

Internal Communication

From an internal communication perspective, we are working to foster empathy and understanding of the Toray Philosophy, cultivate a workplace culture that is free, open-minded, and full of pioneering spirit, as well as improve employee engagement.

In addition to sharing information through our long-running internal magazine and the Company's intranet, in 2023 we launched some new initiatives, including the First Steps Award, the Toray Employee Forum, and REAL TALK. Toward our 100th anniversary in 2026, we are expanding the range of activities.

Let's Commend the First Step of Each Employee: "First Steps Award"

In 2023, we established the First Steps Award as a new award system, as we aimed to realize a corporate culture that would promote the willingness to take on challenges and accelerate innovation throughout the Toray Group by praising and encouraging the challenges of each individual. Regardless of whether they are large or small, and successful or unsuccessful, we put out a call for "all challenges." Applications could be made by either self-nomination or recommendation by others. The collected case studies were then voted on by employees. This award program is all about celebrating how employees take on challenges rather than the results. The top submissions are presented and awarded at the Toray Group Employee Forum, and over the past two years, the total number of applications has reached 324, with approximately 19,000 employee votes.

Through this initiative, not only has activity in everyone's workplace become more vibrant, but we have also seen examples of individuals inspired by the challenges of colleagues from other workplaces with whom they usually have no contact and have taken their own new steps. In this way, a positive cycle conducive to a culture of challenge is beginning to emerge. The third awards will be held in FY 2025.



Let's Think About a Good Job That Is Quintessentially Toray: "Toray Group Employee Forum"

The Toray Employee Forum, which was first held in December 2023, was held for the second time in November 2024. It is now called the Toray Group Employee Forum. The aim of this event is to have employees share best practices in thinking and actions based on the Toray Philosophy, and to foster a sense of unity within the Company by experiencing Toray's DNA. The theme for 2024 was "Let's think about a good job that is quintessentially Toray." In the first session, case examples of new markets and business developments were presented, specifically the air filter business in China and the water treatment business in India, which lie at the forefront of a culture of challenge. In the second session, an award ceremony for the top submissions voted for by employees in the First Steps Award was held. The live broadcast of this event was expanded for the second time to include subsidiaries and affiliates of the Toray Group, with over 3,200 employees watching the two-hour live stream. The participant satisfaction rate for both forums held so far was over 90%, so we think the event has become a symbolic occasion for reflecting on Toray's values and corporate culture. The forum will be held for the third time in November 2025.



Live Streaming Program "REAL TALK — Everyone's Voice"

Launched in January 2023 as a platform for open and flat communication between management and employees, the in-house live streaming program REAL TALK aims to foster a corporate culture in which all employees can be freer, more open and demonstrate a pioneering spirit. As of August 2025, 12 episodes have been produced in total.

Starting with the first episode to convey the voice of employees to then-president Akihiro Nikkaku, the program has helped stimulate communication between management and employees through various engaging formats, including broadcasts from different plants and head offices that coincided with President Ohya's factory inspection rounds, roundtable discussions with three Vice Presidents, and panel talks featuring thirteen plant managers.

In the 12th episode broadcast in June 2025, President Ohya served as an MC to hear the behind-the-scenes stories about challenges faced by the members of the Engineering Development Center that were not depicted on NHK's tech innovation entertainment show "Night of the Makaizo Society." Employees who watched the 12th episode of REAL TALK have left many comments: "I was moved by the efforts of people working hard at other business sites," "I felt the passion of the engineers," and "It was great to see the positive teamwork and camaraderie."



The 11th "REAL TALK: Everyone's Voices" live streamed on January 30



The 12th "REAL TALK: Everyone's Voices" live streamed on June 5

An Internal Communication-Derived Company-Owned Media Showcasing the People of Toray

We use "note," a Japanese social media platform, as our owned media and we continue publishing articles there. Each and every person working at Toray has their own real story, and each of these stories intertwines to shape the identity of Toray. On Toray's "note", we communicate what Toray employees are thinking, struggling with, finding joy in, enjoying, and feeling. Typically, these stories would remain within the Company, but by sharing them openly on a platform without embellishment, we hope to raise awareness not only within the Company but also among external audiences.

In the "Life at the Factory series, we have featured Mishima Plant and Seta Plant; in the "My Work Perspective" series, we have focused a spotlight on engineers from the Advanced Textiles Development Center; in the "Clues to the Future" series, we have showcased the Basic Research Center in Kamakura; and in the That's Our Toray series, we have discussed our collaboration with YOSHIDA & Co.



Clues to the Future series, Basic Research Center in Kamakura

Nurturing the seeds of technology to create future strengths. What do young researchers envision?



That's Our Toray

What we arrived at was 100% plant-based nylon. YOSHIDA & Co. and Toray take on the challenge: "ALL NEW TANKER"



* Read the articles on Toray's "note" from here.