Value creation process



FY2025 results

Corporate philosophy: Jun-Ri-Soku-Yu Business model >p.12 **Outputs** Inputs **Outcomes** Bringing prosperity to people and the planet through materials Financial capital Transition from manufacturing to providing solutions and science Consolidated total assets --- ¥617.8 billion • Shareholders' equity ---- \ \frac{\pmathbf{152.4}}{152.4} \ \text{billion} Sustainable Vision 2030 Innovation People Manufacturing capital Prosperity Innovation Production sites ROE 9% or higher/ROIC 7% or higher • Capital investment ¥43.2 billion Phase 4 Creating the next solutions Ratio of green films Production technology capabilities that Employee engagement score meet customer needs Films **New circular** 70% or higher Network capable of coordinating from plastic development to production Major incidents --Creating solutions through GHG emission reduction rate Phase 3 solutions commercialization Scope 1 and 2/Compared with FY2014 Intellectual capital 46% or more Major research and development sites*1 Environmental ¥14.3 billion Phase 2 Examining solutions • R&D expenses and Functional Financial indicators Four core technologies **Materials** ROIC Net sales Operating profit • Number of patents held*1..... 4,677 1.0% 2.3% ¥422.0 ¥16.7 **Understanding issues faced Environmental** billion by people and the planet active clean Human capital Sustainability indicators solutions • Number of Group employees - 9,976 • Number of R&D personnel*2......509 Contributing through business Life Science • Number of internal transfers through the • Ratio of green films*1-14% internal job posting system (cumulative)*3 20 Percentage of sales from environmentally 31% Personnel practicing the corporate friendly products*2 Foundation of value creation philosophy Human capital Well-being Engagement score*3. Social capital • Ratio of female managerial staff*4... **Functional** solutions • Strong trust-based relationships with customers, suppliers, and local Strengths developed over more than 140 years Textiles and **Environment and manufacturing** A mindset of communities People and organizations Trading Number of major accidents*5 0 Collaboration with universities and ntinuous evolution • GHG emission reduction rate Reliability other companies Scope 1 and 2/Compared with FY2014 Participation in various initiatives 35% Materiality → p.15 **Business foundation** Natural capital Domain contributing to Human capital Environmental and Business CSR procurement survey results*1 solving social issues through business domain manufacturing domain foundation domain 2,775 GWh Energy consumption (FY2024, primary suppliers) • Water intake 85,497 thousand m³ Societal demands and challenges 100% *1 TOYOBO CO., LTD. Response rate *2 TOYOBO CO., LTD., and TOYOBO MC Corporation Technologies contributing to Percentage of companies *3 TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC environmental impact reduction 82% with good practices CO., LTD., and TOYOBO TEXTILE CO., LTD.

STC CO., LTD.

*5 TOYOBO CO., LTD., and its domestic consolidated subsidiaries

*4 TOYOBO CO., LTD., TOYOBO MC Corporation, and TOYOBO

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