

Chronology

Year	Month	Toray Milestones/ <i>Social and Industrial Developments</i>
1925	Sept.	Resolution on establishment of a rayon manufacturing company approved at Mitsui & Co.'s board of directors meeting
1926	Jan.	Inaugural general meeting of Toyo Rayon Co., Ltd. (Toray); Yunosuke Yasukawa appointed chairman
	Aug.	First general meeting of shareholders
1927	Apr.	Shiga Plant completed; production of rayon yarn began in August
	Nov.	Sales of rayon yarn began with Mitsui & Co. as general agent
1929	Oct.	• <i>Great Depression began</i>
1934	July	Listed on (pre-war) Tokyo and Osaka stock exchanges
1935	July	Production of rayon staple fiber began at Shiga Plant
1937	Dec.	Senior managing director Asahiko Karashima appointed chairman
1938	Feb.	Seta Plant completed (sold in 1941, re-acquired in 1951)
	Apr.	Ehime Plant of Toyo Kenshoku Company completed
1939	Sept.	• <i>World War II began</i>
	Dec.	Melt spinning of nylon 66 fiber succeeded
1941	May	Polymerization and melt spinning of nylon 6 fiber succeeded
	July	Absorption-type merger with Toyo Kenshoku (now Ehime Plant), Shonaigawa Rayon Company, and K.K. Shonaigawa Dye Works (now Aichi Plant)
	Dec.	• <i>Pacific War began</i>

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1942	Oct.	Chairman Asahiko Karashima stepped down; Director Yosaburo Ito appointed chairman
	Oct.	“Amilan” chosen as trademark for nylon products
	Dec.	“Amilan” fishing line launched
1944	May	Chairman Yosaburo Ito appointed president
1945	Sept.	• <i>Japan accepted the Potsdam Declaration and signed the Japanese Instrument of Surrender; World War II (Pacific War) ended</i>
	Nov.	Managing director Shigeki Tashiro appointed president
1947	June	President Shigeki Tashiro purged from public office and resigned
1948	July	Managing director Kikuo Sodeyama appointed president
1949	Feb.	Production of nylon yarn began at Shiga Plant
	May	Listed on Tokyo, Osaka, and Nagoya stock exchanges
1950	Mar.	Shigeki Tashiro appointed chairman
	June	• <i>Korean War began (armistice agreement signed in July 1953)</i>
1951	Feb.	Production of nylon yarn began at Aichi Plant
	Apr.	Production of caprolactam began at Nagoya Plant
	June	Agreement on nylon technology licensing concluded with E. I. DuPont de Nemours & Co. (U.S.)
1952	Aug.	Sales of nylon stockings began
1953	Mar.	Sales of “Amilan” nylon resin began
	Apr.	Comprehensive budget system formulated
1954	Nov.	Deming Prize received
1955	Mar.	Company Principles formulated
	July	Trilon Co., Ltd. established in Hong Kong
1956	Apr.	Opening ceremony for Central Research Laboratories

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1957	Feb.	Toray and Teijin signed a technological alliance agreement related to polyester with Imperial Chemical Industries Ltd. (ICI) (U.K.)
	July	Representative dispatched to New York City
	Aug.	Representatives dispatched to Hamburg, Bangkok, and Beirut
1958	Jan.	• <i>European Economic Community (EEC) launched with six member countries</i>
	Mar.	Mishima Plant completed; production of “Toray Tetoron” polyester fiber began
1959	Oct.	Production of polyester film (named “Lumirror” in 1960) began
1960	Mar.	Okazaki Plant completed
	Mar.	Managing director Hirosaburo Mori appointed president
	June	Authorization for the establishment of Toyo Rayon Science Foundation (now Toray Science Foundation) received
	Sept.	• <i>Organization of the Petroleum Exporting Countries (OPEC) launched</i>
	Dec.	Sublicensing agreement on polypropylene fiber manufacturing technology of Montecatini Chemical & Mining Company (Italy) signed with Mitsui Chemical Industry Co., Ltd.
1961	Sept.	• <i>Organisation for Economic Cooperation and Development (OECD) launched</i>
1962	Mar.	Production of caprolactam by PNC method began at Nagoya Plant
	Sept.	Opening ceremony of Basic Research Laboratories
	Dec.	Modified cross-section polyester filament developed
1963	Mar.	Thai Toray Textile Mills Co., Ltd. (TTTM) established in Thailand
	May	Rayon filament yarn production wound down at Shiga Plant
	June	Production of “Torayfan” polypropylene film began at Shiga Plant
	Oct.	Sales of elastic polyurethane fiber began (transferred to Toyo Products Co., Ltd. in October 1964)

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1964	Feb.	Production of “Toyolac” ABS resin began at Nagoya Plant
	Mar.	Production of “Toraylon” acrylic staple fiber began at Ehime Plant
	Apr.	• <i>Japan accepted IMF Article VIII</i>
	May	15 million dollar convertible bonds issued in London and listed on London and Luxembourg stock exchanges
	-	Disclosure of consolidated financial settlement from the first half of fiscal 1964 started (SEC standard / adopted Japanese standard from fiscal 1984)
1965	Apr.	Training Center at Sonoyama area, Shiga Prefecture established
	June	Production of “Promilan” nylon 66 fiber began at Aichi Plant
1966	Nov.	President Hirosaburo Mori stepped down; Executive vice president Seiichiro Hirota appointed president
1967	July	• <i>European Communities (EC) launched with six member countries</i>
	Aug.	• <i>Association of Southeast Asian Nations (ASEAN) launched with five member countries</i>
1968	Mar.	Trial production of polyacrylonitrile (PAN)-based carbon fiber succeeded
1969	May	Carbon fiber development project (CROW) established
	July	• <i>Apollo 11 successfully landed on the moon</i>
	Oct.	Kawasaki Plant completed (began operation of CPX)
1970	Jan.	Company name changed to Toray Industries, Inc.
	Apr.	American Depository Receipt (ADR) of Toray Industries issued in the U.S.
	Apr.	Cross-license agreement on carbon fiber manufacturing technology signed with Union Carbide Corporation (UCC) in the U.S.
	July	Chiba Plant completed and production of “Toyolac” began
	Oct.	Tsuchiura Plant completed and production of “Torayfan” began
	Nov.	Chairman Shigeki Tashiro appointed honorary chairman
	Dec.	• <i>Clean Air Act (Muskie Act) enacted in the U.S.</i>

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1971	Feb.	Tokai Plant completed and production of caprolactam and terephthalic acid began the following March
	June	• <i>Okinawa Reversion Agreement signed</i>
	July	Gifu Plant completed and production of “Lumirror” began
	Aug.	Pilot production for “Torayca” carbon fiber completed at Shiga Plant
	Aug.	• <i>The U.S. announced emergency measures to stabilize the dollar (Nixon shock)</i>
	Oct.	• <i>Japan and the U.S. signed an agreement to restrain textile exports to the U.S.</i>
	Nov.	President Seiichiro Hirota stepped down and executive vice president Kizo Yasui appointed chairman; Executive vice president Tsuguhide Fujiyoshi appointed president
	Dec.	• <i>Shifted to Smithsonian Agreement on currency realignment negotiated between the G-10</i>
1972	Jan.	Export of caprolactam started
	Mar.	Exclusive distribution rights agreed on for ‘Kapton’ polyimide film in Japan with DuPont
	Aug.	Four million stocks issued at market price in Hong Kong and listed on Hong Kong Stock Exchange
	Sept.	• <i>Japan-China Joint Communique signed and diplomatic relations established</i>
1973	Mar.	Full-scale production of “Torayca” carbon fiber began at Ehime Plant
	Aug.	Basic Policy for Increasing Green Areas formulated and greening activities started at plants
	Oct.	• <i>1973 Oil Crisis in the aftermath of the Yom Kippur War</i>
	Dec.	• <i>Multifiber Agreement (MFA) established under GATT</i>
1974	Apr.	Iganto S.p.A established as a joint venture in Italy (name changed to Alcantara S.p.A in 1981 and management rights acquired in 1995)
	Oct.	Listed on Frankfurt and Düsseldorf stock exchanges
1975	May	Production of rayon staple fiber wound down at Ehime Plant
	June	Ishikawa Plant completed and production of “Tetoron” filament began

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1976	Nov.	Began production of polybutylene terephthalate (PBT) resin at Ehime Plant
1977	Aug.	Received a permit to manufacture Prostaglandins “DINOPRON” F (PGF _{2α}) (labor induction agent)
	Sept.	Received a permit to manufacture “Filtrzyzer” PMMA membrane for dialysis (artificial kidneys)
1979	Jan.	• <i>1979 Oil Crisis due to decreased oil output in the wake of the Iranian Revolution</i>
	May	Production of “Toray Waterless Plate” offset printing plate began at Okazaki Plant
	May	Sales of “Entrant” moisture-permeable waterproof woven nylon fabric began
	Nov.	Company organization changed from a function-based to a business division system
1980	Apr.	Sales of “Romembra” reverse osmosis (RO) membrane began
	June	President Tsuguhide Fujiyoshi appointed chairman and executive vice president Masao Ikawa appointed president
1981	Jan.	President Masao Ikawa stepped down and executive vice president Yoshikazu Ito appointed president
	Mar.	“Torayca” prepreg approved under Boeing 767 material standards
	Aug.	Sales of “Breath-O” soft high-water content contact lenses for use after cataract surgery started
1982	Apr.	Mid-term business plan system (three year, rolling system) formulated
	May	First Companywide Safety Conference
	Nov.	Listed on Paris Stock Exchange
	Nov.	First General Marketing and Development Report Meeting
	Dec.	Société des Fibres de Carbone S.A (SOFICAR) established as a joint venture (management rights acquired in 1988 and name changed to Toray Carbon Fibers Europe S.A. (CFE) in 2012)

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1983	Aug.	Kawasaki Plant (CPX business) and Nippon Petrochemicals Co., Ltd.'s BTX business integrated to establish Ukishima Aroma Co., Ltd. as a joint venture (withdrawn in June 1987)
	Nov.	“Technorama” artificial weather simulation laboratory completed at Seta Plant
	-	Boeing 757, 767, and Airbus A310 using “Torayca” composite materials began service
1984	Dec.	First Toray Pan Pacific Open Tennis Tournament (developed as the successor to Toray “Sillook” tournament)
	Dec.	Sales of polyphenylene sulfide (PPS) resin began
1985	Apr.	Permit to manufacture “Feron” natural high-purity interferon β agent for malignant melanoma and glioblastoma received
	Apr.	Technology Center established
	May	Trea Industries Inc. (U.S.) acquired (name changed to Toray Plastics (America) Inc. (TPA) in February 1989)
1986	Jan.	Sales of polyphenylene sulfide (PPS) film began
	Apr.	Corporate Philosophy, Management Policy, and Toray Motto formulated
	Apr.	New corporate symbol TORAY created
	Apr.	Production of “Torayvino” home water purifier began at Shiga Plant (sales started in July)
	June	Production of nylon filament yarn wound down at Shiga Plant and transferred to Ishikawa and Aichi plants
	Dec.	Toray International, Inc. established
	-	• <i>Japan's total textile import value exceeded total export value in dollar (in yen, exceeded since 1987). Subsequently, trade deficit increased each year</i>
1987	Apr.	Sales of “Toraysee” high-performance cleaning cloth began
	Apr.	President Yoshikazu Ito became chairman and managing director Katsunosuke Maeda appointed president & CEO
	Oct.	• <i>Dow Jones Industrial Average plunged 22.6 % in one week on the New York Stock Exchange (Black Monday)</i>

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1988	May	Booklet entitled <i>Five Key Points in Innovation in Attitudes and Practices</i> distributed to all managers and specialists
	Oct.	Manufacturing permit for “Inoue-Balloon” catheter for valvular disease treatment received
1989	Jan.	• <i>Montreal Protocol enacted (gradual abolition of designated ozone-depleting CFCs)</i>
	Mar.	Toray Textiles Europe Ltd. (TTEL) established in the U.K.
	Apr.	• <i>3% consumption tax introduced in Japan (raised to 5% in 1997, 8% in 2014)</i>
1990	Apr.	“Torayca” prepreg approved under Boeing 777 material standards, the first carbon fiber material certified for primary structural components of aircraft
	July	Toray Plastics (Malaysia) Sdn. Berhad (TPM) established
	Aug.	• <i>Gulf War began (ceasefire agreement signed in March 1991). Tight demand for crude oil and petroleum products</i>
	Oct.	Production of “Torayca” prepreg began at Ehime Plant
	Oct.	• <i>Re-unification of West and East Germany</i>
1991	Mar.	• <i>Collapse of Japan’s asset-bubble economy which began in December 1987</i>
	Apr.	AP-G2000 long-term corporate vision formulated
	Dec.	Toray School of Management opened
	Dec.	• <i>Collapse of the Soviet Union</i>
1992	Jan.	Manufacturing permit for “Dorner” for treatment of chronic occlusive vascular disease received
	Apr.	Identity 2000 (ID-2000) campaign launched (until March 31, 1995)
	May	Toray Composites (America), Inc. (TCA) established in the U.S.
	June	Research Fellow System formulated

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1993	July	Malaysia Toray Science Foundation (MTSF) established (foundations established in Indonesia in December 1993 and in Thailand June 1994)
	Oct.	Manufacturing permit for “Toraymyxin” blood purifier for sepsis treatment received
	Oct.	Production of color filter for liquid-crystal displays (LCD) began at Seta Plant
	Nov.	• <i>European Union (EU) launched</i>
	Dec.	Production of “Intercat” animal drug began at Ehime Plant
1994	Jan.	• <i>North American Free Trade Agreement (NAFTA) enacted</i>
	June	Outside corporate auditor appointed for the first time
	Aug.	Toray Sakai Printing & Dyeing (Nantong) Co., Ltd. (TSD) established in China jointly with Japanese company
	Oct.	Use of designated CFCs in production processes completely abolished
1995	Jan.	• <i>World Trade Organization (WTO) launched</i>
	Jan.	• <i>Great Hanshin-Awaji Earthquake (magnitude 7.3)</i>
	Apr.	Management Philosophy Framework comprising Corporate Philosophy, Corporate Missions, and Guiding Principles formulated
	May	Toray Fibers (Nantong) Co., Ltd. (TFNL) established in China
	May	Boeing 777 passenger aircraft using “Torayca” composite material began service
1996	Jan.	Toray’s website launched
	Mar.	Toray Human Resources Development Center opened in Mishima City, Shizuoka Prefecture
	Apr.	• <i>First Asia Chemical Fiber Industries Federation Conference</i>
	Sept.	Toray European Labor-Management Conference established
	Sept.	• <i>ISO 14000 international environmental management and audit standards enacted</i>
	Oct.	Toray Group Senior Management Seminar (TGSMS) opened, targeting local general managers of overseas subsidiaries and affiliates

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1997	Apr.	New AP-G2000 long-term corporate vision launched
	May	Toray Carbon Fibers America, Inc. (CFA) established in the U.S.
	June	President Katsunosuke Maeda became chairman and senior managing director Katsuhiko Hirai appointed president & CEO
	July	<ul style="list-style-type: none"> • <i>Sovereignty over Hong Kong transferred from the U.K. to China</i>
	July	<ul style="list-style-type: none"> • <i>Asia Financial Crisis</i>
	Aug.	Corporate Ethics Committee established, chaired by the president
	Nov.	Sponsorship of Shanghai International Marathon began
	Nov.	<ul style="list-style-type: none"> • <i>Dow Jones Industrial Average record plunge at New York Stock Exchange</i>
1998	Apr.	MT Campaign launched to encourage independent thinking and prompt action
	Sept.	President Katsuhiko Hirai communicated a message about thorough implementation of corporate ethics
1999	Jan.	<ul style="list-style-type: none"> • <i>Single currency (euro) introduced to 11 member states of the European Union (EU) (entered circulation in January 2002)</i>
	Oct.	Toray Saehan Inc. (TSI) established as a joint venture with Saehan Industries Inc. in Korea (became wholly-owned subsidiary in January 2008 and changed its name to Toray Advanced Materials Korea Inc. (TAK) in May 2010)
2000	Jan.	Ten Basic Environmental Rules formulated
2001	July	Yihua Toray Polyester Film Co., Ltd. (YTP) established as a joint venture with Yihua Group Co. in China
	Sept.	<ul style="list-style-type: none"> • <i>September 11 terror attacks on the U.S.</i>
2002	Mar.	Toray Fibers & Textile Research Laboratories (China) Co., Ltd. (TRFC) established
	Apr.	AP-New TORAY 21 long-term corporate vision launched
	Apr.	Project New TORAY 21 (NT21) mid-term management program launched
	Apr.	Shifted to regional supervisory organization system and separate headquarters established in three ASEAN countries and China that year
	Apr.	Chairman Katsunosuke Maeda reappointed CEO

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2002	June	President Katsuhiko Hirai appointed vice chairman and executive vice president Sadayuki Sakakibara became president and COO
	July	First Asian International Conference held in Hong Kong and first International Conference for U.S. and Europe Affiliates held in London in October (integrated with Asian International Conference in July 2009)
2003	Aug.	Quarterly disclosure of financial results from fiscal year ended March 2004 started
2004	Mar.	Toray BASF PBT Resin Sdn. Berhad (TBPR) established in Malaysia as a joint venture with BASF SE of Germany
	Apr.	Project NT-II mid-term management program launched
	May	Long-term supply agreement signed for “Torayca” composite materials for Boeing 787 with the Boeing Company
	June	Chairman Katsunosuke Maeda became honorary chairman and president Sadayuki Sakakibara appointed CEO & COO
	Aug.	Toray Global Executive Seminar (TGES) established
	Dec.	CSR Guidelines formulated
2005	Jan.	• <i>WTO Agreement on Textiles and Clothing expired, and textile trade fully liberalized for the first time in 43 years</i>
	Sept.	Toray Group CSR Report issued
2006	Apr.	Corporate slogan “Innovation by Chemistry” formulated
	Apr.	Management Philosophy Framework revised
	Apr.	AP-Innovation TORAY 21 long-term corporate vision launched
	June	Announced strategic partnership with UNIQLO Co., Ltd.
	July	Toray Group School of Management opened
	Sept.	Toray Advanced Materials Symposium and Toray Advanced Materials Exhibition
	Oct.	Project Innovation TORAY 2010 (IT-2010) mid-term management program launched

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2007	Jan.	<ul style="list-style-type: none"> • <i>First Textile & Apparel Quad Meeting held in Tokyo inviting textile industry leaders from Japan, the U.S., Europe, and China</i>
	June	Executive vice president Akikazu Shimomura appointed chairman
	Oct.	Campaign badges (now the corporate badge) distributed to enhance Toray brand
	Nov.	Toray Group Safety Summit held and participation of overseas subsidiaries and affiliates began
2008	July	<ul style="list-style-type: none"> • <i>Oil prices surged to a new record of \$147 a barrel</i>
	Aug.	Group-wide Emergency Measures launched
	Sept.	<ul style="list-style-type: none"> • <i>Global Financial Crisis</i>
	Oct.	Received 2008 Humanitarian Award from the United Nations Association of New York
2009	Jan.	Permission for manufacturing and sales of ‘Remitch’ oral antipruritic drug received
	Apr.	Project IT-II mid-term management program launched
	July	Toray BlueStar Membrane Co., Ltd. (TBMC) established in China as a joint venture with China National BlueStar (Group) Co., Ltd.
	Oct.	<ul style="list-style-type: none"> • <i>Greek debt crisis emerged</i>
2010	Jan.	Toray Tonen Specialty Separator Godo Kaisha established as a joint venture (became wholly-owned subsidiary in January 2012 and changed its name to Toray Battery Separator Film Godo Kaisha in July 2012)
	Jan.	<ul style="list-style-type: none"> • <i>FTA enacted between China and ASEAN, creating the world’s largest free trade area</i>
	June	President Sadayuki Sakakibara became chairman & CEO and executive vice president Akihiro Nikkaku appointed president & COO
	Aug.	Toray Plastics (Hong Kong) Ltd. (TPHK) changed its name to Toray Plastics (China) Ltd. (TPCH) and positioned as a resin business headquarters in China
	Dec.	Toray Group Biodiversity Initiatives formulated
	-	<ul style="list-style-type: none"> • <i>China’s GDP overtook Japan’s to become the world’s second-largest economy</i>

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2011	Mar.	• <i>Great East Japan Earthquake (magnitude 9.0) with over 18,000 people dead and missing</i>
	Apr.	AP–Growth TORAY 2020 long-term corporate vision and Project AP-G 2013 mid-term management program launched
	June	President Akihiro Nikkaku appointed CEO & COO
	June	Toray Medical (Qingdao) Co., Ltd. (TMQ) established in China as a joint venture with Qingdao Jifa Group Co., Ltd.
	July	• <i>Many Japanese manufacturers forced to halt operations due to flooding in Thailand (until around November)</i>
	Sept.	Toray India Representative Office opened (converted to subsidiary Toray Industries (India) Private Limited (TID) in January 2013)
	Sept.	Toray Advanced Materials Symposium 2011 and Toray Advanced Materials Exhibition 2011
	Nov.	New initiatives of Toray Global HR Management (G-HRM) launched
2012	June	Toray Group's Basic Policy for Increasing Green Areas formulated
2013	Jan.	Toray Advanced Materials Korea Inc. (TAK) started production of carbon fiber
	Mar.	Ceremonies and exhibitions held to celebrate the 40th anniversary of business in Indonesia, the 50th anniversary in Thailand, and the 40th anniversary in Malaysia the following April
	Oct.	Applied for delisting from the stock exchanges in London, Luxembourg, Nagoya, Fukuoka, and Sapporo
2014	Feb.	All stock of Zoltek Companies, Inc. in the U.S. acquired to create a wholly-owned subsidiary
	Feb.	Woongjin Chemical Co., Ltd. acquired thorough TAK as a consolidated subsidiary (name changed to Toray Chemical Korea Inc. (TCK))
	Apr.	Project AP-G 2016 mid-term management program launched
	June	Outside director appointed for the first time
	June	• <i>Chairman Sadayuki Sakakibara appointed Chairman of Keidanren (Japan Business Federation)</i>
	July	Daily management of Proactive Management Program (PMP activities) launched

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2014	Sept.	Toray Kusumgar Advanced Textile Private Limited (TKAT) established as a joint venture in India
2015	Apr.	Consolidated subsidiaries' account settlement day integrated to March 31, the same as Toray, from fiscal 2015
	June	<ul style="list-style-type: none"> • <i>Chinese stock market turbulence</i>
	Aug.	Toray Advanced Textile Mexico, S.A. de C.V. (TAMX) established in Mexico
	Dec.	Governance Committee established and Basic Policy on Corporate Governance formulated
2016	Feb.	<ul style="list-style-type: none"> • <i>Trans-Pacific Partnership (TPP) signed by 12 member countries (the U.S. later withdrew from the agreement)</i>
	Apr.	90th anniversary of founding celebrated
	Apr.	PPS resin polymerization production began at TAK's Gunsan Plant
	Apr.	Deployment of Toray Group Internal Control Self-monitoring and mutual inspection to all Group companies started
	July	Improvement by Monthly Follow-up (IMF) activities at some Japanese and overseas subsidiaries and affiliates began
	Oct.	Toray Advanced Materials Symposium 2016 and Toray Advanced Materials Exhibition 2016 held
2017	Apr.	TCA and CFA integrated to establish Toray Composite Materials America, Inc. (CMA)
	Apr.	Project AP-G 2019 mid-term management program launched
	Apr.	Toray Battery Separator Film Co., Ltd. (TBSF) absorbed, and BSF Division established within Films Division