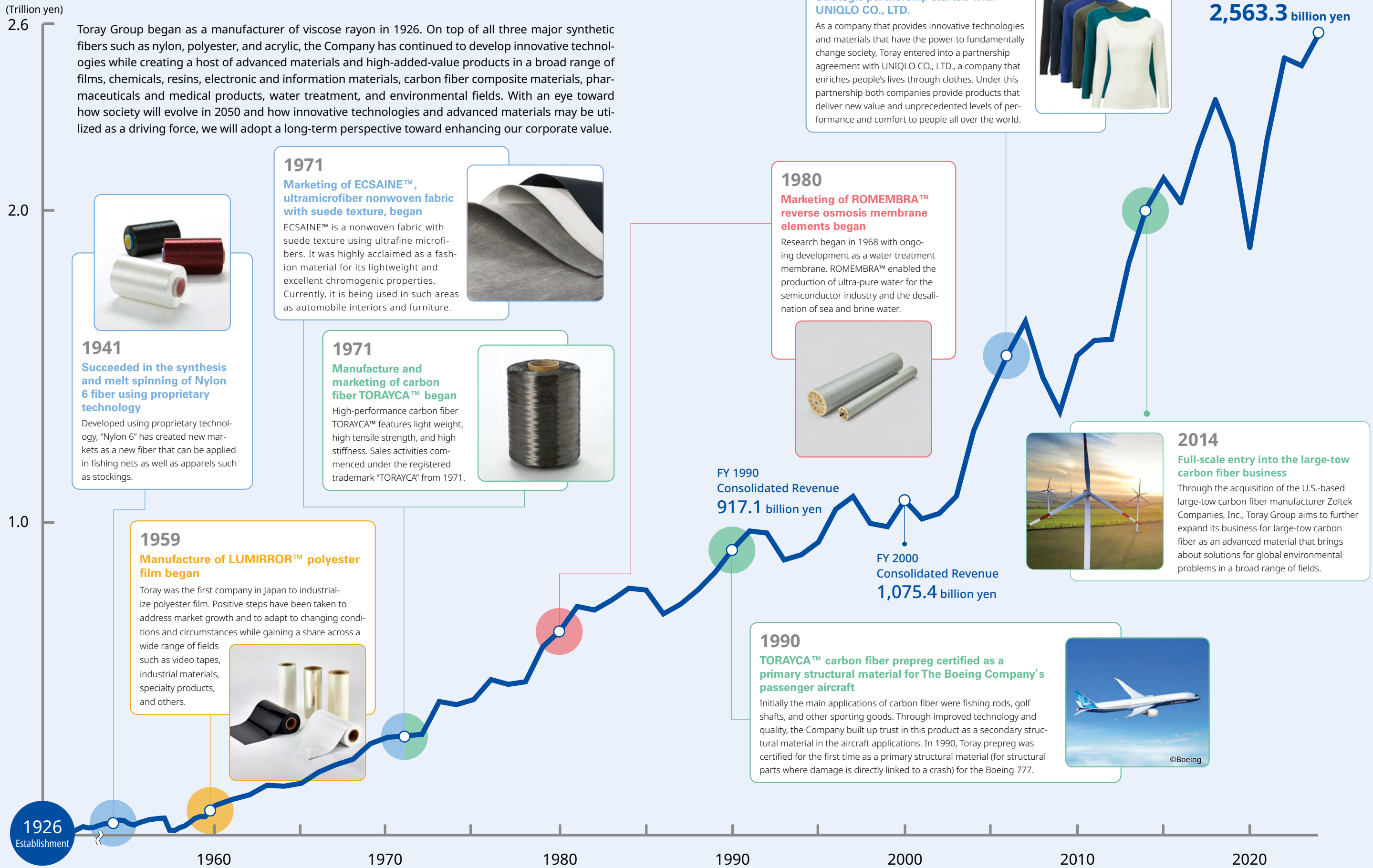


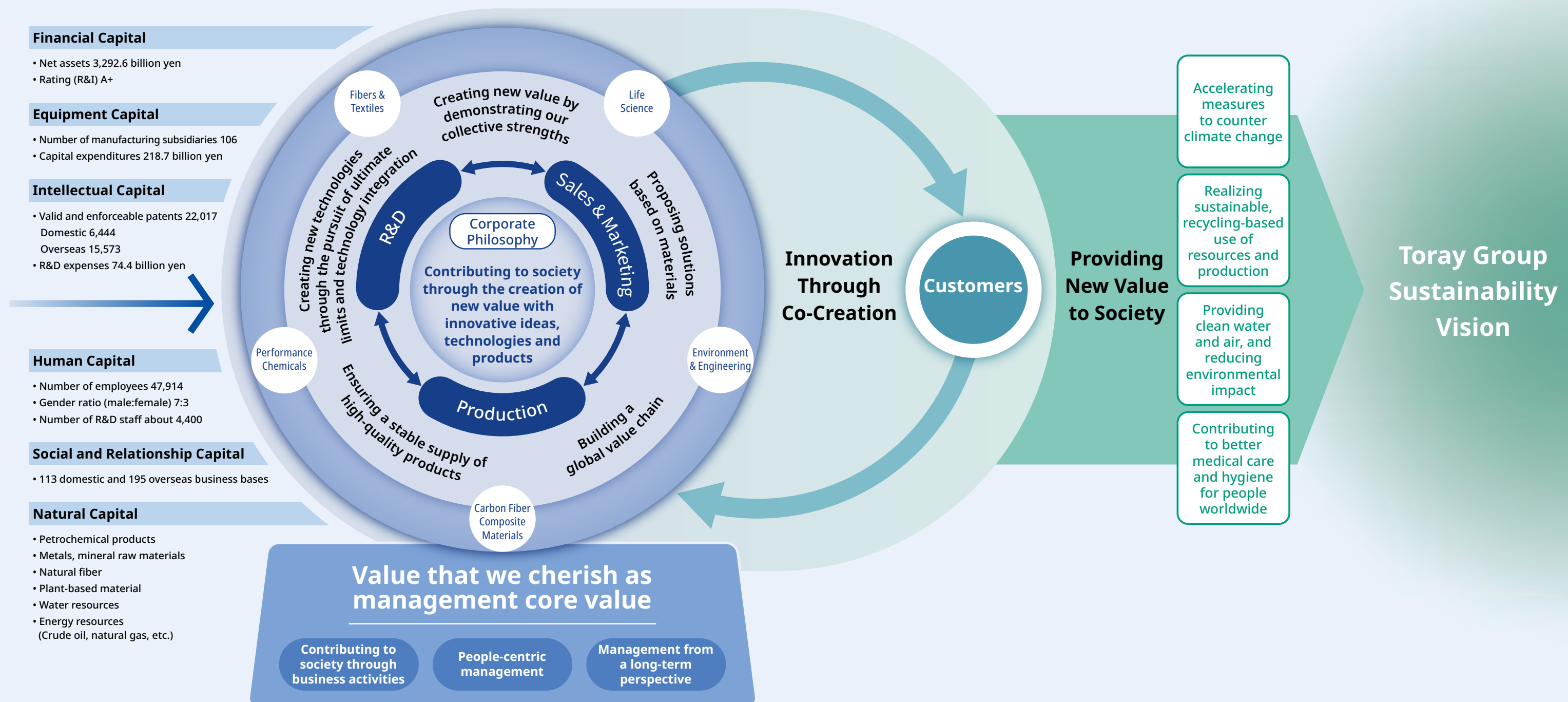
Toray Group Value Creation History



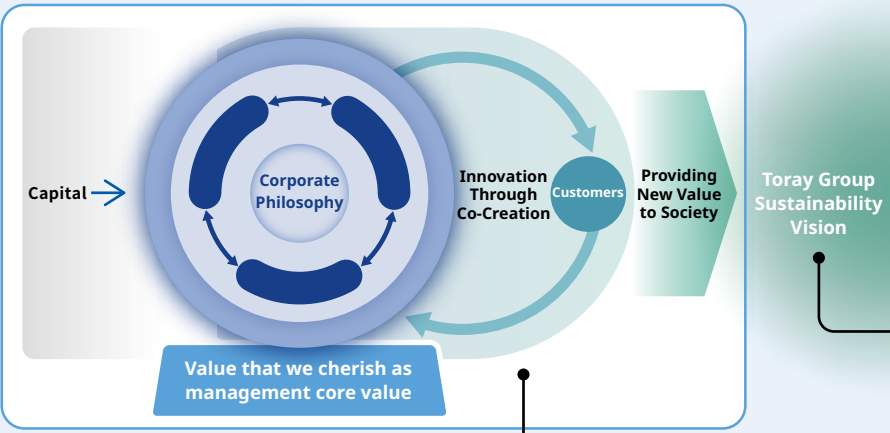
Toray Group Value Creation Process

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.



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.

