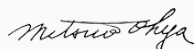


## Message from the President

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

President, Toray Industries, Inc.



I would like to begin by expressing my appreciation for your continued support and confidence in Toray Group.

Today, the world is facing critical challenges on an unprecedented scale: climate change, natural resources and energy issues, degradation of the natural environment, population growth along with an aging population and shrinking birthrate, food and water shortages, public health issues, and human rights concerns. In light of these diverse challenges, the role of companies in building a sustainable society is becoming increasingly significant. Since its founding in 1926, Toray Group has stayed true to its fundamental corporate principle of contributing to society, a commitment that has been carried forward with our current corporate philosophy: “Contributing to society through the creation of new value with innovative ideas, technologies and products.” To remain a sustainable company that is valued by each successive generation, we will continue to tackle these challenges and provide fundamental solutions by creating innovative technologies and advanced materials.

Based on this approach, we are accelerating our efforts to realize the following four perspectives of the world envisioned by the Toray Group in 2050 as outlined in the Toray Group Sustainability Vision.

1. A net zero emissions world, where greenhouse gas emissions are completely offset by absorption—in other words, a carbon-neutral world
2. A world where resources are sustainably managed
3. A world with a restored natural environment, with clean water and air for everyone
4. A world where everyone enjoys good health and hygiene

To further advance sustainable management, in fiscal 2025 we established the Corporate Sustainability Strategic Management Division as a new function responsible for creating and executing sustainability strategies. This division strengthens group-wide coordination and oversight of initiatives across all functions. By linking sustainability activities across all fields together with our business strategies, we will achieve both economic and social value, thereby enhancing the sustainability of the Group itself.

In addition, as the foundation of sustainable management, we are deepening our focus on people-centric management. To realize our key strategy of inclusion of diverse human resources and values, Toray Group is promoting human-centric management (HCM) activities. Alongside this, we are pursuing other key strategies, such as creating human resources and organizations that adapt to change, as well as fostering empathy with the Toray Philosophy and developing careers with rewarding and engaging work. Through these efforts, we aim to nurture a corporate culture where everyone swings for the fences, pulling out all the stops to take on bold challenges.

In April 2026, Toray Group will mark the 100th anniversary of its founding. As this milestone approaches, I am determined to join with employees in carrying forward the founding spirit of our company, and to build a truly sustainable company that will continue to contribute to society for the next 100 years.

Going forward, we will boldly take on the challenge of realizing a sustainable future by providing advanced materials through innovation. In doing so, Toray Group will further deepen the trust of our stakeholders and promote co-creation with a global outlook.

August 2025