







CSR Roadmap 2025 from the Perspective of Materiality

For more information on Materiality, please click here.
<https://www.toray.com/global/sustainability/stance/materiality.html>



Materiality	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Targets			Related CSR Guidelines	Related SDGs	
			FY 2023	FY 2024	FY 2025			
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than FY 2013 (FY 2025)			3 Safety, Accident Prevention, and Environmental Preservation		
	Reduce water consumption per unit of revenue	3-6 Increase in solar power generation capacity (%)	At least 40% higher than FY 2022 (FY 2025)					
	Aim for a high waste recycling rate	3-7 Reduction of water usage per unit of revenue (%)	At least 40% lower than FY 2013 (FY 2025)					
	Expand revenues from Sustainability Innovation Business ¹	3-8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	7 Contributing Solutions to Social Issues through Business Activities		
	Expand contribution to CO ₂ reduction in the value chain ²	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (FY 2025)					
	Expand water filtration throughput contribution by Toray's water treatment membranes ³	7-2 Contribution to CO ₂ reduction in value chain	15 times compared to FY 2013 (FY 2025)					
		7-3 Contribution of Toray water treatment products	2.9 times compared to FY 2013 (FY 2025)					
Promoting a Circular Economy	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than FY 2013 (FY 2025)			3 Safety, Accident Prevention, and Environmental Preservation		
	Reduce water consumption per unit of revenue	3-6 Increase in solar power generation capacity (%)	At least 10% higher than FY 2022 (FY 2025)					
	Aim for a high waste recycling rate	3-7 Reduction of water usage per unit of revenue (%)	At least 40% lower than FY 2013 (FY 2025)					
	Expand revenues from Sustainability Innovation Business	3-8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	7 Contributing Solutions to Social Issues through Business Activities		
	Expand contribution to CO ₂ reduction in the value chain	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (FY 2025)					
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-2 Contribution to CO ₂ reduction in value chain	15 times compared to FY 2013 (FY 2025)					
		7-3 Contribution of Toray water treatment products	2.9 times compared to FY 2013 (FY 2025)					
Taking a Nature-Positive Approach	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than FY 2013 (FY 2025)			3 Safety, Accident Prevention, and Environmental Preservation		
	Reduce water consumption per unit of revenue	3-6 Increase in solar power generation capacity (%)	At least 10% higher than FY 2022 (FY 2025)					
	Aim for a high waste recycling rate	3-7 Reduction of water usage per unit of revenue (%)	At least 40% lower than FY 2013 (FY 2025)					
	Reduce atmospheric VOC ⁴ emissions	3-8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	7 Contributing Solutions to Social Issues through Business Activities		
	Expand revenues from Sustainability Innovation Business	3-9 Reduction of atmospheric VOC emissions (%)	At least 70% lower than FY 2000	At least 72% lower than FY 2000	At least 72% lower than FY 2000			
	Expand contribution to CO ₂ reduction in the value chain	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (FY 2025)					
		7-2 Contribution to CO ₂ reduction in value chain	15 times compared to FY 2013 (FY 2025)					
		7-3 Contribution of Toray water treatment products	2.9 times compared to FY 2013 (FY 2025)					
Committed to Healthier Lives	Expand revenues from Sustainability Innovation Business	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (FY 2025)			7 Contributing Solutions to Social Issues through Business Activities		
	Reduce overtime work exceeding standard hours	8-6 Reduction in employees who exceed 45 hours/month of non-statutory working hours	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	8 Human Rights Promotion and Human Resources Development		
	Encourage the use of annual paid leave by labor union members	8-7 Available annual paid leave used by labor union members (%)	90%	90%	90%			
Developing in Collaboration with Stakeholders	Enhance information dissemination through owned media such as the Group's websites and social media accounts	6-1 Number of corporate website page views (per month)	1 million page views/month	1 million page views/month	1 million page views/month	6 Communication		
	Facilitate exchange of opinions between management and employees, ascertain issues and problems, and reflect them in the Group's CSR initiatives	6-2 Interviews conducted to exchange opinions within the company (rate of progress)	(First round) 100% completed	(Second round) 30%	(Second round) 60%			
	Expand opportunities for management to disseminate information and promote communication with stockholders and investors	6-3 Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120			
	Enhance communication with the mass media	6-4 News releases (number)	200	200	200	7 Contributing Solutions to Social Issues through Business Activities		
	Expand revenues from Sustainability Innovation Business	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (FY 2025)					
	Expand contribution to CO ₂ reduction in the value chain	7-2 Contribution to CO ₂ reduction in value chain	15 times compared to FY 2013 (FY 2025)					
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-3 Contribution of Toray water treatment products	2.9 times compared to FY 2013 (FY 2025)					
	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-1 Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%			At least 85%		At least 90%
	Identify high-risk areas that may have a negative impact on the environment and human rights, and promote supply chain due diligence to implement measures to prevent or mitigate the identified risks	9-2 Implementation of supply chain due diligence (% of cases)	At least 60% (FY 2024)			At least 90%		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-3 Oil procurement needs met by palm oil sourced in a manner that is environmentally responsible and respectful of human rights (% of oil purchased, by value)	At least 70% (FY 2024)			At least 90%		
Reduce CO ₂ emissions intensity from distribution activities	9-4 Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%			1%			
Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-5 Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	At least 60%			At least 75%			
Implement social contribution activities at the appropriate scale	10-1 Social contribution expenditure (% change from average expenditure over last six years)	100% or higher			100% or higher			
Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	10-2 Social contribution activities (number)	2,500 or more			2,500 or more			
Implement a range of educational support activities that capture interest and curiosity of youngsters through school visits and company tours focusing on areas such as science, environment, and career opportunities, thereby helping to inspire upcoming generations	10-3 Beneficiaries of educational support activities such as science classes for schools and career education (number)	15,000 or more			15,000 or more			

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			FY 2023	FY 2024	FY 2025		
Ensuring Safety and Fire Accident Prevention	Aim for zero major accidents	3-1 Number of major accidents	0	0	0	3 Safety, Accident Prevention, and Environmental Preservation	
	Achieve world's best standard for safety management	3-2 Achievement for world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)	No more than 0.05	No more than 0.05	No more than 0.05		
	Aim for zero fire and explosion accidents	3-3 Number of fire and explosion accidents	0	0	0		
	Aim for zero environmental accidents	3-4 Number of environmental accidents	0	0	0		
Ensuring Ethics and Compliance	Aim for no major cases of violation of laws or ordinances	2-1 Number of major violations of laws or ordinances	0	0	0	2 Ethics and Compliance	
	Conduct internal legal audits and improve problems found in the audits	2-2 Group companies implementing internal legal audits (%)	<ul style="list-style-type: none"> Toray Industries, Inc.: 100% Group companies in and outside Japan: Implemented focusing on high-risk companies 				
	Provide information and implement education on major laws and regulations and other compliance-related matters	2-3 Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)	100%	100%	100%		
Enhancing Product Quality and Safety	Ensure that quality assurance compliance education is being fully implemented	4-1 Quality assurance compliance education (% of people trained)	100%	100%	100%	4 Product Quality and Safety	
	Enhance the auditing function to ensure improvement and continuity of Toray Group's overall quality assurance framework, and conduct auditing to check its effectiveness	4-2 Quality and product safety audit implementation rate (%)	100%	100%	100%		
	Aim for zero product accidents	4-3 Number of product accidents	0	0	0		
Strengthening Corporate Governance	Regularly hold Toray Group Business Strategy Discussion ^{*5} sessions at Board of Directors meetings	1-1 Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	8	8	8	1 Corporate Governance	
	Operate an effective internal control system	1-2 Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	90%	90%	90%	5 Risk Management	
	Follow up on the status of internal control implementation at each group company	5-1 Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	35%	70%	100%		
	Implement risk reduction across the Group for information security risks such as cyberattacks and information leaks	5-2 Group companies implementing information security evaluation and risk reduction (%)	35%	70%	100%		
Establishing Sustainable Supply Chain	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-1 Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	9 Establishing Sustainable Supply Chain	
	Identify high-risk areas that may have a negative impact on the environment and human rights, and promote supply chain due diligence to implement measures to prevent or mitigate the identified risks	9-2 Implementation of supply chain due diligence (% of cases)	At least 60% (FY 2024)		At least 90%		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-3 Oil procurement needs met by palm oil sourced in a manner that is environmentally responsible and respectful of human rights (% of oil purchased, by value)	At least 70% (FY 2024)		At least 90%		
	Reduce CO ₂ emission intensity from logistics	9-4 Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%		
	Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-5 Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	At least 60%	At least 75%	At least 90%		
Respecting Human Rights and Promoting Human Resource Diversity	Implement human rights education and training	8-1 Group companies implementing human rights education and training (%)	100%	100%	100%	8 Human Rights Promotion and Human Resources Development	
	Achieve the legally mandated employment rate of persons with disabilities	8-2 Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%		
	As part of career development initiatives for core staff, enhance the use of the career path worksheets included in the personnel information system	8-3 Career development initiatives for core staff using the personnel information system (use of career path worksheets) (% of employees)	Year-on-year increase	Year-on-year increase	Year-on-year increase		
	Promote the use and improve the operation of measures to support employee work-life balance	8-4 Employees returning to work from childcare leave (%)	100%	100%	100%		
		8-5 Male employees taking childcare leave or other leave for the same reason (%)	Year-on-year increase	Year-on-year increase	Year-on-year increase		
	Reduce overtime work exceeding standard hours	8-6 Reduction in employees who exceed 45 hours/month of non-statutory working hours	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction		
	Encourage the use of annual paid leave by labor union members	8-7 Available annual paid leave used by labor union members (%)	90%	90%	90%		

*1 Business areas and product lines that can help realize the Toray Group Sustainability Vision
 *2 Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, the International Council of Chemical Associations (ICCA), and the World Business Council for Sustainable Development (WBCSD).
 *3 Water treated annually with Toray water treatment membranes. It is calculated by multiplying the amount of fresh water that the Toray membranes can produce per day, including reverse osmosis (RO), ultrafiltration (UF) and membrane separation bioreactors (MBR), by the number of membrane elements sold.
 *4 Volatile organic compounds
 *5 Toray Group Business Strategy Discussions are opportunities to check the progress made on medium-term management issues, including initiatives for sustainability, and the direction of business operations.

Stakeholder Engagement

Toray Group has established the Basic Policies to Promote Dialogue with Stakeholders. The Group is communicating proactively with various stakeholders in all aspects of its corporate activities, and periodically report on and discuss the content of these activities with its management. With the goal of strengthening the system for engaging with stakeholders, a new organization was established in April 2018 to supervise communications in general, and efforts are being made on centralizing the function of information transmission, both internally and externally.

Engaging with Stockholders and Investors

The Group actively communicates with institutional investors and securities company analysts by providing information materials when requested and holding same-day results briefings when quarterly earnings are announced. In addition to IR materials, including integrated annual reports, the Group also provides a wide range of information on management policies and strategies, as well as financial and earnings information in the Investor Relations section of the Toray website.

Briefings on business for stockholders are held in order to deepen their understanding of Toray Group.

In FY 2022, Toray held four results briefings and held 565 meetings with investors and analysts.

Engaging with Employees

Continuous dissemination activities are necessary to increase empathy for the Toray Philosophy and for each and every employee to act and make decisions based on the Toray Philosophy. We have thus been devising methods, such as expanding our information tools and holding regular events, in working to increase employee participation. As one of our new activities, we have been conducting live video streaming called “REAL TALK—Everyone’s Voice” since January 2023 as a forum for open, two-way communication between management and employees. Held twice at Toray’s headquarters in FY 2022, the plan is to hold this type of event six times in total, including at plants, in FY 2023.

Engaging with Customers

Toray Group believes that the customer comes first. Communication is carried out closely with the customers, mainly through the marketing and sales departments, and periodic customer satisfaction surveys. The results of these surveys are shared internally at Board meetings and through in-house newsletters as the Group strives to provide even higher quality customer service.

To serve as spaces for communication with customers, we have established showrooms at our main locations, including Mishima (inside the Toray Human Resources Development Center) and Shiga (within the Shiga Plant). In FY 2022, we renovated the exhibition space on the corporate culture floor of the Toray Human Resources Development Center (Mishima).

Engaging with Business Partners

While providing materials and products as a manufacturer of advanced materials, Toray Group must engage in upstream management of its supply chains to better fulfill the needs of its customers, including the areas of production facilities and procured raw materials and resources. Accordingly, the Group has established its Basic Purchasing Policies and Basic Distribution Policies to emphasize this approach and ensure fair business activities. Throughout the Group, proper and fair transactions, adherence to laws, environmental preservation, respect for human rights, improvements in quality and other policies in initiatives with regard to corporate responsibility in procurement, purchasing, and distribution are promoted.

Engaging with Local Communities

In addition to holding informal gatherings for discussion regularly, Toray Group strives to engage in more active dialogue with nearby residents in a variety of other settings, including by participating in events sponsored by local governments and inviting local residents onto plant grounds for summer festivals.

In FY 2022, the impact from COVID-19 infections subsided, and we actively engaged in activities that contributed to local communities.

External Evaluation

Toray was included in the following SRI indices.

Included in the Dow Jones Sustainability™ Index Asia Pacific

Toray Industries is included in the Asia Pacific Index of the Dow Jones Sustainability™ Indices (DJSI). The DJSI are stock indices from S&P Global that evaluate corporate performance in terms of sustainability.



Included in The S&P Global Sustainability Yearbook 2023

Toray Industries is among the 710 global leaders in sustainability listed in The Sustainability Yearbook 2023 published by S&P Global.



Included in FTSE4Good Index/ FTSE Blossom Japan Index/ FTSE Blossom Japan Sector Relative Index

Toray Industries is included in the “FTSE4Good Index Series”, “FTSE Blossom Japan Index Series” and the “FTSE Blossom Japan Sector Relative Index” developed by FTSE Russell, a wholly owned subsidiary of the London Stock Exchange Group. The Company is also included in the FTSE Blossom Japan Sector Relative Index.



MSCI Japan ESG Select Leaders Index AAA Rating/Included in the MSCI Japan ESG Select Leaders Index

Having acquired the highest rating of AAA on the ESG rating by MSCI, Toray Industries is included in the MSCI Japan ESG Select Leaders Index. MSCI provides institutional investors (from pension funds to hedge funds) across the globe with various tools to support investment decisions.



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Selected as CDP Water Security A List Company

Toray Industries was recognized as a Water Security A List company, the highest rating, by CDP, a global non-profit organization, for the fourth consecutive year. In 2022, the Company was given a A- rating on climate change performance.



Selected as Constituent of S&P/JPX Carbon Efficient Index

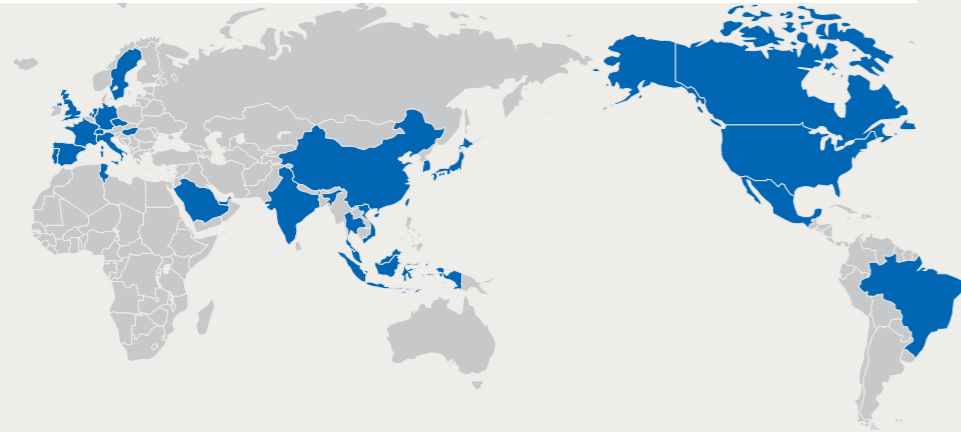
Toray has been selected as a constituent of the environmental stock index presented by S&P Dow Jones and the Tokyo Stock Exchange.



Toray Group Worldwide Network

Toray Group operates businesses in 29 countries and regions including Japan.

310 subsidiaries and affiliated companies (114 in Japan, 196 overseas) (as of March 31, 2023)



Japan

- Toray Fine Chemicals Co., Ltd.
- Toray Advanced Film Co., Ltd.
- Suido Kiko Kaisha, Ltd.
- Toray Construction Co., Ltd.
- Toray Engineering Co., Ltd.
- Toray Medical Co., Ltd.
- Toray Systems Center, Inc.
- Toray International, Inc.
- Chori Co., Ltd.
- Du Pont-Toray Co., Ltd.
- Japan Vilene Company, Ltd.
- DuPont Toray Specialty Materials K.K.
- Dow Toray Co., Ltd.
- Sanyo Chemical Industries, Ltd.

United Kingdom

- Toray Textiles Europe Ltd.

Italy

- Alcantara S.p.A.

France

- Toray Carbon Fibers Europe S.A.
- Toray Films Europe S.A.S

China

- Toray Fibers (Nantong) Co., Ltd.
- Toray Sakai Weaving & Dyeing (Nantong) Co., Ltd.
- Toray Industries (H.K.) Ltd.
- Toray Plastics (China) Co., Ltd.
- Toray Industries (China) Co., Ltd.
- Pacific Textiles Holdings Ltd.

Republic of Korea

- Toray Advanced Materials Korea Inc.
- Toray Battery Separator Film Korea Limited
- STEMCO, Ltd.
- STECO, Ltd.

Malaysia

- Penfibre Sdn. Berhad
- Toray Plastics (Malaysia) Sdn. Berhad

Indonesia

- PT. Indonesia Toray Synthetics

Thailand

- Toray Textiles (Thailand) Public Company Limited
- Thai Toray Synthetics Co., Ltd.

U.S.A.

- Toray Plastics (America), Inc.
- Toray Composite Materials America, Inc.
- Zoltek Companies, Inc.
- Toray Advanced Composites USA Inc.

Other group companies

- Fibers & Textiles
- Performance Chemicals
- Carbon Fiber Composite Materials
- Environment & Engineering
- Life Science
- Other
- Trading

Major Offices and Plants in Japan

Osaka Head Office

Branches

Nagoya, Hokuriku, Kyushu, Tohoku, Chugoku & Shikoku

Plants

Shiga, Seta, Ehime, Nagoya, Tokai, Aichi, Okazaki, Mishima, Chiba, Tsuchiura, Gifu, Ishikawa, Nasu

Overseas Offices

U.S.A.

Toray Industries (America), Inc.

Germany

Toray Industries Europe GmbH

China

Toray Industries (China) Co., Ltd.
Beijing Branch

Republic of Korea

Toray Industries Korea Inc.

India

Toray Industries (India) Private Limited

Brazil

Toray do Brasil Ltda.

Investor Information (As of March 31, 2023)

Common Stock:

Issued: 1,631,481,403 shares (including treasury stock)
Number of Stockholders: 206,980

Annual General Meeting:

The annual general meeting of stockholders is normally held in June in Tokyo.

Listings:

Common stock is listed on the Tokyo Stock Exchange.

Independent Auditor:

Ernst & Young ShinNihon LLC

Transfer Agent:

Sumitomo Mitsui Trust Bank, Limited
1-4-1, Marunouchi Chiyoda-ku, Tokyo
100-0005, Japan

Cash Dividends Per Share

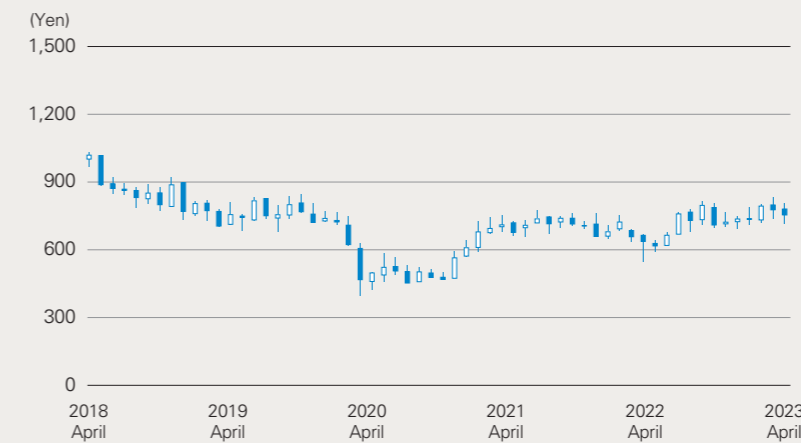
	FY 2022	FY 2021
Total for the year	¥18.00	¥16.00
Interim	9.00	8.00

Principal Stockholders

	Shares held	Percentage of shares held*
The Master Trust Bank of Japan, Ltd. (Trust Account)	255,550,400	15.95
Custody Bank of Japan, Ltd. (Trust Account)	132,812,600	8.29
Nippon Life Insurance Co.	71,212,250	4.45
TAIJU LIFE INSURANCE COMPANY LIMITED	35,961,000	2.24
STATE STREET BANK WEST CLIENT-TREATY 505234	26,808,514	1.67
National Mutual Insurance Federation of Agricultural Cooperatives	26,593,000	1.66
Custody Bank of Japan, Ltd. (Trust 4 Account)	24,608,800	1.54
Sumitomo Mitsui Banking Corporation	24,022,000	1.50
JP MORGAN CHASE BANK 385781	20,241,561	1.26
Mitsui Fudosan Co., Ltd.	19,460,720	1.21

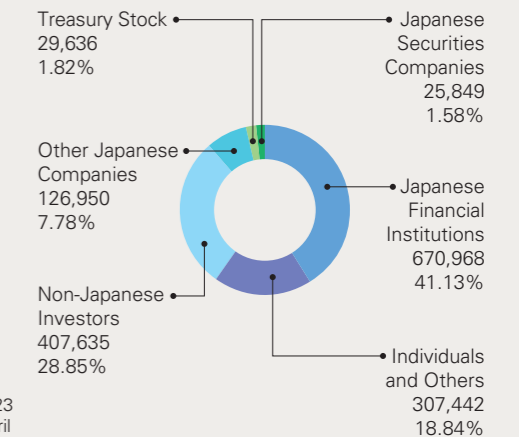
*Percentage of shares held is calculated excluding 29,636,294 shares of treasury stock.

Stock Price Range



Composition of Stockholders

(Thousands of shares)



Corporate Data (As of March 31, 2023)

Toray Industries, Inc.

Head Office

Nihonbashi Mitsui Tower, 1-1,
Nihonbashi-Muromachi 2-chome,
Chuo-ku, Tokyo 103-8666, Japan
Telephone: 81 (3) 3245-5111
Facsimile: 81 (3) 3245-5054
URL: www.toray.com

Established:

January 1926

Paid-in Capital:

¥147,873,030,771

Number of Employees:

48,682

Toray: 6,992
Japanese subsidiaries: 10,420
Overseas subsidiaries: 31,270