



# Medium-Term Management Plan 2020 - 2022

***ALWAYS EVOLVING***

Enhancing the Quality of Life

February 2020

**Teijin Limited** TSE: 3401

- 1. Corporate Vision**
- 2. Review of Previous Medium-Term Management Plan**
- 3. Overview of Medium-Term Management Plan**
- 4. Business Strategy**
- 5. Driving Innovation**
- 6. Capital Policy and Shareholder Returns**

---

#### Disclaimer Regarding Forward-Looking Statements

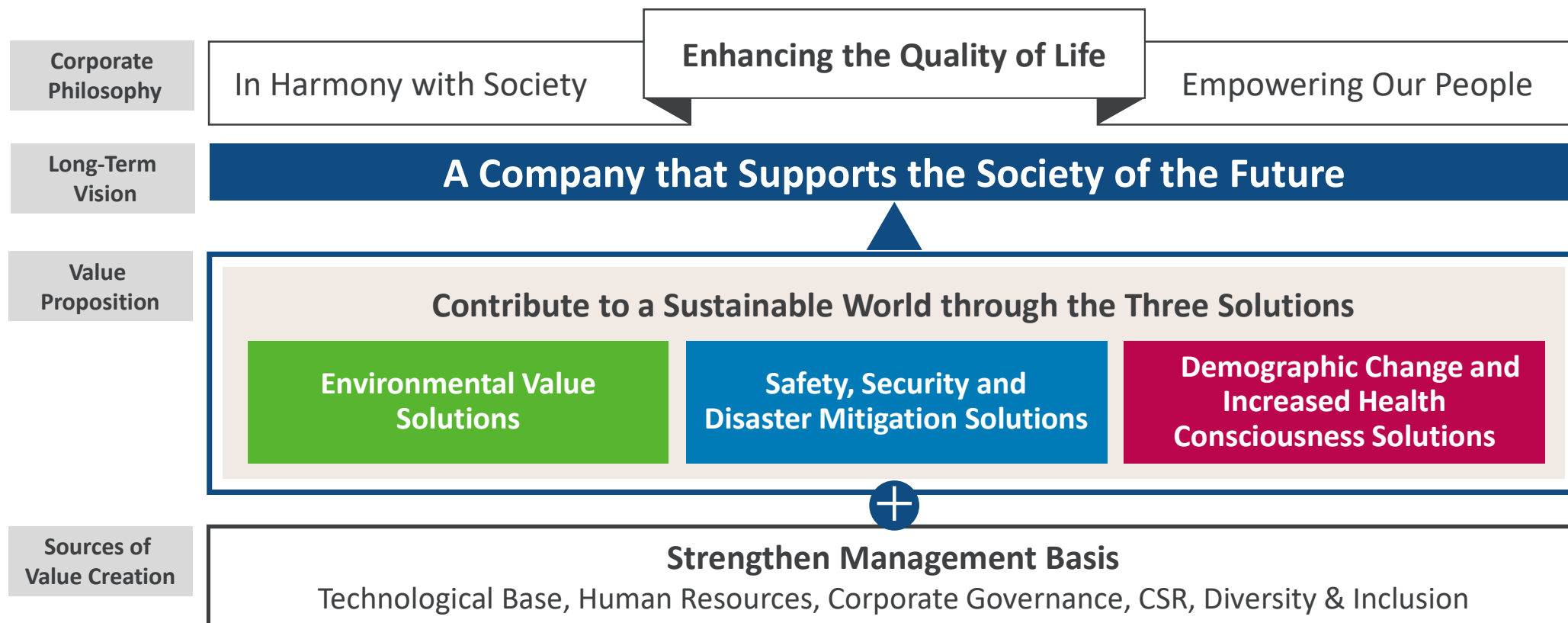
Any statements in this document, other than those of historical facts, are forward-looking statements about the future performance of Teijin and its Group companies, which are based on management's assumptions and beliefs in light of information currently available, and involve risks and uncertainties. Actual results may differ materially from these forecasts.

---

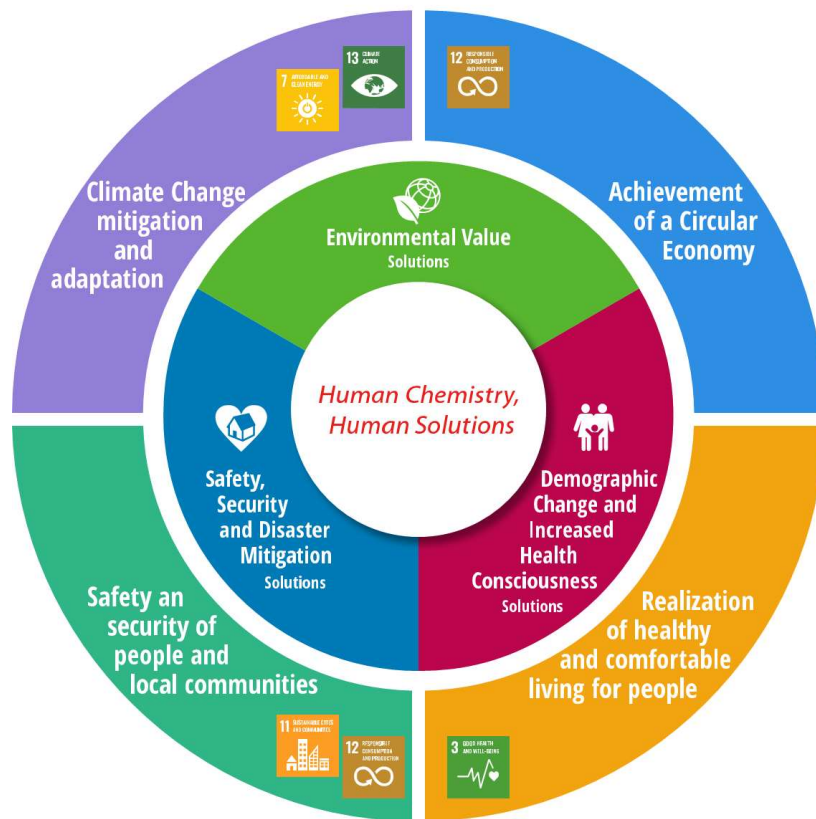
# 1. Corporate Vision

**Be a Company that Supports the Society of the Future**

Provide value to **society toward a sustainable world**,  
through **“Three Solutions”** based on our corporate philosophy  
Be a company that **supports the society of the future** through **ceaseless evolution and ambition**



## SUSTAINABLE DEVELOPMENT GOALS



Sustainable Management Basis



### — SDGs approach policy —

To realize a Sustainable World, our focus is on people, delivering innovative solutions to enhance the Quality of Life, while minimizing the negative impacts of our activities on the environment and society

#### For the Earth

#### Environmental Value Solutions

Provide products and services contributing to global environmental goals such as prevention of climate change and achievement of a circular economy

#### For Society

#### Safety, Security, and Disaster Mitigation Solutions

Provide products and services protecting lives and livelihoods from various risks such as disasters and accidents

#### For People

#### Demographic Change and Increased Health Consciousness Solutions

Provide products and services supporting healthy and comfortable living for people of all ages

## Our History: Portfolio Transformation Anticipating Changes in Society

Human Chemistry, Human Solutions **TEIJIN**

**Society: Paradigm-shift from mass production and consumerism to information driven and global sustainability**

**Teijin Group: Anticipate changes in society and endeavor to deliver new value and solutions**

Provide Solutions to improve Quality of Life

Focus on delivering the Three Solutions

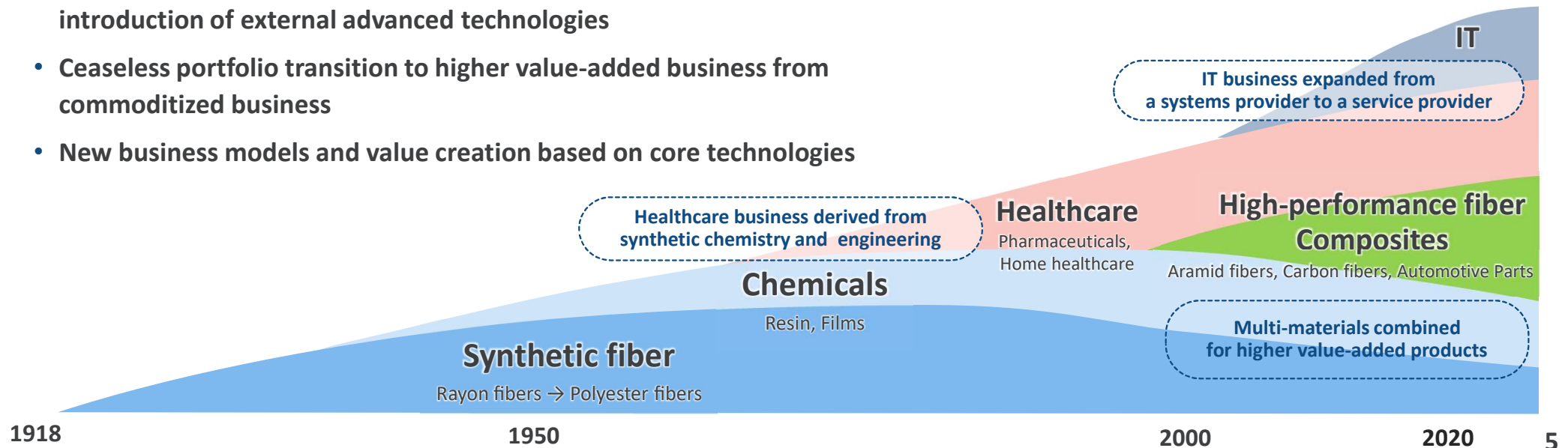
Safety, Security, and Disaster Mitigation Solutions

Demographic Change and Increased Health Consciousness Solutions

Environmental Value Solutions

### Portfolio Transformation

- Building a technological platform based on in-house R&D and introduction of external advanced technologies
- Ceaseless portfolio transition to higher value-added business from commoditized business
- New business models and value creation based on core technologies



## 2. Review of Previous Medium-Term Management Plan 2017 - 2019

**Clarified the business areas for future growth,  
still pursuing the ability to generate cash flow**

## Previous MTP\* Review: Steadily Executed Transformation & Growth Strategies

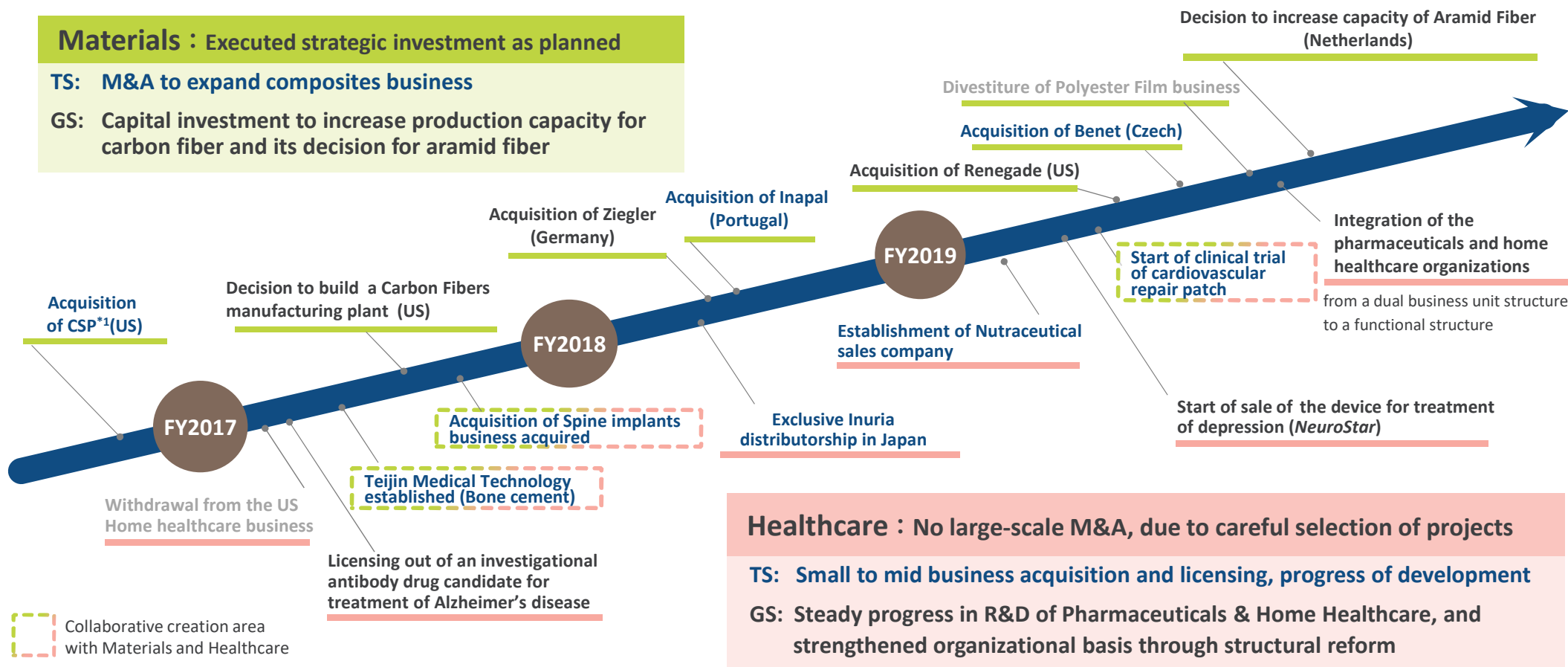
Human Chemistry, Human Solutions **TEIJIN**

\*Medium-Term Management Plan 2017 -2019

**Transformation Strategy (TS) : Next core business creation and business model transformation**

**Growth Strategy (GS) : Core business profitability enhancement by growth acceleration**

Investment: Capex + M&A  
240 bil. yen for latest outlook\*<sup>2</sup>  
(300 bil. yen for MTP target )



\*1 CSP: Continental Structural Plastics Holdings Corporation

\*2 Based on FY2019 outlook of February 5, 2020



## ROE (average) and ROIC: Will hit target, ROE and EBITDA (FY2019): Will miss target

	Target	Average FY2017-2019 (Outlook)	FY2019 (Outlook)
<b>ROIC <sup>*1</sup></b> based on operating income	8%+	9%+	8%
<b>ROE <sup>*2</sup></b>	10%+	10%+	8%
<b>EBITDA <sup>*3</sup></b>	Over 120 bil. Yen (final year)	—	108 bil. yen

\*1 ROIC based on operating income = Operating income / invested capital : Invested capital = Net assets + Interest-bearing debt – Cash and deposits

\*2 Profit (loss) attributable to owners of parent/Shareholders' equity

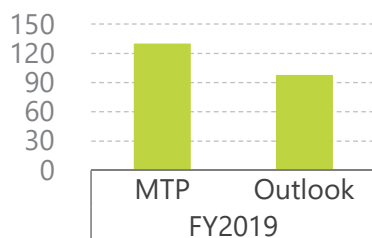
\*3 Operating income + Depreciation & Amortization

- Delays in expansion and cash-generation of transformation strategy
- Worsening profitability in Materials due to stagnant market conditions mainly from trade friction between US and China

## Sales of Transformation Strategy: No large scale healthcare M&A, to be a future challenge

### Materials

(Yen in billions)

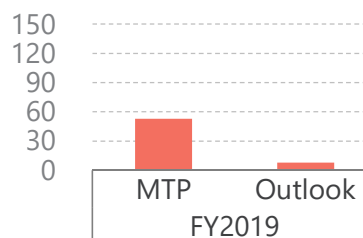


#### Composite Products, LiB Separator and Membrane

- Composites Business for automotive expanded steadily, and the next challenge is profitability improvement
- Separator for automotive Li-Ion batteries project was delayed

### Healthcare

(Yen in billions)



#### Orthopedic Implantable Devices, Functional Food Ingredient, New Medical Products, Digital Healthcare

- Executed small to mid size M&A and license agreements
- Challenges in prioritization of resource allocation for development and expansion
- No large scale M&A, failure to achieve targets

### 3. Overview of Medium-Term Management Plan

2020 - 2022

**Focused Investment on the Three Solutions for Creating Growth Platforms**

### Creating Growth Platforms toward Sustainable Growth



### KSFs for Creating Growth Platforms

#### 1. Create Opportunities

- Increase resources for the Three Solutions and accelerate efforts to cope with societal challenges
- Active investment to future sources of earnings, acceleration of portfolio transformation and increase of cash-generating ability

#### 2. Reduce Risks

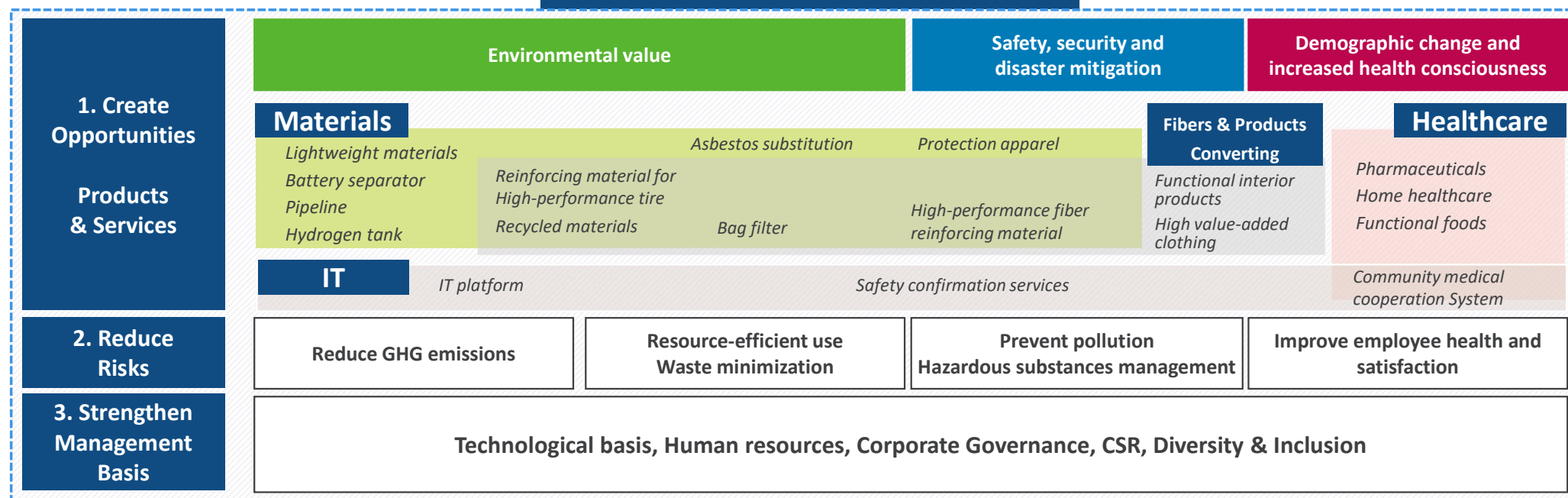
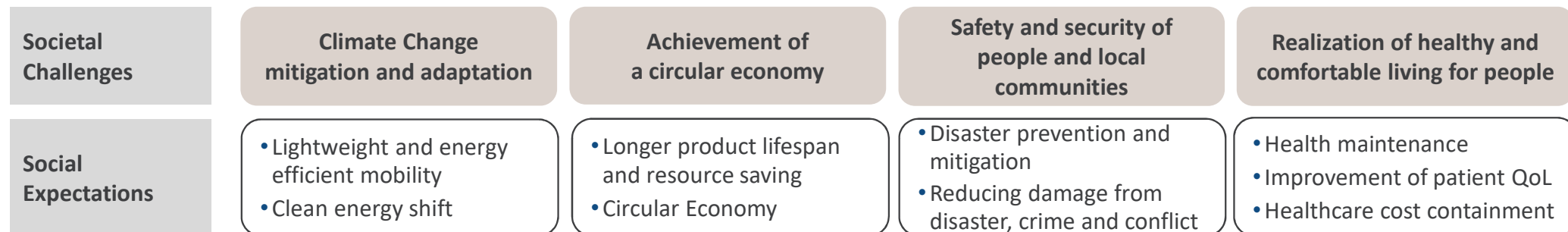
- Enhance efforts to minimize environmental risks including climate change

#### 3. Strengthen Management Basis

- Strengthen management basis to drive innovation and to accelerate creating business opportunities

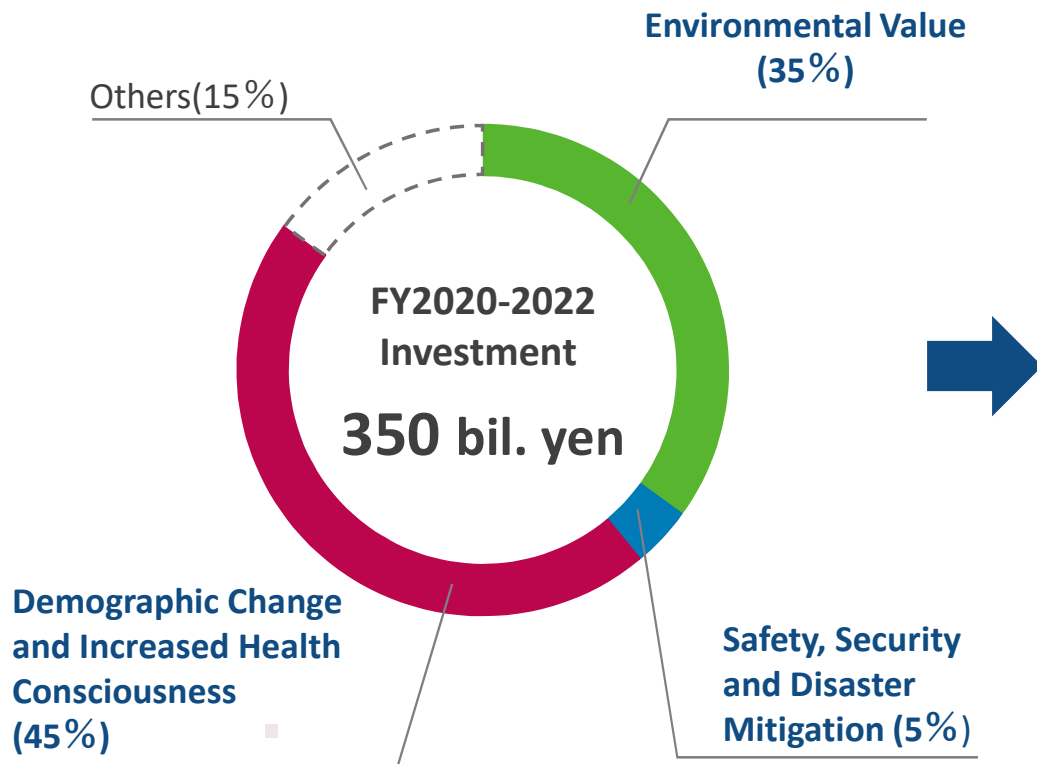
# Teijin Group's Value Creation Model through the Three Solutions

Human Chemistry, Human Solutions **TEIJIN**

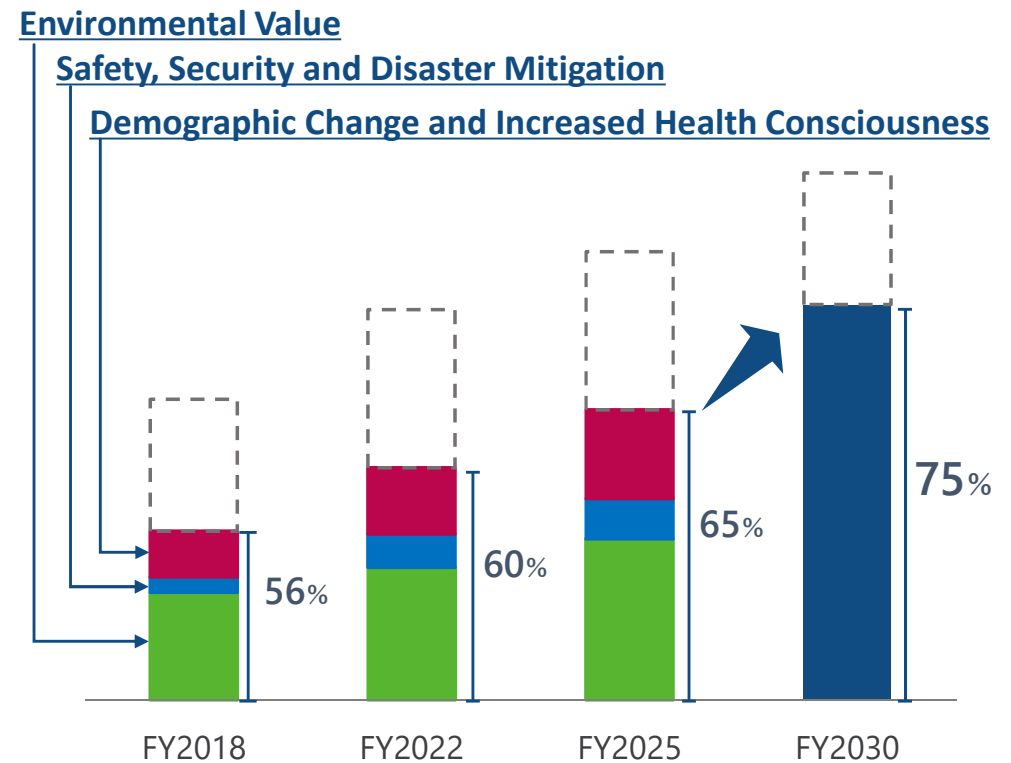


## Prioritize Investments for the Three Solutions

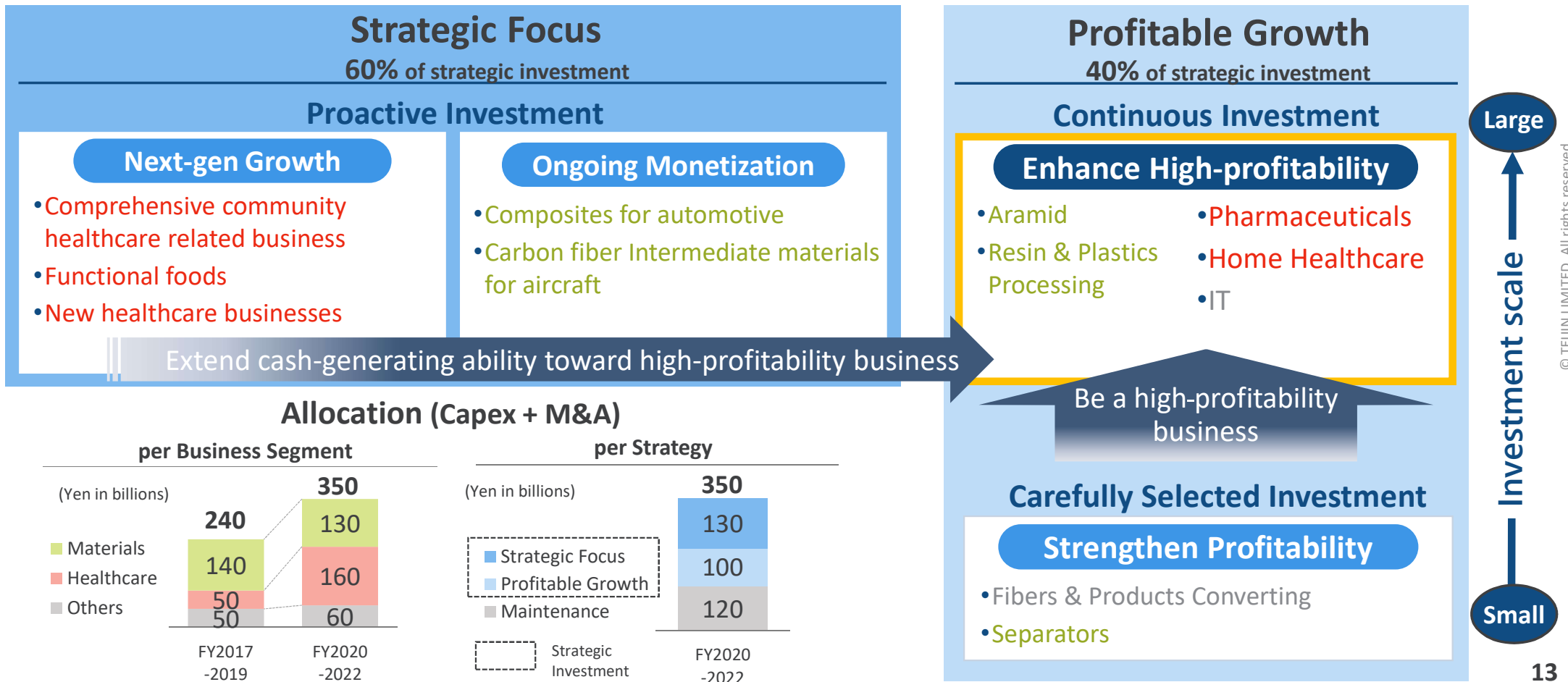
**85% of Investment for the Three Solutions  
(CAPEX and M&A)**



**Sales of the Three Solutions will be  
75% by FY2030**



## Proactive resource allocation to “Strategic Focus” projects for portfolio transformation and future sources of earnings

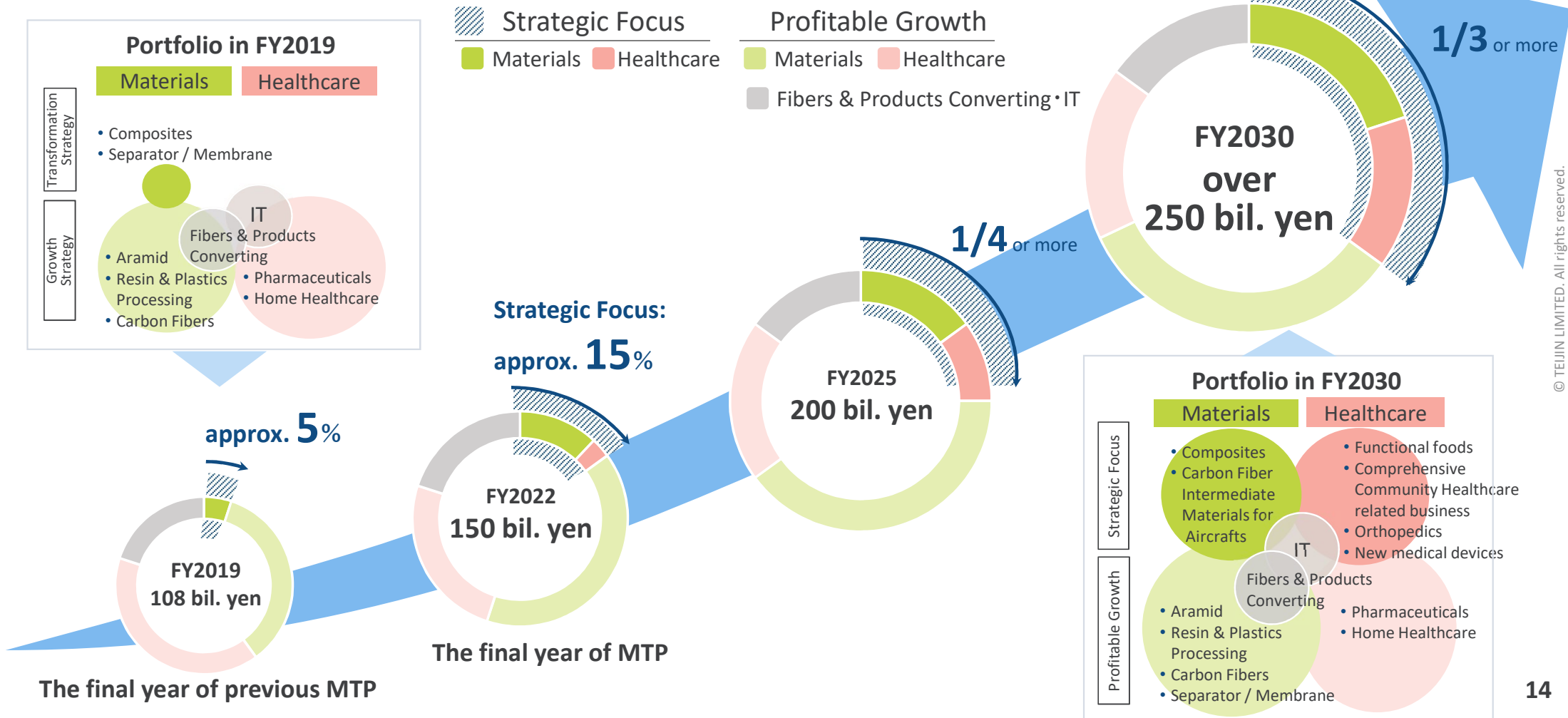


Investment scale

Large

Small

## FY2030: EBITDA from Strategic Focus to 1/3 or more



## Long-Term Environmental Goals for Reducing Environmental Targets

Human Chemistry, Human Solutions **TEIJIN**

Long-term  
environmental  
targets (vs. FY2018)

**Climate Change  
(CO<sub>2</sub> Emission)**

FY2030

**20%** reduction (total amount)

FY2050

**Net Zero Emissions**

**Water  
(freshwater intake)**

FY2030

**30%** improvement (per sales unit)

**Hazardous  
Materials**

FY2030

**20%** improvement (per sales unit)

(\*)resource circulation target to be set by mid-FY2020

Promote CO<sub>2</sub>  
emission reduction,  
taking the entire  
supply chain into  
scope

**CO<sub>2</sub>**

**“Avoided emissions” > “Total emissions” by FY2030**



- Increase “avoided CO<sub>2</sub> emissions” by Teijin products used in supply chain downstream
- Reduce total CO<sub>2</sub> emissions by the entire Group and supply chain upstream
- Make “avoided emissions” larger than “total emissions”



## Financial Targets of MTP 2020 - 2022

Human Chemistry, Human Solutions **TEIJIN**

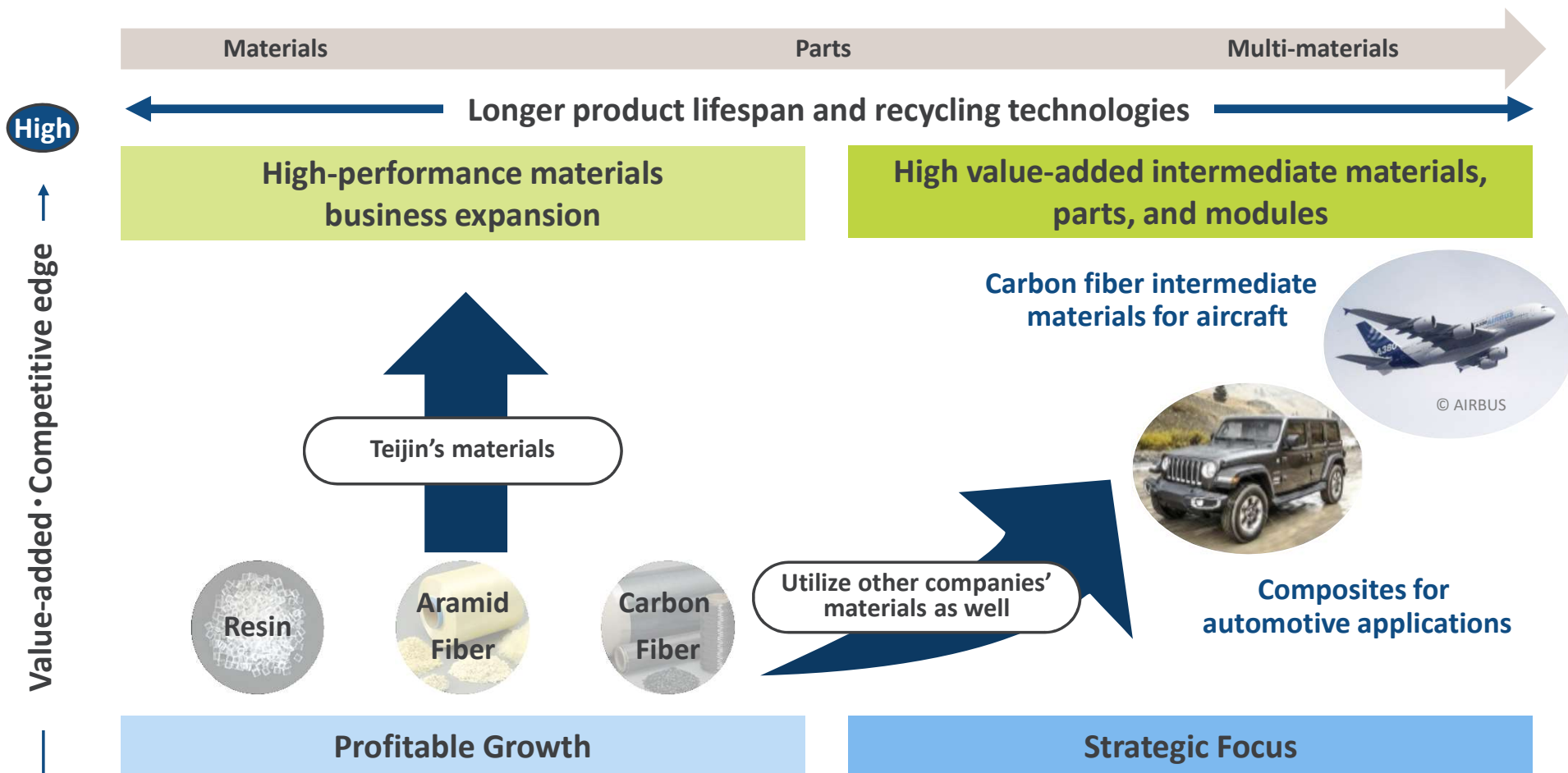
	FY2019 (Outlook)	FY2022 Targets		Previous MTP (Outlook)	MTP Targets (FY2020 - 2022)
<b>ROE</b>	8%	<b>10%+</b>	<b>Investment</b>		
			Capex + M&A	240 bil. yen around	<b>350 bil. yen</b>
<b>ROIC</b> (based on operating income)	8%	<b>8%+</b>	R&D expenses	110 bil. yen around	<b>110 bil. yen</b>
<b>EBITDA</b>	108 bil. yen	<b>150 bil. yen</b>	<b>D/E ratio</b>	0.9	<b>0.9 around</b>
<b>Materials</b> *1	47 bil. yen	<b>80 bil. yen</b>	<b>Shareholder returns</b>		
<b>Healthcare</b>	45 bil. yen	<b>45 bil. yen</b>	Dividend payout ratio	30%	<b>30% around</b>
<b>Others</b> *2	16 bil. yen	<b>25 bil. yen</b>	Share repurchase	20 bil. yen	<b>Flexibly conduct</b>

\*1 excluding Fibers & Products Converting

\*2 including Fibers & Products Converting • IT, Others, Elimination and corporate

## 4. Business Strategy

### Accelerate the development of high value-added applications with high-performance materials and multi-materials strategy



**CSP regains positive operating income by FY2021** (after amortization of goodwill)

**Expand market share in US as No.1 manufacturer and penetrate European and Chinese markets**

Business Environment		
Needs	<ul style="list-style-type: none"> <li>• Reduce vehicle weight (reduces exhaust emission, improves fuel efficiency)</li> </ul>	
Teijin's Position	<ul style="list-style-type: none"> <li>• <b>Largest Tier 1 manufacturer in North America</b> (automotive parts using composites)</li> </ul>	
Strengths and competitive edge	<ul style="list-style-type: none"> <li>• Outstanding composites technology with quality stability</li> <li>• Solid Partnership with major North American automakers</li> <li>• Production bases in Europe and Asia</li> </ul>	
Key Measures	Previous MTP	MTP 2020 - 2022
North America	<ul style="list-style-type: none"> <li>• Continuously obtained new programs</li> <li>• Started mass production of carbon fiber reinforced composites</li> </ul>	<ul style="list-style-type: none"> <li>• Start operations at the Texas plant</li> <li>• Expand production and sales</li> </ul>
Europe	<ul style="list-style-type: none"> <li>• Acquired European operating companies</li> <li>• Established application development base*</li> </ul>	<ul style="list-style-type: none"> <li>• Expand in the European market through new production bases</li> <li>• Promote multi-materials</li> </ul>
China	<ul style="list-style-type: none"> <li>• Decided on constructing a second plant</li> </ul>	<ul style="list-style-type: none"> <li>• Penetrate Chinese market through production at 2 plants</li> </ul>

\*Teijin Automotive Center Europe (Germany)



## Materials (Strategic Focus) :

### Carbon Fiber & Intermediate Materials for Aircraft Structures

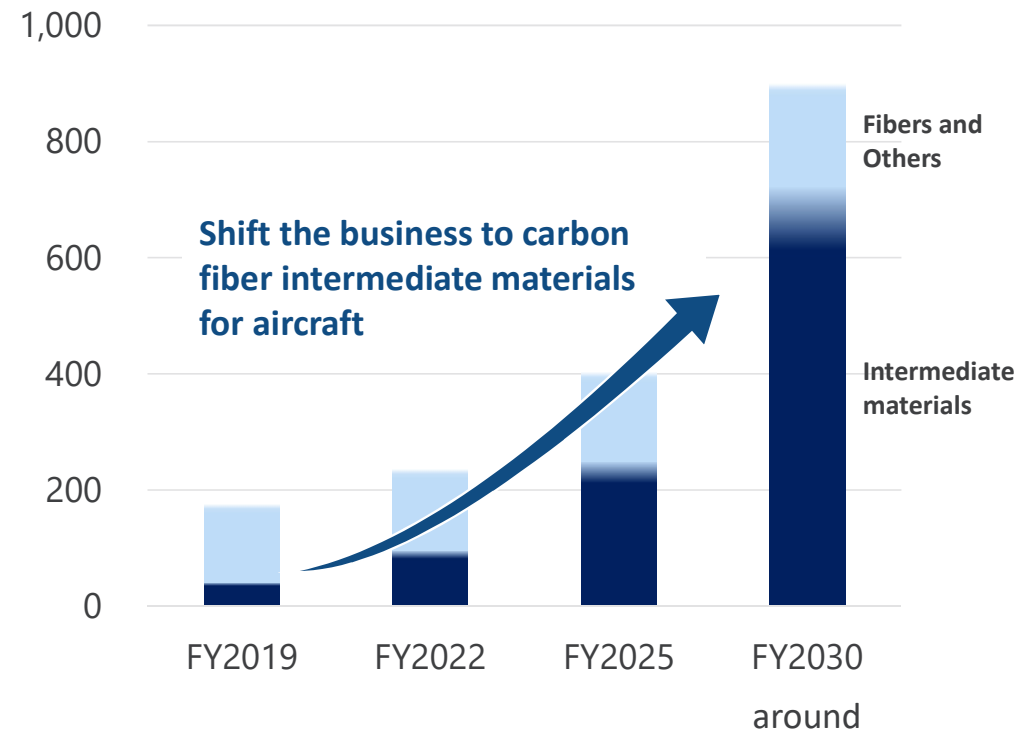
**Obtain several new big programs in MTP 2020 - 2022, and will start mass production and profit contribution after FY2023**

#### Business Environment

<b>Needs</b>	<ul style="list-style-type: none"> <li>• Lighten aircraft (reduces exhaust emissions, improves fuel efficiency)</li> <li>• lowers-cost</li> </ul>	
<b>Teijin's Position</b>	<ul style="list-style-type: none"> <li>• Global top-class product quality and share in the carbon fiber market</li> </ul>	
<b>Strengths and competitive edge</b>	<ul style="list-style-type: none"> <li>• Lead with intermediate materials for aircraft structures (thermoplastic prepreg, Non-crimp fabric)</li> </ul>	
<b>Key Measures</b>	<b>Previous MTP</b>	<b>MTP 2020 - 2022</b>
<b>North America new CF factory</b>	<ul style="list-style-type: none"> <li>• Decided on construction</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Start commercial production</b> (FY2020)</li> <li>• <b>Obtain certification for aircraft</b> (plan to start mass production for aircraft after FY2023)</li> </ul>
<b>Acquire new aircraft programs</b>	<ul style="list-style-type: none"> <li>• Obtained certification for next-generation primary structural materials for Boeing (thermoplastic prepreg)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Acquire several new big programs</b></li> </ul>
<b>Intermediate materials business expansion</b>	<ul style="list-style-type: none"> <li>• Acquired Renegade Materials Corporation of US (high-temperature thermoset-prepreg)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Expand sales channels for state-of-the-art aircraft engine components</b></li> </ul>

#### Sales Target of CF & Intermediate Materials for Aircraft

(USD millions)



## Aramid

**High growth (CAGR 5 - 7% in sales)  
through increased capacity and new applications**

### Business Environment

<b>Needs</b>	<ul style="list-style-type: none"> <li>• Improve automotive fuel efficiency and durability</li> <li>• Next-generation communications (5G)</li> <li>• Protective clothing and equipment for safety and security</li> </ul>
<b>Teijin's Position</b>	<ul style="list-style-type: none"> <li>• No. 1 market share in the para-aramid fiber market</li> </ul>
<b>Strengths and competitive edge</b>	<ul style="list-style-type: none"> <li>• Cost competitiveness (integrated process from raw materials, No. 1 share)</li> </ul>

### Key Measures

- Expand production capacity, start mass production from FY2022 (25% or more increase projected in the previous MTP)
- Sales expansion by utilizing No.1 market position
- Improve environmental performance through lightweight materials and developing applications for realizing a circular society

## Resin & Plastic Processing

**Secure stable earnings  
by expanding high value-added business**

### Business Environment

<b>Needs</b>	<ul style="list-style-type: none"> <li>• Next-generation communications(5G)</li> <li>• High performance resin for the electric vehicle and autonomous driving markets</li> </ul>
<b>Teijin's Position</b>	<ul style="list-style-type: none"> <li>• Leading class Polycarbonate Resin production capacity in Asia (4<sup>th</sup> position among the major players)</li> </ul>
<b>Strengths and competitive edge</b>	<ul style="list-style-type: none"> <li>• Technologies (fillers, interfacial control, special design, etc.)</li> <li>• High value-added products line-up</li> </ul>

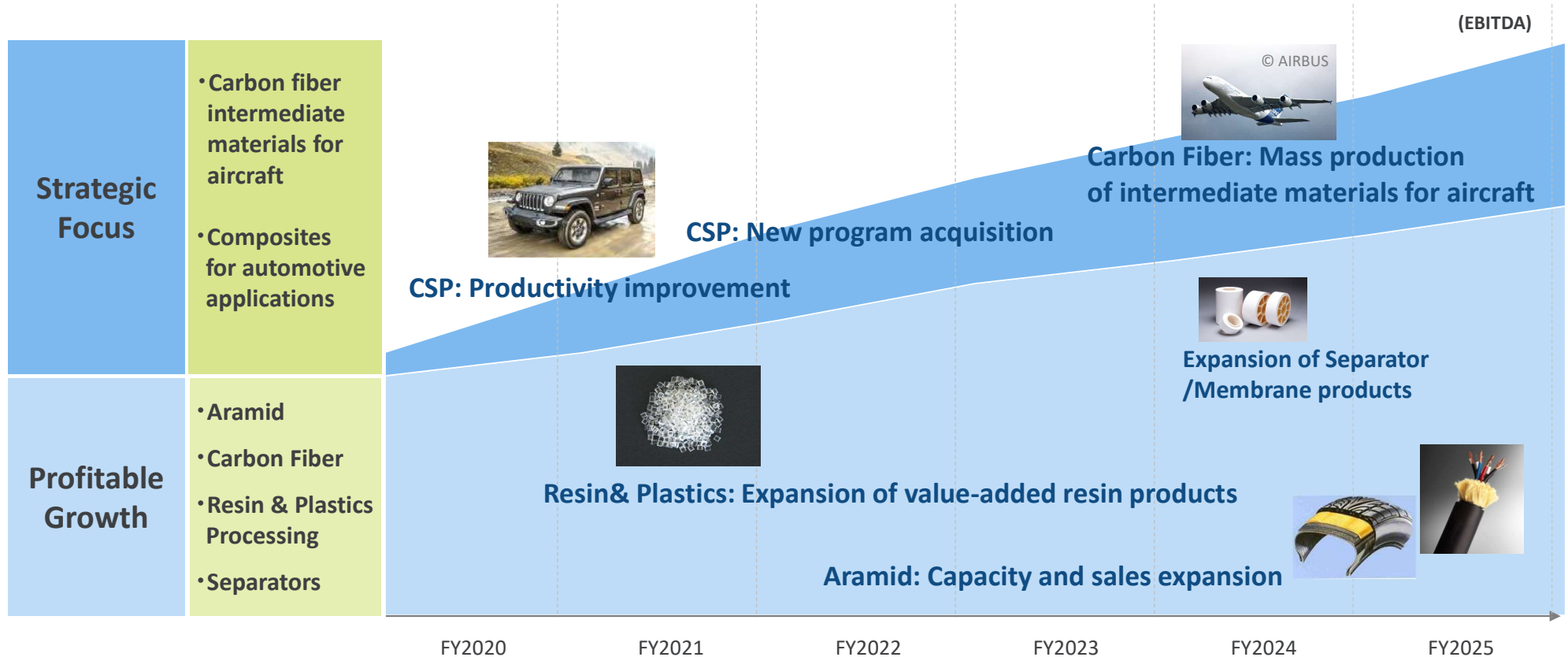
### Key Measures

- Increase high value-added products in growth industry applications (5G, autonomous driving, EV, etc.)
- Sales expansion in the Chinese and ASEAN markets
- Expansion of compounds production capacity

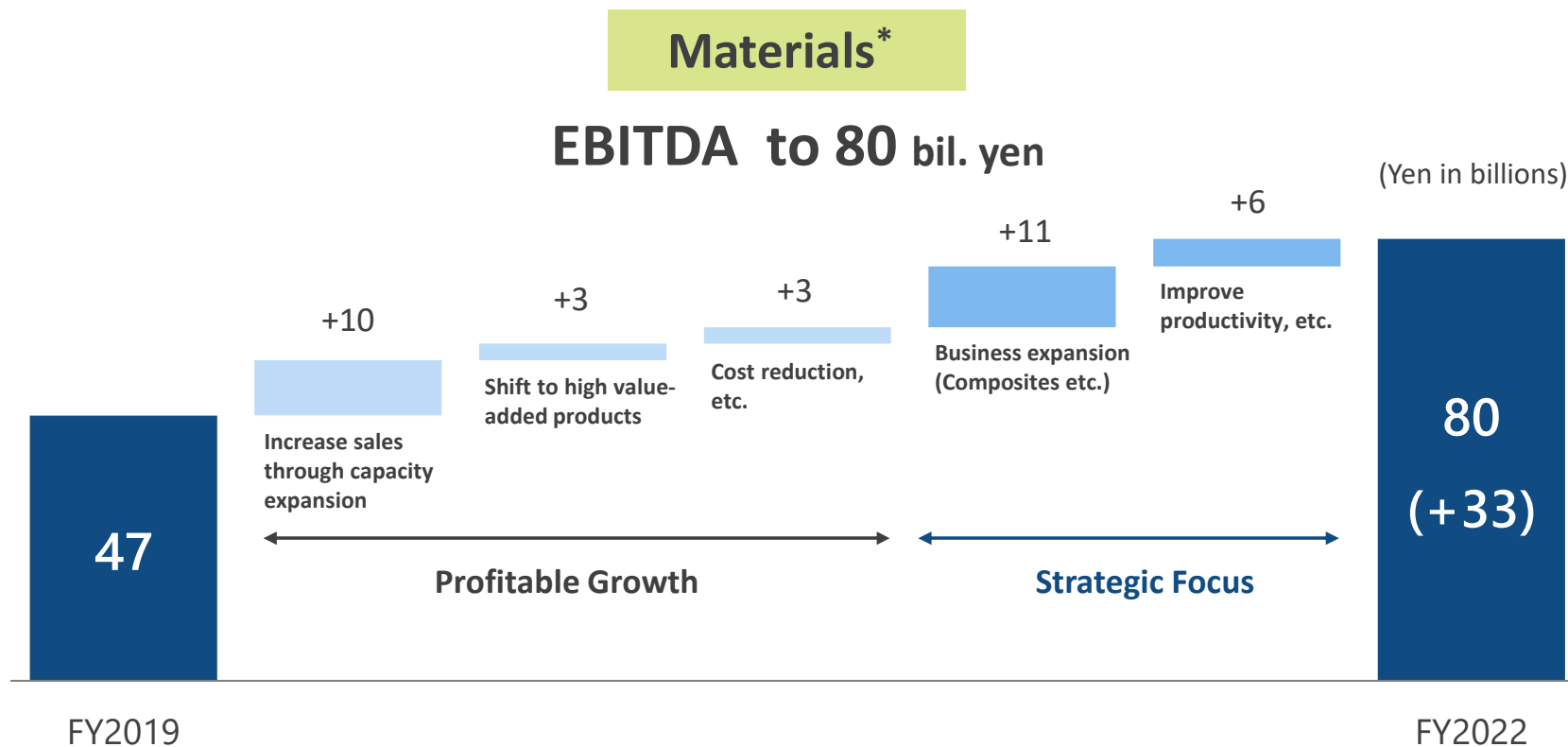
**CSP: Productivity improvement and sales increase**

**Aramid: Steady growth in earnings by expanding capacity and sales**

**Carbon fiber: Launch a new US factory in FY2020, toward mass production and profit contribution of aircraft intermediate materials after FY2023**



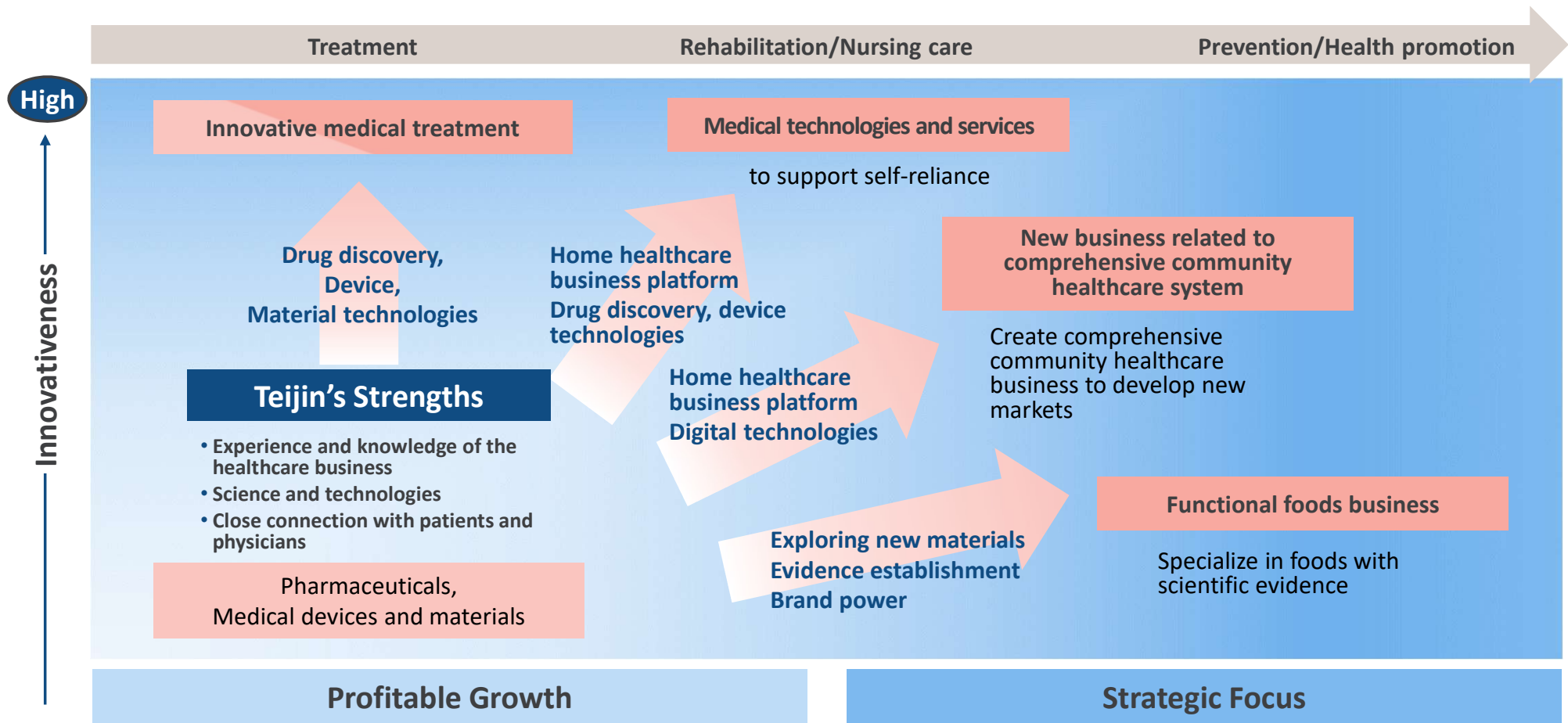
A large increase in EBITDA is expected, with CSP's composite business expansion for automotive and Aramid growth, that are covering the upfront investment



\* excluding Fibers & Products Converting



Develop comprehensive community healthcare related service, including rehabilitation, nursing care and prevention/health promotion, utilizing our strengths



## Healthcare (Strategic Focus): New Business Areas

Human Chemistry, Human Solutions **TEIJIN**

### Innovative healthcare service and products, uncovered as well as covered by the public health insurance

#### Innovative medical treatment

##### Depression treatment device *NeuroStar*



- First approval of reimbursement of medical fees in Japan

##### Prevention and treatment for frailty<sup>\*1</sup>



- Joint research and development with AMED<sup>\*2</sup>

<sup>\*1</sup> Frailty: Physical deterioration as a result of aging, decreased resilience from stress

<sup>\*2</sup> AMED: Japan Agency for Medical Research and Development

#### Functional foods business

##### Prebiotics material <sup>\*3</sup> (Dietary fiber)



- Expand lineup and applications, and market globally

<sup>\*3</sup> Prebiotics can improve the intestinal environment to support healthy life.

<sup>\*4</sup> Probiotics are live microorganisms that can offer useful benefits when consumed in appropriate amounts

##### Probiotics material <sup>\*4</sup> (Bifidobacterium, Lactic acid bacteria)



- Sales as natural ingredients for health food and infant formulas

#### Medical technologies and services to support self-reliance

##### Functional electrical stimulation device *WalkAide*

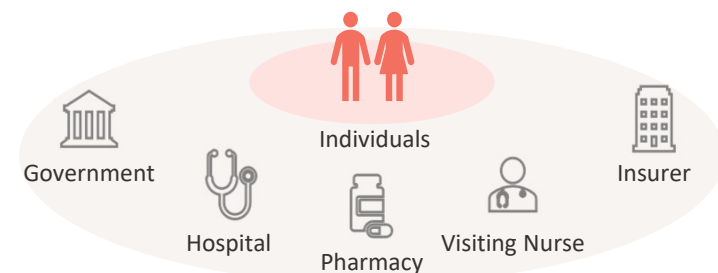


- Provide comprehensive solutions from stroke onset to prognosis in combination with botulinum toxin type A “NT-201” (under development)

##### Rehabilitation robot for upper limb paralysis *ReoGo-J*



#### New business related to comprehensive community healthcare system

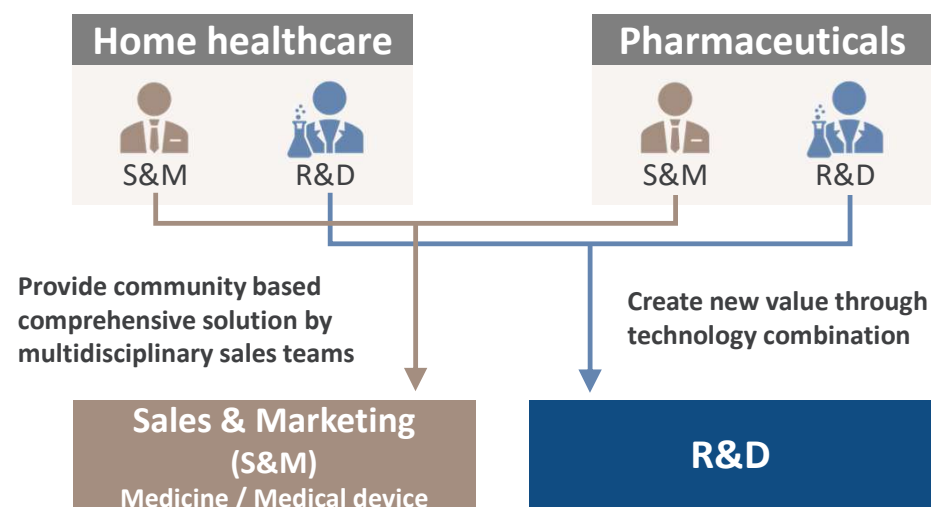


- Utilize data-platform to provide healthcare supporting services, prevention of severe illness, etc.

### Strengthen business platform by organizational reform and launch new drugs, mitigating the risk of generic entry of *FEBURIC* (“*FEBURIC* cliff”)

Business Environment	
Needs	<ul style="list-style-type: none"> <li>Comprehensive community healthcare services with multidisciplinary collaboration</li> <li>Personalized medical treatment</li> <li>Extension of healthy lifespans</li> </ul>
Teijin's Position	<ul style="list-style-type: none"> <li>Leading company for home healthcare</li> <li>Top Japanese manufacturer for hyperuricemia and gout treatment (Risk of generic entry: “<i>FEBURIC</i> cliff”)</li> </ul>
Strengths and competitive edge	<ul style="list-style-type: none"> <li>Unique business platform: Home healthcare + pharmaceuticals + IT</li> </ul>
Key Measures	
Organizational reform	<ul style="list-style-type: none"> <li>Expand sales by community based, multidisciplinary sales teams</li> <li>Optimize R&amp;D, production and sales framework (Enhance productivity, Cost reducing structural reform)</li> </ul>
Launch new drugs, expand existing products	<ul style="list-style-type: none"> <li>Launch new drugs</li> <li>Enhance value-added service through medical devices with ICT, etc.</li> </ul>
Acquire pipelines and technologies	<ul style="list-style-type: none"> <li>Acquire innovative medical treatment and core technologies</li> </ul>

### Overview of Organizational Reform (2019.10-)



### Expected new drugs in MTP 2020 - 2022

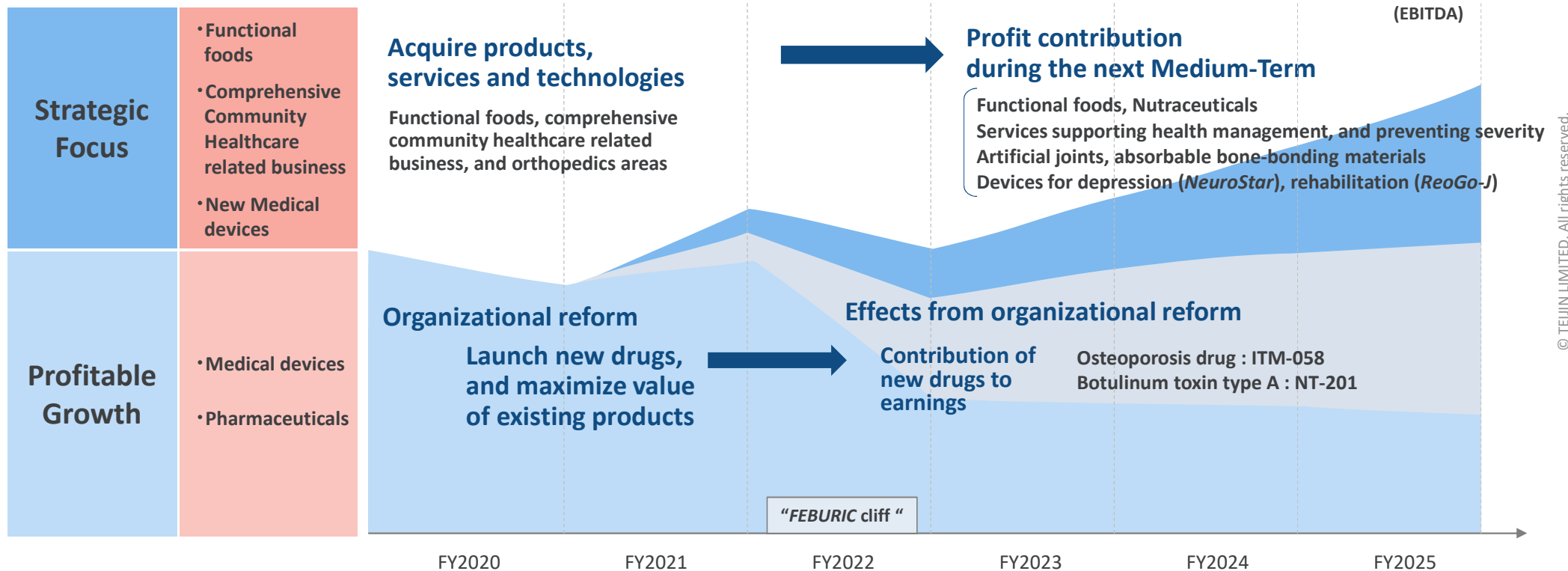
- Osteoporosis drug : ITM-058
- Botulinum toxin type A : NT-201

### Innovative Medical Treatment

- Cell therapy for acute cerebral infarction JTR-161, etc.

**Steady Progress: Obtain approval of new drugs, maximizing value of existing products**

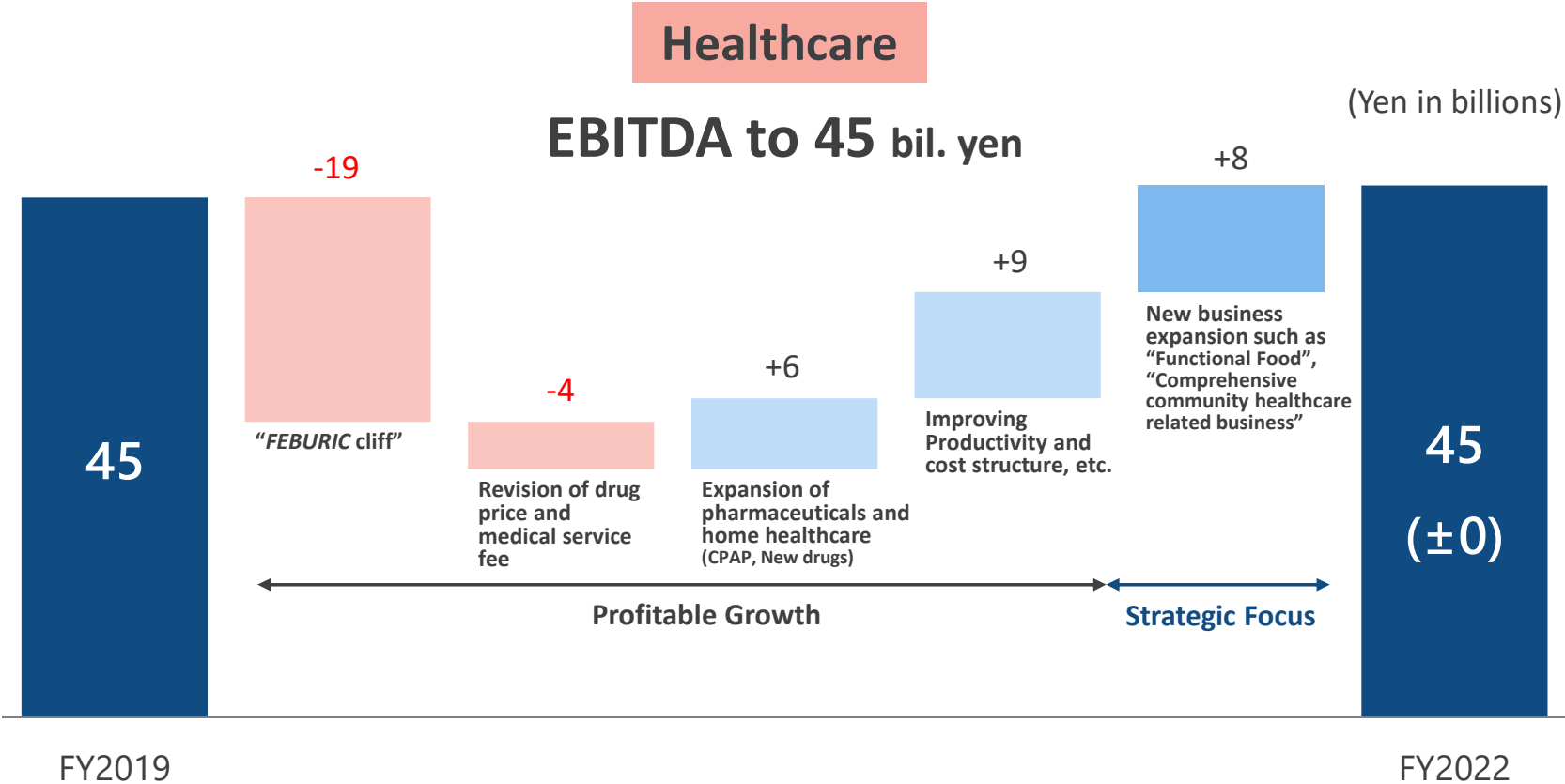
**Strategic investments: Acquire services, technologies, and pipelines for future earnings**



**Enrich technological base for future profitability**

- **Build a comprehensive community healthcare system base** (visiting nursing stations, contact centers, multidisciplinary collaboration "*VitalLink*")
- **Acquire pipelines and technologies** (Medical devices • Pharmaceuticals)

The “*FEBURIC* cliff” will be mitigated by new business expansion, productivity and cost structure improvement in the entire Healthcare business unit



## Fibers & Products Converting

Expansion in growth areas and improvement in basic profitability

### Business Environment

<b>Needs</b>	<ul style="list-style-type: none"> <li>Expanding automotive market, mainly in emerging countries</li> <li>Fuel efficiency, compactness and safety in mobility</li> <li>Increasing seriousness of environmental issues, disaster response and infrastructure degradation</li> </ul>
<b>Teijin's Position</b>	<ul style="list-style-type: none"> <li>A unique fiber trading group company involved in material development and production</li> </ul>
<b>Strengths and competitive edge</b>	<ul style="list-style-type: none"> <li>Diversified customer base through various application development</li> <li>Strategic product allocation between parent factory and OEM for speedy and efficient supply system</li> </ul>

### Key Measures

- Expand markets in growth areas (mobility, environment, infrastructure, etc.)
- Enhance new business areas such as wearable materials with sensing technologies
- Raise basic profitability, primarily in unprofitable areas

## IT

Keep growth of E-comics and expansion of healthcare business

### Business Environment

<b>Needs</b>	<ul style="list-style-type: none"> <li>Digitalize the existing comic market</li> <li>Business efficiency in the expanding nursing care market due to labor shortage</li> </ul>
<b>Teijin's Position</b>	<ul style="list-style-type: none"> <li>Largest e-comic provider in the market</li> </ul>
<b>Strengths and competitive edge</b>	<ul style="list-style-type: none"> <li>Marketing capabilities utilizing data analysis</li> <li>Group collaboration with healthcare services</li> </ul>

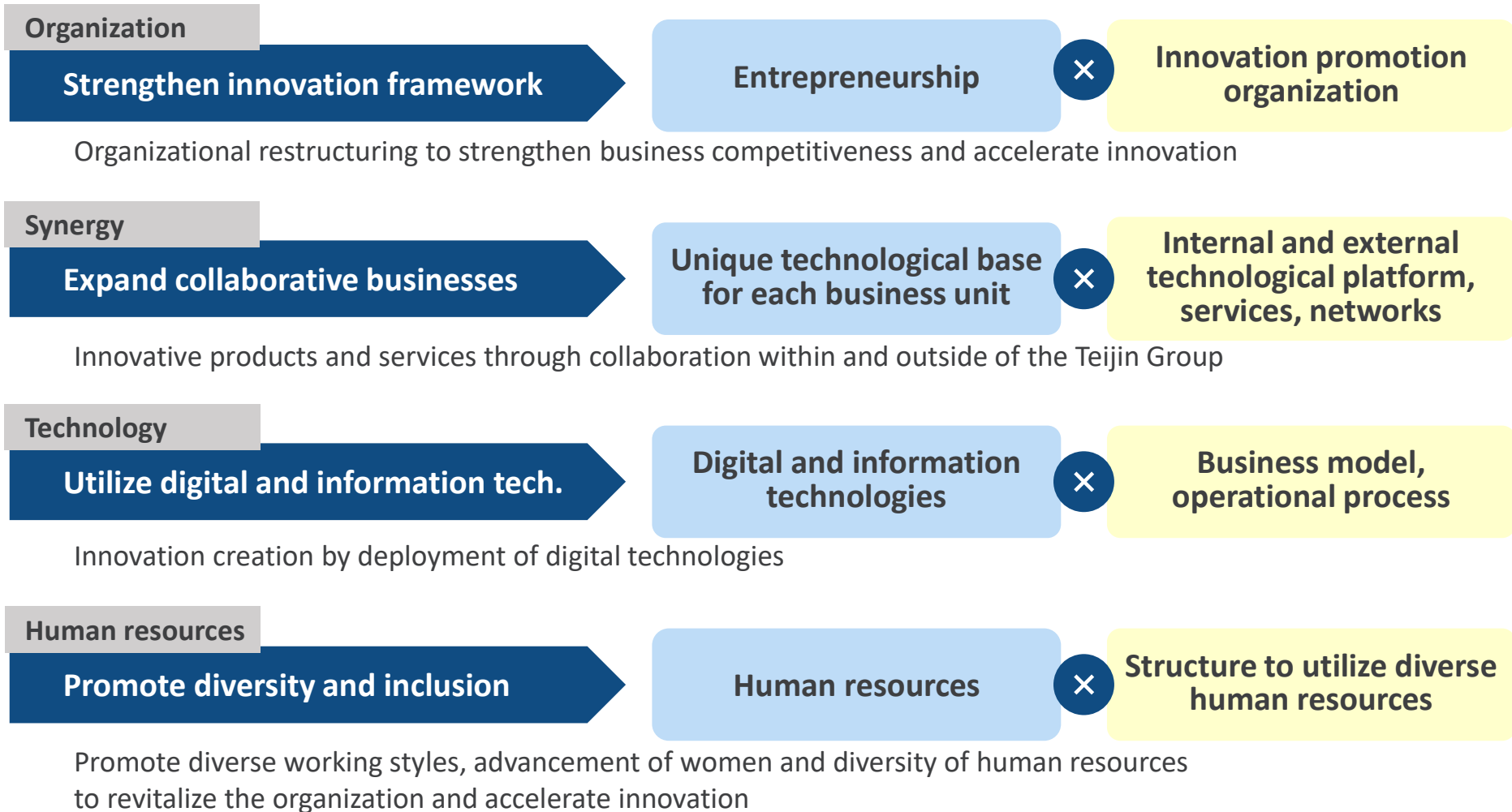
### Key Measures

- Keep growth of the e-comics business through AI/data
- Expand healthcare services by expanding nursing and comprehensive community healthcare areas, and developing the Asian market

## 5. Driving Innovation

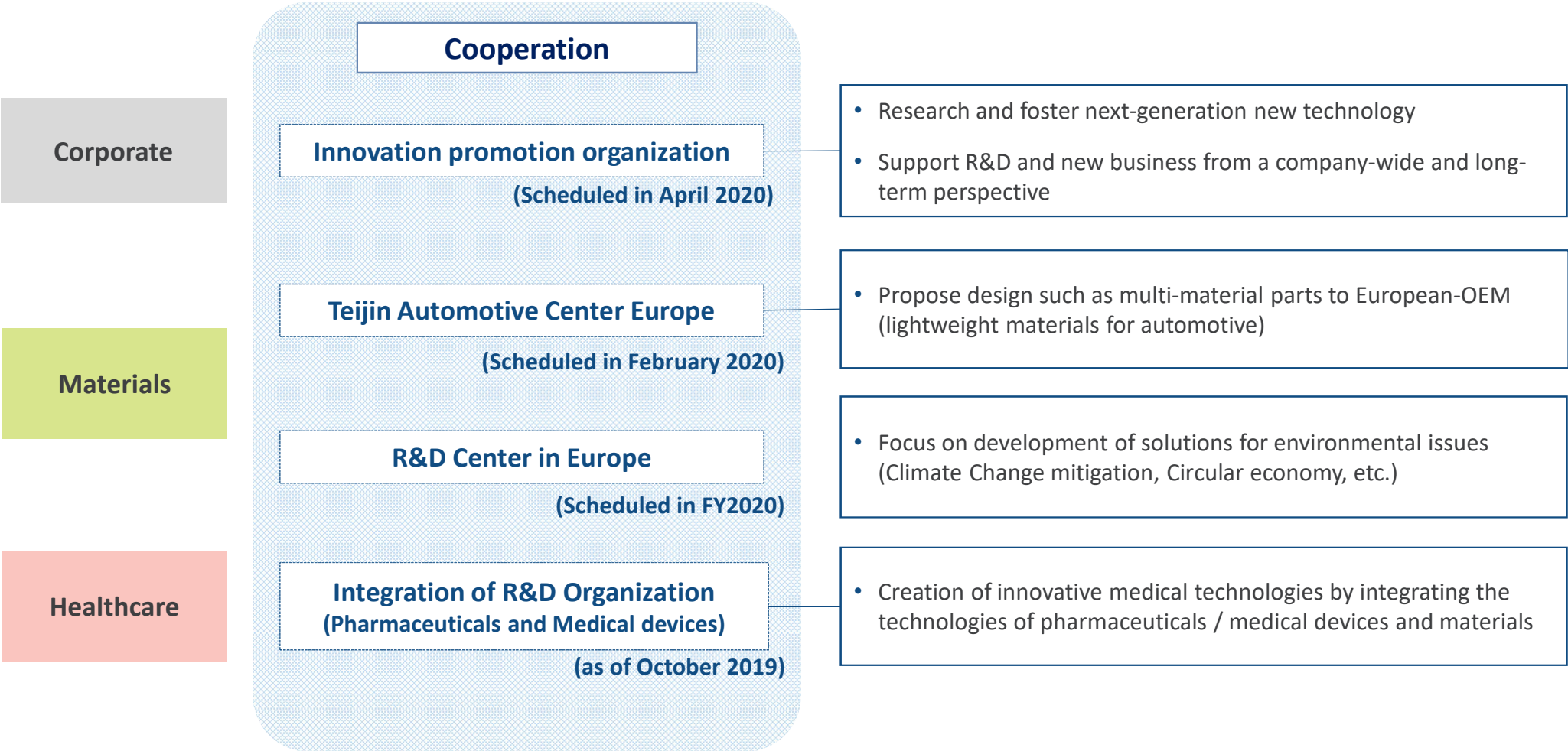
**Organize a system to accelerate the generation of business opportunities and new business development**

## Prioritized Strategy to Create Innovation





Establish and restructure the organization to accelerate innovation



### Promote collaboration within the Teijin Group as well as with others and create innovative products and services, that are difficult to develop by stand-alone approach

#### Measures

- Open Innovation Promotion Office in Healthcare (FY2019 -)
- Integrated R&D organization in Healthcare (Oct. 2019 -)
- Innovation promotion organization (Apr. 2020 -)
- R&D Center in Europe (FY2020)

#### Materials × Fiber & Products Converting

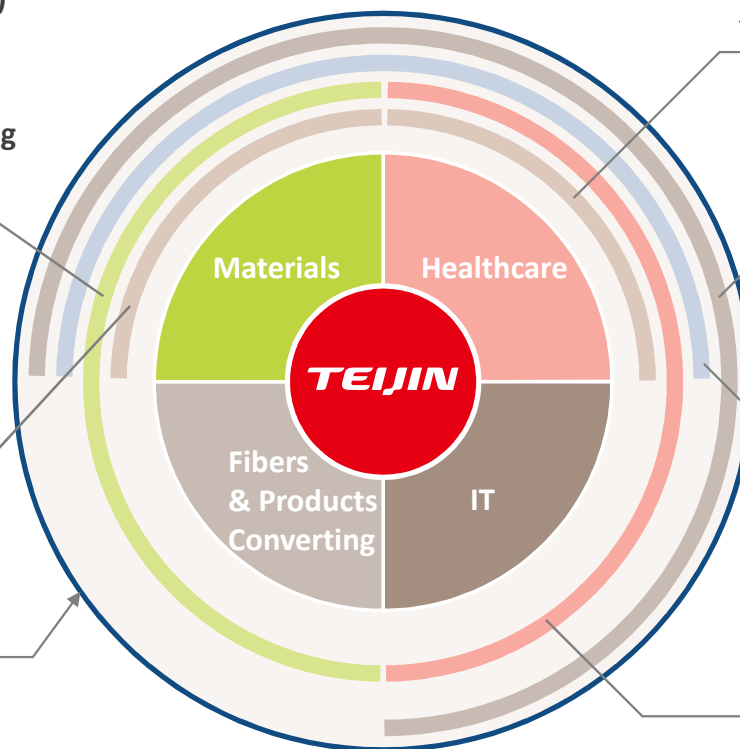
- Recycle technologies

#### Materials

- Compound materials
- Composite parts×Glazing

#### Companies, Public R&D institutions Academia etc.

Alliance  
Collaborative R&D  
Consortium



#### Healthcare

- Physical stimulation technology × Medicines (under research)

#### Healthcare × IT × Materials

- Smart sensing

#### Healthcare × Materials

- Bone-bonding materials
- Cardiovascular and Vascular Repair Patch(Clinical trial)

#### Healthcare × IT

- Sleep App.(Sleep Styles)
- Cooperation in Comprehensive Community Healthcare area

## Promote Diversity and Inclusion (D&I)

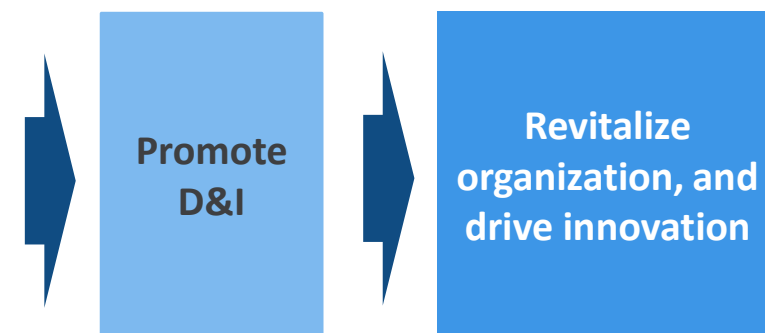
Human Chemistry, Human Solutions **TEIJIN**

**Promote diverse working styles, advancement of women, and diverse human resources**

**Be an organization where diverse human resources with different values and experiences can realize their maximum potential**

### Main actions in MTP 2020-2022

<b>Changes in personnel system</b>	<ul style="list-style-type: none"> <li>Restructure the HR organization to support global strategy</li> </ul>
<b>Global Talent Management</b>	<ul style="list-style-type: none"> <li>Develop and deploy the next-generation of global leaders</li> </ul>
<b>Work style reform</b>	<ul style="list-style-type: none"> <li>Manage working hours appropriately</li> <li>Design flexible HR and benefits systems to support diverse human resources and working styles</li> </ul>



KPI			(number of person)		
			FY2019	Milestone FY2022	FY2030
Diversity of Executives <sup>*1</sup>		• Female executives	3	6+	10+
		• Non-Japanese executives	3	6+	12+
Women's advancement Key goals <sup>*2</sup>	Japan	• Managers (or higher)	117	174	300+
	US	• Senior managers <sup>*3</sup>	2	4	10
	EU	• Global core talents <sup>*4</sup>	0	3	10

<sup>\*1</sup> Total number of board members, auditors, group corporate officers

<sup>\*2</sup> Key goals are set based on the regional situations (Targets in Asia to be set)

<sup>\*3</sup> President or its direct report in a group company

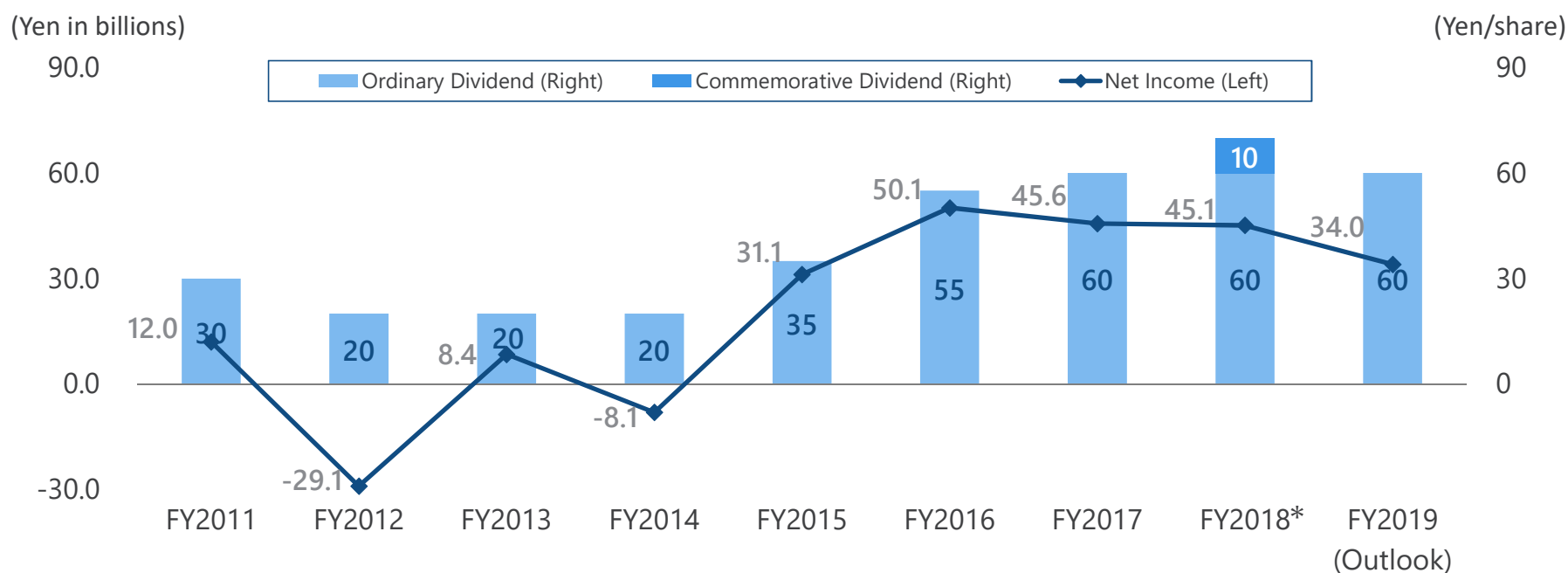
<sup>\*4</sup> Human resources of female senior managers selected and certified as executive candidates

## 6. Capital Policy and Shareholder Returns

**Prioritize cash flow allocation to Strategic Investment**  
**Stable dividends and flexible repurchasing of own share**

## Capital Policy and Shareholder Returns

- Created cash flows will be given **prioritized allocation to “Strategic Investment for Future Growth”**, while **maintaining a healthy financial structure** (aiming for a debt-to-equity ratio of 0.9 times)
- Stable and sustainable dividends will be considered, and own share repurchasing will be flexibly conducted as well
- Dividends are in line with consolidated operating results**, aiming to raise the dividend along with profits growth, and **targeting a consolidated payout ratio of 30% of profit attributable to owners of parent for the medium term**

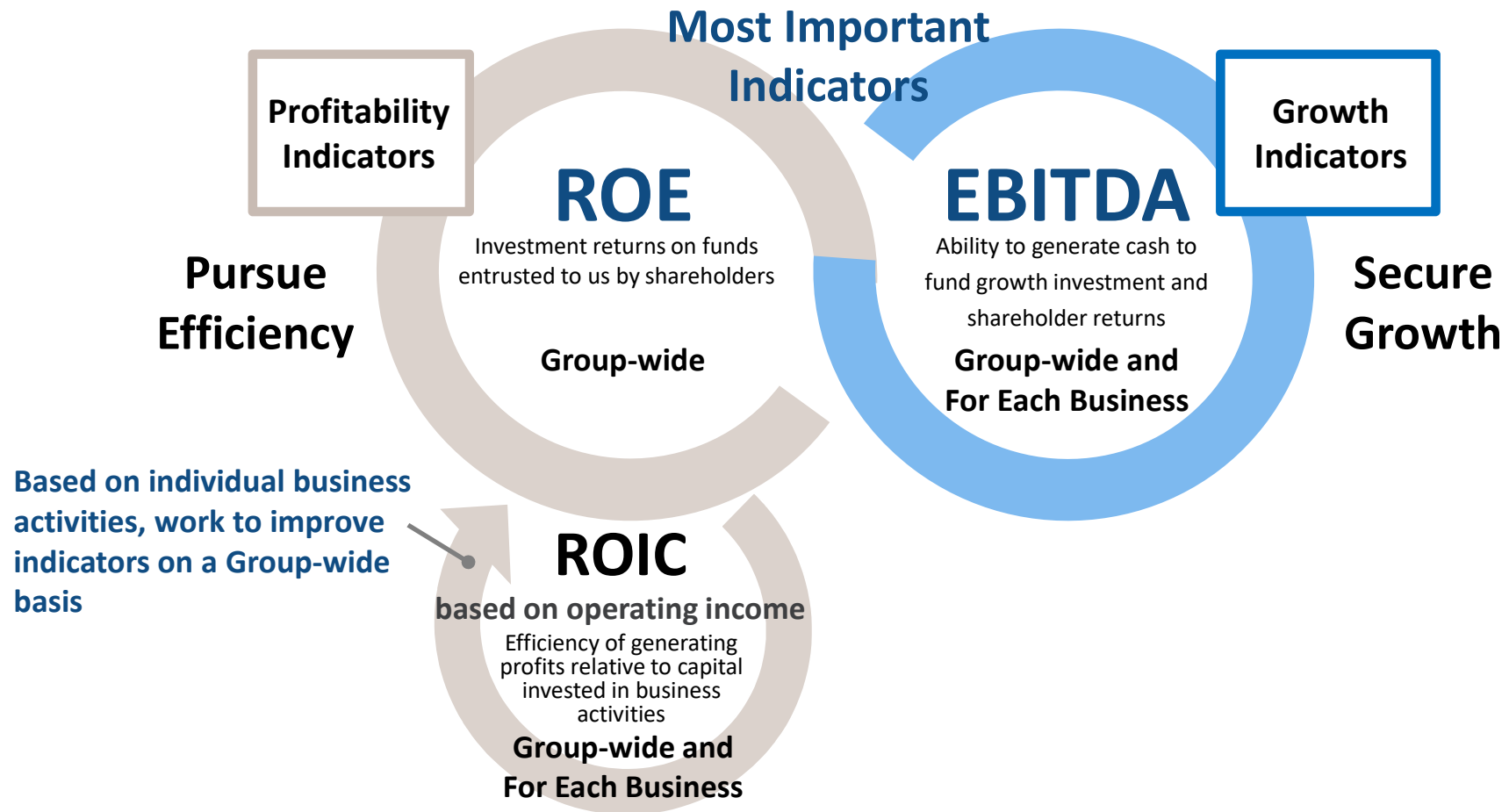


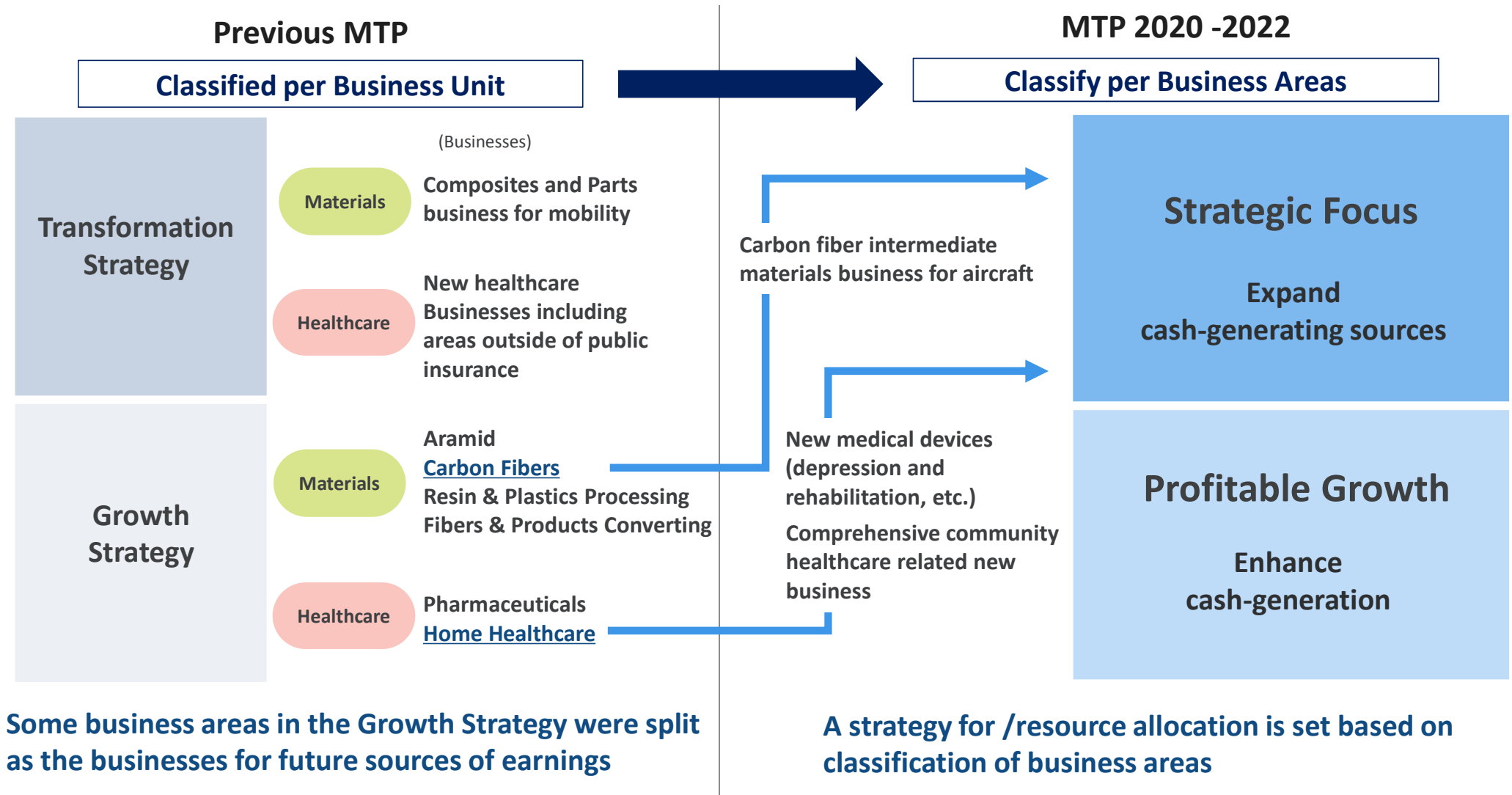
Note) The Company consolidated its common shares at a ratio of five shares to one share effective October 1, 2016.  
Dividend amounts per share are converted based on this reverse stock split

\* Repurchased 20 bil. yen of own share (FY2018)

# Appendix

Key performance indicators were set with an emphasis on both investment efficiency and earnings power







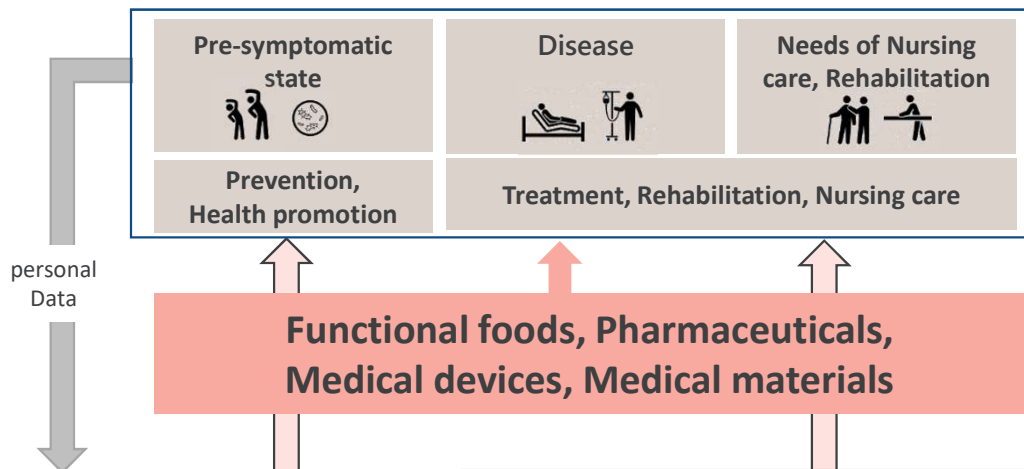
# Teijin's Initiatives within a "Comprehensive Community Healthcare System"

Human Chemistry, Human Solutions **TEIJIN**

Strengthen healthcare business basis, through utilizing the advantages of the home healthcare business  
Create new market opportunities leveraging Teijin's data platform, and provide comprehensive healthcare services to both individuals and communities

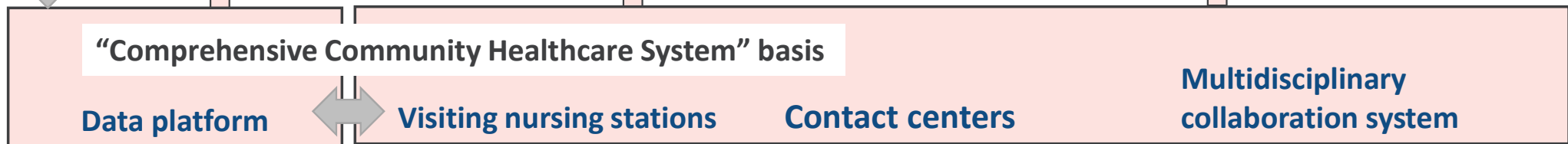
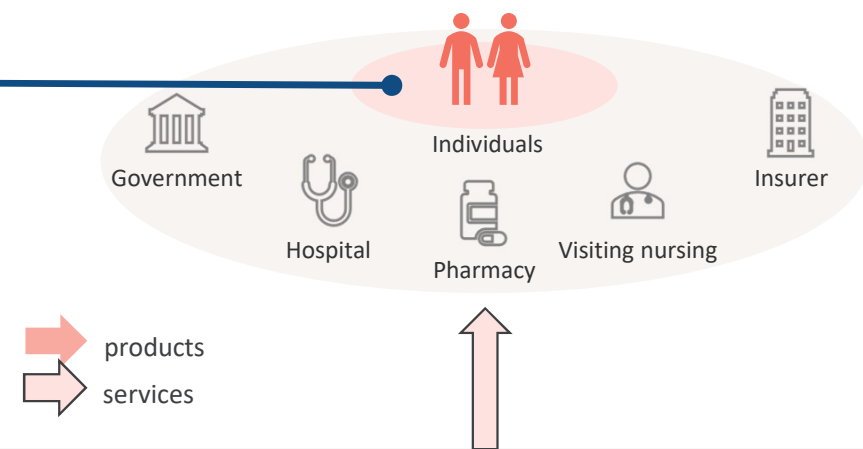
## Individuals

Contribute to improving the QoL of individuals through providing our products and services



## Community / Society

Contribute to local communities through support for medical practitioners, and multidisciplinary collaboration



**(Create a new business)**

Data-oriented health promotion supporting services, prevention of severe illness, etc.

**(Strengthen Teijin's healthcare business basis)**

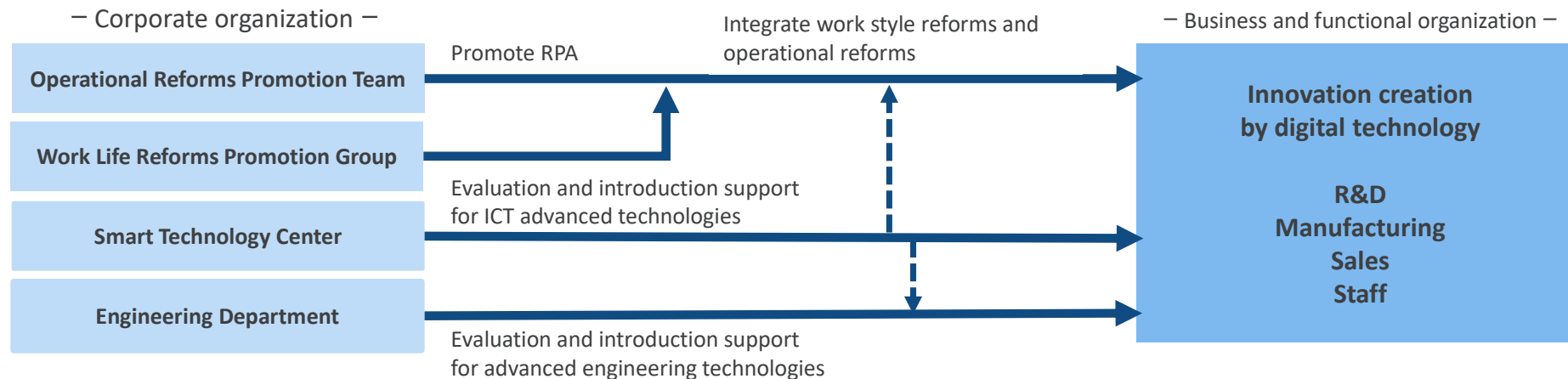
# Innovation Creation : Utilization of Digital and IT Technologies

## Activities

	Previous MTP	MTP(FY2020-2022)	Future vision
Office	Introduce RPA and telework	Full deployment of RPA Full deployment of telework with solid infrastructure	<ul style="list-style-type: none"> <li>diverse human resources and work styles</li> <li>Increase creative work</li> </ul>
Manufacturing and Sales	Pursue optimization from the plant's perspective (Operate information integration platform*at model plant)	Business optimization (Supply chain management, marketing information system)	<ul style="list-style-type: none"> <li>Improve work innovation speed</li> <li>Increase business efficiency</li> </ul>
R&D	Enhance R&D with data technologies	Deployment and operation of data orientated R&D	<ul style="list-style-type: none"> <li>Improve and enhance R&amp;D's capabilities and efficiencies</li> </ul>

\* Information integration platform : Platform that organizes and integrates various data in the plant to analyze data continuously and effectively

## Promotion system



**TEIJIN**

*Human Chemistry, Human Solutions*