

TEIJIN LIMITED

<https://www.teijin.com>

To Be a Company that Supports
the Society of the Future



To Be a Company that Supports the Society of the Future by demonstrating Our Purpose

To realize its Long-term vision, the Teijin Group held discussions among employees globally and formulated its Purpose (the meaning of our existence).

Furthermore, to put this Purpose into action, we derived three Values from our Purpose.

TEIJIN

Purpose

Pioneering solutions together for a healthy planet

Empowering ourselves to address challenges

Values Fostering growth through diversity and expertise

Safeguarding our planet and all life on it

**Long-term vision
To be a company that supports the society of the future**

Since its founding, the Teijin Group has valued foresight and the spirit of entrepreneurship, and by leveraging the diversity and strengths of its employees, we will work with our customers to provide solutions to social issues, gaining the empathy of our stakeholders and demonstrating our Purpose by caring for the global environment, the people who live there, and all life on earth.

The philosophy system diagram expresses how we achieve our Long-term vision through realizing our Values based on our Purpose, expanding the possibilities of our future society.

Solutions that Support Society

Teijin supports people's lives in various aspects across all areas of society.

This page shows some of these examples.

Home healthcare

We help people with respiratory diseases improve their quality of life by providing them with home healthcare devices and services, such as oxygen concentrators and therapeutic devices for sleep apnea syndrome (SAS).

Battery boxes for EVs

Our proprietary multi-material technology increases environmental efficiency and safety of batteries of Electric Vehicles (EVs).

Primary structures of aircraft

Tenax™ carbon fiber reduces the weight of aircraft and thereby reduces fuel consumption and CO₂ emissions. It is 10 times stronger than steel, but the weight is one quarter.

Ultra-light ceiling material

KAL-TEN™ soft and ultra-light ceiling material reduces damage to people and objects in the event of ceiling collapse. It's made of vertical nonwoven fabric of polyester fiber.

High-value-added sports clothes

For sports and outdoor activities, we sell materials and clothes with high functionality, such as moisture-wicking, quick-drying and/or UV-blocking features, as well as eco-friendly.

Pharmaceuticals

In addition to focusing on pharmaceuticals for "bone and joint diseases", "respiratory disease", and "cardiovascular and metabolic diseases", we are also attributing importance to the treatment of rare and intractable diseases, for which more support is needed.

Services related to the Community-based Integrated care system

In order to realize the Community-based Integrated care system, we provide the multi-professional collaboration information sharing system VitalLink™ and operate Visiting Nursing Stations in Japan.

Automotive components

Applying Twaron® para-aramid fiber with superior strength and durability into tires and friction products such as brake pads, drivers' comfort and safety can be enhanced with reduced noise and vibration. Also, Panlite® polycarbonate resin, Multilon® Polycarbonate/ABS based polymer alloy and Panlite® film reduce the weight of car body and increase in-car comfort by controlling the noise and odor in the car, when used as a material for exterior parts and interior parts.

Firefighter's uniforms

Teijinonex® meta-aramid fiber contributes to the comfort and safety of firefighter's uniforms. It has a heat resistance of over 400°C and a superior flame resistance.

Smartphone devices

Panlite® polycarbonate resin with both a high refractive index and a low birefringence index, downsizes smartphone cameras, while further improving their performance. Moreover, LIELSORT® innovative separator increases safety and lifetime of lithium-ion batteries.

Tennis racket frames

Tenax™ prepregs, intermediate materials made by pre-impregnating carbon fiber sheet with resin, make sports gear such as tennis racket lighter, stronger and more durable.

Functional food ingredients

BARLEYmax™ special barley contributes to a healthy diet. It contains about twice as much total dietary fiber as ordinary barley and is used in rice balls sold at convenience stores and others.

Our Products and Services

Teijin strives to foster chemistry beyond the scope of its business and is creating products and services that support our daily life.

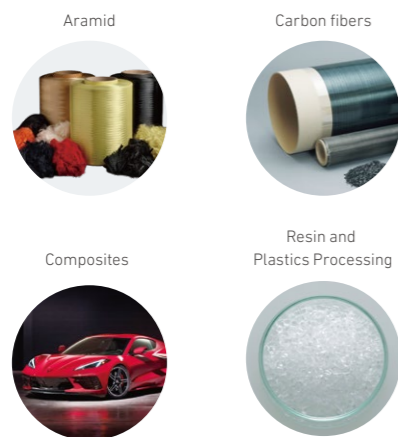
Teijin provides solutions to increasingly complex social issues, focusing on 3 areas: Mobility, Infrastructure & Industrial applications, and Healthcare.

Materials Business



Providing solutions in consideration of the global environment across a range of fields

Teijin's diverse materials are used in a wide range of fields, from clothes that protect people working in dangerous environments to industrial products such as automobiles, aircraft and electronic devices that are essential to daily life. By combining various technologies and functions, we address increasingly complex social issues.



Fibers and Products Converting Business



Realizing a comfortable and sustainable lifestyle with the power of fiber

In the fields of both apparel and industrial materials, we have been working to diversify applications and to create new markets with an integrated supply system covering everything from research and development up to the final products. We are enhancing initiatives in new business areas centered on sensing technologies, as well as working to expand markets in growing areas such as mobility, the environment and infrastructure.

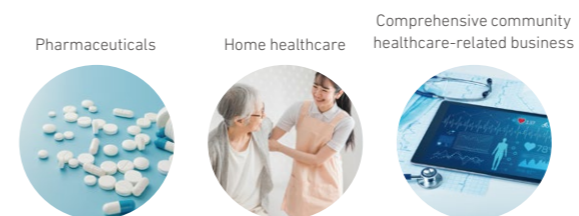


Healthcare Business



Making use of the long-established business foundation to help people needing more support to solve their problems

To help people lead healthy lives in their own way, Teijin has long been conducting its healthcare business centering on medicine and home healthcare. Focusing on rare/intractable disease areas, we aim to provide new value by combining pharmaceuticals and medical devices with our business platform cultivated over many years.



New Businesses



Taking on the challenge of creating new value by utilizing the Teijin Group's core technologies

We are expanding into new businesses that leverage the technological strengths we have been cultivating over many years. Such businesses include the development of separators for lithium-ion secondary batteries that have excellent heat resistance and adhesive properties as well as the development of regenerative medicine and cell therapy products. We are also pursuing a contract development and manufacturing organization (CDMO) business. We aim for early business expansion and profitability through strategic resource allocation based on future business potential.



Teijin's corporate DNA— carrying on the legacy by pushing through reforms and embracing challenges

In 1918, Teijin was founded as Japan's first manufacturer of artificial silk, later called rayon. Since then, against a background that included world-shaking events such as wars and oil crises, Teijin has been overcoming difficulties and fostering its own evolution to consistently take on the challenge of pioneering new business domains. As society and lifestyles change, Teijin adapts accordingly in order to become a company that supports the society of the future. To this end, no matter what circumstances arise, Teijin will never shy away from the next challenge.

Keep on Challenging

Constant dripping
wears away a stone.

1904

Taking on the challenge of manufacturing rayon in Japan

Rayon was commercialized in Western countries during the period around the end of the 19th century and beginning of the 20th century, becoming an instant hit around the world as a substitute for raw silk. In 1922, total global production of rayon came to exceed that of raw silk. Around the same time, Naokichi Kaneko, Seita Kumura and Itsuzo Hata started to conduct research to develop technology for the domestic production of rayon in Japan.



Seita Kumura



Itsuzo Hata



Naokichi Kaneko

1915

Achievements driven by the passion of the three founders

A factory to produce artificial silk has been established in Yonezawa in 1915 as a branch factory of Azuma Leather, which is under the control of Suzuki Shoten. Although encountering difficulties early on in developing a stable method for producing the fiber, through a determined process of trial and error they were eventually able to establish a technology for stable production by the end of 1917. In 1918, they launched Teikoku Jinzo-Kenshi Kaisha, Ltd, renamed Teijin Limited in 1962. Demand for domestic products increased with the escalation of World War I, and the company began a dramatic expansion of its business.

1931

Golden age and subsequent decline

Driven by the war boom, various economic stimulation measures, and improved product quality and processing technology, demand for rayon continued to expand until finally Japan topped the world in terms of rayon production. In 1933, during the golden age of Japan's rayon industry, the company's shares were listed on domestic stock exchanges. Subsequently, however, due to changing circumstances and a shortage of materials, the production of rayon decreased sharply. Even after Japan entered its high economic growth period, the textile industry continued to suffer from overinvestment in plant and equipment, and rayon followed a trajectory of decline.

Challenge

Using proprietary technology to develop synthetic fiber Teviron®

In 1948, the company began to conduct research into synthetic fibers. Despite the research being frequently suspended due to the unavailability of materials, the company finally succeeded in developing a polyvinyl chloride fiber in 1955. The new product was named Teviron® by combining the "Te" of Teijin with the "vi" of vinyl and the "ron" of the spelling of nylon in the Japanese katakana syllabary, which is used for foreign or loan words. The company promoted the sales of Teviron® for use in clothes, household items and a range of industrial products and received prizes for this highly technologically advanced product, including the fifth Okochi Memorial Grand Technology Prize, Onshi Invention Award from the Japan Institute of Invention and Innovation and others.

Efforts bear fruit

1968

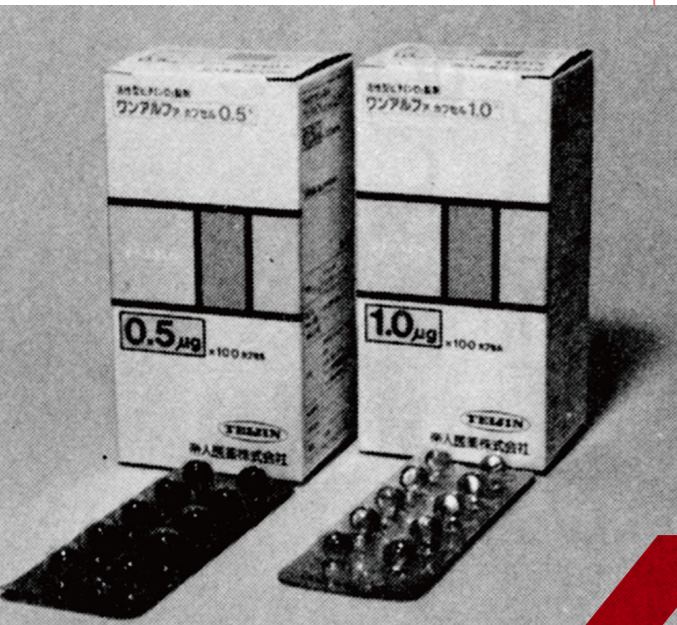
Promoting diversification by making effective use of the base technology

Teijin had remarkable success in the development of its Polycarbonate (PC) resin business and Polyethylene terephthalate (PET) film business and as a result sales of its chemical products increased about 20-fold over the decade starting from the latter half of the 1960s. At the same time, the company proactively launched new businesses, including those related to oil development, food, lifestyle, information and pharmaceuticals. It made particularly impressive progress in the field of pharmaceuticals business and continued to expand the businesses under the strong leadership of senior management as well as through bold investments in R&D and the implementation of diverse initiatives in partnership with other companies.

Challenge

Entering into the field of bone and joint diseases in the pharmaceutical business

Following our success in synthesizing active vitamin D3 through in-house drug discovery, in 1980 the active vitamin D3 preparation for kidney failure named Onealfa® became our first product in this area to be approved for manufacturing. This preparation was expected to foster the absorption of calcium and support bone metabolism, and so we thought it would also contribute to the treatment of osteoporosis. At that time, osteoporosis was not widely recognized in society as a disease and no drug development method had been established for it. By applying technology then owned by our film business to quantify the contrasting density of films, we developed the microdensitometry (MD) method to easily measure bone mass based on the photographic density of a bone. By collecting a lot of data from healthy people for the diagnosis of osteoporosis, we were able to show that active vitamin D3 helps increase bone mass. Subsequently, in 1983, we obtained approval for the use of Onealfa® for the treatment of osteoporosis. The Teijin Group thus took an important step toward the present development of its business in the field of bone and joint diseases.



Initial product package of independently developed Onealfa®, our first product in its field to be approved for manufacturing

1980

Embracing a string of challenges to establish a robust organization

In the 1980s, Teijin expanded its business relating to a meta-aramid fiber called Teijinconex®, which it had launched in 1971, and started the production of a para-aramid fiber named Technora® in 1987. Also, in 1980, the company started to sell Venilon®, the first pharmaceutical product it had developed independently, having had no previous experience in developing a pharmaceutical drug. The drug quickly became a hit in the market and had become a leading product within two years of its debut.

1992

Committing to environmental management

In 1992, Teijin formulated the Teijin Group Global Environmental Charter and Global Environmental Activity Goals and launched the material recycling business as part of its environmental management effort. Then in 1995, the company started to manufacture and sell ECOPET®, polyester fibers made from recycled PET bottles. This subsequently led to the establishment of a fiber-to-fiber recycling system. In 2000, Teijin acquired the business of a para-aramid fiber Twaron® from Dutch company Acordis B.V. in order to start conducting operations in this high-value-added product field, while launching the chemical recycling of PET bottles. In 2008, it established a Composites Innovation Center to begin R&D on composite materials, which ushered in an age of new value creation by the company.

2008

Providing solutions from the viewpoints of customers and the market

Teijin pushed ahead with organizational reforms and business development to provide solutions from the viewpoints of customers and the market. We focused on high-performance fibers and enhanced the downstream business of resin products. In composite materials, Teijin reduced "takt time" to about one minute for the manufacture of Sereebo® carbon fiber reinforced thermoplastic (CFRTP), thereby becoming first in the world to mass-produce this material. Sereebo® CFRTP was selected as the material used to make the pickup boxes of General Motors' pickup trucks.

2018

Celebrating the 100th anniversary of the Teijin Group

Teijin reaffirmed its commitment to continuing to provide solutions for the advancement of society as a company that believes in "chemistry that puts humanity first."

Challenge

Cardiovascular Surgical Patch

We have developed a novel cardiovascular surgical patch by leveraging our polymer-based product design technology and medical device development know-how in collaboration with Osaka Medical and Pharmaceutical University and Fukui Tateami Co., Ltd. Used in the surgical treatment of patients with congenital heart disease, the patch expands as the patient's body grows so as not to inhibit the growth of new tissue and is thereby expected to reduce the risk of re-operation. The patch was launched in the Japanese market in June 2024 following considerable development efforts.



Cardiovascular surgical patch, potentially a new option for patients with congenital heart disease

For eternity Changing endlessly

Challenge

Technora®, premium para-aramid fiber, enabling space exploration

Technora® played a critical role in the structure of the landing parachute of NASA's Mars Perseverance Rover, launched in 2020. In view of the unprecedented challenge, the parachute system had undergone an extensive set of demanding tests. Especially, it had proven it could support an inflation load of 31,751kg (almost 70,000lb).The challenging surface conditions on Mars included average temperatures of -63°C, frequent dust storms, and atmospheric electricity. Prior to this challenge, Technora® was also used on the Mars Curiosity Rover in 2012, where the parachute's suspension cords had to withstand a 9G force during the landing – about 27,000 kg (59,525 lb).Technora®, with outstanding strength-to-weight ratio, enables space exploration.



The landing parachute of NASA's Mars Perseverance Rover

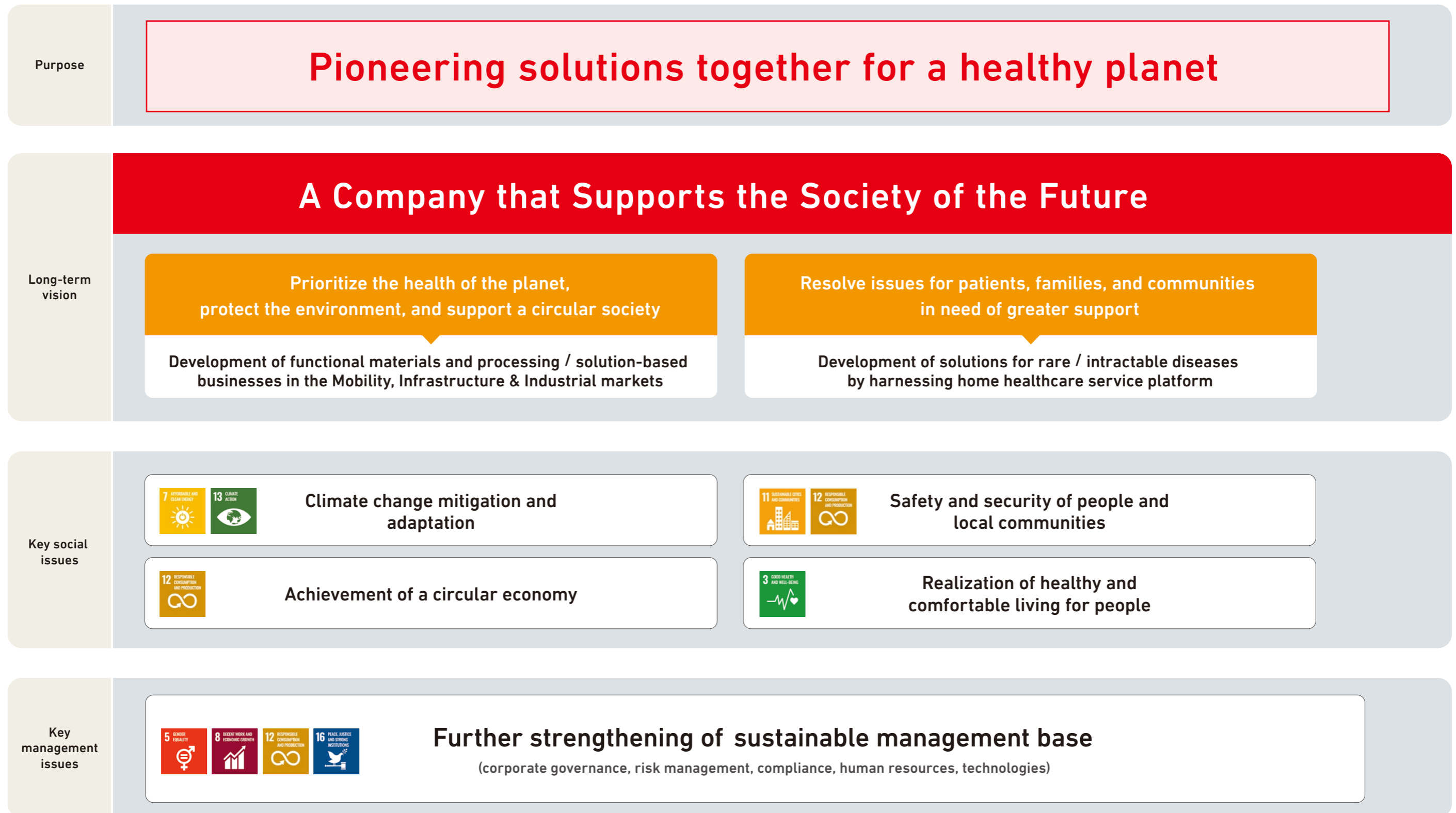
2024

Formulating the Purpose and Values of the Teijin Group

Under this new Purpose, the whole Teijin Group will embrace challenges to achieve our Long-term vision to be a company that supports the society of the future.

To Be a Company that Supports the Society of the Future

To ensure a healthy and bright future for the global environment and all life on the planet, Teijin will provide innovative solutions that minimize impacts on the environment and society, contributing to solving social issues as "A company that prioritizes the health of the planet, protects the environment, and supports a circular society, and "A company that resolves issues for patients, families, and communities in need of greater support."





“I want to help make remote locations closer through the power of materials.”

Mizuki Sasaki
Aerospace Marketing, EMEA,
Teijin Carbon Europe GmbH

Creating an “aircraft of the future” as one of the world’s leading carbon fiber manufacturers

As a Teijin Group company, Teijin Carbon Europe (TCE) engages in the Group’s carbon fiber business in Europe. Specifically, it manufactures carbon fibers and also develops and manufactures intermediate materials and components by processing carbon fibers. Since its founding, TCE has been providing innovative solutions in a range of fields, including aerospace, automobiles, civil engineering, medicine and sports. I joined Teijin Limited in 2015 and was initially assigned to the department engaging in the development of carbon fiber composite materials to be used in the main wings and fuselages of aircraft. I was later transferred to the department in charge of selling aerospace materials, where I provided



customers in Japan and Asia with technological support. In 2021, I was seconded to TCE in Germany, where I am now working as an application engineer to provide customers in Europe with technological support while also supervising the progress of development projects.

Innovative material that is robust but lightweight

Carbon fiber is 10 times stronger than steel with only a quarter of the weight. When most people pick up carbon fiber products, they are surprised at how light they are, and the carbon fiber is indeed innovative in that it makes robustness compatible with a lightweight design. Basically, carbon fibers are combined with resin and other materials to create composite materials which, due to their high resistance against fatigue, rust and chemicals, are expected to be used in various applications. Carbon fibers have been used in sports gear and bicycles since about 50 or 60 years ago, and they have recently also been used more widely in automobiles and aircraft. In particular, Tenax™, Teijin’s carbon fiber boasts the world’s top-level quality and market share, being mainly used in aircraft. In fiscal 2022, sales of the product increased for various applications, including use in aircraft, wind turbines and recreational equipment. Demand for international passenger flights has been dropping due to the pandemic, but as we are antic-

ipating a recovery of such demand we are now fostering the development of intermediate materials for adoption in aircraft.

To go carbon neutral

Primary structures including the main wings and fuselage account for a large proportion of an aircraft’s total weight. Accordingly, by using carbon fiber intermediate materials to reduce the weight of an aircraft, its fuel efficiency can be substantially improved, which will in turn help reduce CO₂ emissions for the entire fleet. In Europe, where there is greater public awareness regarding the environment and recycling, we have already been requested by our customers to provide them with a solution that includes a method to recycle the materials and products that we have supplied to them. We have already started to recycle carbon fibers and will further pursue the possibilities provided by carbon fibers to contribute to the creation of a sustainable society from a range of aspects.

Providing solutions that put people first

We are also working to increase the efficiency of our production process as another big challenge. Until now, Teijin has been supplying carbon fibers to aircraft manufacturers and intermediate materials manufacturers. Going forward, however, we will shift our focus to the manufacture of intermediate materials for use in aircraft construction. The aircraft industry was badly affected by the pandemic on a short-term basis but the market is expected to achieve further growth over the long term and aircraft manufacturers will accordingly make more aircraft, for which they need to increase the efficiency of their production processes. In response, we have developed a method to substantially shorten the time required to implement the process to harden the



Structural aircraft component made by using the Tenax™ carbon fiber

resin to be used in aircraft production from the traditional five to six hours to as little as 20 to 30 minutes by adjusting the combination of equipment and materials used.

I was previously conducting manufacturing and development activities as an engineer, but now I am supporting customers in solving their problems, for which I visit their sites in person to see how they use our products and services. Teijin is thus going beyond simply supplying carbon fibers to customers to develop technologies in consideration of their actual production processes, which is another source of strength for the company.

Aiming for an “aircraft of the future”

Leading manufacturers in the aircraft industry, which use a lot of carbon fiber, are based in the United States and Europe. Accordingly, Teijin has located its production bases for the carbon fiber business in these regions. I am now working in Wuppertal in western Germany with colleagues from around the world. It takes a long time to develop a product in the aircraft industry, and the materials that we propose to our customers will not be used immediately. We are therefore always looking ahead with the expectation that our materials will be used in aircraft in 10 or 20 years’ time.

As the use of carbon fibers continues to expand in the aerospace industry, the cruising distance will also increase to make places that are presently too far for us to visit closer to us. As employees of a company that supports the society of the future, we are working every day to materialize this vision. Thinking about how the technologies that I have helped develop might be used in the aircraft of the future gives me a lot of job satisfaction. I really hope to one day be able to fly on an aircraft that uses materials I have worked on.



Initiatives for the Realization of a Sustainable Society

Climate change mitigation and adaptation

Light, highly durable and safe automotive components

In 2023, Teijin Automotive Technologies' glass fiber sheet molding compound (GF-SMC), which is made by impregnating glass fiber with thermoset resin, was adopted as a material for the doors, rear quarter panels and tailgate inner and outer panels of Lotus Cars' new "Emira" premium sports car. Teijin Automotive's TCA Ultra Lite® glass fiber composite material is up to 40% lighter than conventional composite materials but has excellent strength and durability. The material is E-coat oven capable, while providing the Class A surface expected for a premium vehicle.



Started production and sales of biomass polycarbonate resin

We have obtained ISCC PLUS certification, an international certification for sustainable products, for polycarbonate resin (PC resin) produced in Japan, and we produce and market biomass PC resin products using the mass balance approach. These biomass PC resin products have the same physical properties as conventional petroleum-based PC, making it easy for users to switch from conventional products and contributing to reducing greenhouse gas emissions throughout the product life cycle.



Developing a new fuel cell unit and pressure vessel unit

In 2023, in order to promote the use of fuel cells and broaden the scope of their application, Teijin developed a fuel cell unit that integrates within itself all the components necessary for fuel cell operation as well as a companion pressure vessel unit to supply hydrogen to the fuel cell unit. By promoting the widespread use of the units in various applications through examinations and trial use at construction sites, we are contributing to reducing environmental impacts caused by CO₂ emissions and others.



Quantifying environmental impact to make further improvements

For Teijin to contribute to the realization of a sustainable society and become a company that supports the society of the future, we need to quantify the environmental impacts caused by Teijin Group's business activities. To meet this requirement, we conduct life cycle assessments of our products, in line with the ISO 14040 and 14044

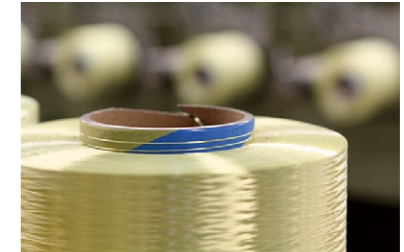
standards to precisely calculate the environmental impact caused by our production processes. These results are useful for our customers and end users, since they can then use these results to quantify their own impacts further in the value chain. But conducting LCAs is only the first step toward achieving our targets. Based on the calculation results, we will identify where we need to improve and then take the necessary measures to reduce our impacts. We aim to achieve this through internal innovation and collaboration with other stakeholders in the value chain. Moreover, we also need to address the depletion of resources as this is

Teijin includes "Climate change mitigation and adaptation" and "Achievement of a circular economy" in its issues of materiality and as such has been working to introduce green energy, reduce its energy consumption and improve its recycling technologies.

Achievement of a circular economy

Successfully produced Twaron® using recycled material

With a great sense of accomplishment, we can share a major milestone: Teijin Aramid successfully produced Twaron® using recycled feedstock. We are the first aramid manufacturer in the world to use recycled material on trial aramid production. The high-modulus filament yarn produced with recycled content has the same exceptional strength and durability as our original renowned Twaron® fibers. The milestone shows our dedication towards circular aramid. Going forward, Teijin Aramid will further strengthen cooperation with partner companies and customers to promote the collection and recycling of pre- and post-consumer materials, with the aim of achieving circular economy.



Developing ECOPET® as a polyester fiber that can coexist with the Earth

Since 1995, we have been manufacturing and selling ECOPET® polyester fiber as an environment-friendly material that was created to respond to resource depletion, increasing CO₂ emissions and environmental pollution. As a polyester fiber made from recycled materials—namely, used PET bottles that have been through a material recycling process and chemically recycled polyester fiber scrap that would otherwise end up as landfill—ECOPET® is used in a range of products including clothes, consumer goods such as interior furnishings, and automotive interior parts and other industrial components.



Establishment of Re:ism™ in response to issue of plastic marine waste

In 2021, Teijin launched a new material recycling project for used polyester fishing nets in cooperation with four companies specializing, respectively, in the manufacture of fishing nets, plastic molding, textile processing and resin treatment. Participants in the project share roles in the supply chain from the collection of end-of-life fishing nets to the sale of products made by recycling the nets into resin pellets and then using the pellets as raw materials for the creation of new products, such as trays and stationery goods.



one of the major environmental issues faced by chemicals manufacturers today. For Teijin Group, which is active in the materials industry, this means developing products and solutions that can contribute to creating a circular economy. To support this goal, in April 2023, we established a new department for environmental solutions to conduct innovative R&D and business development activities on topics related to sustainability, such as clean energy and circularity. For the realization of a circular economy, in particular, we will cooperate closely with partners across the industry as we recognize that we cannot do it on our own.



Smitha Sundaram, PhD
EU Sustainability Group,
Sustainability Development and Engagement Department



Aiming for a society
where everyone can receive
home healthcare services
with peace of mind

“I want to make Teijin an entity that people can really rely on.”

Minako Uchida
Products Supply Management Department,
Teijin Pharma Limited

Developing Japan’s first therapeutic oxygen concentrator

Teijin Pharma is conducting business with a focus on pharmaceuticals and home healthcare. I belong to a department related to home healthcare, which provides artificial respirators and CPAP equipment used for the treatment of sleep apnea syndrome (SAS) as well as oxygen concentrators. Teijin Pharma is the first company in Japan to develop a membrane-type therapeutic oxygen concentrator. The company also engaged in the development of a new treatment method called “home oxygen therapy” (HOT) for chronic respiratory impairment patients, who had no choice but to be hospitalized. HOT enables patients to be treated at home and has thus clearly helped them improve their Quality



of Life (QOL). Moreover, the company urged the government to include HOT within the scope of national health insurance benefits and introduced an oxygen concentrator rental system for medical institutions as part of its untiring efforts to not only develop and sell the equipment but also popularize the therapy.

Providing solutions beyond simply developing the device

Going even further beyond the development and provision of oxygen concentrators, we have also built up a local support service system. Specifically, we provide users of our oxygen concentrators with support through our home nursing station, an around-the-clock call center and a monitoring system using the cell phone communication network. Also, we make use of our D-MAP disaster response support system to check the safety of patients using the equipment in the event of a disaster. We are now living in an age characterized by uncertainty, and I think demand for such support services will only increase.

Establishing an around-the-clock maintenance & management system

In order to ensure the safety of HOT, we need to establish a maintenance and management system for our

oxygen concentrators installed in patients’ homes so that we can provide management and troubleshooting services while maintaining their privacy. To support patients using our equipment and continue the supply of oxygen to them even in the event of an emergency or disaster, we need to do more than just supply the equipment and provide them with a 24-hour support service. Accordingly, we station nurses and equipment maintenance personnel at our 124 sales offices* located across Japan to provide patients with attentive services.

* As of March 2024

Safety check records provide valuable data

The maintenance and management system needs to keep operating even in an emergency. Based on the lessons learned from the Great Hanshin-Awaji Earthquake and Niigata Prefecture’s Chuetsu Earthquake, Teijin Pharma has been advancing its unique disaster countermeasures, including D-MAP.

If disaster strikes, those in charge at each sales office will first check the safety of patients who are using our oxygen concentrators for HOT. Under the D-MAP system, reports sent out by local governments about large-scale earthquakes exceeding the specified intensity and about flood damage and others will be automatically received by the system to identify users of HOT equipment in the afflicted areas. We will then call these users by phone to ask them about the following: the operational status of the oxygen concentrator; how much oxygen is remaining in the cylinder; their planned evacuation destination; and the availability of an oxygen concentrator at such destination. If necessary, our representatives will visit the patient to offer emergency support.

Providing solutions that put people first

Only 10 minutes after the occurrence of the Great East Japan Earthquake, about 25,000 users of our oxygen concentrators living in the afflicted areas were identified and we implemented necessary measures for these people in cooperation with local governments and medical institutions. Our employees visited the patients in person to evaluate their situation, and I think forming close connections with patients through such people-oriented services has given Teijin a boost in terms of its strength.

All records of our disaster responses are kept by the company as valuable data. These data help us to share information about circumstances and measures taken in disaster-afflicted areas across the country and to develop even better systems and products based on past experiences.

At our department, we worked on building a system for sharing safety data with partner medical institutions, and now we can provide these institutions with the

data accumulated by our company through the system.

Aiming to enhance the safety of patients

At the time of the Great Hanshin-Awaji Earthquake, we had not yet established a system like the present one and so we used paper records to exchange information within the company about patients using our oxygen concentrators. It therefore took us about two weeks to check the safety of these patients. Based on the lessons learned from this experience, we created a manual on the home healthcare services to be provided in the event of earthquakes and other disasters and increased the stock of oxygen cylinders. Then the experience of the 2007 Chuetsu Earthquake in Niigata Prefecture led us to build the D-MAP system.

We subsequently continued to improve the system based on our experiences with the Great East Japan Earthquake, Kumamoto Earthquake and other large-scale disasters, and now we can use the system to obtain information in real time. I hope that we will be able to link local governments and medical institutions with the system for speedy data sharing, but this is not easy due to the need to protect personal information. I would like to tackle this issue as one of the challenges to be met in the future.



Our employee, delivering oxygen cylinders to one of the afflicted areas of the Great East Japan Earthquake

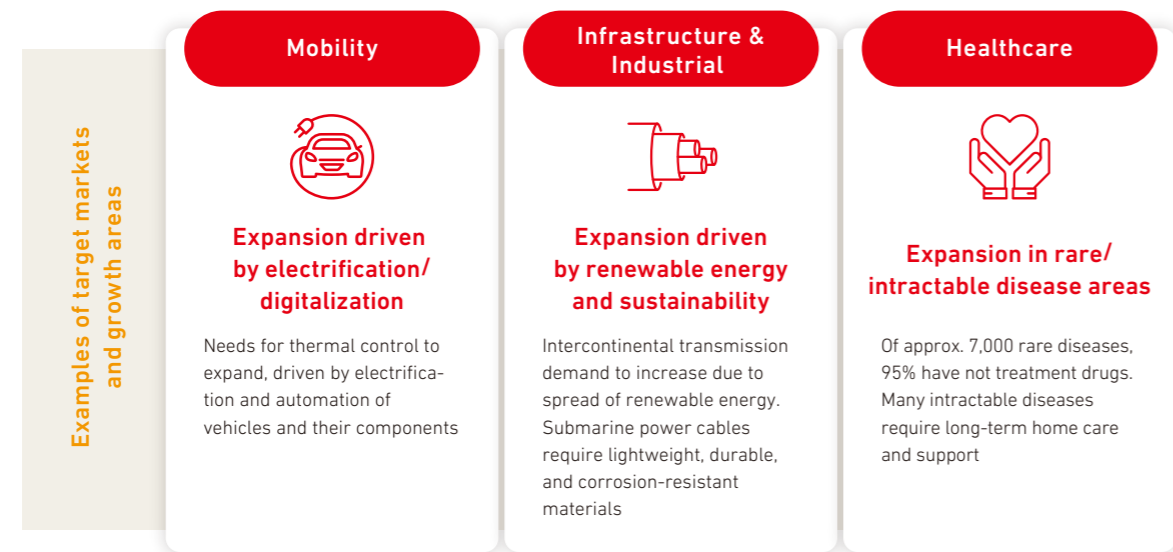
To provide peace of mind in the society of the future

We aim to make our company one that is relied upon by medical practitioners and patients in every region. Wanting to make Teijin an entity that people can truly depend on, we are working tirelessly to make improvements. Disasters such as earthquakes, heavy rain events and others have recently been occurring more frequently. Under such circumstances, I hope we will be able to make use of the safety check data collected from across the country to help people living in the society of the future to enjoy greater peace of mind.

Aiming for the further growth

Basic strategy for growth investments

The Teijin Group will allocate resources to investment targets that will contribute to sustainability and the acquisition of technologies and customer bases, primarily in the mobility, infrastructure, industrial and healthcare sectors, where we can leverage growing markets and our strengths in polymer chemistry and synthesis technology.



Our initiatives



Offshore wind power generation

Cables made from Twaron® para-aramid fiber adopted as mooring lines for demonstration of floating offshore wind power generation

Twaron® makes it possible to produce lightweight tendons with a minimal stretch and high breaking load, all while maintaining the lowest diameter. Teijin Aramid has also committed to taking back the mooring lines after end-of-life for recycling. This helps keep the oceans clean and helps secure a sustainable future.

Entering into license agreement for hormone therapy targeting rare endocrine disorders

Teijin Pharma has signed an exclusive license agreement with Ascendis Pharma (Denmark) for research, development, manufacturing, and sales in Japan of hormone therapy drugs that are currently under development and which will treat rare endocrine diseases. Going forward, we will proceed with preparation for clinical development, and manufacturing and marketing approval in order to bring the drugs to market in Japan. This agreement is part of our efforts to expand our pipeline by introducing pharmaceuticals, medical devices, and new services in the field of rare and intractable diseases. The Teijin Group will continue to work toward its vision of becoming “a company that resolves issues of patients, families, and communities in need of greater support.”



Products for overseas

In order to become “a company that supports the society of the future,” we will continue to grow by leveraging our strengths in various fields and enabling our diverse employees to demonstrate their individual abilities.

Realizing our value by “Fostering growth through diversity and expertise”

The Teijin Group regards human resources as the ultimate management capital.

We provide an attractive working environment and support our diverse employees in their autonomous career development so that they can achieve personal growth and lead full and rich lives.

Autonomous career development support and global job posting

We support our employees in their autonomous career development so that they can enhance their expertise, achieve professional development, and maximize their capabilities. In addition to inviting employees to apply for positions of their choice through our internal recruitment system, we also encourage them to engage in optional online training. Going forward, we plan to expand job postings globally.

Environment where members of a diverse workforce can thrive

We promote DE&I on a global basis, recognizing that a diverse workforce drives innovation. We set KPIs to enhance diversity at decision-making levels and implement planned training and promotion. Additionally, we take actions on issues identified through regular engagement surveys. We will continue to nurture an organizational culture where employees from all walks of life can thrive.

Flexible working arrangements and health management

For work-life balance, we have implemented systems that allow for flexible working arrangements, including remote work and flextime. Additionally, we offer parental leave for both male and female employees, long-term nursing care leave, and leave to accompany a spouse who has been transferred overseas. Teijin has also issued the Teijin Group Health Management Declaration emphasizing workplaces that promote employees’ mental and physical well-being.

work with Pride
Index to evaluate LGBTQ-related measures implemented by companies, etc.

work with Pride
Gold 2022

Granted the highest rating for four years in a row

D&I AWARD
Index to evaluate diversity promotion measures taken by companies

D&I AWARD 2023
BEST WORKPLACE for diversity inclusion

Granted the highest rating for three years in a row

The Certified Health & Productivity Management Outstanding Organizations Recognition Program
Index to evaluate listed companies in terms of health and productivity management

2024
健康経営優良法人
Health and productivity

Selected for seven years in a row

For details about our diversity & inclusion efforts, please scan the QR code.

FOCUS

Overseas practical training program



Takuya Inagaki
Implantable Medical Device Strategy Department,
Regenerative Medicine & Implantable Medical Device Division,
New Business Development Unit

Making more contributions to research with an overseas network and a global perspective

Through the three-month training program, I met more than 130 people, including venture capital representatives and U.S. Food and Drug Administration examiners, and learned how interpersonal relations are built in the United States. I also learned about overseas trends in the healthcare industry and became concerned about the limited amount of information that is available in Japan. After returning home, I therefore began to follow overseas macro trends and developments more proactively and held meetings with offshore companies, thereby improving the quality of my work. R&D competition in the healthcare industry is getting more and more fierce, which makes it more important for us to find partners for open innovation. By taking advantage of the network and mindset that I built through the training, I intend to make contributions to the business as a researcher armed with a global perspective.

Sustainability

To realize a sustainable society, we manage risks and opportunities for our company and promote various activities related to issues such as corporate ethics and compliance, product liability (PL) and quality assurance as the basis of our sustainable business management. In order to minimize the impact of our business activities on the environment, we have also established KPIs for greenhouse gases, water, hazardous substances and landfill waste and are bolstering our initiatives. These efforts have given us an excellent reputation internationally, as evidenced by Teijin being listed on key global socially responsible investment (SRI) indexes.

KPI				
KPI aimed at capturing business opportunities	Climate change Our contribution to CO ₂ reduction	FY2030	Total CO₂ emissions < CO₂ reduction contribution	CO ₂ reductions in downstream supply chain due to use of product
	Climate change Our CO ₂ emissions	FY2030 FY2050	30% reduction Achieve net ZERO	Aggregate target Shift to renewable energy and clean energy for heat sources
KPIs aimed at strengthening business platform	Climate change Supply chain CO ₂ emissions	FY2030	15% reduction	Greenhouse gas emissions in Scope 3 Category 1
	Circular economy Water	FY2030	30% improvement	Freshwater intake volume per sales unit
	Circular economy Waste	FY2030	20% improvement	Landfill waste volume per sales unit
	Safety/Security Hazardous substances	FY2030	20% improvement	Hazardous chemicals emission volume per sales unit

※All KPIs for strengthening the business platform are target values set with FY2018 as the base year

Partnership with the Envision Racing Formula E Team



The Teijin Group supports the activities of the Envision Racing Formula E Team, which exists to inspire the generations to tackle climate change and accelerate the transition to e-mobility and renewable energy. Through this partnership, we are demonstrating our corporate attitude toward climate change mitigation and adaptation to a range of stakeholders on a global stage while also aiming to boost the profile of our technologies and products that can help the automotive industry reduce its environmental impacts.

Social contribution

Co-sponsoring the All Japan High School Soccer Tournament

As part of our effort to make social contributions through measures such as supporting amateur and youth sports, we have been co-sponsoring the All Japan High School Soccer Tournament since 1991. We also donate soccer balls made from CORDLEY®, our artificial leather, to schools whose teams represent their prefecture in the Tournament.



Supporting students in and outside Japan through scholarship loans

The foundation was established in 1954 to commemorate the achievements made by Seita Kumura, a founding member of Teijin Limited. The scholarship loan program is one of the oldest offered by the Japanese corporate sector, and about 1,700 students specializing in science and engineering have received financial support under the program to date.

For details about our sustainability-related activities, please scan the QR code shown on the right.



Corporate Governance

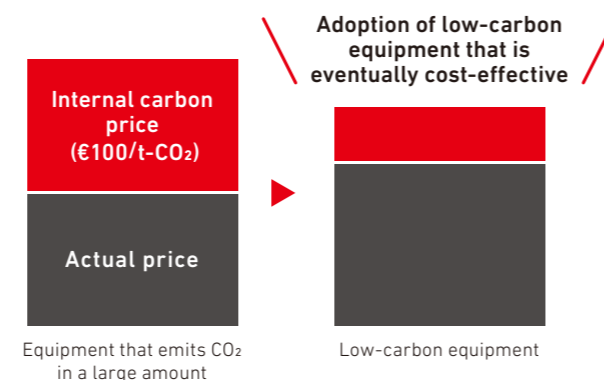
The Teijin Group reformed its governance system in 1999 to enhance its corporate governance ahead of others in the industry. We have also long been working to increase the diversity of the Board of Directors and the Board of Statutory Auditors, with the former having had female outside directors since 2018 and the latter having had female outside auditors since 2003. Furthermore, to ensure the independence of the Board of Directors, meetings are chaired by an outside director and outside directors account for 50% of members. In addition to the Nomination and Compensation Advisory Committee, which is composed of outside directors, the CEO and the chairperson (unless the position of chairperson is vacant), we also have an Advisory Board made up of both Japanese and international experts to provide advice from the broad and long-term perspective to the Board of Directors. In addition, we are working to raise the awareness of all Group employees of the Corporate Code of Conduct and the Corporate Standards of Conduct to enhance compliance across the Teijin Group.

Corporate Code of Conduct of the Teijin Group

TOGETHER	We are united in building shared, sustainable values through mutual respect for our unique differences.
ENVIRONMENT, SAFETY & HEALTH	We put the global environment, human safety and health as our top priorities when conducting business.
INTEGRITY	We act with integrity in compliance with laws and regulations, and show respect for human rights and the local communities in which we operate.
JOY AT WORK	We are committed to building a fulfilling and joyous workplace, where each of us is passionate about our work.
INNOVATION	We challenge ourselves for transformation and provide innovative solutions, anticipating the needs of our customers and society.

Internal carbon pricing

The Teijin Group established and introduced an internal carbon pricing (ICP) system in fiscal 2020. We calculate the virtual costs of our CO₂ emissions based on our global internal carbon price (€100/t-CO₂) and use the results to reflect it on our investment decisions regarding capital investment, M&A and long-term agreements on the procurement of renewable energy. Through ICP, we will foster the implementation of investment plans that contribute to the reduction of CO₂ emissions toward the achievement of our long-term target for CO₂ emissions reduction, while also preparing for possible rises in the global carbon price.



GLOBAL NETWORK

The Teijin Group has companies in more than 20 countries around the world, and about 20,000 employees with diverse backgrounds who are active on the world stage.

For details of our bases outside Japan, please scan the QR code or click the link below.
<https://www.teijin.com/about/group-worldwide/material/>



Teijin Aramid B.V.



Teijin Carbon Europe GmbH



Teijin Automotive Technologies NA Holdings Corp.



Japan

Japan

56 companies

9,634 employees

Europe

Netherlands / Germany / Portugal / Czech Republic / France / Spain / Hungary / UK / Luxembourg

22 companies

3,035 employees



Teijin Iwakuni Factory

North America/Latin America/Oceania

US / Mexico / Brazil

40 companies

4,889 employees



Teijin Polyester (Thailand) Limited

Asia

China / Thailand / Vietnam / Malaysia / Singapore / South Korea / Myanmar / India / Indonesia

49 companies

4,276 employees

Total

167 companies

21,834 employees

As of March 31, 2024

CEO Message

Realizing our Purpose and Driving our Values to Achieve our Long-term Vision

Our Purpose, "Pioneering solutions together for a healthy planet," represents the meaning of our existence. We put our Purpose into words through a series of direct communication with our employees, redefining our common values and re-visiting the meaning of our existence over the 100 plus years since Teijin's foundation. The Purpose expresses our strong sense of commitment to creating pioneering solutions for the health of the global environment, the people and all life living on our planet, through collaboration with employees and external partners who share our values.

We derived three Values from our Purpose: 1) "Empowering ourselves to address challenges", 2) "Fostering growth through diversity and expertise", and 3) "Safeguarding our planet and all life on it". All of us at the Teijin Group will commit to this Purpose and work together to act on these Values to achieve our Long-term vision: "To be a company that supports the society of the future."

This year, we announced the 2024–2025 Medium-Term Management Plan, with the objective of addressing social issues as outlined in our Purpose. To maximize our efforts, we will focus on key sectors in the fields of 1) "Mobility", 2) "Infrastructure & Industrial" applications, and 3) "Healthcare". In addition, to address social challenges that are becoming increasingly complicated, we will prioritize activity in these fields in the following manner: 1) "Mobility" - CO₂ reduction, extending the range of motorized vehicles, electrification and automation of vehicles and their components". 2) "Infrastructure and Industrial" applications, - responding to renewable energy and sustainability, and 3) "Healthcare" - providing drugs for rare and intractable diseases as well as patient support.

We appreciate our stakeholders', including our employee's continued support and cooperation as the Teijin Group achieves further growth in the future.

A. Uchikawa
President and CEO, Teijin Limited



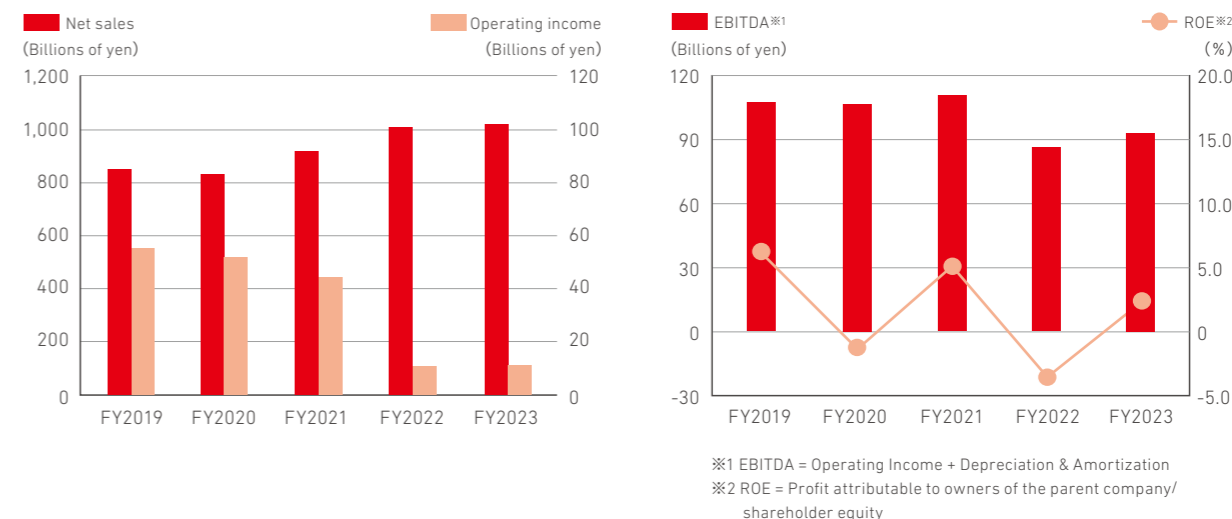
Corporate Data

Company Name	Established	Capital
TEIJIN LIMITED	June 17, 1918	71,833 million yen (as of March 31, 2024)

[Head Offices]

Company Name	Established	Capital
Tokyo Head Office Kasumigaseki Common Gate West Tower 2-1, Kasumigaseki 3-chome, Chiyoda-ku, Tokyo 100-8585, Japan Phone: +81-3-3506-4529	Osaka Head Office Nakanoshima Festival Tower West, 2-4, Nakanoshima 3-chome, Kita-ku, Osaka 530-8605, Japan Phone: +81-6-6233-3401	Higobashi Office Higobashi Shimizu Building, 3-7, Tosabori 1-chome, Nishi-ku, Osaka 550-8587, Japan Phone: +81-6-6459-2110

Consolidated Financial Results



Business Domain & Earnings Structure (Fiscal 2023)

