An Advanced Materials Manufacturer That Gives Shape to Advanced Industries

Since our establishment, we have positioned "contributing to society" as the focus of our existence. Carrying this focus into our corporate philosophy of "contributing to society through the creation of new value with innovative ideas, technologies, and products," we have created a succession of materials that bring unprecedented levels of value to the world and forged a globally leading presence as an advanced materials manufacturer that gives shape to advanced industries.

1926

Began as a manufacturer of viscose rayon

The former Mitsui & Co.* was an importer of rayon yarn from Courtaulds PLC of the U.K. for sale in Japan. Mitsui established Toyo Rayon Co., Ltd. based on the national policy promoting Japanese industrial manufacturing. At the inaugural meeting on January 12, 1926, Yunosuke Yasukawa—at the time a managing director of Mitsui & Co.—acted as a representative of the incorporators and stated his hopes that the company would generate "major benefits for the national economy."

* Note that the former Mitsui & Co. was a completely different corporate entity with no legal connection to the present-day Mitsui & Co.



1959

Manufacture of LUMIRROR® polyester film began

Toray was the first company in Japan to industrialize polyester film. Positive steps have been taken to address market growth and to adapt to changing conditions and circumstances while gaining a share across a wide range of fields such as video tapes, industrial materials, specialty products, and others.



1971

Manufacture and marketing of carbon fiber TORAYCA® began

High-performance carbon fiber TORAYCA® features light weight, high tensile strength, and high stiffness. Sales activities commenced under the registered trademark "TORAYCA" from 1971.



1941

Succeeded in the synthesis and melt spinning of Nylon 6 fiber using proprietary technology

Developed using proprietary technology, "Nylon 6" has created new markets as a new fiber that can be applied in fishing nets as well as apparels such as stockings.

1955

Company principle established

"Toyo Rayon contributes to society" was identified as the Company's original principle. Shigeki Tashiro, the Company's chairman at that time, states "Just like individual people, companies have a social responsibility to improve the society in which they live."



Luxury Non-woven Fabric with Suede Texture Global Share

No.1

1971

Marketing of ESCAINE®, ultra-microfiber non-woven fabric with suede texture, began

ESCAINE® is a non-woven fabric with suede texture using ultrafine microfibers. It was highly acclaimed as a fashion material for its lightweight and excellent chromogenic properties. Currently, it is being used in such areas as automobile interiors and furniture.

1976

Marketing of TORAYCON® PBT resin began

Featuring outstanding long-term heat-resistance, chemical-resistance, weather resistance, and electrical characteristics, TORAYCON® is widely used in various connectors and other automobile parts, bobbins, coil cases, and other electronic and electrical components, and precision parts for office equipment.





Marketing of ROMEMBRA® reverse osmosis membrane elements began

Research began in 1968 with ongoing development as a water treatment membrane. ROMEMBRA® enabled the production of ultra-pure water for the semiconductor industry and the desalination of sea and brine water.

Innovation by Chemistry

2006

Corporate slogan formulated

In April 2006, Toray Group created a new, long-term corporate vision—"AP-Innovation TORAY 21"—and adopted the corporate slogan "Innovation by Chemistry," declaring its aspiration "to become a global top company of advanced materials," while focusing on Chemistry.

TORAY

1986

The declaration of "A new founding" and a corporate philosophy was established to commemorate 60 years in

We reviewed the Company principle and established a new corporate philosophy: "Contributing to society through the creation of new value with innovative ideas, technologies, and products." At the same time, we established our new corporate symbol as further commemoration of 60 years in business



1990

TORAYCA® carbon fiber prepreg certified as a primary structural material for U.S. Boeing passenger aircraft

Initially the main applications of carbon fiber were fishing rods, golf shafts, and other sporting goods. Through improved technology and quality, the Company built up trust in this product as a secondary structural material in aircraft applications. In 1990, Toray prepreg was certified for the first time as a primary structural material (for structural parts where damage is directly linked to a crash) for the Boeing 777.



2006

Strategic partnership started with UNIQLO CO., LTD.

As a company that provides innovative technologies and materials that have the power to fundamentally change society, Toray Group entered into a partnership agreement with UNIQLO CO., LTD., a company that enriches people's lives through clothes. Under this partnership both companies provide products that deliver new value and unprecedented levels of performance and comfort to people all over the world. The two companies are now in the third stage of the strategic partnership agreement.



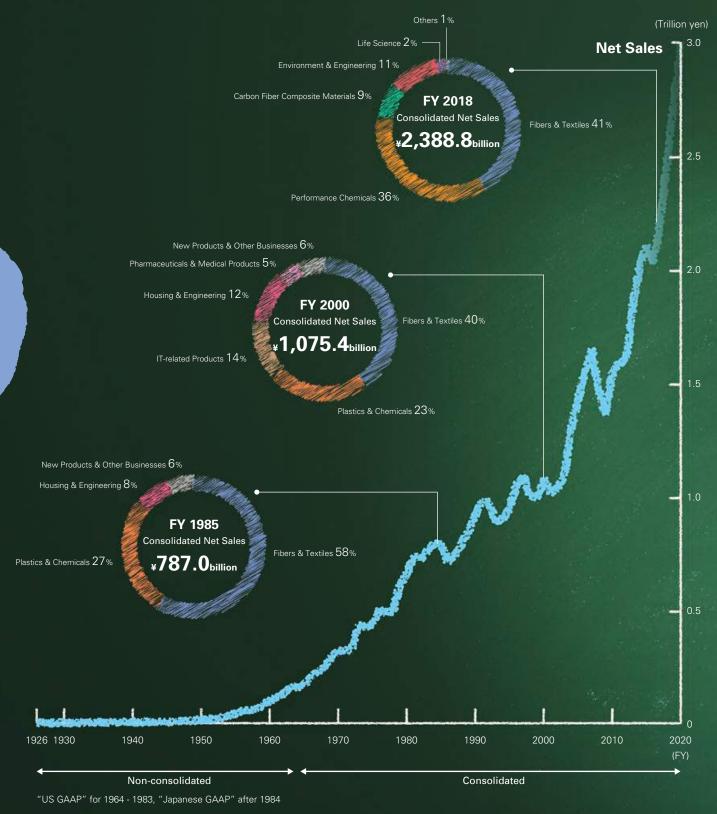
2016

Decided to establish the R&D Innovation Center for the Future as a project to commemorate the Company's 90th anniversary

Toray decided to establish the R&D Innovation Center for the Future at its Shiga Plant where the Company was founded, and will strengthen R&D to make people's lives better with Kotozukuri and value creation. which utilizes the strengths of advanced materials.

Enhancing Long-term Corporate Value

Toray Group began as a manufacturer of viscose rayon in 1926. On top of all three major synthetic fibers, nylon, polyester, and acrylic, the Company has continued to develop innovative technologies while creating a host of advanced materials and high value-added products in a broad range of films, chemicals, plastic resins, carbon fiber composite materials, pharmaceuticals and medical products, water treatment, and environmental fields. With an eye toward how society will evolve in 2050 and how innovative technologies and advanced materials may be utilized as a driving force, we will adopt a long-term perspective toward enhancing our corporate value.



Financial KPI

Net Sales FY 2019 (Forecast)

¥2,530.0billion

Operating Income
FY 2019 (Forecast)

¥160.0billion

Operating Income to Net Sales Ratio

FY 2019 (Forecast)

6.3%

ROA

FY 2019 (Forecast)

approx.6%

ROE
FY 2019 (Forecast)
approx.8%

Dividend Policy

Aim for sustainable dividend increase linked to business performance

Guideline of D/E ratio

Below 1

Net Sales of Green Innovation Business

FY 2019 (Target)

¥900.0billion

Net Sales of Life Innovation Business

FY 2019 (Target)

¥270.0 billion

R&D Expenses

Cumulative outlook for FY 2017-2019

¥205.6billion

Capital Investment

Cumulative outlook for FY 2017-2019

¥496.9billion

Net Sales of New Business Creation

2020s Target

¥1,000.0billion



Sustainable Related KPI (excerpt)

FY 2020 Target

Environmental Management Reduction of greenhouse gas emissions per unit of sales

more than

15% (Compared to FY <u>1990)</u> Water usage per unit of sales (Compared to FY 2001)

less than

61%

Group companies that have adopted a mid-term human resource plan

100%

Number of Group companies that have requested their suppliers to practice CSR procurement

More than

40 companies

Human Resource Supply Chain Management Management

For more details, please refer to the following website (KPIs on promoting CSR):

Toray website > Social Responsibility >CSR Road Map and Progress on Key Performance Indicators