

together 2023

Why Does Teijin Need to Foster D&I ?

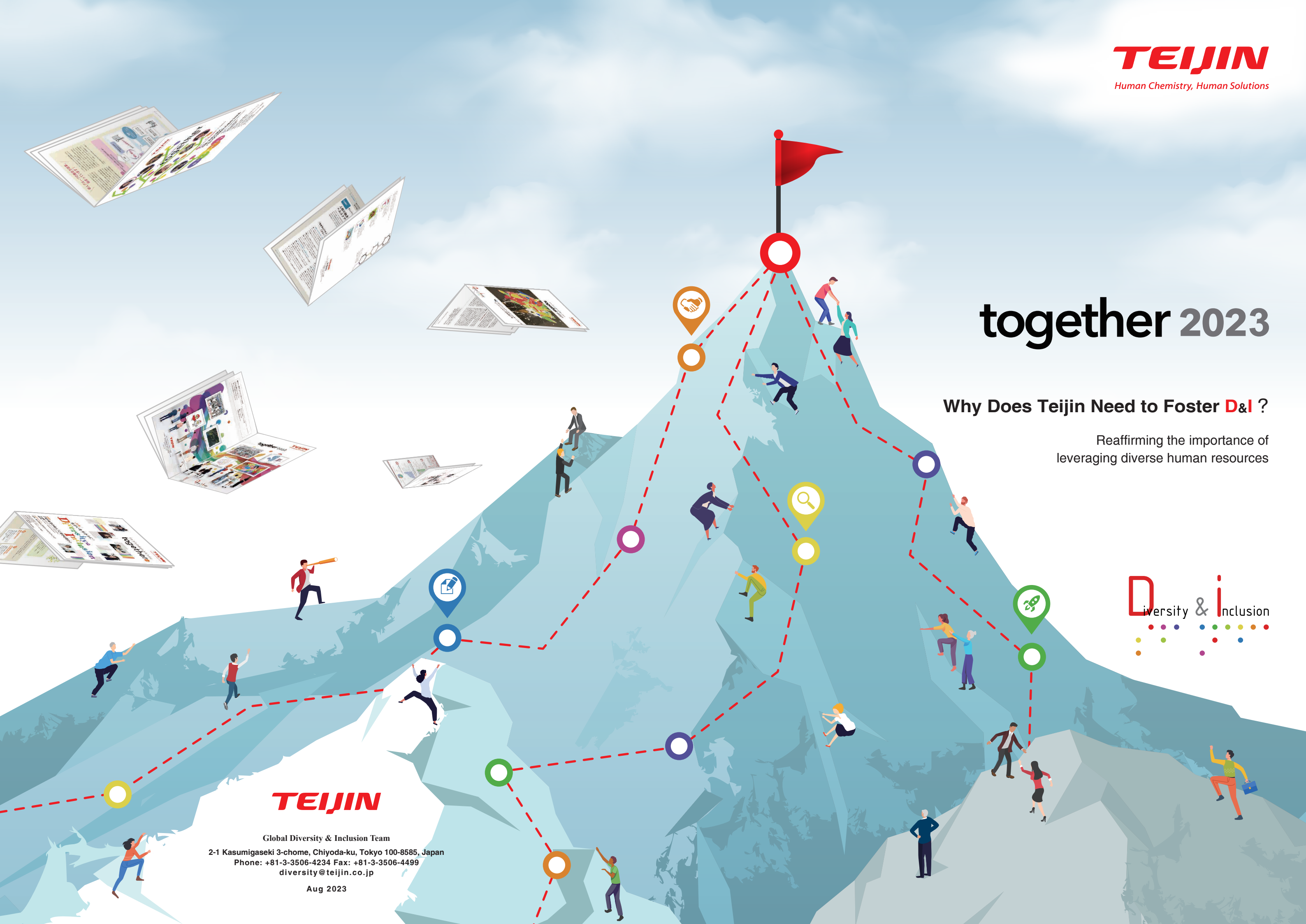
Reaffirming the importance of leveraging diverse human resources



TEIJIN

Global Diversity & Inclusion Team
2-1 Kasumigaseki 3-chome, Chiyoda-ku, Tokyo 100-8585, Japan
Phone: +81-3-3506-4234 Fax: +81-3-3506-4499
diversity@teijin.co.jp

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Akimoto Uchikawa and Yukako Uchinaga Talk about D&I

Why Does Teijin Need to Foster D&I?

Reaffirming the importance of leveraging diverse human resources

In his 2023 commemorative message on the anniversary of Teijin's founding, CEO Akimoto Uchikawa expressed his ideas about D&I and Teijin's business and system reforms as follows: By meeting our customers where they stand and helping them to overcome their challenges, we will be able to create businesses that support society. The Teijin Group has a range of employees, and by promoting D&I we can make the Group an even more creative organization. I would like all members of the Group to share its corporate DNA and purpose so that we can achieve reforms as a unified team.

The Teijin Group has been fostering D&I since 2000. That means it is now time to go back and ask ourselves why the Teijin Group needs to foster D&I—and then answer the question in a way that speaks to our shared values. To this end, we interviewed CEO Akimoto Uchikawa and Yukako Uchinaga, who is a leading figure in the promotion of D&I and served as outside director of the Teijin Group for five years. In the interview, the two leaders talked about the present and future of Teijin's D&I with Fumiaki Sakurai, who became the CHRO of the Group in April 2023 and served as the facilitator of the discussion.



Profile

Akimoto Uchikawa

President and CEO, Representative Director of the Board

Joined Teijin Limited in 1990. Engaged mainly in the development of fiber technologies and worked in the Netherlands as an expat for five years from 2003. Became a corporate officer of the Teijin Group in April 2017 and was appointed as an executive officer and member of the Board of Teijin Limited in June 2021. Has been in the current position since April 2022.

Yukako Uchinaga

Chairperson and Representative Director, Japan Women's Innovative Network Former Outside Director of Teijin Limited

Joined IBM Japan, Ltd. in 1971. Became the company's first female director in 1995 and was subsequently appointed as a managing director and senior executive officer of the company. In 2007, established the Japan Women's Innovative Network (J-Win)* as a specified non-profit corporation to support companies in promoting and establishing diversity management. Served as an outside director of Teijin Limited from 2018 to June 21, 2023.

Facilitator

Fumiaki Sakurai

Teijin Group Corporate Officer, Chief Human Resources Officer (CHRO)

After heading the human resources division and serving in other positions at Astellas Pharma Inc., became the chief administrative officer (CAO) and chief ethics & compliance officer (CECO) of the company until his resignation in September 2022. Has been in the current position since April 2023.

* J-Win is an organization formed to support companies in promoting and establishing diversity management. It is composed of corporate members, including the Teijin Group.

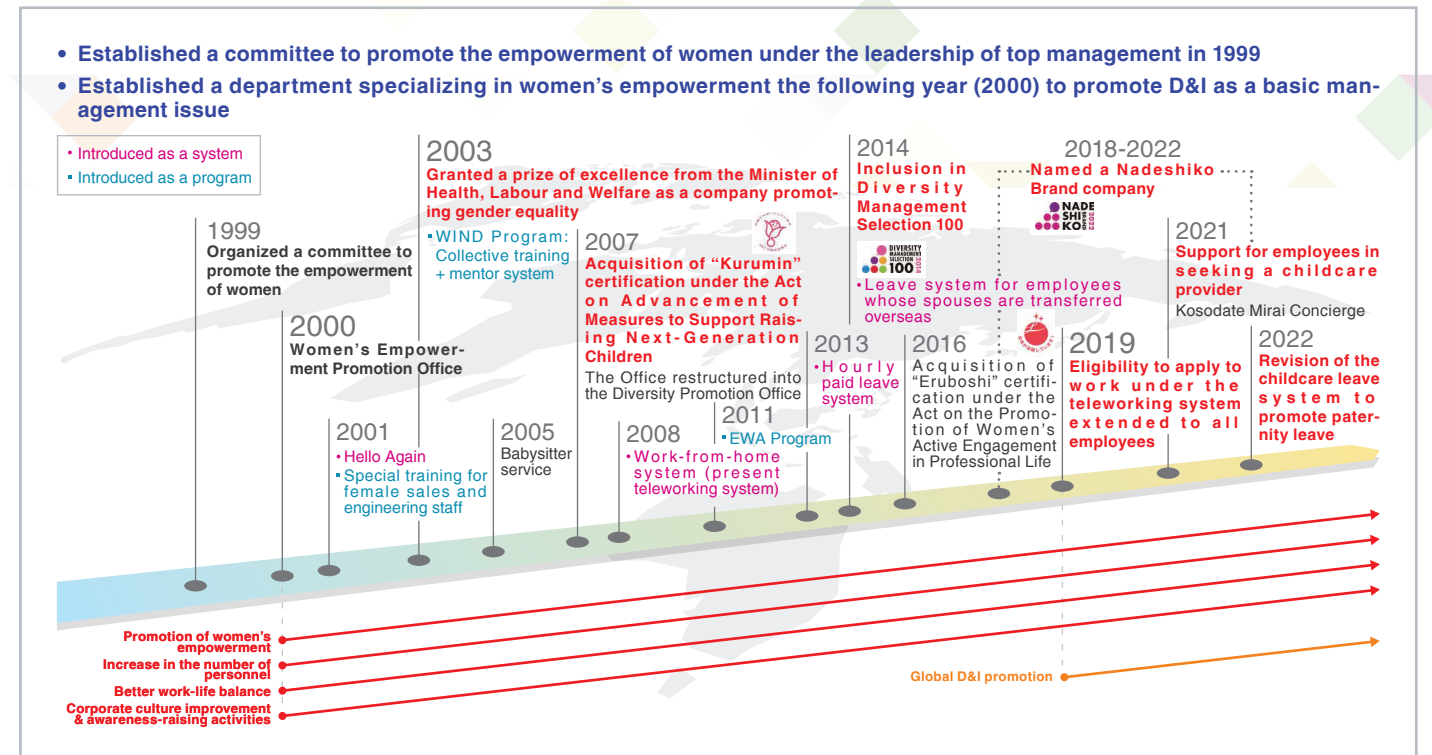


Figure 1: Teijin Group's Diversity Promotion History

Teijin has been promoting D&I in step with the development of its employees. For further promotion, we need to make a shared commitment to D&I across the board.



—The Teijin Group established the Women's Empowerment Promotion Office in Japan in 2000 to foster workplace diversity ahead of other companies. The support target was subsequently expanded to include non-Japanese employees and people with disabilities. Since 2019, the Office has been implementing D&I promotion measures not only in Japan but also internationally as the Global Diversity & Inclusion Team. (See Figure 1: Teijin Group's Diversity Promotion History.) What do you think about Teijin's current D&I-related situation?



Uchikawa: Looking at the entire Teijin Group, the number of non-Japanese employees accounts for more than 50% as we are expanding our business overseas. This means that we are not

short on diversity in terms of our human resources. Going forward, I therefore think it is necessary to foster inclusion or "mixing."

In Japan, however, we still have many challenges to meet and have been unable to keep up with the pace set by other companies regarding D&I.

Uchinaga: At J-Win*, we are analyzing the progress made with diversity by companies in Japan and presenting the results as numerical figures. The analysis has revealed that the Teijin Group is paying a lot of attention to the promotion of D&I but has not yet achieved adequate results in Japan.

—Why do you think this is?

Uchinaga: I am afraid that the basic concept of D&I has not yet been widely shared across the Group. Top leaders including Mr. Uchikawa have a deep understanding of the concept, but other managers, particularly male managers who have achieved success by adopting a conventional style and conventional values, seem not to. But this does not mean that these managers don't take D&I seriously. They just tend to give priority to dealing with the immediate business at hand. To put it another way, there is much room for improvement.



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Uchikawa: Teijin employees take their work very seriously, which sometimes means they focus too much on the measures themselves rather than the reason for implementing them. Initially, they started to implement D&I promotion measures to achieve the clear goal of enabling diverse personnel to thrive as a precondition for corporate growth. But I think over time they began to focus solely on the actual measures, including the setting and obeying of rules. Now they also seem to be overly absorbed in achieving KPIs, such as increasing the ratio of women among new employees and managers to certain levels.

Uchinaga: Maybe they have lost a bit of focus regarding the rationale for implementing the measures.

Uchikawa: I think it is important for employees to have a genuine understanding of why they need to promote D&I. I therefore want to redo the process to enable employees to develop such a shared understanding, starting by indicating the direction in which the Teijin Group should head. The Teijin Group is also beginning to implement a project to set a Group purpose. When I became president, I promised our employees that I would work to help them truly understand and share the goal of promoting D&I, which I think is very important.

and being rigid is one of our strengths. However, such rigidly recently left us unable to deal with some unexpected events.

Uchinaga: Some people mistake the promotion of D&I with dealing with human rights-related issues. They are two different things, however, and promoting D&I is both a means to strengthen the company and a management strategy for survival in business. Let me share my own experience regarding this. When IBM fell into the red in 1993, an outsider named Louis Gerstner was invited in to lead the process of rebuilding the company, and what he did as the last part of the rebuilding process was to promote diversity. Thanks to that reform, women’s empowerment was also robustly promoted at IBM Japan, where I was working at the time. Later, when he visited Japan, I had an opportunity to meet Mr. Gerstner and thank him for his reform. He replied: “I did it not for women but for the company.” He also said that for the reform of IBM he had deemed it necessary to draw on people with different backgrounds in terms of race, experience and others, in addition to WASPs (White Anglo-Saxon Protestants), who until then had accounted for a large proportion of the company’s employees. What he said left a lasting impression on me.

Uchikawa: In the days when companies sought to beat the competition by mass-manufacturing products of uniform quality for a low cost, a homogenous organization might have been easier for management to reform.

Uchinaga: Yes, it was OK in the age of “Japan as No. 1.”

Uchikawa: If our company had decided to go on doing the same thing going forward, it might be all right for it to continue as it is. However, we have decided to support society in facing complex changes, and we therefore need to change ourselves. We must achieve mutual growth by respecting diversity.

Uchinaga: Now is the best timing for such a change, I think. When I asked the CEO of a certain company, “What does D&I mean to you?” the person answered, “It means to make a rough organization.” In Japan people tend to value organizational harmony, good teamwork and the like. But as



D&I is necessary for the realization of the long-term vision and to transform Teijin into a resilient organization.

—Please let me ask you again why you need to promote D&I.



Uchikawa: The Teijin Group is in the process of reviewing its management strategies, choosing to continuously foster reforms for further growth. To achieve such growth we need to create new business models and innovations,

for which we regard the promotion of D&I as one of our important management strategies. Also, for the Teijin Group to transform itself from a rigid organization into a resilient one, D&I is essential. We have been doing everything rigidly,

What is an Old Boys Network (OBN)?

The term OBN is a shorthand characterization of the implicit culture and atmosphere of long-established successful organizations and companies. It includes unwritten promises, rules, work practices and communication methods.

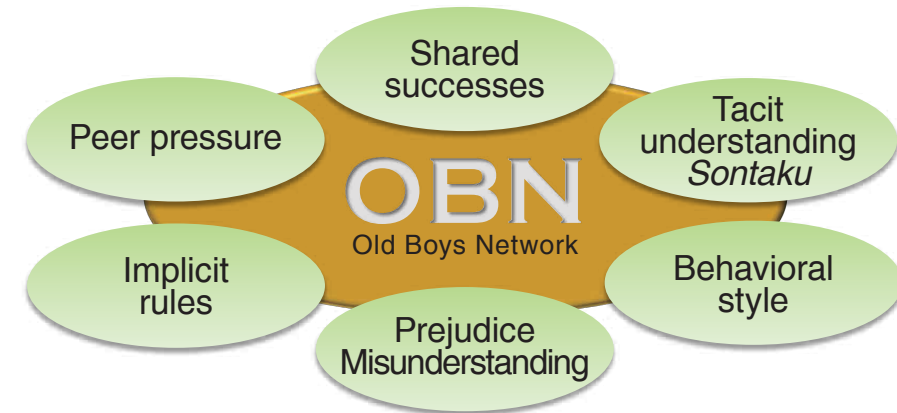


Figure 2: What is an OBN? (Source: Reference materials provided by J-Win)

a prerequisite for innovation you need to make your organization “rough” by including stones of various shapes in addition to round stones.

Uchikawa: The Teijin Group already has diverse personnel. Going forward, we will provide employees in Japan with more opportunities to work with their non-Japanese colleagues. We will also further promote the empowerment of women to speed up the promotion of D&I across the Teijin Group.

Empowerment of women has been hindered in Japan due to OBN and unconscious bias

Uchinaga: Personally, I think companies need to further empower women as the first step to promote D&I in Japan, because they have so many talented female employees who have a lot of knowledge about the company and have accumulated sufficient skills and expertise but are not trapped by past successes.

Uchikawa: Empowerment of women is a must.

Uchinaga: Japan is behind other countries, particularly in terms of the empowerment of women in the fields of politics and economics. In the gender gap index ranking provided by the World Economic Forum, Japan was in 94th place in 2010 and then dropped substantially in the ranking to 116th in 2022. [According to the 2023 survey results announced after this dialogue meeting was held, Japan is currently ranked

125th, hitting a new low.] Why do you think Japan’s ranking is lower than that of 12 years ago when the government and companies have been striving to narrow the gender gap?

Uchikawa: I think it is because the rest of the world has made improvements ahead of Japan.

Uchinaga: Exactly. Over the past decade, technologies have advanced rapidly, leading to substantial changes in business models. An old organization composed mainly of people with a shared experience of past success cannot hit upon new ideas. For innovation, it is critical to leverage diverse human resources by measures such as women’s empowerment. The rest of the world has recognized this fact earlier than Japan.

—Teijin has been focusing on implementing measures to support the empowerment of women for a long time. However, we have not yet substantially increased the number of female leaders. Ms. Uchinaga, you have long been developing female leaders at J-Win. Could you propose a solution for this?

Uchinaga: Companies are facing the same issue across Japan. First, you need to change the male-oriented corporate culture. We call a men-oriented closed organization and culture an “Old Boys Network,” or OBN (see Figure 2: What is an OBN?), and I am afraid Teijin has a strong OBN. What percentage of your employees are women?

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—In Japan, female employees make up around 20% of the total. The share of female managers is about 7%, which is low compared with our major Group companies outside Japan, where in some cases it is approaching 30%.

Uchinaga: Male managers might tend toward the view that “it’s difficult for women to do this job while having babies and raising children.” Having and raising children are indeed important life events, but there are women who want to take on more responsibility at work while at the same time raising a family.

Uchikawa: So the unconscious bias of management is a factor that prevents women from moving up in their careers. If we change our work rules to give more support to employees who want to develop their careers despite having restrictions on their working hours and as a result much more women can thrive and contribute to the company, it will be a truly wonderful thing for the company. This way of thinking will help clarify the true goal of empowering women, and we can set new rules not as a goal but as a means to achieve the goal of reforming our work practices as part of our D&I promotion effort.

Women need to understand the rewards of stepping up their career and to have the courage to grab opportunities

Uchinaga: Male managers need to change their mindsets, and I also want more female employees to understand how rewarding it can be to step up their career. There are cases where women turn down promotions, even though the company is very keen to promote them.

Uchikawa: As a matter of fact, some female employees have declined our offer to provide them with career development opportunities.

Uchinaga: In the past, women did not have enough opportunities to discover how rewarding it is to be promoted and what it is like to play the role of a manager and view things from higher up in the organization, which I think is a factor causing some women to be reluctant to take a promotion.

Uchikawa: What advice do you give to women who do not want to be promoted?

Uchinaga: To a woman who says, “I have no self-confidence. I cannot do it,” I will say, “You have subordinates and do not need to do everything on your own.” To a woman who says, “But my manager seems to have hard time,” I say, “You may face similar difficulties to your manager, but you can also make use of the company’s systems and money to do what you want to do and contribute to society. Don’t you think that would be wonderful?” In order to do what you want to do, you need to be in a higher position within the company. Many men know how fun it is to be promoted, don’t they?



Uchikawa: Speaking for myself, I did not think it was fun to be promoted, as I work for reasons of self-realization. It is, however, true that you have more authority and can do a wider range of things when you occupy a higher position. For me, working overseas as an expat helped me a lot in terms of developing my career. I also have opportunities for self-realization in my private life, but business accounts for a large part of my life.

Uchinaga: Beyond self-realization, you can also make contributions to society together with so many employees as the top representative of Teijin, which is a blue-chip company. It must be great fun.

Uchikawa: It is wonderful that I can do it not as an individual but together with all members of the company, and I hope female employees will not hesitate to grasp the growth opportunities provided by the company and to embrace challenges boldly.

By the way, is it a problem peculiar to Japan that the number of female leaders is not readily increasing?

Uchinaga: No, it is a global problem. However, the world has been changing a lot thanks to the emergence of a large number of female role models, who are demonstrating the benefits of climbing the career ladder. I hope that the Teijin Group will have more female directors and general managers

who can demonstrate those benefits to junior employees based on their own experiences.

Three important tips to promote the empowerment of women

- **Managers should seek to rid themselves of the unconscious bias that “it is difficult to entrust duties of great responsibility to women.”**
- **Female employees need to be aware of the joys of stepping up their careers and grasp the opportunities offered with ownership as members of the organization.**
- **All employees should understand that women’s empowerment is necessary not only for women but also for the growth of the entire company.**

Promoting D&I across the Teijin Group to make it an organization able to undertake reforms

Uchikawa: I see. Men-oriented organizations need to be changed, and women also need to get involved in organizations more proactively. These two are both necessary. Talking with you today has made me think that we can expect female employees to play even more roles in the workplace while establishing more support systems for them.

Uchinaga: Yes, indeed. You should have more expectations for female employees. By going to female employees directly and asking them to “please do this for Teijin,” the CEO and the direct managers of the employees can communicate the magnitude of their expectations, which will in turn increase their motivation to work hard. Without this, the employee might think, “They say they will promote me because the government wants them to promote women, but actually they expect little from me.”



—I would like to lead the establishment of a system to support employees to autonomously develop their careers as part of the personnel system. This will help broaden

the scope of women’s empowerment. Finally, please share your message to employees.



Uchikawa: Let me reiterate the need to transform the Teijin Group into a resilient organization that is able to undertake reforms. To this end, promoting D&I is very important. Teijin will announce its new medium-term management plan next

year. Toward the announcement we need to hold discussions to set our corporate purpose and make the importance of D&I more widely understood across the Group, which I think is essential.

Uchinaga: I would like to ask female employees of Teijin to embrace challenges more proactively. Teijin has a lot of talented employees. Please keep stepping up your career to achieve personal fulfillment, as working for a company until the age of 60 to 70 means devoting your prime years to it.



This dialogue meeting was held on June 8, 2023.

CASE1 Americas: EaGLES (manager training) to improve leadership skills

What is an image of leadership that increases engagement?



Catherine Spevetz

In charge of talent management and promotion of D&I at Teijin Holdings USA, Inc.

After completing the program, participants were asked to self-assess their leadership skill levels before and after the training, and improvements were seen in many items.

Feedback from participants

The most important part of the EaGLES training for me was identifying and using the six leadership styles. Understanding these styles and their characteristic features will allow me to adapt to most situations to bring out the best in my team in terms of performance and efficiency.

During the workshop I realized I used the "fast pacer" leadership style. I realized that I was struggling to delegate and when I did, I was too "impatient" with the team and with wanting to see results.

Using the authoritative style was my go-to. After the EaGLES training, I find using other styles to engage with my employees creates a positive impact with measurable results.

I believe the most important leadership skill/style I learned was "coaching." I will use it to learn more about our best contributors and develop them into future leaders of the company.



EaGLES is a global leadership training program implemented by the Teijin Group. It provides trainees with an opportunity to systematically acquire management knowledge and skills with a focus on people management.

Issues identified in the engagement survey

As a result of the global engagement survey, which has been conducted since 2021, employee satisfaction was found to be at a low level in six areas across the Americas region: communication, collaboration, recognition, respect for opinions – supervisors, work feedback, and barriers to work execution. Leaders in the Americas region believed that improving managers' "leadership skills" would be an effective way to tackle these problems and improve engagement.

Eighteen managers participated in EaGLES training

So, together with the management team, we decided to try running the "EaGLES" program in the Americas. EaGLES is a program that has been put on hold for a long time in the Americas region, but it has just been revived with the



cooperation of HR colleagues in Japan and the Netherlands. Eighteen managers from seven locations representing the three Teijin Group companies (TAT, TCA and Renegade)

participated in the six-month training from June to December 2022 using virtual sessions and e-learning. A three-day workshop was held in Findlay, Ohio in September. Aiming for the practical application of skills, team all-in exercises (group exercises) were conducted on the themes of "leadership style," "teamwork," "problem solving" and "conflict management."

CASE2 APAC: Initiatives implemented by Teijin India Private Limited (TIPL)

Building a "winning organization" that can succeed in the huge and complex Indian market



Teijin India Private Limited

Establishment: August 2007
Number of employees: 22 (as of July 28, 2023)

Promoting D&I through the fulfillment of our mission



Kohei Okada
Managing Director

TIPL has one base in Gurgaon in the northern part of India and another base in Pune in the western part of the country. The company is unique in that it performs administrative functions for the Teijin Group's business in India as well as local marketing & sales functions, mainly for the Group's aramid and resin products. I was transferred to TIPL in April 2022 and have since been having an exciting and fulfilling time, both personally and professionally.

Regarding D&I at TIPL, I am of course constantly aware of its importance, but I do not view it as a goal in and of itself. The mission of TIPL is to conduct business in India by offering solutions, thereby increasing Teijin's presence in the country. To fulfill this mission, we need to have a strong organization. For the last year and half I have been having discussions with people within and outside the company about how to make TIPL a strong organization that can beat the competition. As a result, we decided to implement the following three measures: (1) Conduct a collaborative inter-base activity ("One-TIPL activity") involving both the Gurgaon and Pune bases; (2) Promote local managers to the position of director; and (3) Provide talented local staff with educational opportunities. We decided to implement (1) out of a sense of crisis that we would be unable to compete in the huge and complex Indian market unless we promoted collaboration across the businesses. For (2), we thought it necessary to promote personnel versed in corporate governance in India to higher positions to ensure compliance with local laws and regulations, which are complex and frequently changed. For (3), we expect that providing local personnel who are talented in terms of sales and language abilities with opportunities to receive more education and have new experiences will help us build a strong

organization. In short, we deemed it necessary to promote collaboration, localization and the empowerment of women as a precondition to achieve the target of increasing Teijin's presence in India and making TIPL a strong organization.

It is of course necessary for the company to ensure that employees mutually understand and accept each other's differences in terms of culture, religion, nationality, gender and others and to give due consideration to meet the needs of various employees by measures such as ensuring workplace safety, especially for women, and offering special meals to vegetarians. However, I also think that encouraging employees to regard one another as colleagues and partners and to work together on an equal footing to discuss and think about how they can help the company and their organizations to fulfill their missions will lead to the promotion of D&I.

What D&I means to me and the D&I-related situation in India



Narendra Kumar
Director & Corporate Secretary

According to my way of thinking, diversity is the "WHAT" and inclusion is the "HOW" in a workplace. Diversity focuses on the "demographics" of the workplace, while inclusion focuses on "efforts" toward helping employees to feel safe, happy, involved and respected. In the context of my country, we are defined by diversity of geography, culture, traditions, language, cuisine, festivals etc., yet there is an underlying value system that binds us together as Indians. The foundation of this value system is inclusion.

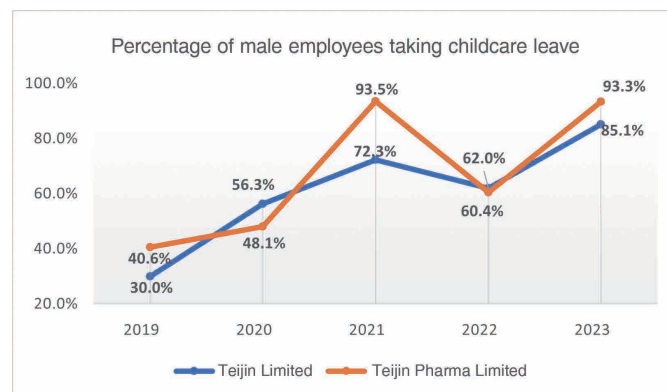
Even though we have the largest English-speaking population in the world, English is still a foreign language. Words like diversity and inclusion appear foreign and uncharacteristic to our culture, beliefs and value systems. However, we all implicitly understand that diversity enriches us; it defines us and gives us our unique identity. Corporate India has started to accept the need for diversity in the workforce and workplaces are becoming increasingly inclusive. Some have instituted positions like chief diversity officer, diversity recruiter and D&I consultant and are allocating funds for initiatives aimed at improving diversity and inclusion. Even though there is awareness about the business case for D&I, it will not happen on its own. Each one of us must embrace it in a positive way with an equally positive mindset.

Aiming to Build a Corporate Culture That Encourages All Eligible Employees to Take Childcare Leave

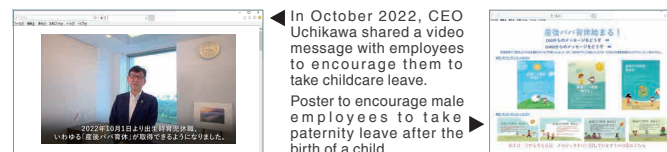
Teijin Limited and Teijin Pharma Limited revised their in-house rules on childcare leave in October 2022 to provide eligible employees with five paid childcare leave days and also allow them to accumulate an unlimited amount of unused leave under the “backup” leave system. The intention is to encourage more male employees to take childcare leave.

By supporting both male and female employees in making their work and childcare compatible, the companies aim to foster the sharing of childcare and household duties, which tend to fall disproportionately to women. It is hoped that this will encourage more women to return to work after giving birth, which will in turn contribute to the creation of a society where everyone can work in comfort.

The keys to increasing the rate at which men take childcare leave are said to be improving the workplace culture, increasing employee engagement and revitalizing workplace communication. If these preconditions are met, the rate of employee engagement will rise across the board. If more employees can make their work compatible with childcare or long-term nursing care of family members, companies will be able to hold on to employees who would otherwise quit and thereby can reduce their human resources turnover. Let us work together to build a corporate culture that fosters mutual support to help employees to continue to work while raising children or providing long-term care.



Survey target: Employees with children who were eligible to take childcare leave during the period from fiscal 2019 to 2022



In October 2022, CEO Uchikawa shared a video message with employees to encourage them to take childcare leave. Poster to encourage male employees to take paternity leave after the birth of a child

Teijin Healthcare Limited: Introduction of a male employee who took childcare leave at the Sagamihara Sales Office



Name of the employee: Naoya Naito

After gaining experience as a salesperson in the company’s home healthcare business, became sales leader in charge of promoting sales to core hospitals located in Chuo-ku and Midori-ku in Sagamihara City and others.

Childcare leave taken (1) from August 22 to August 31, 2023 and (2) from September 19 to 30, 2023

Wanting to be with my wife during the birth of our first child, I took my leave four days before the expected due date, for which I also used some outstanding annual paid vacation days. I also took my leave in two shorter periods to avoid

being absent from work at the beginning of the month, when we usually have more work to do in the home healthcare business.

At home, after my wife was discharged from the hospital, we found that our baby cried at night more than we had expected. We struggled to deal with it as new parents, and my wife thanked me a lot for taking the leave. I also thought it was right to take it. At work, we each have our own customer accounts, so when the person in charge of a certain account is absent due to an accident or injury, others need to step in. By taking the leave, I was reminded of the importance of visualizing work, sharing information on a daily basis and promoting communication among sales staff. I feel extremely grateful to members of the sale office who went above and beyond to stand in for me while I was absent. I hope to return the favor by supporting someone else in the same way in the future.



Comments from the workplace

Unlike other types of leave, you need to gain long-term support from your colleagues to take paternity leave, and what is most important in taking it is to avoid causing any inconvenience to your customers. To this end, you need to allow sufficient time to provide other staff members with all the information they need so that they can stand in for you temporarily. The key to fostering mutual support at the workplace is to promote communication. As the head of the sales office, I therefore communicate proactively with workplace members to demonstrate the importance of such communication and nurture a spirit of mutual support among the entire team so they will willingly support a colleague who wants to take paternity leave. Creating a workplace atmosphere conducive to

mutual support and assistance will help the members of the workplace feel more comfortable and keen to make more contributions to the company, which will in turn lead to the development of an indispensable workforce.

(Atsushi Hayashi, General Manager of the Sagamihara Sales Office)

Topics

Launch of “Diversity Park” as a forum for employees to exchange opinions

Diversity Park was launched on the Teijin Group’s “IdeaScale” idea proposal platform as a forum for employees to exchange views freely and easily. The aim of the forum is to help employees forge stronger interpersonal ties.

- How should the Teijin Group approach D&I and what types of workplaces should the Group provide?
- What are our own aspirations?

To help us build an organization and culture that will continue to generate innovations, please visit the website and share your frank opinions.



Discussion themes (examples)

- Do people have unconscious biases?
- What do you think about the law to promote understanding regarding the LGBT community?
- Babysitter and other in-house childcare support systems

Link to IdeaScale:
<https://mtmteijin.ideascale.com>



Holding an event for RIKO CHALLENGE SUMMER OF 2023

RIKO CHALLENGE (“Riko-challe”) is an initiative implemented under the leadership of the Gender Equality Bureau of the Cabinet Office of Japan to support female junior high school, senior high school and university students choosing to specialize in science and engineering.

Following on from last year’s program, Teijin Limited held a Riko-challe event for junior and senior high school students at its Tokyo head office on August 25, 2023. The theme was “Analyze your meal.” Representatives from the DX Promotion Department provided an introductory explanation of data science while personnel from the Biolier Division gave a lecture on the meals and the nutrients found in them. Following the employees’ instructions, the students had fun performing the data analysis despite struggling with Excel.



▲ Leaflet on RIKO CHALLENGE 2023



▲ Riko-chan, mascot for Riko-challe

Digital Transformation Certification

Teijin became a DX-certified business operator (for 2023) under the DX certification system supervised by the Japanese Ministry of Economy, Trade and Industry.



Holding “Femtech in Teijin”

In February 2023 we held a “Femtech in Teijin” briefing session for the media at the Teijin Mirai Studio. At the event we introduced our line of “Raffinan” cosmetic garments that contain beauty ingredients as well as the “UREX” lactic acid bacteria formulation and other products designed to support women’s health from inside and outside the body. We also highlighted the initiatives implemented by the Teijin Group for the empowerment of women.



▲ “Raffinan” cosmetic clothing



Stocking feminine hygiene products at all sites

The Global Diversity & Inclusion Team started to make feminine hygiene products available in the restrooms of all Teijin Group sites in Japan (excluding the sales offices of Teijin Healthcare’s branches) as part of its effort to provide all female Group employees with an environment where they can work in safety and comfort. Visitors to the sites are also welcome to use the products as needed.

