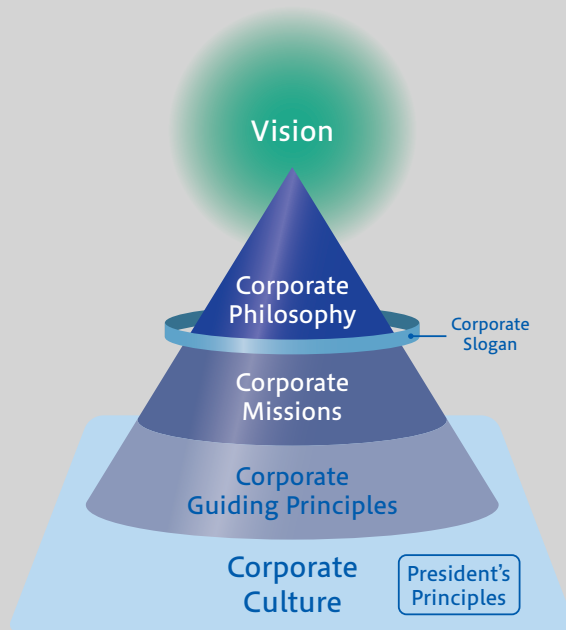


東

Toray  
Philosophy

## | Toray Philosophy |

In addition to our traditional Management Philosophy (which includes the Corporate Philosophy, Corporate Missions, Corporate Guiding Principles), the Toray Philosophy includes the Corporate Slogan (which simply expresses Toray's stance on embodying the Corporate Philosophy), the Vision (which represents the direction the Group is headed), the Corporate Culture (which includes values and management perspectives that have been maintained since the company's founding), and the President's Principles.

理

念

## Corporate Philosophy

**Contributing to society through the creation of  
new value with innovative ideas, technologies and products**

## Corporate Missions

- For our customers:** To provide new value to our customers through high-quality products and superior services  
**For our employees:** To provide meaningful work and fair opportunities  
**For our shareholders:** To practice sincere and trustworthy management  
**For society:** To establish ties and develop mutual trust as a responsible corporate citizen

## Corporate Guiding Principles

### Safety and Environment

Placing top priority on safety, accident prevention and environmental preservation in order to protect the safety and health of employees, customers and local communities and contribute to building a sustainable society

### Ethics and Fairness

Acting with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations

### Customer-Focus

Providing solutions of high value to customers, and pursuing customer satisfaction and the world's highest level of quality

### Innovation

Achieving continuous innovation in all corporate activities, and aiming for dynamic evolution and growth

### Strong *Genba-Ryoku* (Workplace Competency)

Learning from one another and making self-driven efforts to leverage technologies and expertise in order to strengthen workplace competency, which is the foundation of our corporate activities

### Cooperation and Co-creation

Forming integrated internal linkages and strategic alliances with external partners, and evolving together with society by creating new value

### Emphasis on Human Resources

Providing motivating work environments where employees can demonstrate their abilities, and building a vibrant corporate culture

### Information Disclosure

Appropriately disclosing corporate information and enhancing communication with stakeholders in order to maintain management transparency

### Respect for Human Rights

Fulfilling our responsibility to respect human rights as a good corporate citizen

## Vision

### Toray Group Sustainability Vision

## Corporate Culture

- Contributing to society through business activities
- People-centric management
- Management from a long-term perspective
- Pioneering spirit

## President's Principles

- Stay focused on the basics, search for ideal approaches, identify the right steps, and then carry them out
  - All solutions can ultimately be found in the *Genba* (workplace)
- Consider what is best for the company
- Have the integrity to do the right thing in the right way

## Corporate Slogan

**Innovation by Chemistry**