



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

To achieve our Long-term vision,
the Teijin Group held discussions among employees globally
and formulated its Purpose (reason for being).
Furthermore, to put this Purpose into action,
we derived three Values from our Purpose.



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

The Meaning behind Our Purpose

Pioneering

Teijin has always been a pioneer over its 100+ year history. The word is also action-oriented, and alludes to innovation, proactiveness, and entrepreneurship.

Solutions

This word was chosen as it suggests elements of science, innovation, and how Teijin is building more than just products and services to meet market needs, but rather solutions to social issues more broadly.

Together

This word alludes to strong partnerships, employees coming together, collaboration, and breaking down silos.

Healthy Planet

These words express our desire to safeguard the global environment, the people who live there, and all life on it, and to wish their good health and safety.

Solutions that Support Society

Teijin supports people's lives in various aspects across all areas of society. This page shows some of these examples.

EVs battery boxes

By using composites, we enhance the environmental efficiency and safety of electric vehicle (EV) batteries.

Home Healthcare

Providing oxygen concentrators for patients with respiratory diseases and therapeutic devices for sleep apnea syndrome (SAS).

Services related to the community-based integrated care system

Providing the patient information sharing system VitalLink™ as a support for patients and medical practitioners.

Smartphone cameras

Panlite® polycarbonate resin with both a high refractive index and a low birefringence index, downsizes smartphone cameras, while further improving their performance.

Smartphone's battery separator

LIELSORT® innovative separator increases safety and lifetime of LiB.

Sports gear

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.

Aircraft primary structures

Tenax™ carbon fiber, 10 times stronger and lighter by 1/4 vs steel, reduces the weight of aircraft and thereby reduces CO₂ emissions.

Pharmaceuticals

In addition to providing pharmaceuticals for diabetes and osteoporosis, we also focus on rare and intractable diseases.

Pressure vessels

Tenax™ carbon fiber improves the safety of compressed natural gas (CNG) tanks in natural gas-powered cars and trucks and hydrogen tanks in fuel cell vehicles.

Ultra-light ceiling board

KAL-TEN™ soft and ultra-light ceiling board reduces damage to people and objects in the event of ceiling collapse.

Automotive tires and friction materials

Applying Twaron® para-aramid fiber with superior strength and durability into tires and friction products such as brake pads, driver's comfort and safety can be enhanced with reduced noise and vibration.

Automotive exteriors & interiors

Panlite® polycarbonate resin, Multilon® and Panlite® film reduce the weight of car body and increase in-car comfort by controlling the noise and odor, when used as a material for exterior & interior parts.

High-Performance fabrics for sports apparel

Marketing materials and fabrics with high functionality, such as moisture-wicking, quick-drying and/or UV-blocking features, as well as eco-friendly.

Firefighter's uniforms

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

List of Our Products and Services

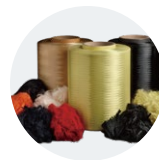
Teijin strives to foster chemistry beyond the scope of its business and is creating products and services that support our daily lives.

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

Materials Business

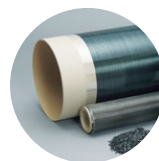


Providing solutions in consideration of the global environment across a range of fields



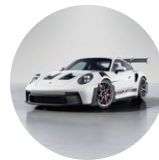
Aramid

Twaron® and Technora® para-aramid fiber with superior strength, lightweight and durability, and Teijinconex® meta-aramid fiber with superior heat resistance of over 400°C and superior flame resistance contribute to various industries with their unique properties.



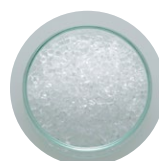
Carbon fibers

Compared to steel, it is 10 times stronger, yet weighs only a quarter, making it possible to achieve both high strength and light weight. As a material that contributes to reducing CO₂ emissions, its demand is expanding in various industrial sectors, including aerospace and automotive applications.



Composites for mobility

Teijin's lightweight glass and carbon fiber reinforced composites help our transportation industry customers create vehicles that reduce emissions and are more fuel efficient.



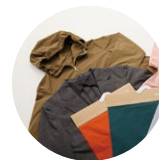
Resin and Plastics Processing

We meet a wide range of needs with a rich product lineup centered around Panlite®, a polycarbonate resin characterized by impact resistance, dimensional stability, and transparency.

Fibers and Products Converting Business



Realizing a comfortable and sustainable lifestyle with the power of fiber



Textiles and Apparel

We are globally marketing high-performance materials and products for sports, fashion, and other apparel applications, utilizing a variety of fibers such as recycled polyester fibers ECOPE™.



Industrial Textiles and Materials

We provide advanced materials and products—such as polyester staple fibers for water purification treatment filters—that support both daily life and industry across a wide range of fields, including environment and infrastructure, mobility, and life products.



Innovation Business

We offer the inventory management system RecoPick™ which continuously monitors the movement of objects via wireless communication, and MATOUS™ a wearable device that measures and digitizes body movements. By connecting advanced technologies with market needs, we are creating new business opportunities.

Healthcare Business



Centered on home healthcare products and services, we address the issues being faced by patients, families, and communities in need of greater support



Pharmaceuticals

We have long been committed to developing and providing products that support patients' health, particularly in the areas of diabetes treatment and osteoporosis. In recent years, we have also been focusing on rare and intractable diseases.



Home healthcare

We provide medical devices such as oxygen concentrators for the treatment of chronic respiratory failure, as well as therapeutic equipment for sleep apnea syndrome. Through a comprehensive 24/7 support system, we contribute to alleviating the burden on patients and their families.



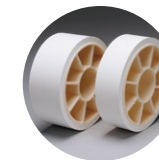
Community-based integrated care

Through initiatives such as the deployment of the patient information sharing system VitalLink™ and the operation of home-visit nursing stations, we contribute to building patient-centered care networks.

New Businesses



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



Separators/Membranes

The separator LIELSORT®, which excels in heat resistance and adhesion to electrodes, contributes to increasing the safety and lifespan of lithium-ion batteries. Miraim® Ultra-High Molecular Weight Polyethylene membranes features highly precise pore diameter, thickness and porosity which are being utilized for filtration and separation of nano level substances.



Regenerative medicine

Centered around Japan Tissue Engineering Co., Ltd., a leading company in the field of regenerative medicine in Japan, we are engaged in the development, manufacturing, and sales of regenerative medicine products, as well as contract development and manufacturing (CDMO) services.

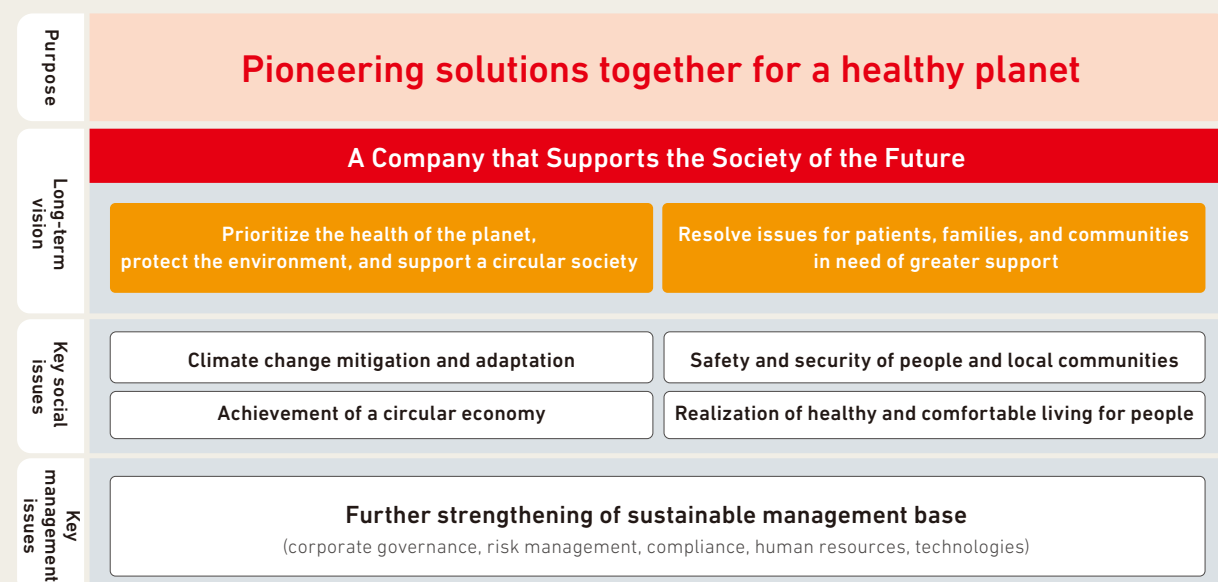


Implantable medical devices

We offer a wide range of products, including the surgical patch SYNFOILUM®, jointly developed by Fukui Tateami Co., Ltd., Osaka Medical and Pharmaceutical University, and our company, as well as bioresorbable osteosynthesis materials.

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.”



History of Reforms and 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.

Challenge

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

Technora® played a critical role in the structure of the landing parachutes of NASA's Mars Curiosity Rover (2012) and Perseverance Rover (2020), with outstanding strength and heat resistance. Its performance was proven to withstand the challenging surface condition on Mars, including a load of 31,751KG (almost 70,000LB), extremely low temperatures of -63°C, frequent dust storms, and atmospheric electricity.

2024
Formulation of our Purpose and Values



2011

World first in establishing mass production technology for carbon fiber-reinforced thermoplastics (CFRTP)



2021

Acquisition of J-TEC, a pioneer in regenerative medicine



2018

100th Anniversary

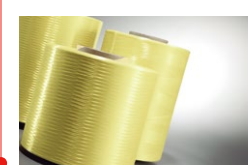


1993

Establishment of the Teijin Group Corporate Philosophy

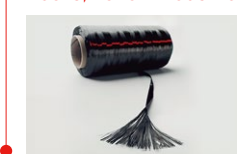
2000

Expansion of the para-aramid fibers business by starting Twaron® business



1999

Beginning of carbon fibers, Tenax™ business



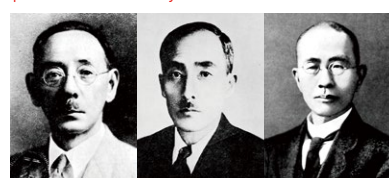
Challenge

SYNFOLIUM® a cardiovascular surgical patch

Leveraging our polymer-based product design technology and medical device development expertise, we jointly developed SYNFOLIUM® 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 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.

1918

Establishment of Teikoku Jinzo-Kenshi Kaisha, Ltd. Beginning Japan's first commercial production of rayon fibers



1952

Beginning of trading business

1962

Company name changes to Teijin Limited

1960

Beginning of polycarbonate resin, Panlite® business



1958

Beginning of polyester fibers, Tetoron® business



1971

Beginning of meta-aramid fibers, Teijinconex® business



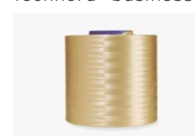
1973

Beginning of medical business



1987

Beginning of para-aramid fibers, Technora® business



1982

Beginning of Japan's first home oxygen therapy (HOT) business



For the future of
air mobility and society

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

Aerospace Marketing, EMEA,
Teijin Carbon Europe GmbH
Mizuki Sasaki
Graduate School of Engineering

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

As a Teijin Group company, Teijin Carbon Europe (TCE) engages in the Teijin 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.

—What’s your career history since joining?

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. I am now working in Wuppertal in western Germany with colleagues from around the world.

—What are the features and uses of the materials you handle?

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, including sports gear, aircraft, and wind turbines.

—How are you working to address social issues?

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. Also, 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. 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 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.

—What do you find most rewarding about your work?

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.



Structural aircraft component made by using the Tenax™ carbon fiber



Teijin Carbon Europe GmbH (TCE)

Aiming for a Healthy Planet: our environmental initiatives

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.

KPI



*All KPIs aimed at strengthening business platform are target values set with FY2018 as the base year



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. We conduct life cycle assessments (LCAs) of our products in line with ISO standards to calculate the environmental impact caused by our production processes. But conducting LCAs is only the first step. 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.



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

Specific Initiatives

Proof-of-concepts of DPP-compliant products aligned with Europe’s ESPR Environmental Regulation

In order to develop products that comply with Europe’s Ecodesign for Sustainable Products Regulation(ESPR), in November 2024, we invested in Dutch IT company Circularise and, using the company’s system, have published two proof-of-concept applications of our aramid fiber and carbon fiber products that are compatible with Digital Product Passports (DPPs).

*Digital Product Passport enhances supply chain transparency by verifying the origins of materials and supporting sustainability claims.

Aramid Fibers

traceability of aramid pulp made by grinding aramid fibers from recycled materials



DPP for recycled materials

Carbon Fibers

traceability assuming that a tire lever is made with our carbon fibers produced using post-production waste from carbon fiber filament yarn manufacturing



DPP for tire lever

Market Expansion of ECOPET™ Recycled Polyester Fiber

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.



Partnership with the Envision Racing Formula E Team

The Teijin Group supports 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. This partnership enables us to communicate our initiatives towards a healthy planet globally and boost the profile of our technologies and products that can help the automotive industry reduce its environmental impacts.

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



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.



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. About 1,700 students specializing in science and engineering have received financial support under the program to date.



Seita Kumura



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.”

Products Supply Management Department,
Teijin Pharma Limited
Minako Uchida
Graduate of the Faculty of Commerce

Developing Japan’s first therapeutic oxygen concentrator

Since Teijin Pharma developed Japan’s first medical membrane-type therapeutic oxygen concentrator, it has been a leading company in home healthcare, supporting and being close to the lives of patients and their families.

—What has been your career history since joining the company?

I joined this company in 2016 and was responsible for sales of home healthcare devices at the Niigata Sales Office. Since 2019, I have been in charge of production and sales management of medical devices and oxygen cylinders, as well as disaster response operations.

—Please provide information about Teijin Pharma’s home healthcare services.

Teijin Pharma is conducting business with a focus on pharmaceuticals and home healthcare. 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, We 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.



—What are the strengths of Teijin Pharma’s home healthcare business?

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.

—Please provide information about the maintenance and management system for home healthcare

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 86 sales offices* located across Japan to provide patients with attentive services.

* As of March 2025

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.

—Could you explain D-MAP in more detail?

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.

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.



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

—What are your plans and hopes for the future?

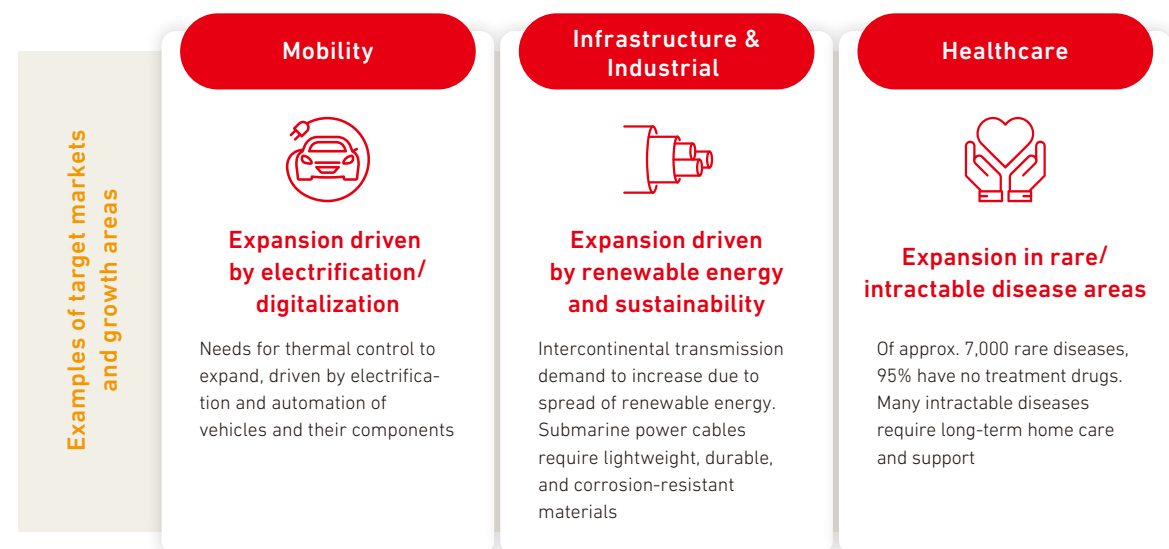
At the time of the Great Hanshin-Awaji Earthquake, we had not yet established a system like the present one and so we used paper records to exchange information within the company about patients using our oxygen concentrators. It therefore took us about two weeks to check the safety of these patients. 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.

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 with Twaron® para-aramid fiber are suitable for mooring floating wind Tension Leg Platforms (TLPs)

High modulus Twaron® enables mooring systems that maintain the necessary stiffness while being significantly lighter than steel. This reduced weight simplifies installation, while its fatigue resistance and corrosion immunity ensure long-term durability in marine environments. Teijin Aramid has also committed to taking back the mooring lines after end-of-life for recycling. This helps keep the oceans 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 launch the drugs in Japan. 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.”

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.

D&I AWARD

Index to evaluate diversity promotion measures taken by companies



Granted the highest rating for four 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



Selected for eight years in a row

Sports Yell Company

Certification of organizations that are actively promoting sports activities for employee health



Granted silver certification

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



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, and learned how interpersonal relations are built in the United States. 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.

Achieving our Long-term vision through prioritizing the Values derived from our Purpose

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 create pioneering solutions for the health of the global environment, the people and all life living on our planet, through collaboration with our 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) “Safe-guarding our planet and all life on it”. All of us at the Teijin Group commit to this Purpose, with each employee prioritizing our Values to achieve our Long-term vision: “To be a company that supports the society of the future.”

In 2024, 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 into 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, 2025)

[Head Offices]

Tokyo Head Office
Kasumigaseki Common Gate West Tower
2-1, Kasumigaseki 3-chome, Chiyoda-ku,
Tokyo 100-8585, Japan
Phone: +81-3-3506-4529

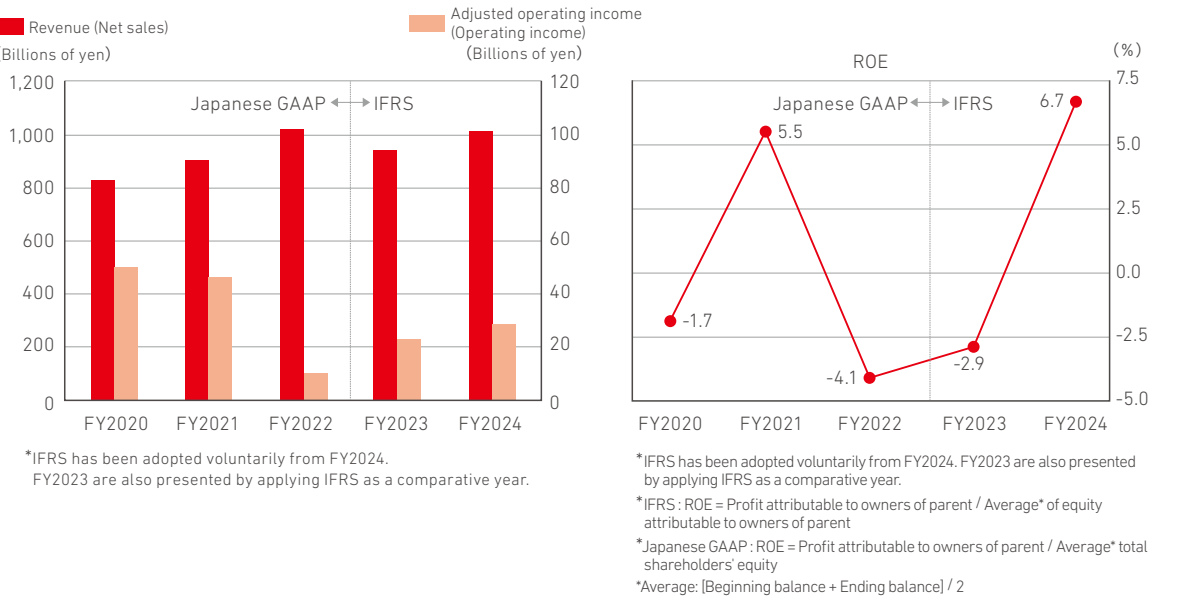
Osaka Head Office
Nakanoshima Festival Tower West,
2-4, Nakanoshima 3-chome, Kita-ku,
Osaka 530-8605, Japan
Phone: +81-6-6233-3401

Higobashi Office
Higobashi Shimizu Building,
3-7, Tosabori 1-chome, Nishi-ku,
Osaka 550-8587, Japan
Phone: +81-6-6459-2110

Global Network

Japan	Asia	Europe	North America/LatinAmerica/ Oceania	Total
48companies 8,535employees	45companies 4,385employees	23companies 2,981employees	37companies 4,378employees	153companies/ 20,279employees As of March 31, 2025

Consolidated Financial Results



Revenue by Business Domain (Fiscal Year 2024)

