Sustainable Vision 2030

Value creation process

Toyobo Group will contribute to realizing a sustainable future for people and the planet by creating solutions that help address social issues while strengthening the management capital that supports its value creation cycle.

Corporate philosophy framework "TOYOBO PVVs"

Inputs | Business model 〉p.20 | Outputs | Outcomes

FY2026 results

Financial capital
- Consolidated total assets ¥627.7 billion
- Shareholders' equity ¥159.7 billion

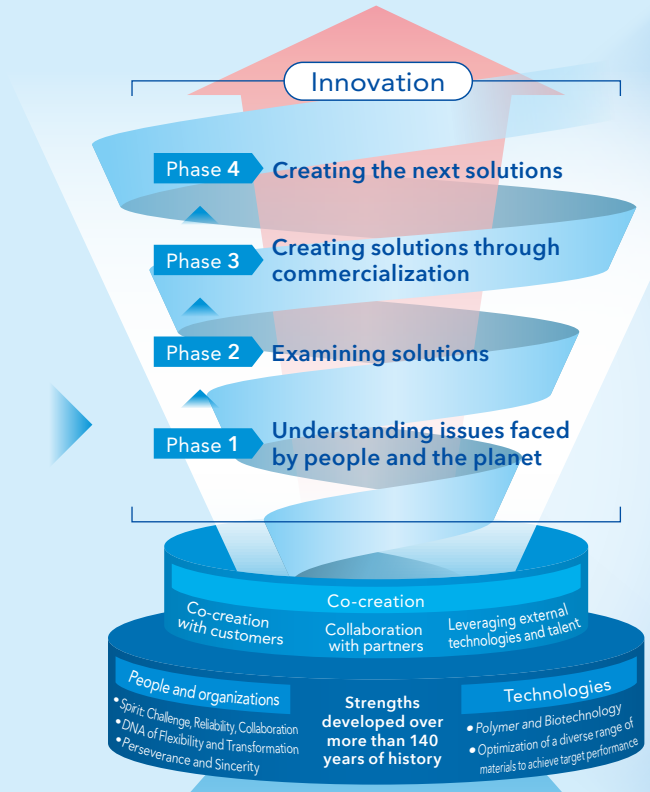
Manufacturing capital
- Production sites 35
- Capital investment ¥29.0 billion
- Production technology capabilities that meet customer needs
- A network linking development and production

Intellectual capital
- Major research and development sites*1 3
- R&D expenses ¥14.1 billion
- Core technologies
- Number of patents held 6,821

Human capital
- Number of Group employees 9,398
- Number of R&D personnel*2 502
- Number of employees transferred through the internal job posting system (cumulative)*3,*6 25
- People who put the corporate philosophy into practice

Social and relationship capital
- Strong trust-based relationships with customers, suppliers, and local communities
- Collaboration with universities and other companies
- Participation in various initiatives

Natural capital
- Energy consumption 2,753 GWh
- Water intake 79,912 thousand m³
- Technologies contributing to environmental impact reduction

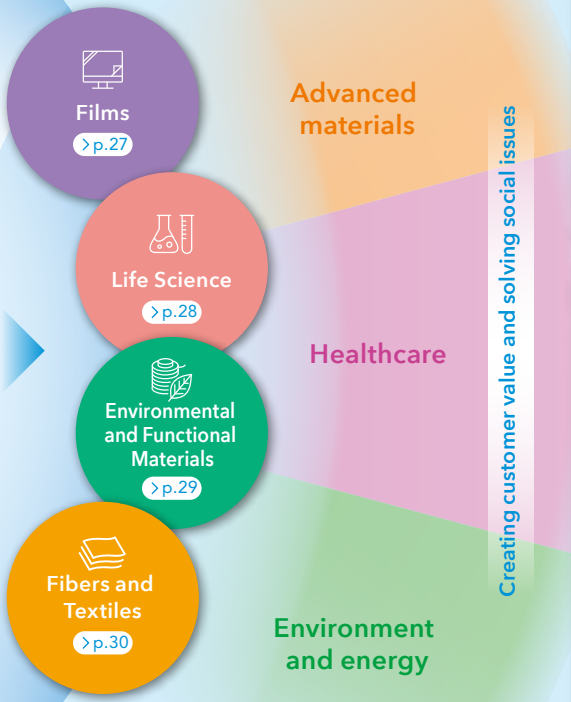


Materiality 〉p.23

Domain contributing to solving social issues through business	Human capital domain	Environmental and manufacturing domain	Business foundation domain

Societal demands and challenges

Standardization in handling safety, human rights, and social justice issues	Increased and diversified needs concerning access to medical care/health promotion	Demographic changes, human-centric innovation, accelerated urbanization	Decarbonization, resource circulation, limited natural resources



*1 TOYOBO CO., LTD.
*2 TOYOBO CO., LTD., and TOYOBO MC Corporation
*3 TOYOBO CO., LTD., TOYOBO MC Corporation, TOYOBO STC CO., LTD., and TOYOBO TEXTILE CO., LTD.
*4 TOYOBO CO., LTD., TOYOBO MC Corporation, and TOYOBO STC CO., LTD.
*5 Reporting period: January 1, 2025, to December 31, 2025.
*6 Cumulative number of employee transfers since the introduction of the internal job posting system in fiscal 2023.

Targets

Sustainable Vision 2030
- Greening rate of film products 60%
- Employee engagement score 70% or higher
- Major incidents 0
- Reduction in GHG emissions Scope 1 and 2 (vs. FY2014) 46% or more

2030 Medium-Term Management Plan

ROE Above 8% ROIC Above 6%

FY2026 results

Financial indicators

ROE	ROIC	Net sales	Operating profit
5.5%	3.8%	¥421.6 billion	¥27.9 billion

Sustainability indicators

Contribution through business
- Greening rate of film products 18%
- Ratio of sales from ECO-PARTNER SYSTEM™ products*2 31%

Human capital
- Employee engagement score*3 52%
- Ratio of female employees in management positions*4 5.6%

Environment and manufacturing
- Number of major incidents*5 0
- Reduction in GHG emissions Scope 1 and 2 (vs. FY2014) 37%

Business foundation
- CSR procurement survey results*2 Response rate 99%