

Vision for creating innovation

We have formulated a vision for creating innovations, aimed at achieving Sustainable Vision 2030, and looking beyond it to 2050 as we work to achieve sustained and discontinuous growth, which amounts to increasing our corporate value. Under this vision, Toyobo group makes a declaration that we will realize innovations needed by people and the earth.

“Beyond Horizons,” a declaration

In progressing toward 2050, we at Toyobo group aim to provide solutions through the integration of our core technologies and businesses, creating innovations in a wide range of fields as our contribution toward the development of a sustainable future for society.

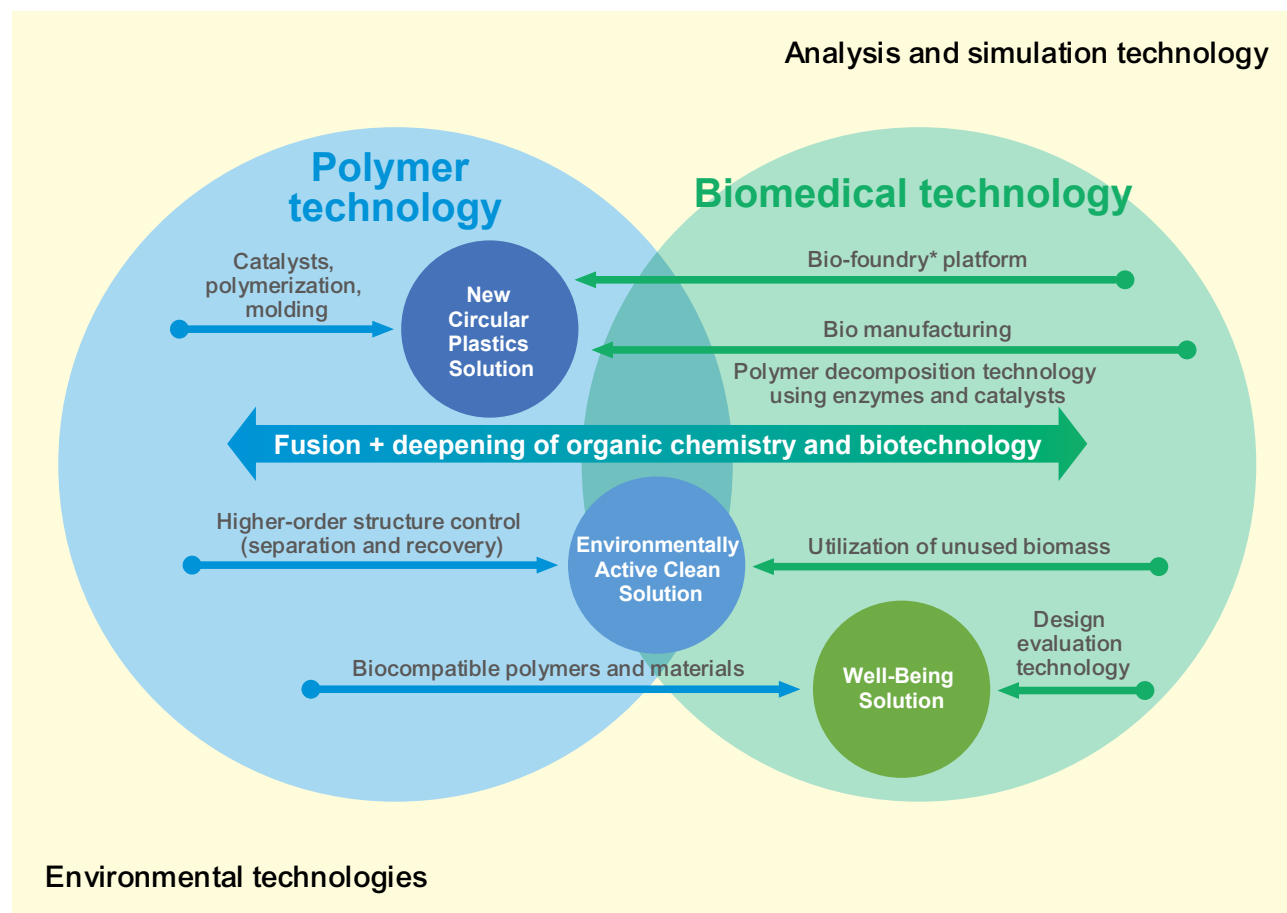
Through its long history of more than 140 years, Toyobo group has combined a wide range of materials, processes, and processing techniques to create and implement its own value. We will greatly value these technological development capabilities that are the source of our competitiveness, create innovation through the technologies accumulated up to now as well as those newly undertaken, and contribute to the sustainable development of society by providing products that bring about solutions to social issues.

In envisioning ourselves in 2050, Toyobo group will emphasize three areas of our value proposition to realize a future that is needed by people and the earth.

Key areas of our value proposition toward creating innovations

By combining and rebuilding our four core technologies (polymer technology, biomedical technology, environmental technology, and analysis and simulation technology) as well as our business value chains and markets (film, environmental and functional materials, life science, and functional textiles and trading), Toyobo group is working to create a wide range of solutions.

Taking on challenges in new domains by integrating core technologies and businesses



*Bio-production systems such as cultivation, transport, and contract manufacturing aimed at enhanced productivity and reduced cost for bio-derived products

Innovation

Vision for creating innovation

In order to achieve the future we envision for 2050, we will advance research and development efforts in three priority areas for provision of value: Our New Circular Plastics Solution targeting 100% renewable polymers, our Environmentally Active Clean Solution that helps with environmental cleanup and CO₂ recovery and utilization, and our Well-Being Solution that aims for a society in which people can live out their lives in good health. Our aim in doing so is to solve the five social issues specified in Sustainable Vision 2030.

Four actions leading to creation of innovation

Within the three key areas of our value proposition, we aim to create sustainable innovations through the following four actions.

(1) Assign prioritization themes

Promote prioritized research and development, including adoption of new technologies, in responding to social issues with an awareness of people and the earth
Measures: Prioritize technology investment for new business development

(2) Take on challenges by integrating core technologies and businesses (see p.25)

Integrate existing businesses and technologies, and establish marketing innovation throughout the company
Measures: Integrate polymer technology x biomedical technology + business






(3) Accelerate open innovation

Build structure that actively promote new market participation and adoption of new technologies
Measures: Engage in corporate collaboration across industry boundaries, direct and indirect startup investment, and partnerships with universities, etc.

(4) Develop human resources

Nurture human resources with scientific literacy and entrepreneurial spirit, enable each to refine their skills, and create a basis for human resources exchange, while providing a space in which they can apply their knowledge and experience to the fullest

Three priority areas for provision of value in innovation creation, for the achievement of sustained, discontinuous growth

| <p>Sustainable Vision 2030 Solving the five social issues</p> | <p>New Circular Plastics Solutions 2050: 100% renewable polymers</p> | <p>Environmentally Active Clean Solutions Environmental cleanup CO₂ recovery & utilization</p> | <p>Well-Being Solutions Innovative medical devices Reagents and devices for ultra-early diagnosis</p> |
|---|---|--|--|
|  <p>Employee well-being and human rights in the supply chain</p> | ✓ | ✓ | ✓ |
|  <p>A healthy lifestyle and health care</p> | | | ✓ |
|  <p>Smart communities and comfortable spaces</p> | ✓ | | ✓ |
|  <p>A decarbonized and circular society</p> | ✓ | ✓ | |
|  <p>Clean water areas, air, and soil, and the preservation of biodiversity</p> | | ✓ | |