

May 13, 2026

**TOYOBO MC Corporation Announces Its Medium-Term Management Plan,
“Accelerating Growth – Transformation 2.0 –”**

TOYOBO MC Corporation (hereinafter “TOYOBO MC”) hereby announces the launch of its medium-term management plan, “Accelerating Growth – Transformation 2.0 –” (“the New Plan”), covering the three-year period from fiscal year 2026 to fiscal year 2028, with a view toward 2030.

Since commencing operations in April 2023, TOYOBO MC has steadily implemented initiatives aimed at strengthening its management foundation and improving profitability, thereby laying the groundwork for future growth. Building on these efforts, the New Plan seeks to accelerate growth beyond the extension of existing businesses over the next three years.

1. Basic Policy of the New Plan

TOYOBO MC aims to establish a focused portfolio of businesses, capturing market growth by fiscal year 2030. To achieve this, the New Plan combines the Company’s strengths—evolution and expansion of core technologies, transformation of business model and portfolio management—and defines strategic target areas aligned with high-growth markets.

2. Key Points of the New Plan

TOYOBO MC will concentrate its management resources on the following three growth-capture areas:

Electronics materials	Expanding business development in the electronics materials field by leveraging the Company’s strengths in adhesives and organic synthesis technologies, while also acquiring external technologies and businesses through M&A.
Environment	Leveraging our core technologies such as spinning to develop distinctive materials and equipment, to pursue the position of solution-provider, while expanding a product portfolio that contributes to reducing environmental impact
Mobility	Strengthening cost competitiveness through alliances, promoting overseas sales expansion and expanding joint development with OEMs led by the Mobility Business Strategy Unit.

3. Target (FY2030)

Under the New Plan, TOYOBO MC has set a long-term target of achieving operating profit of JPY 20 billion by fiscal year 2030.

For further details, please refer to the attached document, “Medium-Term Management Plan: Accelerating Growth – Transformation 2.0 –.”

(End)

The information presented in this news release is accurate as of the date of its announcement. Please be advised that the content may be subject to change without prior notice following the release date.

■Contact information

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Attached document

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Accelerating Growth – Transformation 2.0 –

Medium-Term Management Plan – FY2026 to FY2028 –

May 13, 2026

TOYOBO MC Corporation



- TOYOBO MC aims to realize “TOYOBO PVVs” by “solving global issues with high-performance materials”



Principle

TOYOBO PVVs

Values

Principle
“Jun-Ri”
“Jun-Ri-Soku-Yu”
“Soku-Yu”

- Do what should be done (positive standpoint)
- Don't do what should not be done (defensive standpoint)
- (Adhering to reason leads to prosperity)
- Adhering to “Jun-Ri” leads to a prosperous society while also realizing self-growth

Vision
We will continue to create the solutions needed by people and the earth with our materials and science.

Values
Welcome change. Enjoy change. Create change.

TOYOBO Spirit 9 Commitments

Challenge	Reliability	Collaboration
Think Ahead Create Accomplish	Safety First Customer Satisfaction Factual Basis	Mutual Communication Diversity Providing Opportunities

Vision

Solving global issues with high-performance materials

- By globally developing high-value-added functional materials, We will contribute to solving the world's problems.

Mission

① Never stop transforming ourselves

- We recognize that standing still in a dramatically changing business environment is a risk. We will continue evolving.

② Answering future needs with our unique material technology and network

- We will answer needs from future mega trends by combining TOYOBO’s unique technology with Mitsubishi Corporation’s broad and global network.

③ Create solutions to societal challenges through collaboration

- We will generate value by providing solutions to societal challenges through collaboration with internal and external partners.

Vision Solving global issues with high-performance materials

Mission
① Never stop transforming ourselves
② Answering future needs with our unique material technology and network
③ Create solutions to societal challenges through collaboration

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Review of the First 3 Years since the Launch TOYOBO MC (TMC)
First 3 Years since the Launch of TMC -Examples of Key Initiatives-

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TMC's Vision for the future
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Strategies in each Area
- Electronics Materials (Adhesion and Synthesis), Environment (Spinning) and Mobility

Chapter 3 Strengthening the management base
Strengthening the Foundation for Growth and Establishing a Distinct Identity
- Human Resources, Organization, Safety and Disaster Prevention, Quality Assurance, Compliance, and Production Base

Review of the First 3 Years since the Launch of TOYOBO MC (TMC)

- **Within three years of TOYOBO MC's launch, completed establishment of the management base and strengthening profitability while also initiating mechanisms for growth**

Synergy of TOYOBO × Mitsubishi Corporation

Topics

<p>Company-wide management policy and portfolio management Shift from siloed optimization to overall optimization</p>	<ul style="list-style-type: none"> ■ Entrench portfolio strategy and business strategy labels ■ Address businesses undergoing structural reform (transfer of Nonwoven materials business overseas, sale of subsidiaries)
<p>Functional division system Division strategies subject to enhancement to achieve change</p>	<ul style="list-style-type: none"> ■ Initiatives for overall optimization and streamlining by function <ul style="list-style-type: none"> - Sales Division: Earnings improvement measures and working capital optimization, establishment of framework for global sales expansion - Production Division: Selective capital investment, cost visualization, reduction in the number of changeovers for product types - R&D Division: Launch of Development committee, decision of roadmap (Electronics Materials, environment and mobility) - Mobility business strategy unit: Launch of new organization, joint development with OEMs/Tier 1 suppliers
<p>Development and enhancement of the management base Foundation strengthening looking toward change</p>	<ul style="list-style-type: none"> ■ Instilling the vision, mission, and management policies ■ Strengthening the consolidated management base, upgrading the management cycle
<p>Issues for the next Medium-Term Management Plan</p>	<ul style="list-style-type: none"> ■ Achieving further growth (portfolio replacement, consolidation, and shift; acceleration of global sales expansion) ■ Creating new large-scale development themes aligned with macro trends ■ Strengthening competitiveness of production sites

First 3 Years since the Launch of TMC -Examples of Key Initiatives-

- After the establishment of TOYOBO MC, we have advanced our development and sales efforts through new business model and networks

New development

- ✓ New development based on roadmap and macro trends
- ✓ Initiating joint studies/development through direct dialogue with OEMs

Development for electrical materials

Launch next generation materials such as PPE fiber/varnish, "Vitrimers"* and water-soluble tetrazole. Searching for promising applications

- Examples of promising applications of PPE -

High heat resistance

Inclusions for electrical cables

Insulation paper / electromagnetic steel plate for motors

Protective housing for telecommunications base

Excellent electrical property (Low Dk/Low Df)

*Vitrimers is a registered trademark of FONDS ESPCI PARIS.

All-polyester car seats

- Proposed next generation seats (pads and surface materials) which enable urethane alternatives
- Promoted joint studies and development through direct engagements with domestic and overseas OEMs

BREATHAIR™

Polyester Synthetic Leather
*Developed Product

Business model

- ✓ Initiated the expansion of sales through collaboration with new channel such as external partners and approaches to end users, etc.

Design proposal collaboration with local partners

BEYOND MATERIALS (BM)

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Molding Partner

Europe China U.S.

- Collaborated with BM to define the design concepts for using VYLOSHOT™ and transformed our approach into solution-oriented proposals for OEM/Tier 1 customers
- Deepened relationships with molding machine manufacturers worldwide and built optimal machine designs and leasing models

End users approach

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DLE* technology corporations/Engineering firms

Lithium manufacturers

Mitsubishi Corporation

*Direct Lithium Extraction

- Transitioned to direct communication with major lithium manufacturers, who are the end customers and possess the authority to decide on the technology to be adopted
- Strengthened collaboration with DLE* technology corporations and engineering firms and Mitsubishi Corporation investees

TMC's Vision for the Future

TOYOBO MC Corporation

- We are aiming to become a high-performance materials company that solve global issues by combining the following three elements: an integrated business portfolio positioned to capture market growth, a business model that provides materials and added value, and TMC's uniqueness.



Medium-Term Management Plan -Strategic Initiatives and Quantitative Targets- TOYOBO MC Corporation

- To realize our vision, we will actively leverage external resources and accelerate our transformation into a “uniqueness” and “growth” driven company
- We will concentrate management resources on three growth-capture areas: Electronics materials (Adhesives and Synthesis), Environment (Spinning), and Mobility

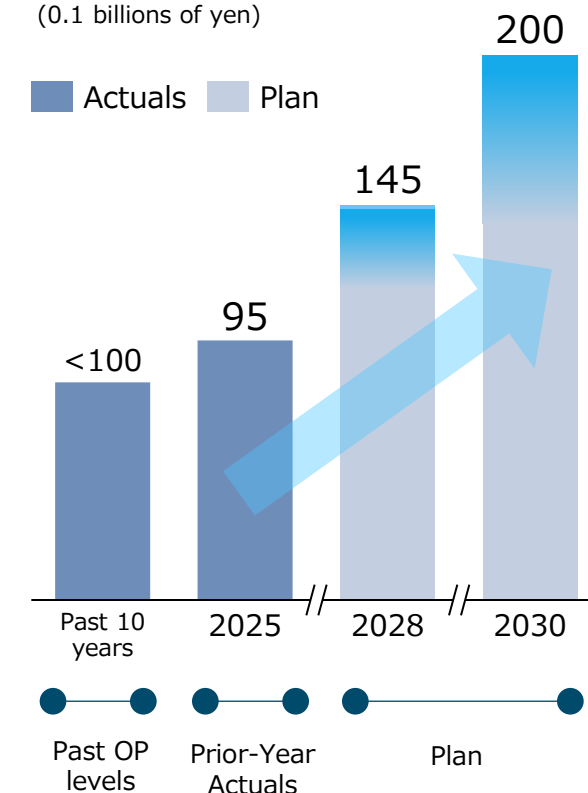
Items

Leaping into a Company with “Uniqueness” and “Growth”

<p>Management policy Portfolio management</p>	<ul style="list-style-type: none"> ■ Executing a proactive reallocation and reorganization of our business portfolio to capture growth areas and achieve 20 ¥bn. in Operating Profit by 2030 						
<p>Focus areas and strategic initiatives</p>	<ul style="list-style-type: none"> ■ Clarifying and executing TMC’s winning strategies in the three priority areas by leveraging our core strengths <table border="1" data-bbox="580 842 1719 1053"> <tr> <td data-bbox="580 842 835 913">Electronics Materials</td> <td data-bbox="835 842 1719 913">A key player supporting Electronics Materials area by expanding our unique adhesion and synthesis technologies</td> </tr> <tr> <td data-bbox="580 913 835 985">Environment</td> <td data-bbox="835 913 1719 985">A solution partner providing new environmental value through distinctive materials</td> </tr> <tr> <td data-bbox="580 985 835 1053">Mobility</td> <td data-bbox="835 985 1719 1053">A global company providing high-performance materials for next-generation mobility</td> </tr> </table> ■ Key Initiatives: Overseas reinforcement, solution-based business development, new R&D themes, and M&A 	Electronics Materials	A key player supporting Electronics Materials area by expanding our unique adhesion and synthesis technologies	Environment	A solution partner providing new environmental value through distinctive materials	Mobility	A global company providing high-performance materials for next-generation mobility
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Environment	A solution partner providing new environmental value through distinctive materials						
Mobility	A global company providing high-performance materials for next-generation mobility						
<p>Strengthening and transforming the management foundation</p>	<ul style="list-style-type: none"> ■ Strengthening the foundation for growth and establishing TMC’s unique identity ■ Advancing people and culture initiatives to build an organization where employees truly experience change and growth 						

Toward 20 ¥bn. Yen in Operating Profit (OP) by FY 2030

*Substantive Operating Profit Including Equity Adjustments Associated with M&A Transactions
(0.1 billions of yen)



Management Policy - Reorganization of the TMC Portfolio -

- Profitability in each section has improved through strategic initiatives aligned with the strategy labels
- During the Medium-Term Management Plan, we will further accelerate growth by concentrating management resources on three areas with strong market expansion potential - Electronics Materials, Environment and Mobility

Initiatives to realize the ideal state of the portfolio

- ✓ Portfolio Management based on strategic labels will continue
- ✓ Within our growth and cash-cow businesses, we will prioritize resource allocation and consolidation in three areas where we can capture market growth and leverage TMC's technological strengths

Future state of the portfolio

Current state

Concentration on focus areas

(Major markets and CAGR)

Growth

- Engineering plastics
- "VYLON™" "HARDLEN™"
- Environmental solutions

Electronics Materials

- High speed communication
- Smaller packages
- adaptation to low dielectric property

Electronic Materials Market (Telecommunications) +8%

Cash-cow

- Photo-functional materials
- Fine chemicals
- High performance fibers

Environment

- Resource circulation (e.g., Lithium)
- Emissions reductions (e.g., PFAS)
- Decarbonization

Lithium Market +16%
ZLD* Market +8%

*Zero Liquid Discharge

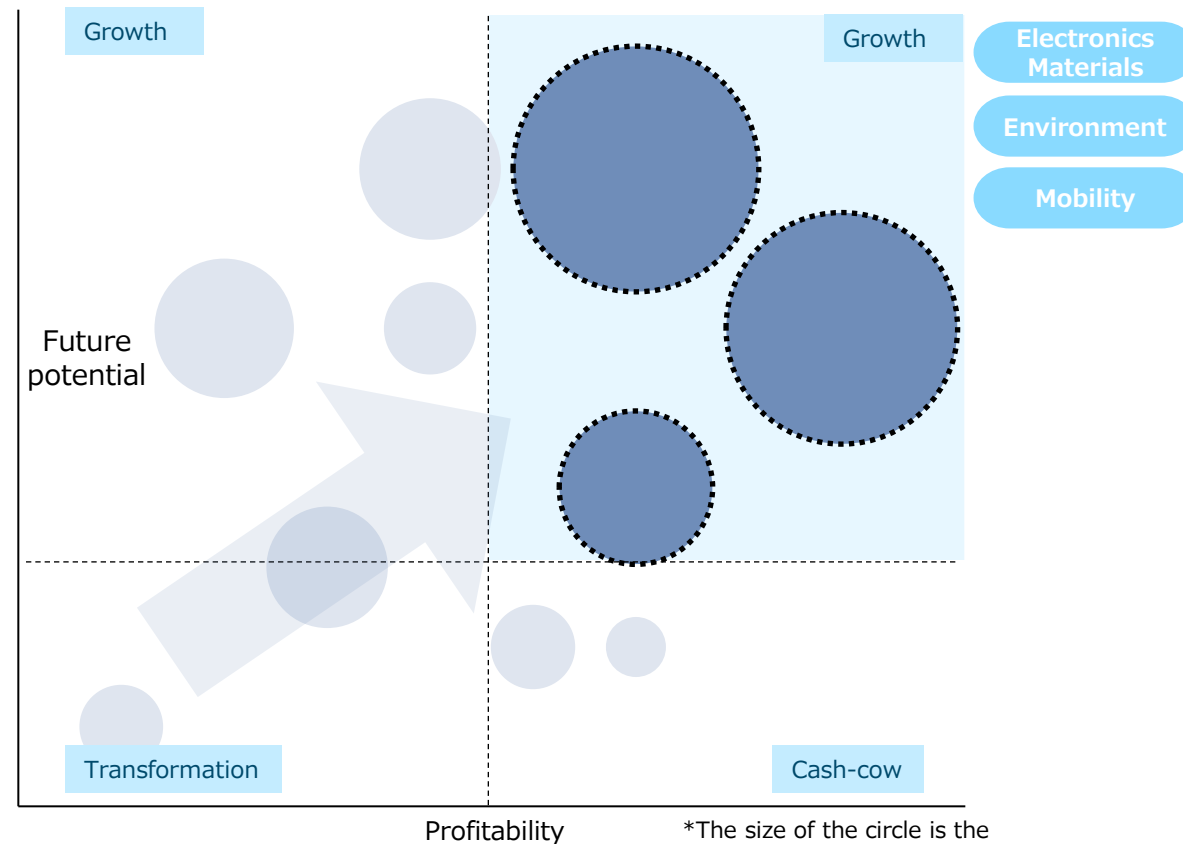
Transformation

- Nonwoven materials

Mobility

- Weight reduction
- Material recycle
- Electrification

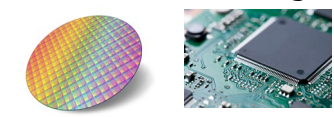
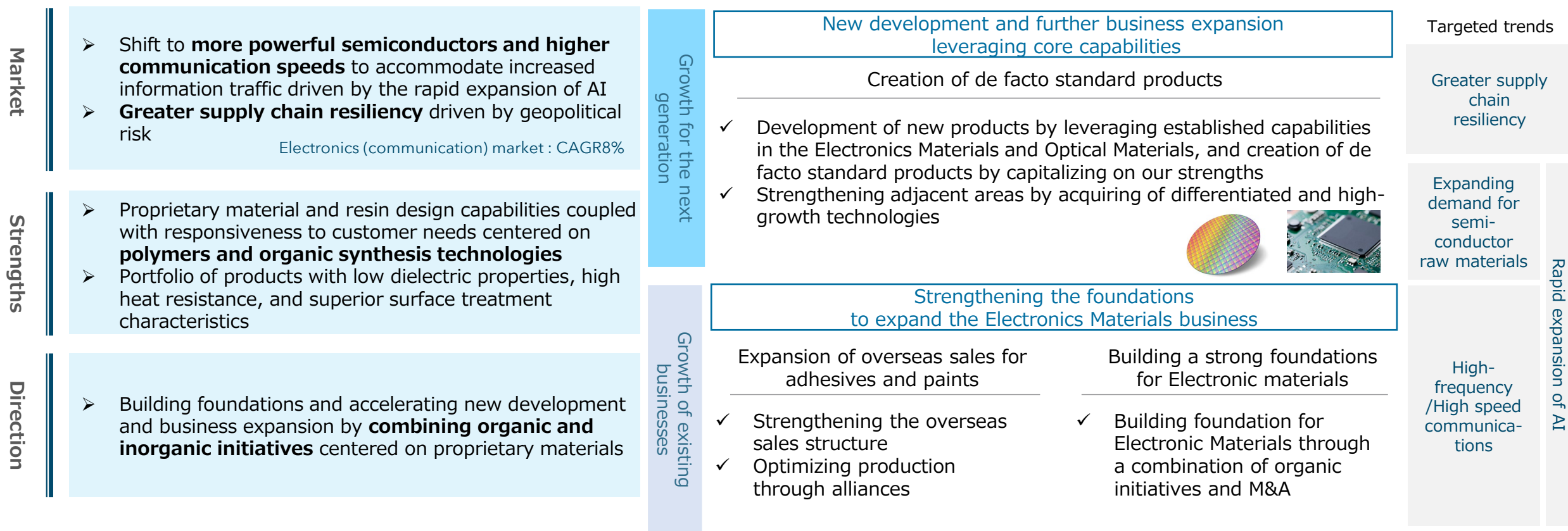
Lightweight materials +6%
Recycled materials +11%



*The size of the circle is the estimated capital used in FY2028

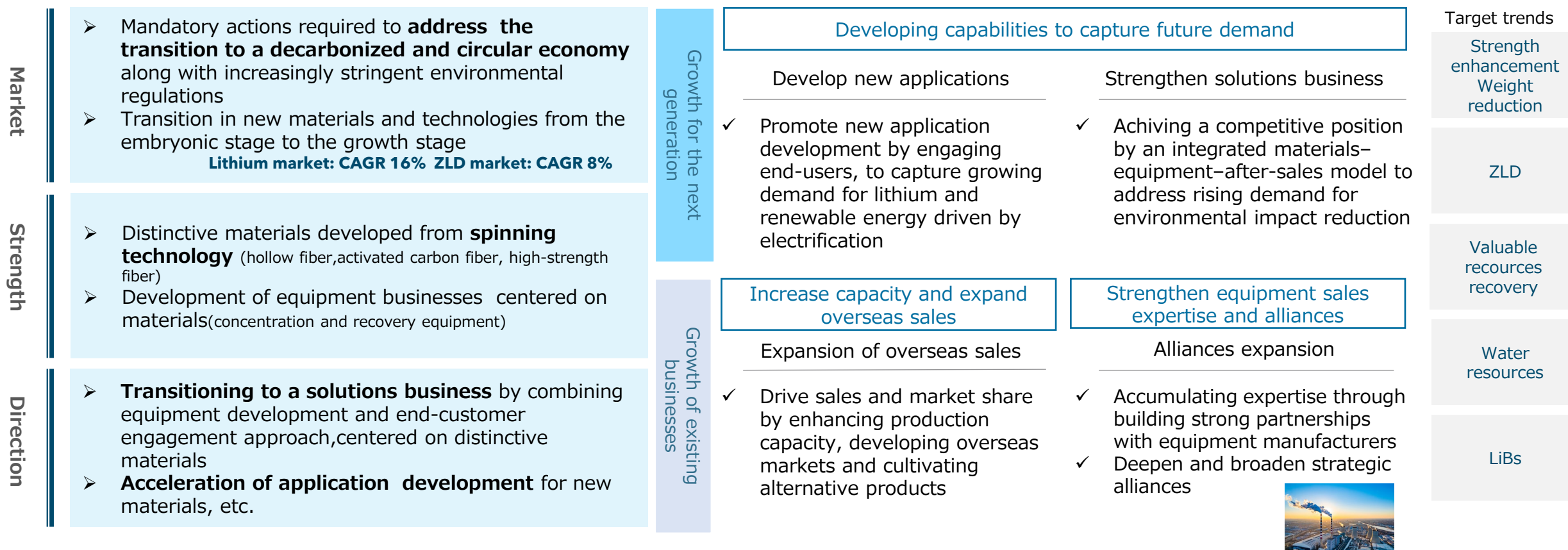
Strategies in each Area - Electronics Materials -

- We are expanding capabilities by combining organic initiatives and M&A, while driving business development that leverages TMC's strengths in adhesives and synthesis to capture growth in the Electronics Materials market



Strategies in each Area - Environment -

- We aim to build a unique business model by combining proprietary materials based on core technologies (e.g., spinning) with equipment-sales and Mitsubishi Corporation’s network to directly engage end-users



Strategies in each Area - Mobility -

- We will create high value-added businesses by enhancing cost competitiveness through alliances and overseas expansion of sales, along with joint development projects with OEMs driven by the Mobility Business Strategy Unit

Markets	<ul style="list-style-type: none"> ➤ Shift to value-added competition in the automotive sector, with sales set to peak in 2030 ➤ Growing need for weight reduction and automotive materials recycling due to electrification Lightweight materials : CAGR6% Automotive recycling market : CAGR11% 	Growth for the next generation
Strengths	<ul style="list-style-type: none"> ➤ Proprietary compounding technologies and responsiveness to customer needs such as those for high rigidity and weight reduction ➤ Asset light operations 	
Directions	<ul style="list-style-type: none"> ➤ Strengthening cost competitiveness and global sales expansion drawing on alliances and local partners ➤ Transition to high value-added businesses through joint development with OEMs 	Growth of existing businesses

Acquiring a Tier 1.5 position and securing major themes in line with market trends

Capture demand for weight reduction and recycled materials

- ✓ Acquisition of Tier1.5 position through activities of Mobility Business Strategy Unit
- ✓ Expansion through acquisition of major themes such as needs for weight reduction associated with electrification (resinification of interior and exterior components/metal substitution) and recycled materials



Targeted trends

Need for weight reduction associated with electrification (metal substitution, etc.)

Achieving an asset-light growth through strategic alliances

Strengthening competitiveness

- ✓ Achieving both an asset-light model and high competitiveness through deeper collaboration with alliance partners and local compounders

Accelerating new business development

- ✓ Accelerate new business development through enhanced organizational capabilities such as dedicated marketing team and expanded global talent, and stronger collaboration with external partners

Increasing needs for recycling automotive components

Strengthening the Foundation for Growth and Establishing a Distinct Identity

- Introducing HR initiatives that enable employees to experience change and growth, together with a flexible organizational structure aligned with our strategy
- Strengthening safety and disaster prevention, quality assurance, compliance, and production infrastructure as the foundation for further growth

Human resources and organizational initiatives

Strengthening safety and disaster prevention, quality assurance, compliance, and production bases

HR initiatives	Continuing initiatives	Enhance evaluation systems, goal setting, and feedback mechanisms Strengthen management capabilities and global HR development (career paths and training)	Safety and Disaster Prevention, Quality Assurance, Compliance	Continually reinforce	Safety and disaster prevention, quality assurance, and compliance are top priorities across all operations Strengthen TMC's quality assurance systems on a consolidated basis Improve the total recordable injury frequency rate* <small>*Number of accidents per 1 million hours (consolidated basis)</small>
	New initiatives	Develop TMC-specific HR systems and policies			
Organizational structure	Continuing initiatives	Establish a flexible and agile organization with direct control to respond to management challenges Example: Mobility Business Strategy Unit	Production bases Strengthening cost competitiveness	Continually reinforce	Promote smart factories using AI Optimize production bases both in Japan and overseas Promote external alliances (outsourcing and consignment) Optimize fixed costs in line with business scale and control risks Reduce various costs
	New initiatives	Design organizational structures aligned with strategies for each growth area			
Organizational culture	Continuing initiatives	Enhance management transparency Optimize resource allocation and operations through portfolio management* Improving employee engagement <small>*TMC Management Issues based on FY2025 Survey</small>			

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