

Message from the President

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

President, Toray Industries, Inc.

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Since its founding in 1926, Toray Group has consistently voiced its strong belief in contributing to society through its businesses. From our original location on the shores of Lake Biwa in Shiga Prefecture, we gained and have maintained an exceptional focus on water resource management. Rooted in a deep awareness of chemistry-based manufacturing, we have nurtured the style of management that we inherited from our predecessors. This management style, which entails developing human resources and taking all possible measures to protect the environment, is the very essence of sustainability itself. These management principles and values are reflected in our corporate philosophy, established in 1986: "contributing to society through the creation of new value with innovative ideas, technologies and products."

Today the world faces many challenges that must be overcome to achieve a sustainable world. These include climate change, resource and energy issues, food and water shortages due to population growth, destruction of the natural environment, and concerns over health and safety. Despite the need to navigate a drastically changing business environment in moving toward a sustainable world, our dedication to pursuing the innovation of the world, while providing fundamental solutions to these challenges with our innovative technologies and advanced materials, is as strong as it has always been and will never change. Together with our employees, we continue to share Toray's mission since its founding to nurture people while contributing to society through our business activities, which in turn will drive corporate and human development. We will do our utmost to become a truly sustainable company.

Based on this approach, we are accelerating our efforts to realize the following four perspectives of the world envisioned by the Toray Group in 2050 as outlined in the Toray Group Sustainability Vision.

- 1. A net zero emissions world, where greenhouse gas emissions are completely offset by absorption—in other words, a carbon-neutral world
- 2. A world where resources are sustainably managed
- 3. A world with a restored natural environment, with clean water and air for everyone
- 4. A world where everyone enjoys good health and hygiene

In fiscal 2023, we launched our Medium-Term Management Program, Project AP-G 2025, entitled Innovation and Resilience Management—Value Creation for New Momentum. This program aims to achieve sound, sustainable growth by helping to solve global scale issues outlined in the Toray Group Sustainability Vision. With regard to corporate social responsibility (CSR), which is positioned at the highest tier of the Toray management priorities, we also formulated our CSR Roadmap 2025. This roadmap guides our systematic implementation of organization-wide CSR activities over the medium-term, focusing activities on such themes as ethics and compliance; safety, accident prevention, and environmental preservation; human rights promotion and human resources development; and establishing a sustainable supply chain. Toray Group will continue to contribute to society, implementing management strategies and CSR initiatives in an integrated manner.

September 2024