

This PDF document is an updated note on the company. A comprehensive version of the report on the company, including this latest update, is available on [our website](#) and various professional platforms.

On January 25, 2021, Toyobo Co., Ltd. announced organizational revisions.

### Details of revisions

General: Pertaining to the Sales and Marketing Division, the R&D and Intellectual Property Division, and the HR and Sustainability Planning Division

- ▷ Abolish the Sales and Marketing Division
- ▷ Make the Procurement and Logistics Department an independent organization
- ▷ Reorganize the R&D and Intellectual Property Division into the Innovation Planning Department, the Intellectual Property Department, the Renewable Resources Business Development Department, and the Research Center, and rename it the Innovation Division
- ▷ Separate the Sustainability Planning Division from the HR and Sustainability Planning Division, and put it under the direct control of the president
- ▷ Reorganize the HR and Sustainability Planning Division into the Corporate Communications Department, the HR and Labor Management Department, and the Legal and Compliance Department, and rename it the HR and Corporate Communications Division

Pertaining to the Films and Functional Materials Solutions Division

- ▷ Rename the Films and Functional Materials Marketing Strategy Department the Films and Functional Materials Marketing Strategy Operating Department
- ▷ Abolish the TFS Administration Department
- ▷ Rename the Films and Functional Materials Quality Assurance Department the Films and Functional Materials Quality Assurance Operating Department
- ▷ Place the Utsunomiya Plant under the control of the Films Production Technology Operating Department

Pertaining to the Life Science Solutions Division

- ▷ Reassign the Iwakuni Plant from the Medical Business Operating Department to the Life Science Production Technology Department

### Reasons for the revisions

General: Pertaining to the Sales and Marketing Division, the R&D and Intellectual Property Division, and the HR and Sustainability Planning Division

- ▷ Placing each Solutions Division under the direct control of the president promotes communication with top management and accelerates the decision making process.
- ▷ Abolishing the Sales and Marketing Division allows the company to assign staff to operate the Procurement and Logistics Department.
- ▷ Through renaming the R&D and Intellectual Property Division the Innovation Division, the company aims to strengthen its R&D functions as well as open innovation to accelerate the creation of new businesses. Further, by shifting the Renewable Resources Business Development Department from the Sales and Marketing Division to the Innovation Division and strengthening cooperation with corporate development resources and intellectual property infrastructure, the company aims to accelerate business development.

- ▷ The Sustainability Planning Division will fall under the direct control of the president, as it is responsible for identifying and promoting key management goals for the company as a whole.
- ▷ The HR and Corporate Communications Division will establish a new Corporate Communications Department within the Division to strengthen the disclosure of information to the company's stakeholders.

The Corporate Communications Department will be formed through the integration of the IR group of the Corporate Planning Department, the public relations group of the Sustainability Planning Division, and the digital marketing group.

#### Pertaining to the Films and Functional Materials Solutions Division

- ▷ With the goal of promoting development in new business fields, including in new materials owned by Toyobo Film Solutions (TFS), the company will establish a development department that includes new materials as part of its portfolio while strengthening the Marketing Strategy Department.
- ▷ With the absorption of TFS into the parent, the organization, personnel, and functions of TFS will be transferred to the Films and Functional Materials Solutions Division. The company will work to accelerate synergies by integrating the distinctive technologies and products of each company and improving operational efficiency.
- ▷ As the absorption of TFS into the parent will result in a significant increase in the number and scale of film products produced, the company will establish a Films Quality Assurance Department to strengthen its quality assurance system. Likewise, by establishing a Functional Materials Quality Assurance Department, the company will strengthen its quality assurance system for functional materials, a large part of which comprises chemical products separate from films, which are molded products. The Films and Functional Materials Quality Assurance Department will oversee both quality assurance departments.
- ▷ The TFS Utsunomiya facility will become the Utsunomiya Plant under the Films Production Technology Operating Department. As the third film plant after the Inuyama Plant and the Tsuruga Film Plant, the Utsunomiya Plant will focus on optimizing production through improved production technologies and a strengthened production base.
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#### Pertaining to the Life Science Solutions Division

- ▷ By consolidating plant management under the Life Science Production Technology Department, the company aims to centralize safety and disaster prevention operations while ensuring stable production and improvements in production technologies.

#### Effective date for revisions

April 1, 2021

This note is the most recent addition to the [full report](#).

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