## Introduction

Toray Industries, Inc. started in 1926 as a manufacturer of rayon yarn. Since that time, we have developed a range of advanced materials, including synthetic fibers, resins, films, and carbon fibers, that met the requirements of each period. We have developed markets, and have developed as a company by expanding our businesses globally. Looking back over the past 90 years, we have experienced many economic and social changes in the business environment, and have continually evolved while adapting to these changes.

With broad acceptance and support of our managerial principles and corporate activities by stakeholders, we achieved consolidated net sales of roughly 2 trillion yen, consolidated operating income of roughly 150 billion yen, and consolidated net income of roughly 100 billion yen during fiscal 2016, the year of our 90th anniversary. During the fiscal year ended March 31, 2017, our total assets amounted to roughly 2.4 trillion yen, we had a total of 255 consolidated subsidiaries and affiliated companies, with 99 in Japan and 156 overseas, and we employed roughly 46,000 people across the Group. At Toray, we have always focused on the long term as we expanded our production base globally and opened new markets, and we have prioritized research and technology development aimed at creating advanced materials in the pursuit of the ultimate. We firmly believe in the power of the materials, on which all our products are based, to change society. With this in mind, we are working to achieve our corporate philosophy of "Contributing to society through the creation of new value with innovative ideas, technologies and products" so we can take our unwavering position as the world leader in advanced materials.

I hope that reading this history of our company will help you understand that the Toray Group continues to follow our corporate philosophy and the purpose of our predecessors to create a bright future for mankind and society. And to achieve this, we continue to use our wisdom and take on new challenges.

Akihiro Mikkaku

Akihiro Nikkaku President Toray Industries, Inc.

Spring 2019

