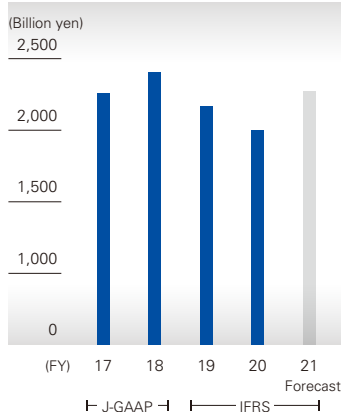


# Financial Highlights

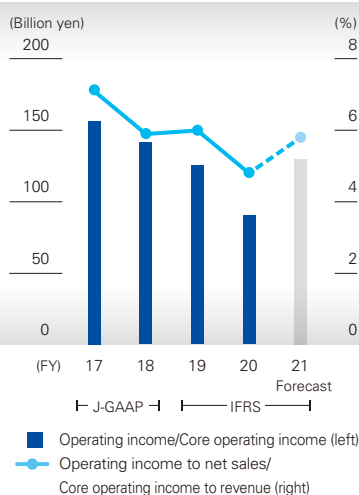
## Net Sales/Revenue

FY 2020  
Revenue (consolidated)  
**¥1,883.6 billion**



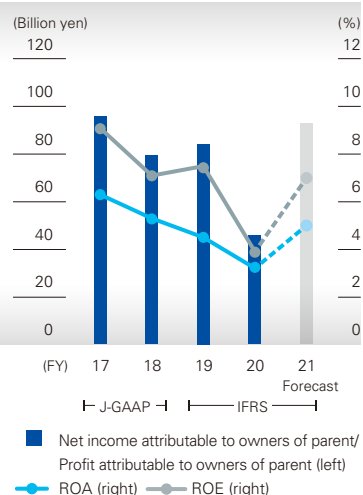
## Operating Income/ Core Operating Income, Operating Income to Net Sales/ Core Operating Income to Revenue

FY 2020  
Core Operating Income (consolidated)  
**¥90.3 billion**  
Core Operating Income to Revenue  
**4.8%**



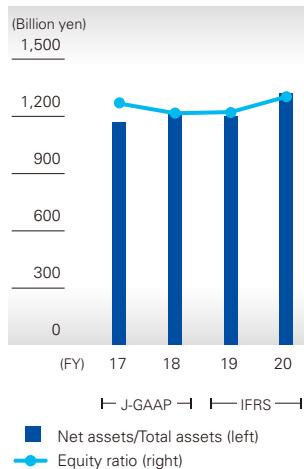
## Net Income Attributable to Owners of Parent/Profit Attributable to Owners of Parent, ROA and ROE

FY 2020  
Profit Attributable to Owners of Parent  
**¥45.8 billion**  
ROA **3.2%**  
ROE **3.9%**



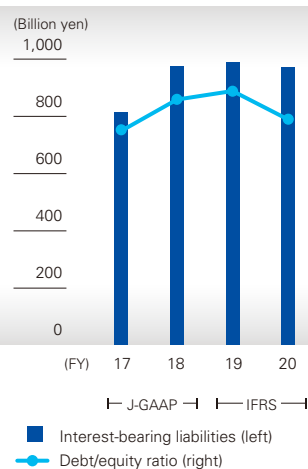
## Net Assets/Total Assets and Equity Ratio

End of FY 2020  
Total Assets  
**¥1,322.3 billion**  
Equity Ratio  
**43.5%**



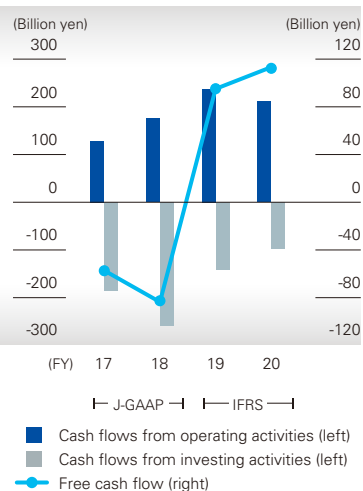
## Interest-bearing Liabilities and Debt/equity Ratio

End of FY 2020  
Interest-bearing Liabilities  
**¥973.9 billion**  
Debt/equity Ratio  
**0.79**



## Cash Flows

FY 2020  
Cash Flows from  
Operating Activities  
**¥211.6 billion**  
Cash Flows from  
Investing Activities  
**¥-97.9 billion**  
Free Cash Flow  
**¥113.7 billion**

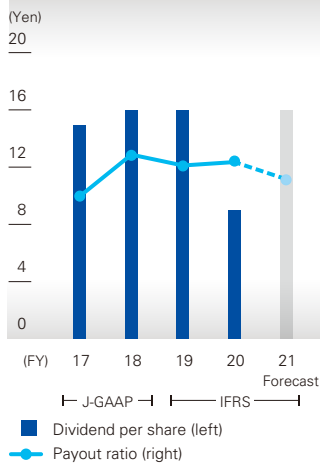


### Dividend per Share and Payout Ratio

FY 2020  
Dividend per Share

**¥9.0**

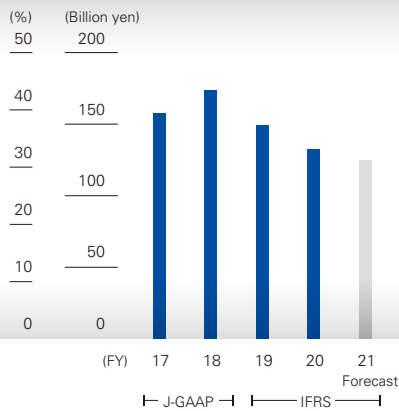
Payout Ratio  
**31.0%**



### Capital Expenditures

FY 2020  
Capital Expenditures

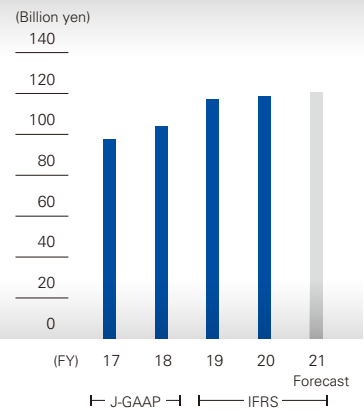
**¥133.2 billion**



### Depreciation and Amortization

FY 2020  
Depreciation and Amortization

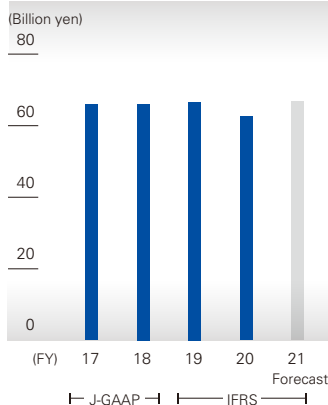
**¥119.1 billion**



### R&D Expenses/Expenditures

FY 2020  
R&D Expenditures

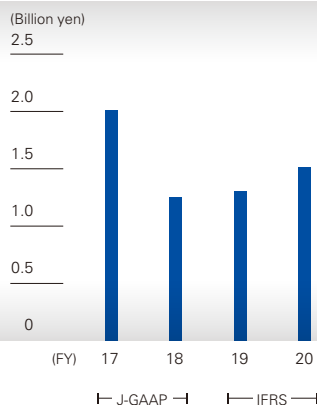
**¥62.8 billion**



### Environmental Facility Investment

FY 2020  
Environmental Facility Investment

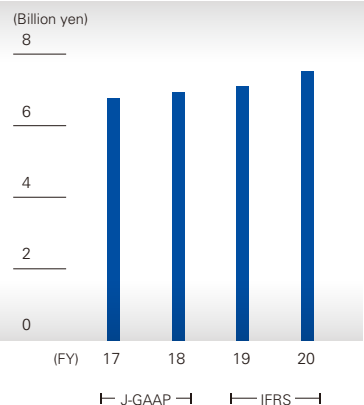
**¥1.5 billion**



### Environmental Preservation Costs

FY 2020  
Environmental Preservation Costs

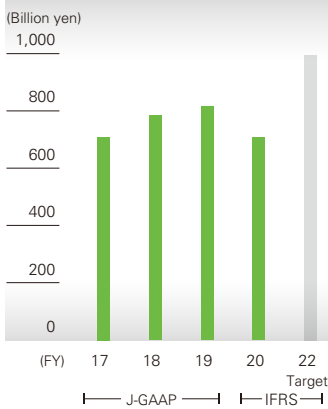
**¥7.6 billion**



# Non-Financial Highlights

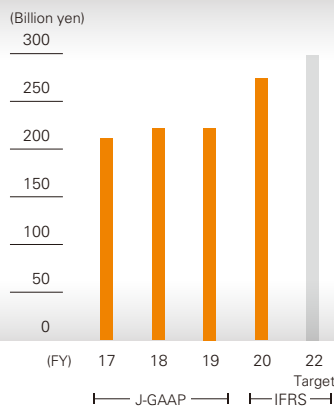
## Net Sales/Revenue of Green Innovation Businesses

FY 2020  
Revenue of Green Innovation Businesses  
**¥711.8 billion**



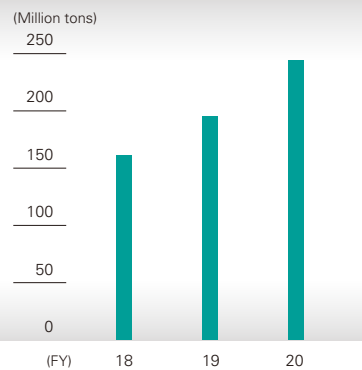
## Net Sales/Revenue of Life Innovation Businesses

FY 2020  
Revenue of Life Innovation Businesses  
**¥275.6 billion**



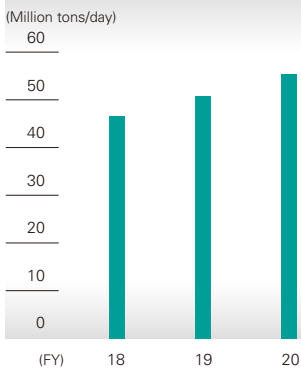
## Avoided CO<sub>2</sub> Emissions

FY 2020  
Avoided CO<sub>2</sub> Emissions  
**245 million tons**



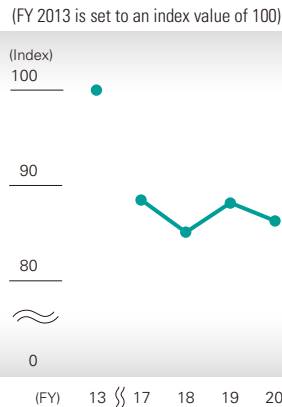
## Contributed Annual Water Filtration Throughput

FY 2020  
Contributed annual water filtration throughput  
**56 million tons/day**



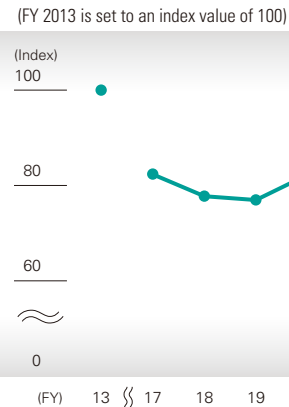
## Reduction of Greenhouse Gas Emissions per Unit of Sales/Revenue (%) (VS. FY 2013)

FY 2020  
Reduction of Greenhouse Gas Emissions per Unit of Revenue (%)  
**14%**



## Reduction of Comparative Water Usage per Unit of Sales/Revenue (%) (VS. FY 2013)

FY 2020  
Reduction of Comparative Water Usage per Unit of Revenue (%)  
**18%**



### Energy Consumption and per Unit Energy Consumption Index

(VS. FY 1990 / Toray)

FY 2020  
Energy Consumption  
**24.1** Million gigajoules

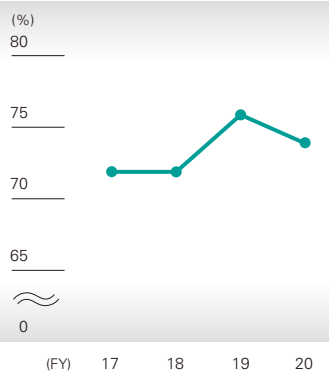
Per Unit Energy Consumption Index  
**89.8** (FY 1990 is set to an index value of 100)



### Reduction of Atmospheric VOC Emissions

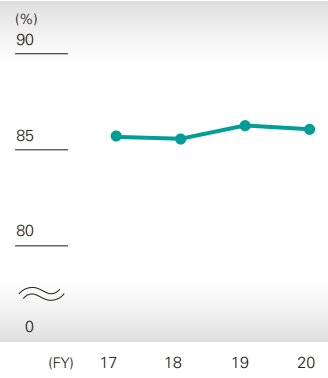
(VS. FY 2000)

FY 2020  
Reduction of Atmospheric VOC Emissions  
**73.8%**



### Waste Recycling Rate

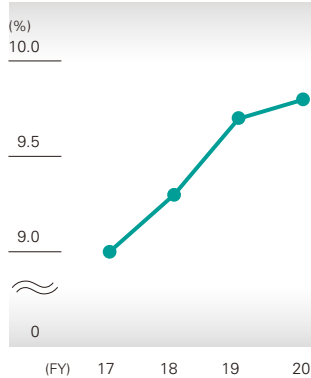
FY 2020  
Waste Recycling Rate  
**86.2%**



### Percentage of Women in Unit Manager or Higher Positions

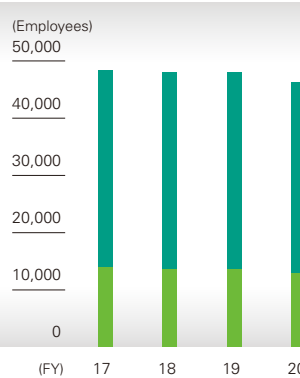
(Toray)

FY 2020  
Percentage of Women in Unit Manager or Higher Positions  
**9.8%**



### Number of Employees by Gender

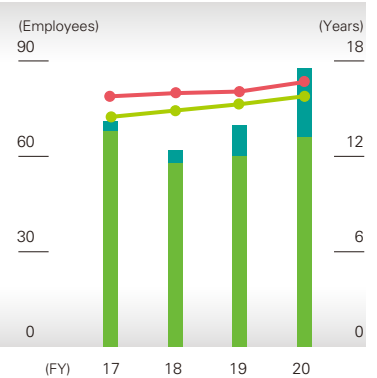
FY 2020  
Male: **33,403**  
Female: **12,864**



### Average Time on the Job and Number of Employees Taking Childcare Leave

(Toray)

FY 2020  
Number of Employees Taking Childcare Leave: Male: **22**  
Average Time on the Job: Male: **15.8** years  
Number of Employees Taking Childcare Leave: Female: **66**  
Average Time on the Job: Female: **16.7** years



Male  
Female

Number of employees taking childcare leave (left)  
Average time on the job (right)  
Male  
Female