

TORAY INDUSTRIES (MALAYSIA) SDN. BERHAD

[Company No: 200201007980 (575643-K)]

MEMORANDUM

From : HS Teh
Managing Director

Date : 13th October 2020

To : All Associates
TML, PAB, PFR, TPM, TMS, PNV, ROSEK

c.c. : MDs/DMDs/Directors/
Mill/Plant/HR Managers

Re: Official Launch of Toray Philosophy Project in TGM

Since Toray Group began its business in 1926, the group has sought to earn the respect of society by living up to the principle of “realizing that corporations are public institutions of society and contributing to society through our business.”

In May 2020, accompanying the announcement of its Long-Term Corporate Vision, **TORAY VISION 2030**, Toray Group organized the principles it has held to since the beginning, in the form of the Toray Philosophy.

In line with this, Toray Group (Malaysia) will implement the Toray Philosophy Project (TP Project) locally from October 2020, as a group-wide project under Toray’s Medium-Term Management Program, Project AP-G 2022 (AP-G 2022).

The TP Project’s aim is to raise Associates’ awareness of the Toray Philosophy that has been built up throughout the Toray Group’s history and to link it to an event they had personally experienced, understand the meaning afresh, and share it with their superiors and colleagues. In doing so, Associates would comprehend the Toray Philosophy as shared values of the Group and link it to their daily work.

(1) Overview of TP Project at TGM

[1] Phase 1 – “Toray Philosophy for Me”

“Toray Philosophy for Me” is a project where Associates look back at their company life till now, identify the Toray Philosophy applicable to them and share it with their superiors and colleagues.

Starting from the Managing Director of each company, the superiors prepare “Toray Philosophy (TP) for Me (= myTP)”. Then, cascading downwards, each team member prepares his/her “myTP” step-by-step in a relay format. As a result, everyone will create their own individual “myTP” in due course.

<1> November, 2020 – January, 2021:

All Management staff of each TGM company to create their own “myTP”, generally following the schedule below.

November 2020 : MD ➡ GM (D, AD, F, E1) ; GM ➡ DM (E2)
December 2020 : DM ➡ SM (E3)
January 2021 : SM ➡ Other Management Staff (E4, E5, E6)

<2> February, 2021 – June, 2021:

Each manager will work with their Non-Management staff to help them create their respective “myTPs”.

[2] Phase 2 - Declare Toray Philosophy Goals for Each Workplace : June, 2021 – March, 2022

Details on how to proceed will be informed later.

(2) What each Associate should do

- [1] Firstly, read and understand the TP book.
- [2] Create your own “myTP” by answering the questions in the attached template and convey it to your subordinates. At the same time, please share each of your superiors’ “myTP” with your subordinates so that they could then create their respective “myTP” by relay.

(3) Storage of each myTP

- [1] Each Associate will share his/her “myTP” document digitally using Office365 (for Management Staff).
- [2] TMS will prepare a company portal site, department Teams sites and user guide for each company by end October.
- [3] TMS will set-up each MD’s “myTP” in the company portal site (for TML, PAB, PFR, TPM) as an important news.
- [4] Each Associate will upload their respective ‘myTP’ document into the folder in department Teams sites by themselves.

The Toray Philosophy Book is available on “TORAYNAVI Lite” as well as “MalaysiaTORAYNavi”. It describes the seven elements of the Toray Philosophy, along with the Toray Story—a history of how the Toray Group has been practising its philosophy. Each Associate will also receive a hardcopy of the Toray Philosophy Book as well as pocket card.

I hope these efforts will further deepen your understanding of the Toray Philosophy and help you to think about what it means to work at the Toray Group. It is important for everyone who works here to have a deep appreciation for the Toray Philosophy and to truly feel that we are contributing to society through our work.

If you have any queries, please contact your respective HR & Administration Department.

Sincerely,



HS Teh

Toray Philosophy for me (myTP) – Purpose is for each one to act proactively

Please fill in the answer columns of the following questions and share the contents with your subordinates.

<For E3 and above>

DATE:

1. YOUR NAME

2. YOUR POSITION

3. QUESTIONS

Q1: What is meant by practice “Toray Philosophy” in your view?

Q2: Which concept of “Toray Philosophy” do you think has supported Toray’s growth?

Introduce any event from Toray’s history that has left an impression on you, along with the “Toray Philosophy” that emerged from the said event.

Q3: Tell us about the moment when you felt “Toray Philosophy” in your actions or words.

Q4: What motivates you to work?

Q5: When you were troubled by something at work in your younger days or section manager days, how did you overcome it?

Q6: What kind of value do you want to deliver to particular stakeholders through your work as a member of the Toray Group? What actions would you take for that?

Q7: What kind of opportunity do you want the TP Project to be for Toray Group employees?

The End