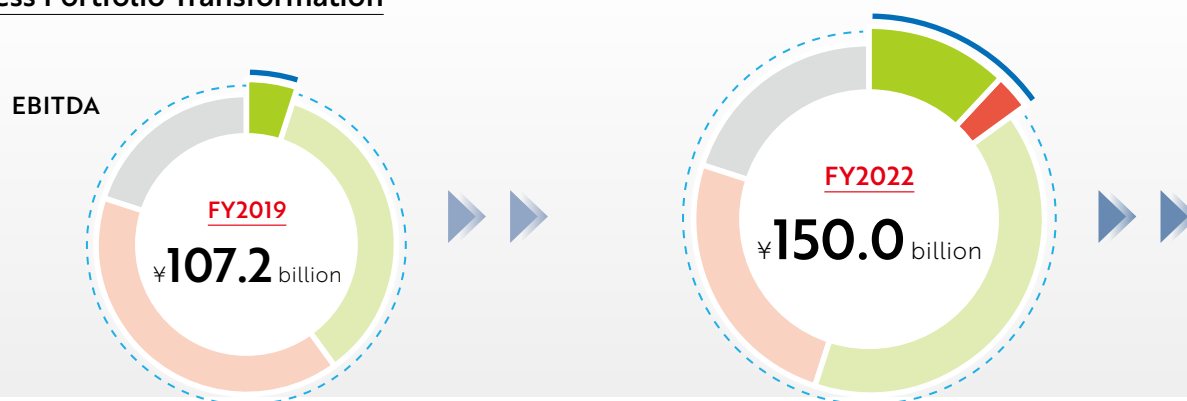


Executive Summary

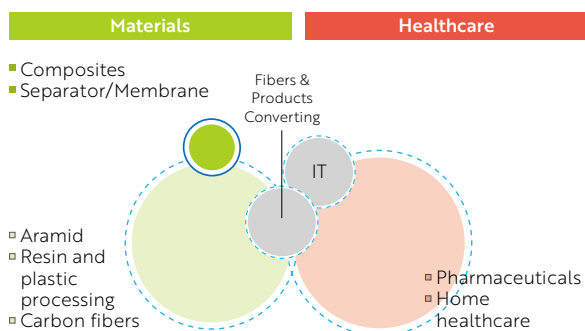
The Teijin Group formulated Medium-Term Management Plan 2020–2022: ALWAYS EVOLVING, which serves as a period for “Creating Growth Platforms” with the aim of achieving the Group’s vision for fiscal 2030. Under this plan, we will achieve both sustainable growth through portfolio transformation and contribute to society by reducing our environmental impact. In this integrated report, we introduce examples of Teijin Group initiatives that aim to create business opportunities and reduce risks in the fields of our three solutions,* contribute to society while strengthening our management base, and achieve our long-term vision as well as a sustainable world.

* Environmental Value Solutions; Safety, Security, and Disaster Mitigation Solutions; and Demographic Change and Increased Health Consciousness Solutions

Business Portfolio Transformation



Portfolio in Fiscal 2019



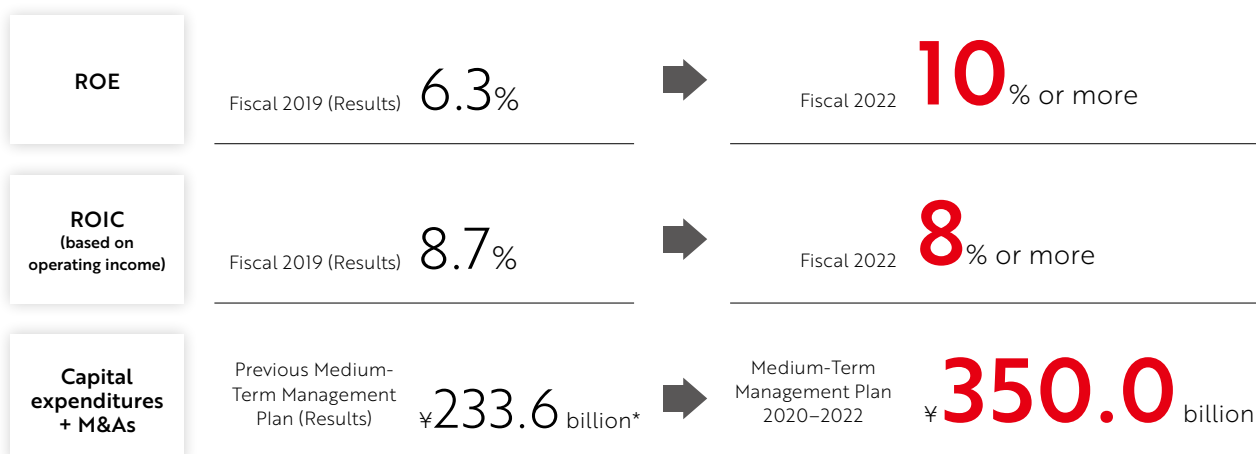
Strategic Focus Businesses

Profitable Growth Businesses

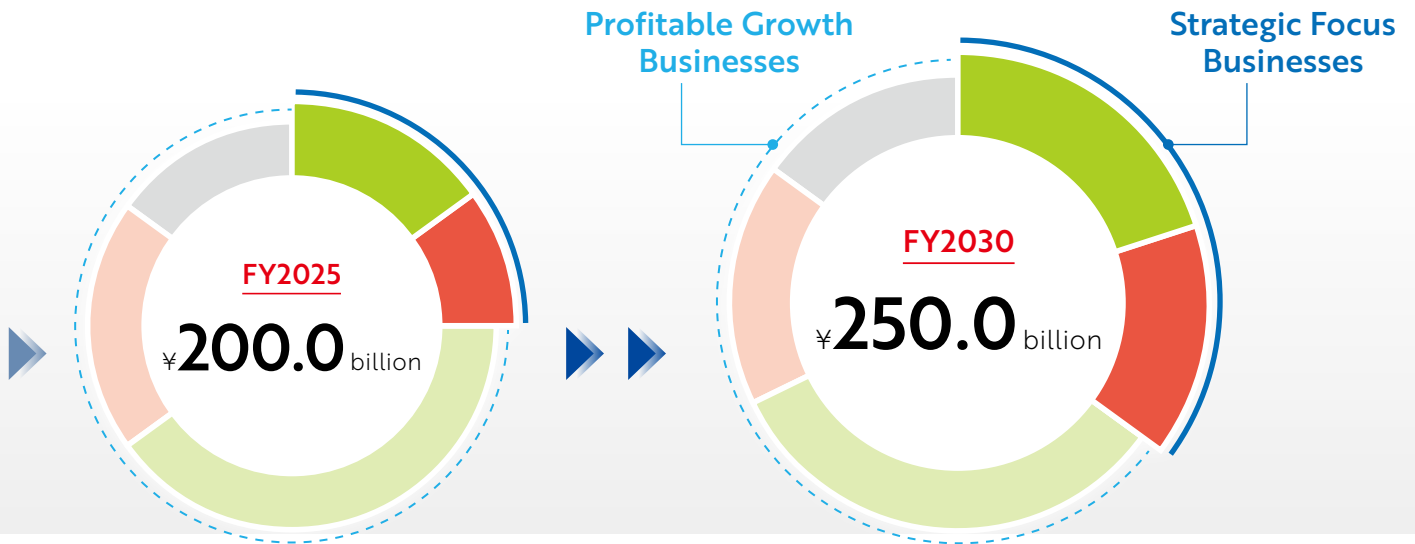
Previous Medium-Term Management Plan 2017–2019
“Prioritizing Business Areas and Clarifying Challenges”

Medium-Term Management Plan 2020–2022
“Creating Growth Platforms”

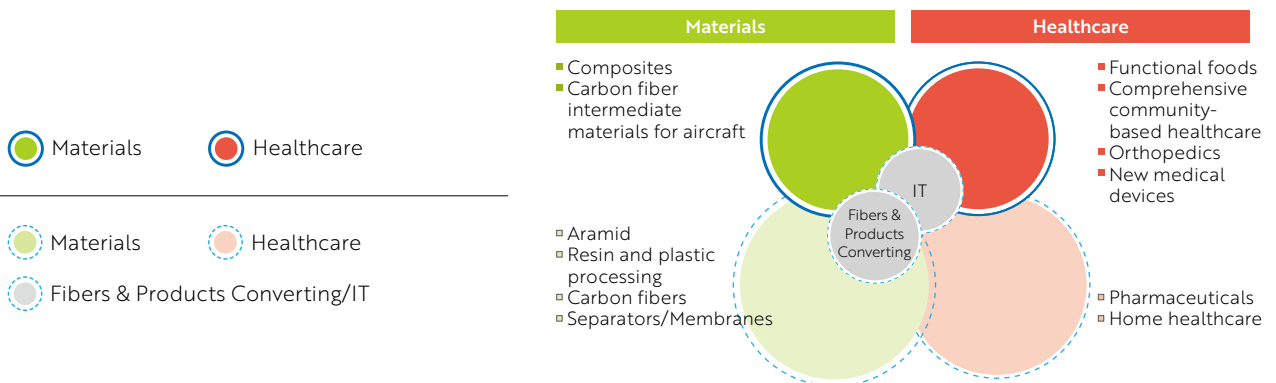
Financial Targets of Medium-Term Management Plan 2020–2022



* Includes expenditures, etc., toward associates accounted for using the equity method

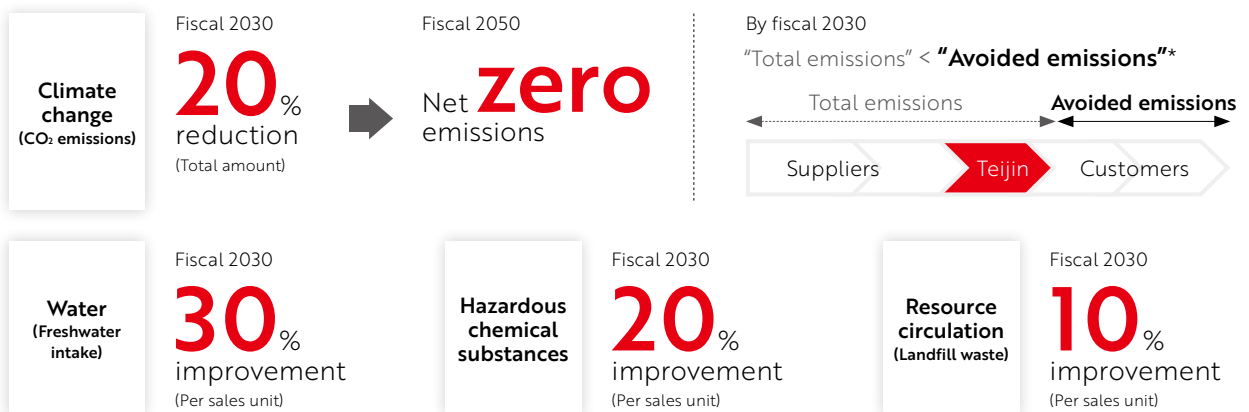


Portfolio in Fiscal 2030



Toward 2030 "Contributing to the Realization of a Sustainable World"

Long-Term Goals for Reducing Environmental Impact (vs. Fiscal 2018)



* Calculated as the amount of CO₂ reductions that the Company's products have contributed to in the supply chain downstream