane elements for water treatment comprise countless hollow-type special fibers that are twisted together so that only fresh water can pass through and not saline content, based on the principle of osmotic pressure. Toyobo is supplying the membrane elements to desalination plants in the Middle East/Gulf region, leaving little room for competitor products: Toyobo holds a 50% share of the market in the region and more than 80% taking Saudi Arabia alone. The plants have a water production capacity of approximately 1.6 million tons a day, which translates into water for around 6.4 million people to use for daily living (figures from 2012).



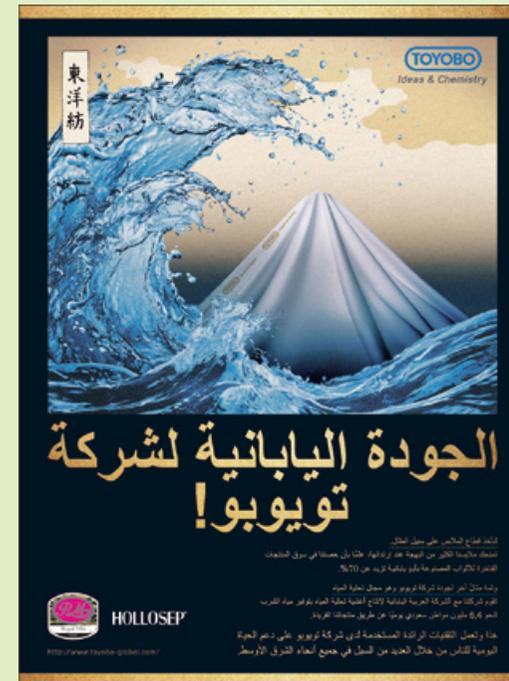
A joint venture company established in Saudi Arabia started local production of RO membrane elements for seawater desalination in May 2012.



The interior of a seawater desalination plant in the Middle East

TOPICS

Advertisement for Countries in the Middle East/Gulf Region



Royal Mix (*thoub*) fabric has been shaped to look like Mt. Fuji, with the large wave representing HOLLOSEP. The design is based on the famous woodblock print by Katsushika Hokusai.

Toyobo has released this advertisement a total of six times in Gulf Business (in English), a popular publication in the Middle East/Gulf region, *Al Hayat* (in Arabic), the daily newspaper with the longest history and greatest authority in the Arab world, and *Al Bayan* (in Arabic), a daily newspaper in the United Arab Emirates. The design embodies the essence of Japan, leaving a lasting impression.

Toyobo's Human Resource Strategy

Globalizing Management by Promoting Diversity

Toyobo not only encourages active roles for women, but also conducts evaluations and provides treatment based primarily on ability rather than differences such as gender or nationality. We are also fostering a corporate culture in which diverse human resources can participate fully and feel a strong sense of motivation.

Promoting Women's Active Participation

As the first step to utilize diverse human resources, the women's empowerment promotion group was set up within the Human Resources Department in 2015 to earnestly advance the active role of women in the workplace. First, to comprehend current conditions, the group collects statistical data on the participation of women and conducts interviews with female employees and supervisors to gather opinions. Explanatory sessions are held at respective business sites to promote active female participation so that all employees, both male and female, have a sense of ownership. Efforts are also being made to enhance the outlook of both supervisors and female employees by convening management seminars for supervisors with female workers aimed at maximizing capabilities and seminars for female employees aimed at vision creation.

A current issue facing Toyobo is the low percentage of women in career-track employment and in managerial positions. We have therefore set target figures to boost the number of female managers and the number of females in career-track employment, and are pushing ahead with measures to actively recruit women, expand their job categories and nurture their development. In these efforts, we achieved a ratio of 50% women in the proportion of new graduates recruited for career-track employment in fiscal 2017.



Vision creation seminar for female leaders

Awareness-Raising Activities and Training

	No. of times	No. of participants	FY2017 plan
Explanatory session	27	703	Continuous
Seminar for supervisors	4	81	Hold six times
Seminar for females	1	30	Hold five times

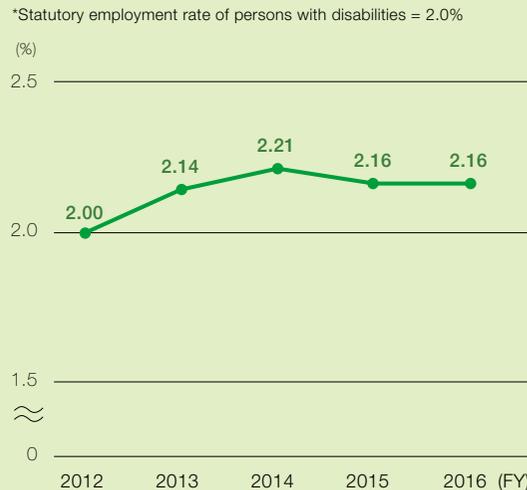
Proportion of Female Employees with Manager-Level Qualification



Activation of Diverse Human Resources

In addition to activities to promote women's participation in the workplace, Toyobo provides an evaluation of personnel and job conditions with a focus on capabilities, regardless of differences such as gender and nationality. At the same time, we are fostering a corporate culture in which diverse human resources can take on active roles in a motivating environment. Senior personnel who have been reemployed upon reaching the retirement age of 60 help to nurture younger employees and pass on technical skills. Toyobo also maintains an employment rate for persons with disabilities that exceeds the statutory employment rate.

Employment Rate* of Persons with Disabilities



Short-Term Overseas Operations Training

Approximately 10 career-track employees mainly in their 30s are sent overseas for training every year. The purpose is to provide an opportunity for operations training outside Japan in places where current business-related missions can be carried out, and to broaden the horizons of personnel required internationally in the future.

The term of the assignment is one year. The first six months involve preparing for the mission to be carried out. Efforts are made to learn the local language as well as collect information before departing Japan. An explanatory briefing on the mission is conducted before leaving, and then participants spend the six months carrying out the mission overseas. A debriefing session on the mission is held after returning to Japan. The president attends both the explanatory briefing before departure and the debriefing session after the return to make an assessment and provide advice.

The assignment serves as a strong motivation for younger employees and mid-career employees, and has been positioned as a great opportunity for career advancement.

Short-Term Overseas Operations Training System



2015

Apr.

a b

May

c

Jun.

d

Jul.

e

Aug.

f

Sep.

g

April 13, 2015

a Product Information

Started clinical trials of induced bone regeneration devices, aiming for commercialization as a next-generation bone reconstruction material



OCP/Collagen—bone regeneration-inducing device

June 29, 2015

d Product Information

Started sales of new extracorporeal diagnostic medicines that detect the pathogenic agents of tuberculosis separately; the industry's fastest fully automatic gene analysis system

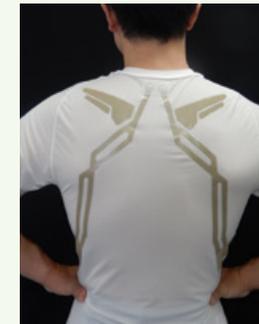


Genecube® MAI

August 11, 2015

f Product Information

Entered the market for clothing capable of measuring biological information that uses unique material and measuring technology, realizing natural comfort and highly accurate information collection



COCOMI™ material is used in clothing that has electrodes and electric wires to measure biological information (yellow portion).

April 27, 2015

b Product Information

Exhibited at Techtextil 2015, a trade show for industrial textiles and nonwovens held in Frankfurt, Germany



May 7, 2015

c Product Information

Exhibited at Asia Nonwovens Exhibition and Conference 2015 (ANEX 2015) in Shanghai, China



July 22, 2015

e Product Information

Toyobo Engineering designed and constructed a plant factory, one of the world's largest fitted entirely with LED lighting and fully closed



September 29,

g Product Information

Released extracorporeal diagnostic medicine that is the industry's fastest to detect causative microorganisms in pneumonia

2016

Oct.

Nov.

h

Dec.

i

Jan.

A

Feb.

Mar.

i

November 24, 2015

h Product Information

Launched an air purification system that removes corrosive gas and odor and quickly catches hydrogen sulfide, which adversely affects electronic devices



Air purification system for hydrogen sulfide (H2S10F09)

December 3, 2015

i Product Information

Exhibited at Eco-Products 2015, with the theme of “advent of the chemical products”



January 27, 2016

A Company Information

Invested actively in high-performance fibers aimed at global development



March 28, 2016

i Product Information

Held a hands-on origami event using Olyester Origami™ in Abeno, Osaka



2015



Genecube® mycoplasma pneumoniae

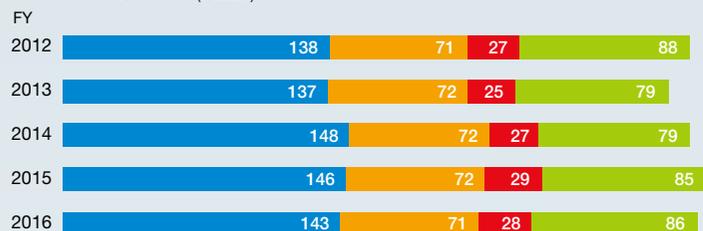
Business Segments and Fields

Operational Results

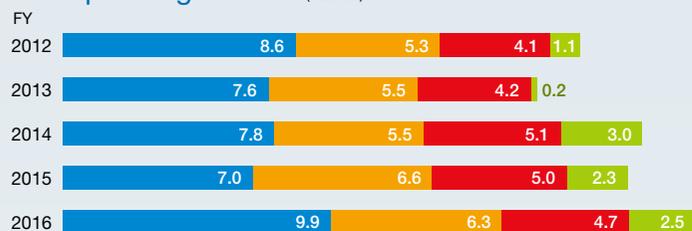
Consolidated net sales for the subject fiscal year decreased ¥3.5 billion (1.0%) from the previous fiscal year to ¥347.8 billion. Operating income rose ¥2.5 billion (12.4%) to ¥23.1 billion; ordinary income increased ¥4.1 billion (25.4%) to ¥20.4 billion; and profit attributable to owners of parent increased ¥2.0 billion (25.0%) to ¥10.1 billion.

- Films & Functional Polymers
- Industrial Materials
- Healthcare
- Textiles and Trading

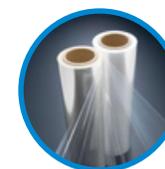
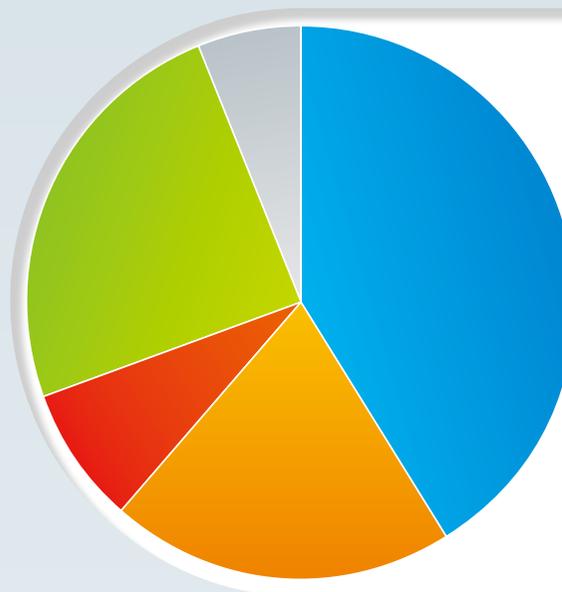
Net Sales (¥ billion)



Operating Income (¥ billion)



Percentage of Net Sales FY2016



Films & Functional Polymers
P21

41.2%



Industrial Materials
P22

20.3%



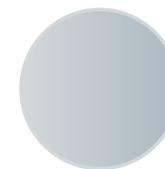
Healthcare
P23

8.0%



Textiles and Trading
P24

24.6%



Others

5.9%

Films & Functional Polymers

Percentage of Net Sales in FY2016
41.2%

Net Sales (¥ billion)

2012	138
2013	137
2014	148
2015	146
2016	143

Operating Income (¥ billion)

2012	8.6
2013	7.6
2014	7.8
2015	7.0
2016	9.9



Snapshot

Strategies

Performance

Sustainability

21

Operational Results

In the films business, sales of packaging film increased due to aggressive sales promotion amid a trend of decline in imported goods as domestic demand was underpinned by demand from overseas visitors. Meanwhile, sales of industrial film were affected by adjustments in the LCD market and stagnation of the smartphone market. "COSMOSHINE SRF," however, has been adopted by a major polarizer manufacturer for use in LCD televisions, and its sales increased.

In the functional polymers business, the market environment for industrial adhesive "VYLON" in the paint industry and for IT and electronic uses was difficult. Sales of engineering plastics increased overseas, primarily in China, the United States, and Thailand, despite struggling in Japan due to a drop in automobile production.

Strategies

In the industrial films business, the product portfolio will be restructured to give greater focus to high-value-added products, including "COSMOSHINE SRF." In the packaging films business, we will enhance our competitive edge overseas by achieving growth through shrinkable films and other high-function film products. In the functional polymers businesses, expanding overseas business is the key to our growth, especially in the engineering plastics and "VYLON" businesses, focused on growth markets in such areas as Central and South America as well as Asia.

Products

Industrial films

- PET films for (1) FPD use, (2) photovoltaic backsheets, (3) touch screens, (4) ceramic capacitor process sheets, and (5) other industrial uses
- Synthetic paper

Packaging films

- PET, polyolefin, polyamide films for food packaging, and shrinkable films for labels

Functional polymers

- Engineering plastics
- For industrial adhesives, coatings: co-polyester and modified polyolefin
- Acrylate polymers

Industrial Materials

Snapshot

Strategies

Performance

Sustainability

22



Percentage of Net Sales in FY2016

20.3%

Net Sales (¥ billion)

2012	71
2013	72
2014	72
2015	72
2016	71

Operating Income (¥ billion)

2012	5.3
2013	5.5
2014	5.5
2015	6.6
2016	6.3



Operational Results

The airbag fabrics business was affected by the drop in Japanese automobile production. Sales of high-performance fibers grew despite difficult conditions for sales of “Dyneema” for fishing line applications while sales of “ZYLON” increased primarily for use in heat-resistant materials.

In the functional filters business, sales increased because demand for volatile organic compound (VOC) emissions treatment equipment in the Asian market held firm, although sales to the consumer electronics and energy industry were weak. In products for consumer and industrial uses, although the performance of polyester staple fibers for use in hygiene products remained favorable, sales of “BREATHAIR” declined.

Strategies

We will expand the airbag business overseas by strengthening sales channels to automobile parts manufacturers in Europe, the United States, and elsewhere, taking advantage of our strength as an airbag yarn supplier with global supply systems that are integrated from yarn to fabric.

Further promotion of equipment and systems for VOC emissions treatment in Asia, global expansion of “BREATHAIR,” and expansion of the high-performance fibers business based on new applications will contribute to our performance.

Products

Functional fibers

- Airbag fabrics

High-performance fibers

- Ultra-high-strength polyethylene fiber
- PBO fiber: extremely heat-resistant, high-tenacity fiber

Functional filters, non-woven fabrics

- Filters for (1) automotive components, (2) office equipment, and (3) air purifiers
- VOC emissions treatment equipment and systems with activated carbon filters
- Functional cushion materials
- Non-woven fabrics for automotive parts and construction materials



Percentage of Net Sales in FY2016

8.0%

Net Sales (¥ billion)

2012	27
2013	25
2014	27
2015	29
2016	28

Operating Income (¥ billion)

2012	4.1
2013	4.2
2014	5.1
2015	5.0
2016	4.7



Operational Results

In the bioproducts business, sales of reagents for the life sciences increased and mainstay enzymes for diagnostic reagents also remained steady, but sales of diagnostic systems struggled. The medical devices business was affected by the postponement of projects for the contract pharmaceutical manufacturing business. In the functional membranes business, replacement demand for reverse osmosis (RO) membrane elements for seawater desalination plants in Japan and overseas remained steady, but the business was sluggish overall as there were no shipments for new projects.

Strategies

We will accelerate expansion into overseas markets for bioproducts through the acquisition of Spinreact, S.A.U. We will implement further strategies drawing on M&A and/or business alliances for our inorganic growth. “Nerbridge” is a growth driver, and we will accelerate its promotion in Japan and overseas. Several other new products will be launched in the high-function membrane and other life science-related businesses.

Products

Bioproducts

- Enzymes for diagnostics, diagnostic systems and reagents, research reagents, and cosmetic ingredients

Pharmaceuticals

- Contract manufacturing (injections, raw pharmaceuticals, and antibody drugs)

Medical membranes, equipment, and devices

- Hollow fiber membranes for artificial kidneys and anti-clotting materials
- Medical treatment devices

Water treatment membranes

- Reverse osmosis (RO) membranes for seawater desalination
- Ultra-filtration membranes for drinking water

Textiles and Trading

Snapshot

Strategies

Performance

Sustainability

24



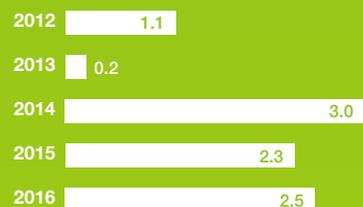
Percentage of Net Sales in FY2016

24.6%

Net Sales (¥ billion)



Operating Income (¥ billion)



Operational Results

Sales of sports apparel to large apparel manufacturers were steady, but sales of nylon fabrics for export struggled, affected by the warm winter. Meanwhile, sales of materials for uniforms, particularly for work wear and school uniforms, remained firm. Sales of textile products increased as exports of materials for traditional Arabic menswear stayed buoyant. Sales of acrylic fibers struggled, reflecting the deterioration in market conditions for winter clothing materials in China.

Strategies

The segment will focus on expanding the range of uses of its functional textile materials into sports apparel, innerwear, and other areas. Among our other strategic products are textiles for the *thoub*, the traditional Arab menswear garment.

Under the policy of improving asset efficiency, we will downsize businesses to be commoditized while further promoting high-value-added functional textiles.

Products

Textiles

- Functional textiles

Apparel products

- “Munsingwear”: sportswear

Acrylic fibers

- “EXLAN”: acrylic fibers



Business Overview by Region

Snapshot

Strategies

Performance

Sustainability

25

Composition of sales by region



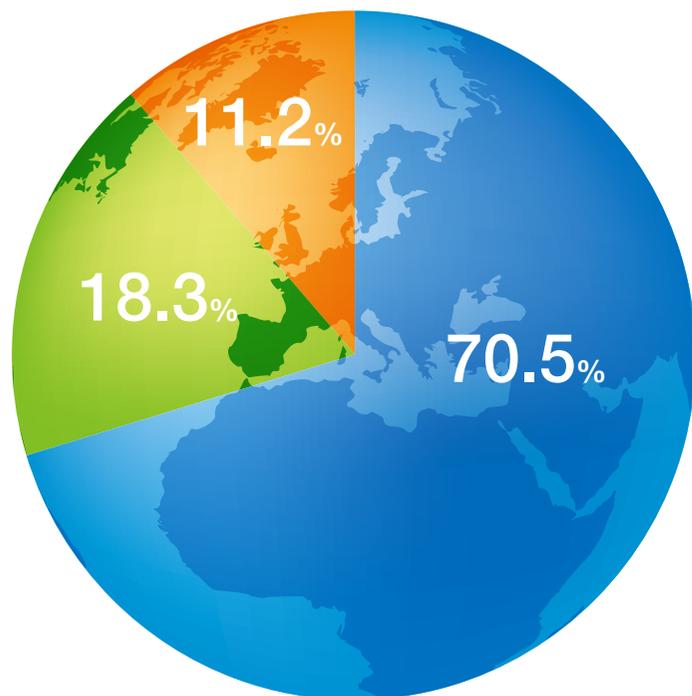
Japan



Asia



Other Areas



JAPAN

- Sales of new product "Nerbridge" steadily expanded.
- Healthcare businesses are solid, in addition to mainstay films for food packaging.

ASIA

- Thailand**
 - Production and sales sites for copolyester "VYLON," established in 2013, went into full operation.
- China**
 - Establishment of production sites continued for airbag fabrics (to establish a four-pronged global structure).
- South Korea and Taiwan**
 - Sales of new product "COSMOSHINE SRF" steadily expanded.

THE MIDDLE EAST

- Saudi Arabia**
 - Production facilities expanded for reverse osmosis (RO) membranes for seawater desalination plants (with the forecast of a further rise in demand for water).

THE AMERICAS

- North America**
 - Establishment of production sites continued for airbag fabrics (to establish a four-pronged global structure).
 - FDA 510(k) clearance was achieved for a new product ("Nerbridge"). Preparations are underway to begin sales.
- Mexico**
 - A sales site was established (to create a supply system for engineering plastics to automotive parts makers in the Central American market).
- Brazil**
 - A new plant was established on the site of Toyobo do Brasil Participacoes Ltda., starting operation with the aim of expanding engineering plastics for the automotive parts business.

EUROPE

- Germany**
 - Production started in 2013 for "BREATHAIR" cushion material, which boasts exceptional environmental performance. The current aims are to develop new applications from mattresses for healthcare use and general use for seat materials for passenger railway cars and furniture cushions.
- Spain**
 - Spinreact, S.A.U., a global manufacturer and marketer of in vitro diagnostic (IVD) reagents and instruments, was acquired in 2013. Steady efforts are being made to expand the business by leveraging the biotechnology products and sales networks of Toyobo and Spinreact.

Research and Development Strategy

Combining Core Technologies to Accelerate New Business Creation

Creating new products and businesses is one of the strategic measures that we have been implementing to achieve growth. As in the past, R&D plays a key role in new business creation, and it will continue to do so in the years to come. In recent years, Toyobo has been spending more than ¥10 billion on R&D annually, and in fiscal 2018 this will rise by 8% compared to fiscal 2016. As of August 1, 2016, the number of employees working at the Toyobo Research Center in Otsu, Japan, totaled 742.

During its long history of more than 130 years, Toyobo has introduced and acquired a wide range of technologies. The Company's current core technologies include polymerization, modification, processing, and biotechnology. By combining these four core technologies and continuing in-depth research to respond quickly to customer needs, we have succeeded in establishing our current diverse business portfolio. To achieve ongoing reform of the business portfolio, in line with our management policy, we will further accelerate new business creation through aggressive R&D.

R&D Framework for Efficient Creation of New Businesses

Essentially, Toyobo pursues two categories of R&D: Division Research and Corporate Research. In addition, supervising these two categories from the technological point of view, the Corporate R&D Administration Department oversees R&D management throughout the Company.

Division Research aims to expand existing businesses under the supervision of business departments. Corporate Research, comprising core technology research, projects and Company-wide infrastructure, seeks to create new businesses that will sustain and expand Toyobo's operations, achieving medium- to long-term growth.

In addition, as part of the Company's infrastructure, Corporate Research supports Division Research as well as production sites to develop new products, and solves technical problems as part of trouble shooting. The technologies we have accumulated to date include analytical technologies, technologies for sensation measurement and comfort evaluation, and simulation technologies. All of these contribute definitively to our business expansion, as powerful problem-solving tools.

Open Innovation in R&D Initiatives

To accelerate new business creation, Open Innovation based on joint work outside Toyobo will grow in importance.

An area that we will focus on for future growth is regeneration-inducing materials. As part of this, we have already launched "Nerbridge," a nerve bridging device for peripheral nerve regeneration. In addition, we are developing a bone regeneration material, aiming for commercialization in 2018. This development is an example of open innovation based on joint work with academia.

The Toyobo Group has established the "MIRAI" New Business Planning Group within the Corporate Planning Department to promote the development of new products (in Japanese, *mirai* means "future"). We will continue to speed up the development of new products, while actively incorporating open innovation in the years ahead.

Intellectual Property Strategy

Enhance Patent Quality and Raise the Rate of Patent Grants

Patents play a role that is key to protecting our company's technologies and products from entry by other companies, enabling us to maintain and expand our business. In addition, an important challenge within our patent strategy is how to effectively establish valid patents.

The graph on the left shows the "rate of patent grants," an indicator of the percentage of patent applications examined by the Japan Patent Office that become patents. Whereas the rate of patent grants was approximately 50% in fiscal 2011, this figure climbed to around 75% in fiscal 2013 and we have maintained the same level since then. We understood from this change that raising the quality of the patents we file leads to a more efficient grant rate.

As measures to increase the rate of patent grants, we examine the content of the applications through discussion with an external patent attorney and strengthen checking within the department by way of an expert in intellectual property disputes, among other efforts.

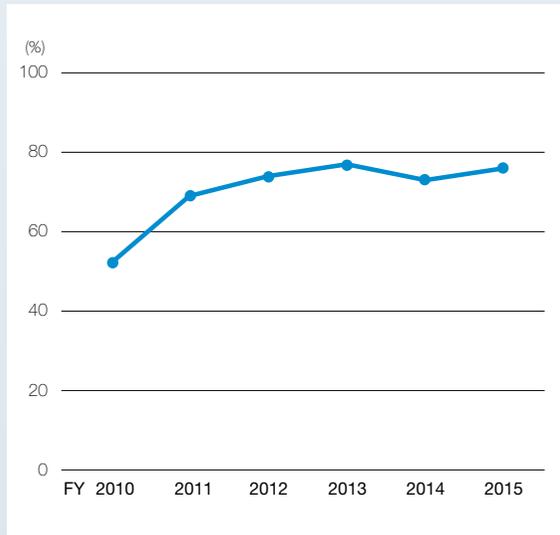
Toyobo will work to translate the results of research and development into intellectual property reliably and efficiently as a way to maintain and expand its business by keeping the rate of patent grants at a high level in the years ahead.

Helping to Accelerate Overseas Business Development

Toyobo has set "Accelerate overseas business development" as one of its action plans aimed at expanding growth. The Intellectual Property Department is strengthening patent applications overseas to compete favorably in the international market. Applications filed overseas are based on those applied in Japan, and it is a precondition that the patent filed in Japan have content of high quality for the overseas patent to be granted.

Toyobo strives to enhance the quality of patents filed in Japan, partly on the assumption that the patent may also be applied overseas in conjunction with our business strategy in the different parts of the world. In this way, we can be sure that the applications we file overseas are of high quality.

Rate of Patent Grants



Contributing to Society through CSR Activities Integrated with Business Activities

The Toyobo Group believes that corporate, business and CSR activities should be integrated. Proactively integrating CSR measures into management strategies is important for attaining sustainable development.



順理則裕 (*Jun-ri-soku-yu*): The Basis of Our CSR Activity

In 2012, Toyobo celebrated its 130th anniversary. The Company was founded in 1882 by Eiichi Shibusawa, who is widely known today as the father of Japanese capitalism. His personal motto was 順理則裕 (*Jun-ri-soku-yu*) which expresses the idea that “adhering to reason leads to prosperity.” This forms the basis of our corporate philosophy, which Toyobo has handed down from the time of its establishment. Under this corporate philosophy, the Company has succeeded in operating its business over a lengthy period of 130 years, always responding flexibly to changing times. 順理則裕 (*Jun-ri-soku-yu*) also forms the basis of our activities in CSR. We will continue to follow our corporate philosophy, as we pass the baton to future generations.



Contributing to a Sound and Sustainable Society with the Awareness That Companies Are Members of Society

To implement its CSR activities, Toyobo has established the CSR Committee, chaired by the President. The mission of this committee is to fully comprehend and monitor overall activities related to all stakeholders, including shareholders and investors, suppliers, the community, employees, and the earth's environment.

The basis for these activities is Toyobo's CSR Charter, which states the Company's awareness that companies are members of society and calls for the Toyobo Group to actively fulfill its social responsibilities and contribute to the creation of a sound and sustainable society.

The CSR initiatives implemented by the Toyobo Group include the following. First, Toyobo has put in place a corporate governance system that enhances checking and monitoring functions and raises the transparency of decision making and the execution of business activities. In addition, to create a compliance framework and raise awareness among employees of the necessity to maintain high standards of compliance with laws and regulations, the Company has issued a Compliance Manual containing the Toyobo Group Employee Guidelines for Action, which serves as the code of conduct. Moreover, the Toyobo Group conducts compliance training not only in Japan but also at Group companies overseas.

Regarding risk management, each of the committees is developing systems that can cope effectively with risks. To deal with environmental issues, based on its Basic Environmental Policy, Toyobo works to reduce the burden that its activities place on the natural environment, develop products that contribute to protecting the earth, conduct environmental preservation activities in the community, and respond affirmatively to biodiversity.

Green Procurement

Aiming to create a sustainable society, Toyobo is taking initiatives to protect the natural environment through its products and manufacturing activities.

Toyobo places priority on procuring raw materials that have a minimum impact on the environment and strives to contribute to creating a sustainable society. As part of these activities, the Company pursues "green procurement" policies. Toyobo asks its business partners to supply information on the chemical substance content of the raw materials they use to ensure that (1) none of the substances forbidden by Toyobo regulations are contained in the products they supply and (2) the amounts of harmful substances specified by Toyobo are indicated.

In addition, for other items in general, the Company promotes the green procurement of products that bear the "Environment Label."

Labor Safety and Health Safety as Major Prerequisites

Toyobo's basic stance is that ensuring safety is a major prerequisite for the conduct of corporate activities. Accordingly, the Company has worked to achieve a goal of zero accidents. Toyobo's safety management systems are based on its Safety and Security Promotion Committee. In addition, the Toyobo Group Environmental Safety Committee is responsible for implementing safety measures. During the fiscal year under review, there were four incidents of lost time due to accidents at Toyobo and six such incidents at other Toyobo Group companies. The Group as a whole continues to aim for zero lost time due to accidents.

The Toyobo Group's Management Vision

Aiming to become the category leader, continuing to create new value that contributes to society in the environment, healthcare, and high-function products fields.

The Toyobo Group's Image of an Ideal Employee

1. People who can think from the customers' perspective and create new value
2. People who can conceptualize what they want to be and can reform themselves
3. People who have a strong self-awareness and a sense of responsibility and take thoroughgoing initiatives in all they do
4. People who actively work to create networks inside and outside the Company
5. People who participate in teamwork and share a sense that work is worthwhile

Code of Conduct (The Toyobo Group's CSR Charter)

Based on the recognition that "a company is a member of society," the Toyobo Group will continue to aggressively fulfill its social responsibilities so that it continues to be a company trusted by society. The Toyobo Group is also committed to contributing to the creation of a sound and sustainable society by providing socially beneficial products and services.

To meet these objectives in Japan and the rest of the world, the Toyobo Group conducts its activities with a strong sense of ethics based on the 10 principles set out in its CSR Charter (<http://www.toyobo-global.com/sustainability/charter/>), as it respects human rights and follows the prescribed laws and international rules as well as the spirit on which these laws and rules are based.

The Toyobo Group's Basic Philosophy

順理則裕 (*jun-ri-soku-yu*)

Basic Policy

The Toyobo Group, to respond to the changing times and enhance sustainable corporate value, has established the following three policies:

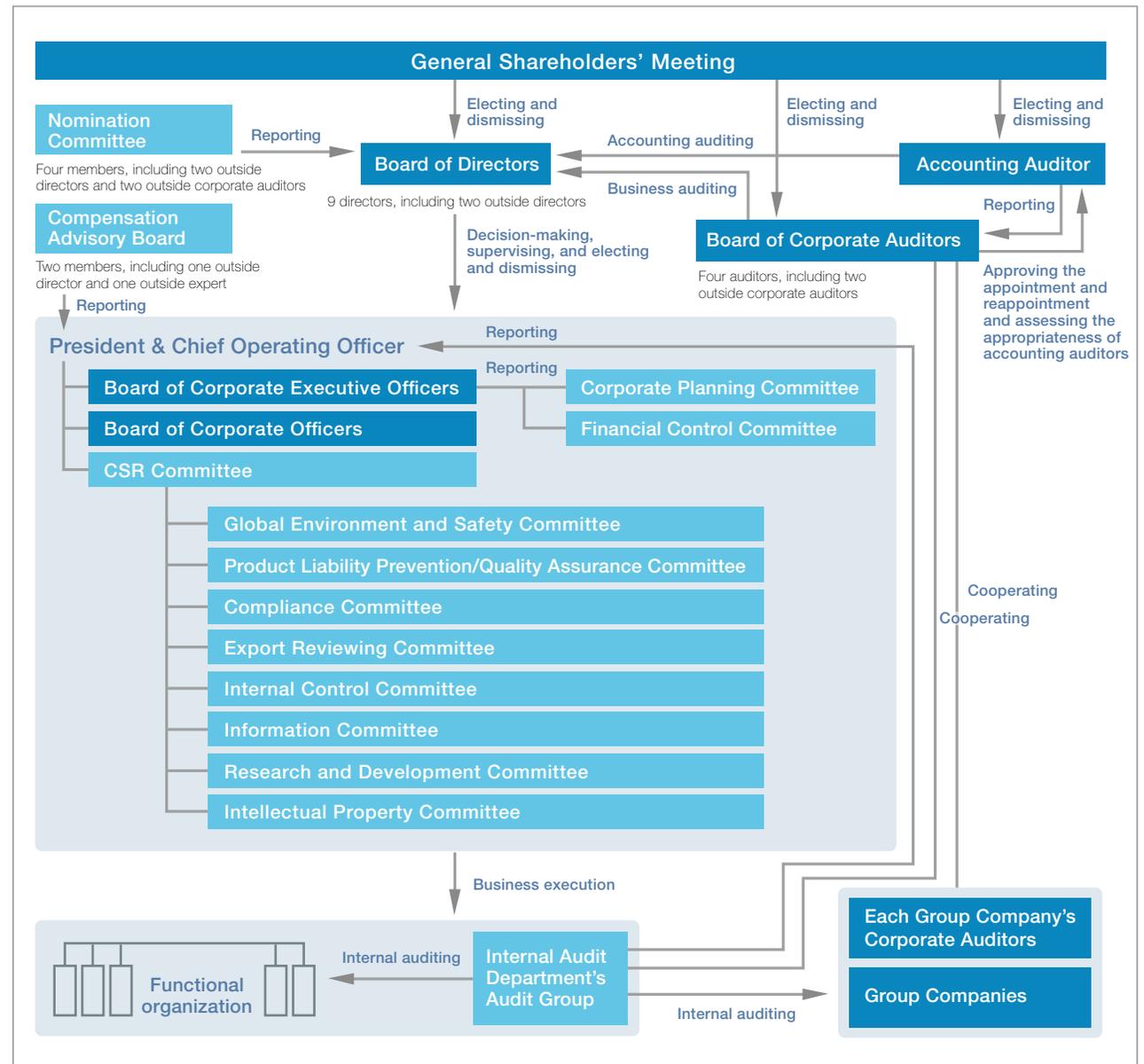
- (1) ensure timeliness and accuracy in decision making,
- (2) ensure transparency in management, and
- (3) emphasize fairness.

Based on these principles, we are working to create and strengthen our corporate governance structure.

Board of Directors and Executive Officers

Toyobo is a “Company with Auditors” as defined by Japan’s Companies Act and, under this governance system, has appointed two outside directors and adopted the corporate officer system. The system is clearly defined by management regulations and involves the Board of Directors overseeing the business execution of Corporate Officers. It is also clearly defined in Corporate Officer regulations that Corporate Officers have an obligation to comply with laws and the Articles of Incorporation. Under Toyobo’s governance framework, a clear distinction is made between the roles of the Board of Directors, who concentrate on decision making as they perform management oversight functions, and the Corporate Officers, who are in charge of business execution.

The Board of Directors comprises nine directors, including two outside directors. The term of office of a director is set at one year to ensure swift response to changes in the management environment and to clarify the responsibilities of



the directors. In view of the diverse and specialized nature of Toyobo's business, six directors, excluding the chairperson and outside directors, serve concurrently as Corporate Officers to enable fast and accurate decision-making.

The chairman of the Company serves as chairperson of the Board and makes decisions and reports on management policy, business plans and other areas as well as monitors the business execution of each director and Corporate Officer. Scheduled Board of Directors meetings are held once a month, with provisional meetings convened as required.

Corporate Auditor System

The Board of Corporate Auditors has four members, two of whom are outside corporate auditors. Their responsibilities include attending meetings of the Board of Directors and other important meetings, stating their opinions as necessary, and auditing the performance of duties by the Board of Directors based on audits of operations in the various divisions.

KPMG AZSA LLC has been appointed to conduct the independent audits required under Japan's Companies Act. The Board of Corporate Auditors receives plans for auditing and audit reports from the independent auditor and meets with the independent auditor periodically to exchange information.

The Internal Audit Department has been working as a function to monitor the effectiveness of internal governance. As of July 1, 2014, it was reorganized into the Internal Audit Division, which conducts the internal audit under the direct supervision of the President. The staff of the Internal Audit Division exchange information with the auditors periodically.

Perspective of an Outside Director

Taking the standpoint of shareholders in supervising management

The environment surrounding corporate management has been getting increasingly severe in recent years, and at times it has changed dramatically in ways we cannot predict. Appropriate corporate management must be carried out constantly even in such times of change to drive sustainable growth and enhance corporate value.

I have been working as an outside director at Toyobo since June 2015. As one of the members comprising the Board of Directors, I often feel the weight of the job responsibility.

In terms of actual activities, I mainly attend the Board of Directors and committee meetings, where I engage in discussions and make decisions. I am also a lawyer, so sometimes I offer advice from a professional legal perspective.

Outside directors are required to take the standpoint of shareholders when overseeing management, and I pay close attention to this point during the meetings. Fortunately, sufficient time is given to me in each meeting to make my statements, so I feel that my position as an outside director is given due respect. As a result, I believe that I can fulfill my duty as an outside director through discussions in meetings.

Realizing growth through overseas business development

Toyobo's 2014 Medium-Term Management Plan included five action plans. Although each of these is

important, I am personally focusing on (1) accelerating overseas business development and (5) strengthening global Group management.

The global political and economic situation has become increasingly uncertain recently due in part to the U.K. referendum on leaving the European Union. In these circumstances, Toyobo needs to carefully analyze world affairs and make maximum use of existing business foundations to deliver products that meet the needs of each region as well as unique and high-value-added products—a strength of Toyobo—since doing so is indispensable to the Company's future growth.

In addition, to achieve this, it is important to secure and foster exceptional human resources that can take on active global roles. Toyobo has room for growth in terms of business development overseas, since the current overseas sales ratio is around 30%. Toyobo aims to boost this ratio to 40% in the year ending March 2018 and will accelerate overseas business development in such areas as engineering plastics and airbag fabrics.

I ask for the understanding and support of all investors.

July 2016

Taketoshi Oka

Outside Director



(As of March 31, 2016)

Stock Listing

Tokyo

Stock Code

3101

Transfer Agent

Sumitomo Mitsui Trust Bank, Ltd.
1-4-1, Marunouchi, Chiyoda-ku,
Tokyo 100-8233, Japan

Independent Auditors

KPMG AZSA LLC
3-6-5, Kawara-machi, Chuo-ku,
Osaka 541-0048, Japan

Common Stock

Authorized: 2,000,000,000 shares
Issued: 890,487,922 shares

Paid-in Capital

¥51,730 million

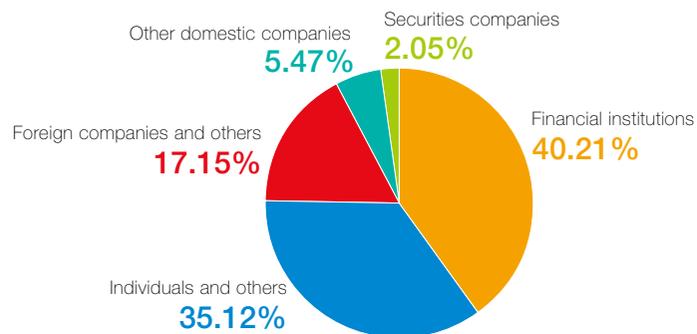
Number of Stockholders

73,541

Major Shareholders

	Number of shares held (thousands)	Percentage of voting rights (%)
Japan Trustee Services Bank, Ltd. (Trust Account)	63,461	7.15
The Master Trust Bank of Japan, Ltd. (Trust Account)	57,189	6.44
National Mutual Insurance Federation of Agricultural Cooperatives	23,200	2.61
Nippon Life Insurance Company	17,508	1.97
Toyukai (Contractor Share Holding)	16,524	1.86
Japan Trustee Services Bank, Ltd. (Trust Account 9)	14,040	1.58
Toyobo Employee Stockholders' Association	13,562	1.53
Mizuho Bank, Ltd.	13,393	1.51
Trust & Custody Services Bank, Ltd. (Trust Collateral Account)	13,327	1.50
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	13,214	1.49

Composition of Stockholders



Stock Prices

Highest/Lowest stock prices by term for the past five years

FY	2012	2013	2014	2015	2016
Highest (yen)	¥131	¥208	¥199	¥180	¥216
Lowest (yen)	98	80	142	145	140

Stock prices are Tokyo Stock Exchange (1st Section) market quotations.
Fiscal 2016 ended on March 31, 2016

(As of March 31, 2016)

Head Office

2-8, Dojima Hama 2-chome, Kita-ku,
Osaka 530-8230, Japan
Telephone: +81-6-6348-3111

Established

May 1882

Number of Employees

3,017 (Nonconsolidated)

9,956 (Consolidated)

Branches

Tokyo Branch

Sumitomo Corporation Kyobashi Building,
17-10, Kyobashi 1-chome, Chuo-ku,
Tokyo 104-8345, Japan
Telephone: +81-3-6887-8800

Nagoya Branch

Miyuki Building, 390-Ichibagi-cho, Nishi-ku,
Nagoya 452-0805, Japan
Telephone: +81-52-856-1631

Research Center

1-1, Katata 2-chome, Otsu, Shiga 520-0292, Japan

Overseas

TOYOBO (SHANGHAI) CO., LTD.

Room 2301-A, Dawning Centre Tower B,
No. 500 Hongbaoshi Road, Shanghai, China
Telephone: +86-21-6208-3030

TOYOBO U.S.A., INC.

1540 Broadway, 25th Floor, New York, NY 10036, U.S.A.
Telephone: +1-212-398-0550

TOYOBO Europe GmbH

Berliner Allee 22, 40212 Düsseldorf, Germany
Telephone: +49-211-976229-13

TOYOBO (THAILAND) CO., LTD.

1Q House Lumpini Building, 28th Floor,
Room 2801/1, South Sathorn Road,
Thungmahamek, Sathorn, Bangkok 10120, Thailand
Telephone: +66-2285-6318~6324

TOYOBO DO BRASIL PARTICIPACOES LTDA.

Praca Toyobo, 70, Jardim Paulistano,
Americana, SP, BRASIL
CEP 13471-579
Telephone: +55-11-5509-7801 (São Paulo Office)

Toyobo's Business Locations around the Globe



TOYOBO CO., LTD.

2-8, Dojima Hama 2-chome, Kita-ku,
Osaka 530-8230, Japan
Telephone: +81-6-6348-3111
URL: <http://www.toyobo-global.com/>

INVESTOR RELATIONS

URL: <http://www.toyobo-global.com/ir/>
Telephone: +81-6-6348-3044
E-mail: ir_g@toyobo.jp