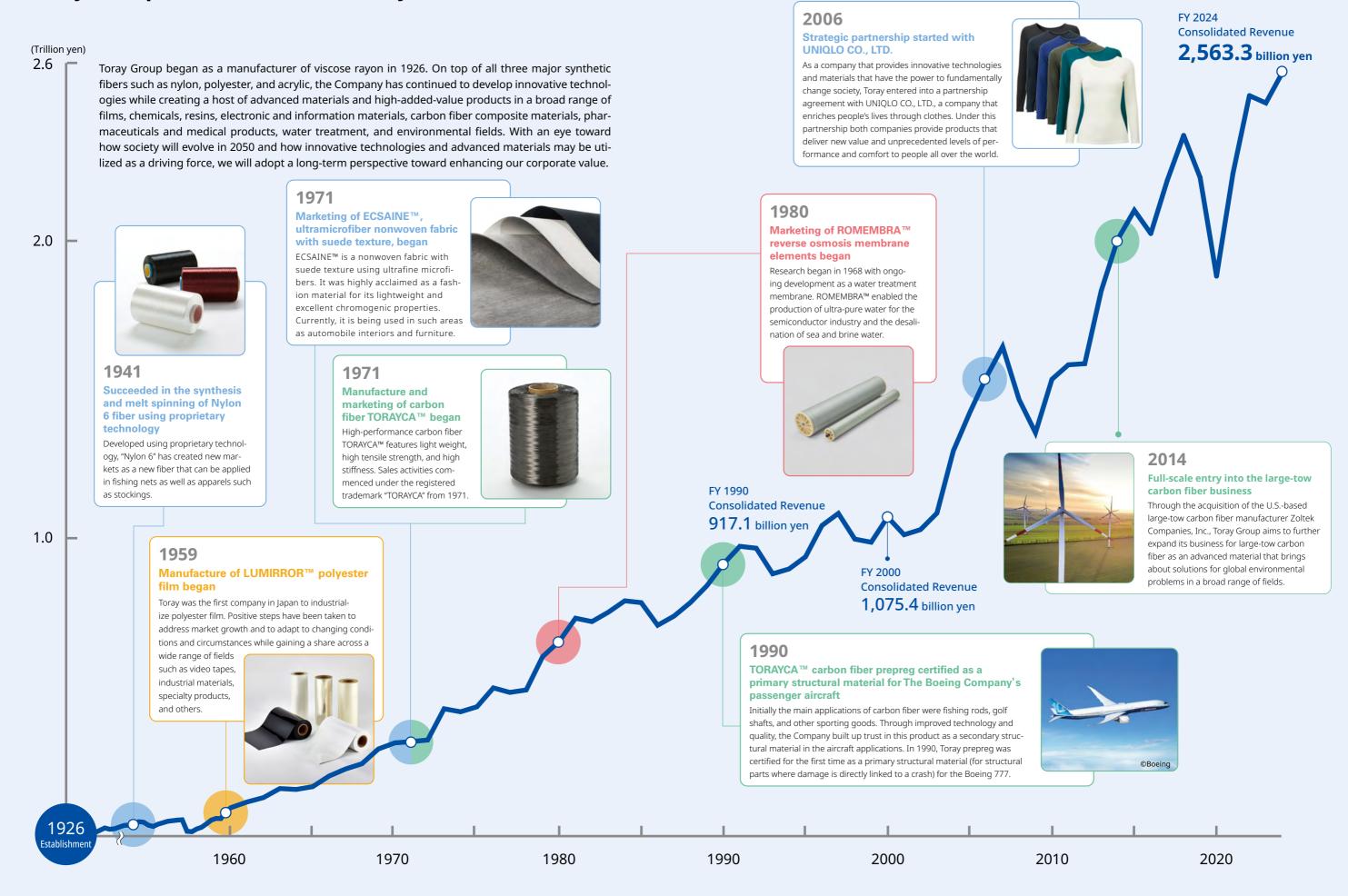
Toray Group Value Creation History

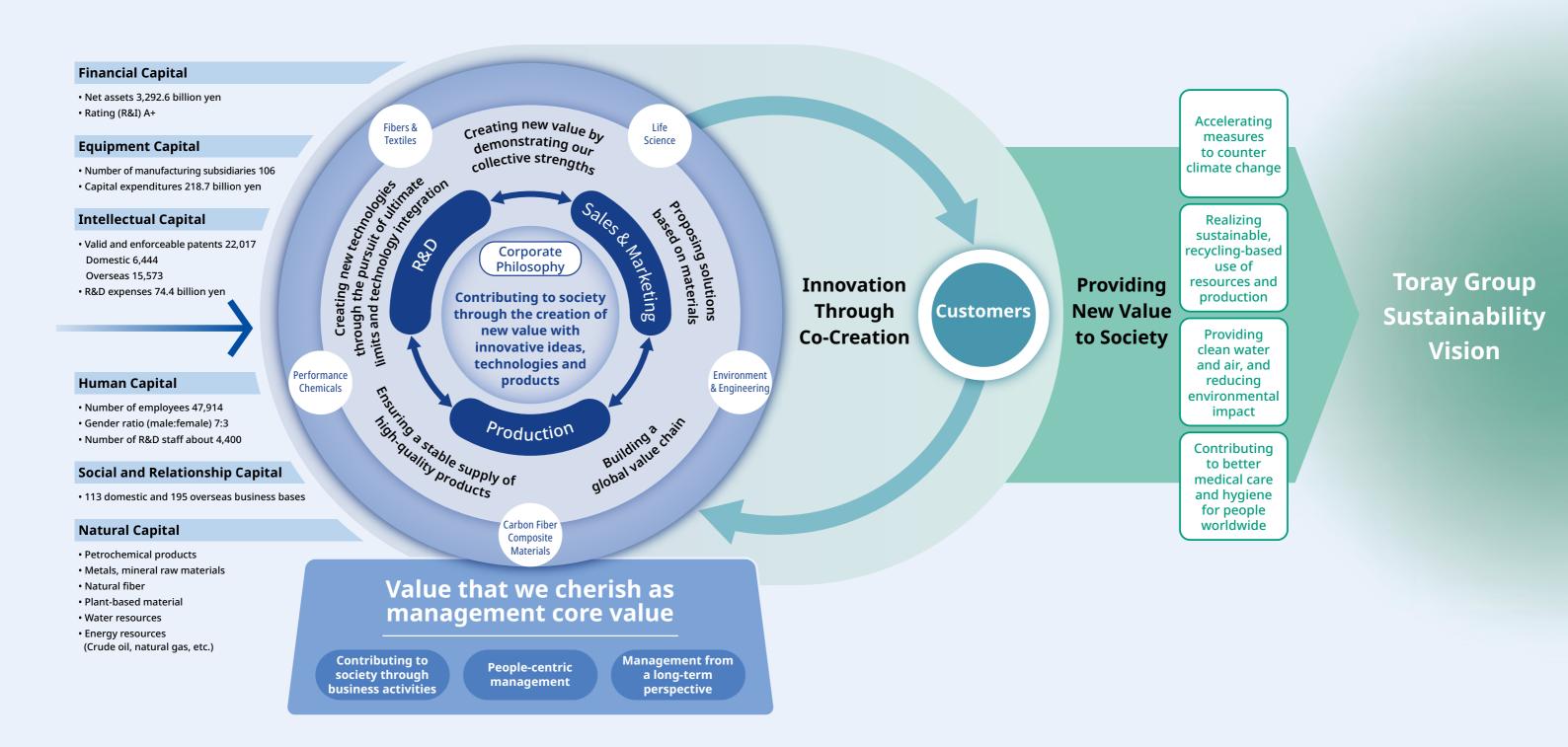


Toray Report 2025

Toray Group Value Creation Process

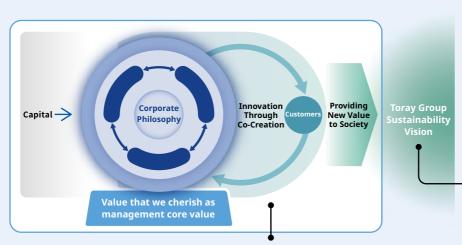
In a bid to realize its corporate philosophy of "Contributing to society through the creation of new value with innovative ideas, technologies and products," Toray Group will **provide new value to society** through **a process of co-creation with customers, suppliers, and other parties** that make up the supply chain, starting at the materials stage, while promoting mutual cooperation in R&D, sales and marketing, and production, the

key strengths of Toray Group, based on the core values of "Contributing to society through business activities," "People-centric management," and "Management from a long-term perspective." At the same time, we will work to realize the four perspectives of the world as outlined in the Toray Group Sustainability Vision.



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Relationship Between Value Creation Process Diagram and Growth Story



Here we illustrate the relationship between the value creation process diagram and our growth story. To give shape to our corporate philosophy, the Toray Group has established the Long-Term Corporate Vision, Medium-Term Management Program, CSR Roadmap, and Sustainability Vision. We aim to achieve a balance between economic value and social value through the growth and expansion of our sustainability innovation and digital innovation businesses.

Toray Philosophy

Corporate Philosophy

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



The management philosophy that supports the Company, including our corporate philosophy. The assets of the Toray Group that will be inherited by the future generations.

Long-Term Corporate Vision "TORAY VISION 2030"

—Achieving sound, sustainable growth and creating social value—

Medium-Term Management Program "Project AP-G 2025"

In AP-G 2025, placing Toray Philosophy as a basis, we aim to realize the Toray Group Sustainability Vision, which shows our contribution to sustainable growth by delivering innovative technologies and advanced materials that provide real solutions to the challenges the world faces with balancing development and sustainability. We will focus on value creation that makes the growth strategy possible and the human resources that support them. In addition, we will work on strengthening the management foundation in the areas of invested capital efficiency, financial structure, and

Five Basic Strategies

1 Sustainable growth

social value

and

value

economic

Realizing

- 2 Ultimate value creation
- 3 Product and operational excellence
- 4 Enhancement of people-centric management
- 5 Risk management and governance

Seven Key Management Measures to **Enhance the Effectiveness of the Basic**

- (1) Enhancement of business competitiveness and business expansion
- (2) Optimal allocation of forces and invested capital (3) Creation of Innovation
- (4) Function-centric enhancement
- (5) Enhancement of cost competitiveness
- (6) Human capital management
 - (7) Dialogue with capital market

CSR Roadmap (KPI Setting and Follow-Up)

CSR Materiality

Management Foundation

- Ensuring Safety and Fire Accident
- Ensuring Ethics and Compliance
- Enhancing Product Quality and Safety
- Strengthening Corporate Governance
- Establishing Sustainable Supply Chain
- Respecting Human Rights and Promoting **Human Resource Diversity**

Contribution to Society through the Creation of New Value

- Accelerating Climate Change Mitigation
- Promoting a Circular Economy
- Taking a Nature-Positive Approach • Committed to Healthier Lives
- · Developing in Collaboration with Stakeholders

Main product groups for achieving sustainable growth

Sustainability Innovation (SI) Business*

*Product groups geared towards the realization of the Toray Group Sustainability Vision. They will realize economic

Accelerate measures to counter climate change

- · Carbon fiber (aerospace, wind turbine blades, pressure vessel)
- · Electrolyte membrane (hydrogen production, fuel cell) · High heat resistant PPS resins (xEV)

Contributing to recycling

- · PET bottle recycled fiber • Recycled PET film
- Providing
- Reverse osmosis (RO) membrane

clean water and air

 Air filter • Environmentally-friendly printing

· Biomass based raw materials

- Contributing to better medical care and hygiene for people
 - Medical filter • Nonwoven fabric for medical supplies Airbag textiles

- Electronic coating and mounting materials
- Flexible printed circuit boards
- Optical films
- Semiconductor manufacturing and inspection equipment

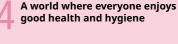
Toray Group Sustainability Vision

Four Perspectives of the World as Envisioned in 2050

- A net zero emissions world, where greenhouse gas emissions are completely offset by absorption
- A world where resources are sustainably managed
- A world with a restored natural environment, with clean water and air for everyone











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