

Stakeholder Engagement

Toray Group has established Basic Policies to Promote Dialogue with Stakeholders. We are proactively communicating with various stakeholders in all aspects of our corporate activities. With the goal of strengthening our system for engaging with stakeholders, we established a new organization to supervise communications in general in April 2018, and we are working on centralizing the function of information transmission for both internal and external of the Company.

Engaging with Stockholders and Investors

The Group actively communicates with institutional investors and securities company analysts by providing information materials when requested and holding same-day results briefings when quarterly earnings are announced. In addition to IR materials, including annual reports, the Group also provides a wide range of information on management policies and strategies, as well as financial and earnings information in the Investor Relations section of the Toray website.

We also hold briefings on business for stockholders in order to deepen their understanding of Toray Group.

In fiscal 2018, Toray held four results briefings and held 560 meetings with investors and analysts.

Engaging with Business Partners

While providing materials and products as a manufacturer of advanced materials, Toray Group must engage in upstream management of its supply chains to better fulfill the needs of its customers, including the areas of production facilities and procured raw materials and resources. Accordingly, the Group has established its Basic Purchasing Policies and Basic Distribution Policies to emphasize this approach and ensure fair business activities. Throughout the Group we are promoting proper and fair transactions, adherence to laws, environmental preservation, respect for human rights, improvements in quality and other policies in initiatives with regard to corporate responsibility in procurement, purchasing, and distribution.

Engaging with the Mass Media

Toray recognizes that public relations and corporate communication activities have a role in fulfilling responsibilities for information disclosure as well as influencing public opinion. Accordingly, Toray's Corporate Communications Department actively engages with a wide range of media organizations, acting as the public's point of contact with the Company. Based on Toray's Information Disclosure Principles, the department provides fair and impartial information, even if it may cast the Company in a bad light, in a timely and appropriate manner.

In fiscal 2018, the Company issued 180 press releases and responded to 295 media requests for information.

Engaging with Customers

Toray believes that the customer comes first. We closely communicate with our customers, mainly through our marketing and sales departments, and periodically conduct customer satisfaction surveys. The results of these surveys are shared internally at Board meetings and through in-house newsletters as we strive to provide even higher quality customer service.

We have also established showrooms at a number of locations, including the head office in Tokyo, the Toray Shiga Plant, and the Toray Human Resources Development Center in Mishima, Shizuoka Prefecture, showing our businesses and product applications in an easy-to-understand manner to the public so as to deepen their understanding of Toray Group's stance toward contributing to solving various problems by creating and providing innovative technologies and cutting-edge materials.

Engaging with Employees

Using in-house newsletters, the company intranet, and company-wide bulletin boards, Toray Group actively promotes communication with its employees to not only disseminate information on company policies and issues, but to improve cohesion of the Toray brand and heighten each employee's sense of belonging.

In addition to messages from the President being provided in all media, in-house newsletters are published in Japanese, English, and Chinese, with the goal of sharing information and promoting understanding of current projects and key management and business topics.

In addition, in 2017, we established TORAY NAVI Lite, an intranet site geared toward Group companies in and outside of Japan, representing the construction of global infrastructure for the sharing of information.

Engaging with Local Communities

In addition to holding informal gatherings for discussion regularly, Toray Group strives to engage in more active dialogue with nearby residents in a variety of other settings, including by participating in events sponsored by local governments and inviting local residents onto plant grounds for summer festivals. Following Toray Group Social Initiative Policies, we aim for our social contribution activities to contribute to sustainable development while meeting the expectations of local communities. A specific example of this is the establishment of Toray Science Foundation in Japan, and similar foundations in Malaysia, Thailand, Indonesia, and the Republic of Korea, which contribute to raising the level of science and technology in these countries. We also actively promote sports in Asia by co-sponsoring the Shanghai International Marathon.

External Evaluation

Toray was included in the following SRI indices as of June 30, 2019.

Dow Jones Sustainability Index Asia Pacific

Toray is included in the Asia Pacific Index of the Dow Jones Sustainability Indices (DJSI), an SRI index administered by U.S.-based Dow Jones and Switzerland-based RobecoSAM.



MSCI ESG Indexes

Toray is included in the MSCI ESG Indexes. MSCI provides institutional investors (from pension funds to hedge funds) across the globe with various tools to support investment decisions.



Ethibel Pioneer & Excellence Registers

Toray is included in the Ethibel Pioneer and Ethibel Excellence investment registers of Forum Ethibel, a Belgian non-profit organization that promotes socially responsible investment.



Selected for inclusion in the FTSE4Good Index Series

Toray was selected for inclusion in the FTSE4Good Index Series. The FTSE4Good Index Series was developed by UK-based FTSE Russell. Those companies that implement outstanding ESG practices are selected for this index series.



Selected for inclusion in the Euronext Vigeo World 120 Index

Toray was selected for inclusion in the Euronext Vigeo World 120 Index. The Euronext Vigeo World 120 Index is a stock index developed by Euronext, a European exchange located in Amsterdam, the Netherlands and Vigeo Eiris (France, UK), an ESG rating and research agency. This index is composed of the 120 top ranked leading companies in ESG selected from major corporations in Europe, North America, and Asia-Pacific region.

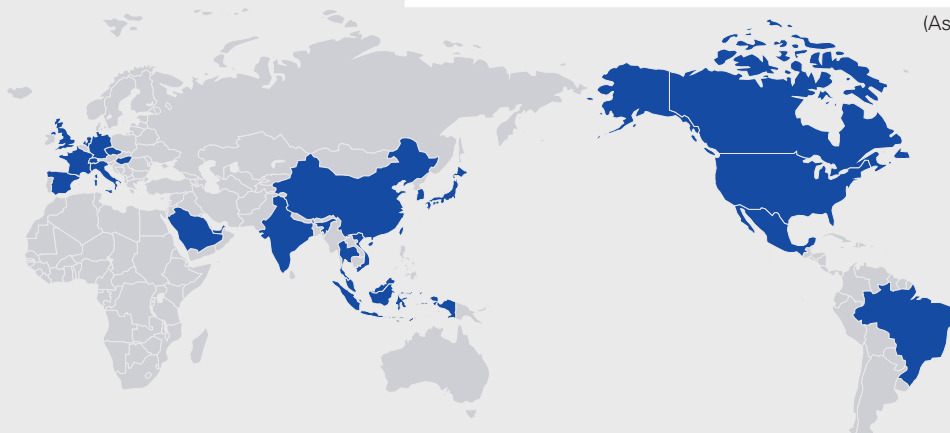


Toray Group Worldwide Network

Toray Group operates businesses in 26 countries and regions including Japan.

	Japan	Overseas	Total
Consolidated subsidiaries	61	124	185
Subsidiaries accounted for by equity method	26	29	55
Total subsidiaries	87	153	240
Affiliates accounted for by equity method	14	21	35
Companies subject to consolidation	101	174	275

(As of March 31, 2019)



DATA

Japan

Consolidated Subsidiaries

- Ichimura Sangyo, Co., Ltd.
- Toray Plastics Precision Co., Ltd.
- Toray Fine Chemicals Co., Ltd.
- Soda Aromatic Co., Ltd.
- Toray Advanced Film Co., Ltd.
- Suido Kiko Kaisha, Ltd.
- Toray Construction Co., Ltd.
- Toray Engineering Co., Ltd.
- Toray Medical Co., Ltd.
- Toray Systems Center, Inc.
- Toray Enterprise Corp.
- Toray International, Inc.
- Chori Co., Ltd.

Affiliates Accounted for by Equity Method

- Du Pont-Toray Co., Ltd.
- Toray Opelontex Co., Ltd.
- Japan Vilene Company, Ltd.
- Dow Corning Toray Co., Ltd.
- Sanyo Chemical Industries, Ltd.

United Kingdom

Consolidated Subsidiaries

- Toray Textiles Europe Ltd.

Italy

Consolidated Subsidiary

- Alcantara S.p.A.

France

Consolidated Subsidiaries

- Toray Films Europe S.A.S.
- Toray Carbon Fibers Europe S.A.

China

Consolidated Subsidiaries

- Toray Fibers (Nantong) Co., Ltd.
- Toray Sakai Weaving & Dyeing (Nantong) Co., Ltd.
- Toray Polytech (Nantong) Co., Ltd.
- Toray Industries (H.K.) Ltd.
- Toray Plastics (China) Co., Ltd.
- Toray Industries (China) Co., Ltd.

Affiliates Accounted for by Equity Method

- Pacific Textiles Holdings Ltd.

Republic of Korea

Consolidated Subsidiaries

- Toray Advanced Materials Korea Inc.
- Toray Battery Separator Film Korea Limited
- STEMCO, Ltd.

Affiliates Accounted for by Equity Method

- STECO, Ltd.

Malaysia

Consolidated Subsidiaries

- Penfabric Sdn. Berhad
- Penfibre Sdn. Berhad
- Toray Plastics (Malaysia) Sdn. Berhad

Indonesia

Consolidated Subsidiaries

- P.T. Indonesia Toray Synthetics
- P.T. Toray Polytech Jakarta

Thailand

Consolidated Subsidiaries

- Toray Textiles (Thailand) Public Company Limited
- Thai Toray Synthetics Co., Ltd.

U.S.A.

Consolidated Subsidiaries

- Toray Plastics (America), Inc.
- Toray Resin Co.
- Toray Composite Materials America, Inc.
- Zoltek Companies, Inc.
- Toray Advanced Composites USA Inc.

Others

- Fibers & Textiles
- Performance Chemicals
- Carbon Fiber Composite Materials
- Environment & Engineering
- Life Science
- Others
- Trading

Major Offices and Plants in Japan

Osaka Head Office

Branches

Nagoya, Hokuriku, Kyushu, Tohoku, Chugoku & Shikoku

Plants

Shiga, Seta, Ehime, Nagoya, Tokai, Aichi, Okazaki, Mishima, Chiba, Tsuchiura, Gifu, Ishikawa, Nasu

Overseas Offices

U.S.A.

Toray Industries (America), Inc.

Germany

Toray Industries Europe GmbH

China

Toray Industries, Inc., Beijing Office

Republic of Korea

Toray Industries Korea Inc.

India

Toray Industries (India) Private Limited

Brazil

Toray do Brasil Ltda.