

Toray Group Corporate Social Responsibility

Toray Group strategically practices social responsibility guided by its three-year CSR Roadmap, aiming to achieve sustainable growth while helping to build a more sustainable world.



Report from the Chief CSR Officer

As Chief CSR Officer, I will make every effort to further CSR initiatives that ensure the sustainable development of Toray Group and society as a whole.

Toray Group has from its founding in 1926 lived up to the management principle of "realizing that corporations are public institutions of society and contributing to society through our business." Toray Group positions CSR efforts as one of its highest management priorities and implements its management strategies and CSR initiatives in an integrated manner, striving both to ensure the sustainable development of the Group and to help build a sustainable world.

Toray Group's CSR Guidelines, our guiding principles for delivering on our social responsibilities, lay out such broad themes as: corporate governance; ethics and compliance; safety, accident prevention, and environmental preservation; product quality and safety; contributing solutions to social issues through business activities; human rights promotion and human resources development; and establishing a sustainable supply chain. We identify material CSR issues and establish our three-year medium-term CSR Roadmap by setting specific goals and main initiatives, as well as KPIs to



Shigeki Taniguchi

Senior Vice President,
Chief CSR Officer,
Toray Industries, Inc.

measure progress for each individual guideline based on the materiality. The CSR Roadmap guides our systematic implementation of organization-wide CSR activities. In June 2023, we announced our CSR Roadmap 2025 (Fiscal 2023-Fiscal 2025), which incorporates a total of 11 selected material CSR issues classified under Contribution to Society through the Creation of New Value and Management Foundation.

We will do our utmost to enhance the CSR activities of Toray Group through the strategic promotion of CSR initiatives.

Toray Group Corporate Social Responsibility

Toray Philosophy and CSR

Under a corporate philosophy of “contributing to society through the creation of new value with innovative ideas, technologies and products,” Toray Group has from the beginning pledged to have a positive impact on society through its business. The Group’s CSR activities embody the corporate philosophy positioned at the highest tier of the Toray Philosophy.

Related Information

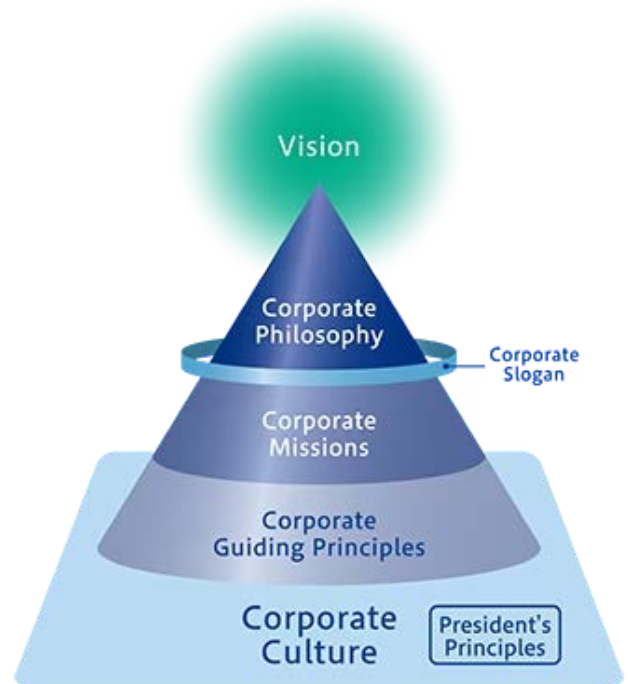
> [Toray Philosophy](#)

Toray Philosophy

The Toray Group was established in 1926, based on the principle of “realizing that corporations are public institutions of society and contributing to society through our business.” Ever since, the Toray Group has aimed to be a corporate entity respected by society.

In 1955, Toray clearly established this commitment as a Company Principle. Then, in 1986, the 60th anniversary of our founding, the company’s Management Philosophy framework was formalized with the Corporate Philosophy as its paramount concept. Since then, the Management Philosophy has been passed down, with some revisions. Accompanying the May 2020 announcement of the Long-Term Corporate Vision, TORAY VISION 2030, the Toray Group organized the principles it has followed since the beginning in the form of the Toray Philosophy.

In addition to our traditional Management Philosophy (which includes the Corporate Philosophy, Corporate Missions, Corporate Guiding Principles), the Toray Philosophy includes the Corporate Slogan (which simply expresses Toray’s stance on embodying the Corporate Philosophy), the Vision (which represents the direction the Group is headed), the Corporate Culture (which includes values and management perspectives that have been maintained since the company’s founding), and the President’s Principles.



| Toray Philosophy |

Corporate Philosophy

**Contributing to society through the creation
of new value with innovative ideas, technologies
and products**

Corporate Missions

For our customers

To provide new value to our customers through high-quality products and superior services

For our employees

To provide meaningful work and fair opportunities

For our shareholders

To practice sincere and trustworthy management

For society

To establish ties and develop mutual trust as a responsible corporate citizen

Corporate Guiding Principles

Safety and Environment

Placing top priority on safety, accident prevention and environmental preservation in order to protect the safety and health of employees, customers and local communities and contribute to building a sustainable society

Ethics and Fairness

Acting with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations

Customer-Focus

Providing solutions of high value to customers, and pursuing customer satisfaction and the world's highest level of quality

Innovation

Achieving continuous innovation in all corporate activities, and aiming for dynamic evolution and growth

Strong *Genba-Ryoku* (Workplace Competency)

Learning from one another and making self-driven efforts to leverage technologies and expertise in order to strengthen workplace competency, which is the foundation of our corporate activities

Cooperation and Co-creation

Forming integrated internal linkages and strategic alliances with external partners, and evolving together with society by creating new value

Emphasis on Human Resources

Providing motivating work environments where employees can demonstrate their abilities, and building a vibrant corporate culture

Information Disclosure

Appropriately disclosing corporate information and enhancing communication with stakeholders in order to maintain management transparency

Respect for Human Rights

Fulfilling our responsibility to respect human rights as a good corporate citizen

Corporate Slogan

Innovation by Chemistry

Innovation is how the Toray Group delivers on its corporate philosophy of “Contributing to society through the creation of new value with innovative ideas, technologies and products.” When we say “innovation”, we mean not only development of radically new technologies but also innovation across every other facet of our corporate activity.

We use the word “Chemistry” with two meanings. The first is the science that forms the basis for the advanced materials which we supply. This allows us to create new value and support the development of a sustainable world while maintaining good relationships with everyone who encounters the Toray Group, including customers, employees, shareholders, suppliers, consumers, and local communities. “Chemistry” also means collaboration and rapport. In this spirit, Toray Group companies and business sites around the world work together as-one to deliver innovation.

Toray Group Sustainability Vision

The Toray Group Sustainability Vision outlines the world as envisioned by the Toray Group in 2050, as well as the challenges that must be undertaken to achieve that goal. It also includes KPIs to be achieved by fiscal 2030 as important milestones.

The vision indicates that the Toray Group's mission is to deliver innovative technologies and advanced materials that provide real solutions to the challenges the world faces with balancing development and sustainability. These challenges include population growth, aging demographics, climate change, water scarcity, and resource depletion.

"We are convinced that the Toray Group can continue to grow without negatively impacting global sustainability. We will do our utmost to address global issues, including the goals of the Paris Agreement and the United Nations Sustainable Development Goals (SDGs), while working closely with our business partners worldwide"—this declaration forms the foundation for TORAY VISION 2030 and indicates the future direction of the Group.

Toray Group Sustainability Vision

Corporate Culture

Contributing to society through business activities

The Toray Group has grown through tireless effort, based on a sound understanding of its social responsibilities. Our management foundation has always been rooted in a spirit of public service. This aspiration is reflected in our corporate philosophy of "Contributing to society through the creation of new value with innovative ideas, technologies and products." We are committed to creating innovative materials and new value that help to solve the challenges the world faces, such as global environmental issues, resource and energy issues, and contributing to a world where people everywhere can live long, healthy lives.

People-centric management

Since the beginning, the Toray Group has been striving to foster a good sense of social responsibility and high motivation among employees by building a vibrant workplace. The Toray Group holds to the philosophy that the success or failure of a company is decided by its people, and that employees shape its destiny. This approach is widely shared at Toray Group sites worldwide, and the Toray Philosophy is being practiced globally, while respecting regional differences in customs and social concepts.

Management from a long-term perspective

Over the decades, the Toray Group has passed down the key phrase, “The deeper, the newer,” and it has become a core part of our heritage. It expresses our determination to dig deep into things and pursue them to their ultimate limit, and our conviction that this always results in new discoveries and inventions. While taking a long-term perspective, Toray ascertains major social issues based on current public needs, and then pursues R&D to create innovative technologies and advanced materials that help solve those issues, while developing and growing its businesses.

Pioneering spirit

The Toray Group has always placed great emphasis on R&D as a driving force for corporate growth. By tirelessly pursuing R&D and improving production technology, we have turned superior technology and advanced science into ways to better people’s lives. In addition, the Toray Group has boldly taken on challenges in other areas. Each person at the Toray Group approaches their work with a pioneering spirit. We work together while respecting one another’s individuality and independence, and this collective strength leads to great results.

President’s Principles

The President’s Principles are core action guidelines that shape how all the people of the Toray Group approach their work.

Stay focused on the basics, search for ideal approaches, identify the right steps, and then carry them out

Thoroughly review the facts, clarify current problems and their root causes, and identify tasks and actions to take to create the ideal situation. By doing so, it soon becomes clear what should be done next. In order to solve a problem, we need to get all the relevant people involved, to coordinate everybody, and to take charge of implementing the solution. We need to respond appropriately to changing circumstances and produce results with a sense of urgency.

All solutions can ultimately be found in the *Genba* (workplace)

When problem solving, it is important to ascertain and analyze the current situation, organize the facts, and thoroughly investigate the causes. When we focus on the *Genba* and ascertain and analyze the roots causes, it soon becomes clear what needs to be done.

Consider what is best for the company

Living up to the corporate philosophy is the top priority in all actions. Based on the idea that everyone is striving to do the right thing, employees with different positions and opinions should have in-depth discussions. In this way, we should take action to achieve “total optimization” for the company or society as a whole, rather than “individual optimization” for a single person or organization. In addition, it is vital that we create a system that helps connect the two.

Have the integrity to do the right thing in the right way

When faced with various pressures and temptations, the key is to maintain integrity (truth and honesty) and sincerity (serious and enthusiastic devotion) with a firm conviction and unwavering will to stay on the path you have determined to be right. This is the strong spirit of the Toray Group, and what builds an even stronger Toray Group is each employee in the *Genba* (workplace) doing the right thing in the right way.

Toray Group Corporate Social Responsibility

Management Strategies and CSR

In order to achieve sustainable growth, corporations must do business in a way that earns the broad trust of stakeholders. Toray Group implements its management strategies and CSR initiatives in an integrated manner, striving to live up to its corporate philosophy, which outlines the principles and values the Group has upheld since the beginning, as well as its reason for being. The Group also seeks to achieve the world envisioned by Toray Group in 2050, which is outlined in the Toray Group Sustainability Vision, ensuring the sustainable development of Toray Group and society as a whole.



Toray Group will strive to accurately ascertain changes in industrial trends over the next decade or so. In May 2020, the Group announced the Long-Term Corporate Vision, TORAY VISION 2030—Achieving sound, sustainable growth and creating social value. The vision will serve as a group-wide compass for achieving sound, sustainable growth, while pursuing business model transformation.

The Medium-Term Management Program, Project AP-G 2025, entitled Innovation and Resilience Management—Value Creation for New Momentum, covers the three-year period from fiscal 2023 to fiscal 2025. It takes the Toray Philosophy as its starting point and is designed to ensure the Toray Group achieves sound, sustainable growth by helping to solve global issues arising from the need to balance development and sustainability, as indicated in the Toray Group Sustainability Vision.

With each Medium-Term Management Program, Toray Group also draws up a CSR roadmap. A three-year plan for the Group's efforts on CSR, this roadmap lays out specific initiatives and KPIs. In June 2023, the Group announced the new CSR Roadmap 2025. Under the roadmap, the Group is now facilitating systematic, organization-wide CSR initiatives.

By taking an integrated approach to social responsibility and business growth, Toray Group has positioned itself to make important contributions by helping to solve social issues. The goal is to remain a corporate group of high value to all stakeholders.

Related Information

[Toray Group Sustainability Vision](#) 

- > [Toray Philosophy](#)
- > [Long-Term Corporate Vision](#)
- > [Medium-Term Management Program](#)
- > [CSR Roadmap 2025 \(Fiscal 2023 – Fiscal 2025\)](#)

Long-Term Corporate Vision

TORAY VISION 2030

—Achieving sound, sustainable growth and creating social value

Since its foundation, the Toray Group has been driven by its core values of contributing to society through business activities, people-centric management, and management from a long-term perspective. Based on these values, the Toray Group has established the Long-Term Corporate Vision, TORAY VISION 2030 (VISION 2030) with the aim of providing new value to society by focusing on the four perspectives to build the world envisioned by the Toray Group set out in the Toray Group Sustainability Vision. KPIs for fiscal 2030 are milestones for realization of the world as envisioned by the Toray Group in 2050. VISION 2030 will be achieved by pursuing co-creation with the customers and business partners that make up the supply chain, all with a materials-oriented approach. The Toray Group will strive to accurately ascertain changes in industrial trends and to achieve sound, sustainable growth while pursuing business model transformation.

Growth Strategies Based on the Toray Group Sustainability Vision

The Toray Group's mission is to deliver innovative technologies and advanced materials that provide real solutions to the challenges the world faces in balancing development and sustainability. This is why the Group is expanding its Sustainability Innovation (SI) Business. Through this business, the Group helps solve global environmental, resource and energy issues and helps build a world where people everywhere can enjoy better medical care and hygiene and live long, healthy lives. The Group will expand its business by not only capturing increasing demand but also creating new demand in all segments with a focus on the SI Business.

In creating and expanding into new businesses, the Toray Group aims to generate one trillion yen in sales from all new businesses by 2030 by focusing resources, with an emphasis on both quality and quantity, on large-scale themes that can be expected to form individual business domains in the 2020s and accelerating development and business model construction under the Future TORAY-2020s Project (FT Project).

Toray Group's Long-Term Strategies

The Toray Group will strive to accurately ascertain changes in industrial trends impacted by aging populations, environmental issues, and technological innovation, and to achieve sound, sustainable growth while pursuing business model transformation.

“Sound, sustainable growth” means facilitating our basic strategy of business expansion by carrying out active investment and maximizing the value we create over the medium to long term across the Toray Group. The key to this is strengthening competitiveness by pursuing continuous business model innovation and total cost reduction and strengthening the management foundation to enable investment in growth driven by efficiently invested capital and financial strength.

Long-term strategies to achieve “sound, sustainable growth”

1. Global expansion in growth business fields

- Expand the SI Business, which helps solve global environmental, resource and energy issues and helps build a world where people everywhere can enjoy better medical care and hygiene and live long, healthy lives

2. Strengthening competitiveness

- Create new value through business advancement and high added value creation, thereby providing solutions with a materials-oriented approach to customers and society
- Pursue dramatic cost reductions by setting challenging targets as well as strive to reduce environmental impact

3. Strengthening the management foundation

- Improve cash flow and capital efficiency, and balance financial soundness and growth investment
- Reform and revitalize the business and organizational structures of low-growth and low-profitability businesses

KPIs for Fiscal 2030

		FY 2013 Actual (Baseline) (J-GAAP)	FY 2030 Target (compared to FY 2013) (IFRS)
Supply of Sustainability Innovation products ¹		562.4 billion yen	4.5-fold
CO ₂ emissions avoided in value chain ²		38 million tons	25-fold
Water filtration throughput contribution by Toray's water treatment membranes ³		27.23 million tons/day	3.5-fold
Greenhouse gas emissions in production activities ⁴	Per unit of revenue ⁶ across the Toray Group	337 tons/100 million yen	50% or more reduction
	Greenhouse gas emissions of Toray Group in Japan ⁵	2.45 million tons	40% or more reduction
Water usage in production activities	Per unit of revenue ⁶ across the Toray Group	15,200 tons/100 million yen	50% or more reduction

1. (1) Products that accelerate measures to counter climate change; (2) products that facilitate sustainable, recycling-based use of resources and production; (3) products that help provide clean water and air and reduce environmental impact; and (4) products that help deliver better medical care and hygiene for people worldwide
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. With the use of renewable energies and other zero emission power sources rising worldwide, the Toray Group aims to employ zero-emission power sources at a rate equivalent to or better than the targets in each country by fiscal 2030.
5. In Japan, Toray works to surpass the reduction target set for the industrial sector by the Japanese government (absolute emissions reduced by 38%) in its comprehensive plan (Cabinet decision on October 22, 2021) based on Japan's Act on Promotion of Global Warming Countermeasures.
6. FY2013 results are based on net sales (J-GAAP)

Medium-Term Management Program

Project AP-G 2025

Innovation and Resilience Management — Value Creation for New Momentum

The new Medium-Term Management Program, Project AP-G 2025 (AP-G 2025) covers the three-year period from fiscal 2023 to fiscal 2025. It takes the Toray Philosophy as its starting point and is designed to ensure the Toray Group achieves sound, sustainable growth by helping to solve global issues arising from the need to balance development and sustainability, as indicated in the Toray Group Sustainability Vision. Under AP-G 2025, we will focus on creating value to fuel this growth strategy and enhance our human resource base to support it. We will strengthen our management foundation to enable investment in growth driven by efficiently invested capital, financial strength, and human resources.

Under AP-G 2025, our five basic strategies are: sustainable growth; ultimate value creation; product and operational excellence; enhancement of people-centric management; and risk management and governance. We will work to expand our growth fields of Sustainability Innovation (SI) Business and Digital Innovation (DI) Business, while pursuing business advancement and high-added-value creation as well as enhancing quality strength and cost competitiveness. At the same time, in order to maintain financial soundness, we will focus across our business operations on balancing profit, cash flow, and asset efficiency. Furthermore, in order to create a new growth trajectory, we will expand high-growth, high-profitability businesses while implementing structural reforms in low-growth, low-profitability businesses.

Long-Term Corporate Vision, TORAY VISION 2030

Medium-Term Management Program, Project AP-G 2025

Basic Strategies	Specific Initiatives
1. Sustainable Growth	<ul style="list-style-type: none"> (1) Business expansion in growth fields based on the Toray Group Sustainability Vision (2) Contributing to the building of a carbon-neutral world (3) Contributing to the building of a circular economy
2. Ultimate Value Creation	<ul style="list-style-type: none"> (1) Business advancement and high-added-value creation (2) New business creation
3. Product and Operational Excellence	<ul style="list-style-type: none"> (1) Quality strength enhancement (2) Total cost reductions (3) Advancing management leveraging digital technology
4. Enhancement of People-Centric Management	<ul style="list-style-type: none"> (1) Strengthening human resource development (2) Developing and appointing management personnel (3) Enhancing communication and dialogue to better practice the Toray Philosophy
5. Risk Management and Governance	<ul style="list-style-type: none"> (1) Improving risk management (2) Strengthening workplace competency through collaboration between those who manage operations in the functional and regional dimensions (3) Streamlining and advancing global business management

KPIs for Fiscal 2025

1. Financial Targets

	FY 2022 Actual	FY 2025 Target
Revenue	2,489.3 billion yen	2,800.0 billion yen
Core operating income	96.0 billion yen	180.0 billion yen
Core operating margin	3.9%	6%
ROIC ^{*1}	2.7%	About 5%
ROE ^{*2}	5.0%	About 8%
Free cash flow	237.3 billion yen (3-year cumulative total)	Positive (3-year cumulative total)
D/E ratio	0.62	0.7 or lower (guideline)

Exchange rate assumption for AP-G 2025: 125 yen per US dollar

*1. ROIC = Core operating income after tax / Invested capital (average of the balances at beginning and end of the period)

*2. ROE = Net profit attributable to owners of parent / Average equity attributable to owners of parent

2. Sustainability Targets

	FY 2013 Actual (Baseline) (J-GAAP)	FY 2022 Actual (IFRS)	FY 2025 Target (IFRS)
Revenue from Sustainability Innovation (SI) Business	562.4 billion yen	1,282.8 billion yen (2.3-fold)	1,600.0 billion yen (2.8-fold)
CO ₂ emissions avoided in value chain	38 million tons	9.5-fold	15.0-fold
Water filtration throughput contribution by Toray's water treatment membranes	27.23 million tons/day	2.5-fold	2.9-fold
Greenhouse gas emissions per unit of revenue in production activities	337 tons/100 million yen	35% reduction* ¹	40% reduction
Greenhouse gas emissions of Toray Group in Japan	2.45 million tons	21% reduction* ¹	20% reduction
Water usage per unit of revenue in production activities	15,200 tons/100 million yen	32% reduction* ¹	40% reduction

*1. The calculation of the figure for the baseline of FY 2013 includes data for companies that joined the Toray Group in FY 2014 or later.

› **Medium-Term Management Program, Project AP-G 2025**
(IR Seminar Materials)

Toray Group Corporate Social Responsibility

Toray Group Corporate Social Responsibility Initiatives

CSR Guidelines

Toray Group has established CSR Guidelines to govern its CSR initiatives. Intended to be comprehensive, they cover aspects from corporate governance to social contribution. The CSR Guidelines consist of ten themes, each of which is assigned an implementation leader.

CSR Guidelines Revised June 2023

1. Corporate Governance

Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities.

2. Ethics and Compliance

Ensure all executives and employees uphold a sense of responsibility, fairness and high ethical standards, and act with a keen sense of compliance to maintain the trust of society.

3. Safety, Accident Prevention, and Environmental Preservation

Ensure the safety and health of society and employees, and protect the environment in all business processes, from procuring raw materials and manufacturing to the supply and disposal of products.

4. Product Quality and Safety

Provide safe, highly reliable products by striving to enhance management systems for product quality assurance and safety, and disclose appropriate information.

5. Risk Management

Under normal conditions, assess and analyze risks, and strive to mitigate and prevent them from materializing; and in the event of a crisis that could have a significant impact on management activities, strive to prevent damage from increasing, by bringing the situation quickly under control and normalizing conditions with a prompt and appropriate response.

6. Communication

Disclose corporate information in an active, fair and straightforward manner to maintain management transparency; and disclose information appropriately to encourage dialogue and cooperation with stakeholders including customers, employees, stockholders, business partners, consumers, mass media, and other parties.

7. Contributing Solutions to Social Issues through Business Activities

Leverage innovation to provide solutions to various social issues such as climate change, resource and energy use, water resource and natural environment conservation, improvement of medical care, and promotion of public health, thereby contributing to sustainable development for society.

8. Human Rights Promotion and Human Resources Development

Respect human rights, provide safe and healthy workplaces for employees, secure and train personnel, and diversify while striving to protect employment.

9. Establishing Sustainable Supply Chain

To establish a sustainable supply chain, work closely with suppliers, processing vendors, subcontractors, customers and distribution companies to implement socially responsible procurement throughout the supply chain in order to ensure responsible practices with respect to environmental preservation and human rights.

10. Social Contribution Activities as a Good Corporate Citizen

Proactively participate in local communities and the larger society in order to contribute to development in a way betting a good corporate citizen.

CSR Roadmap

Every three years Toray Group draws up a CSR roadmap, which is based on its CSR Guidelines and incorporates key material issues. The CSR Roadmap serves as the Group's medium-term plan for the systematic and organization-wide implementation of CSR initiatives.

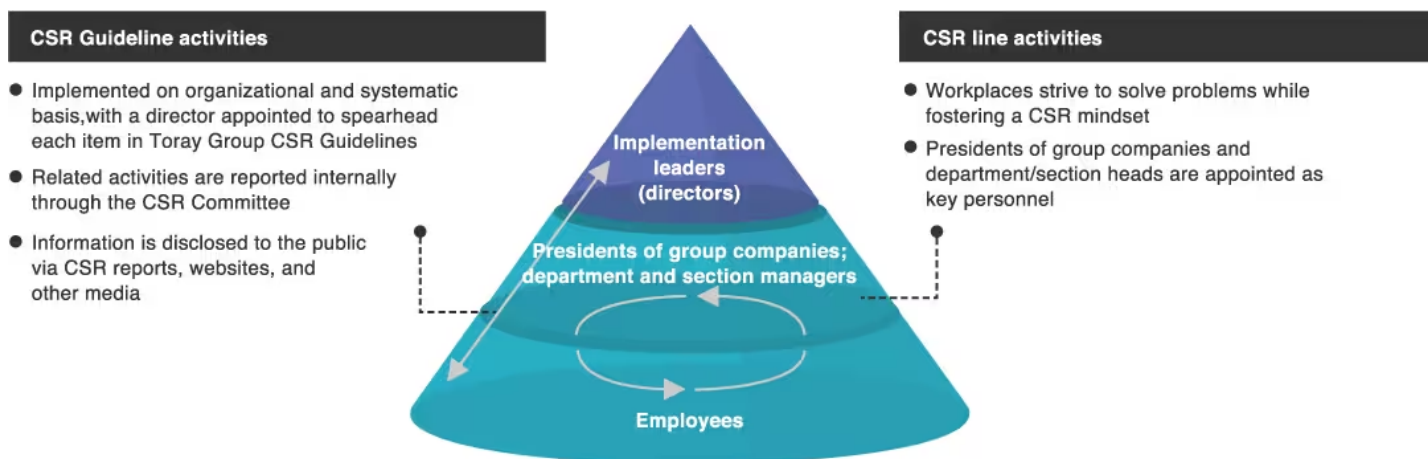
Under this roadmap, action goals, main initiatives, and key performance indicators (KPIs) are set for each of the 10 CSR Guidelines to quantitatively monitor yearly progress.

Related Information

- > [CSR Roadmap 2025 \(Fiscal2023 – Fiscal2025\)](#)
- > [Materiality](#)

“CSR Guideline Activities” and “CSR Line Activities”

Toray Group implements “CSR Guideline activities” (group-wide CSR activities) and “CSR line activities” (workplace-driven CSR activities) in parallel. The former are driven by the entire organization based on the CSR Guidelines, while the latter are pursued by individual divisions.



Related Information

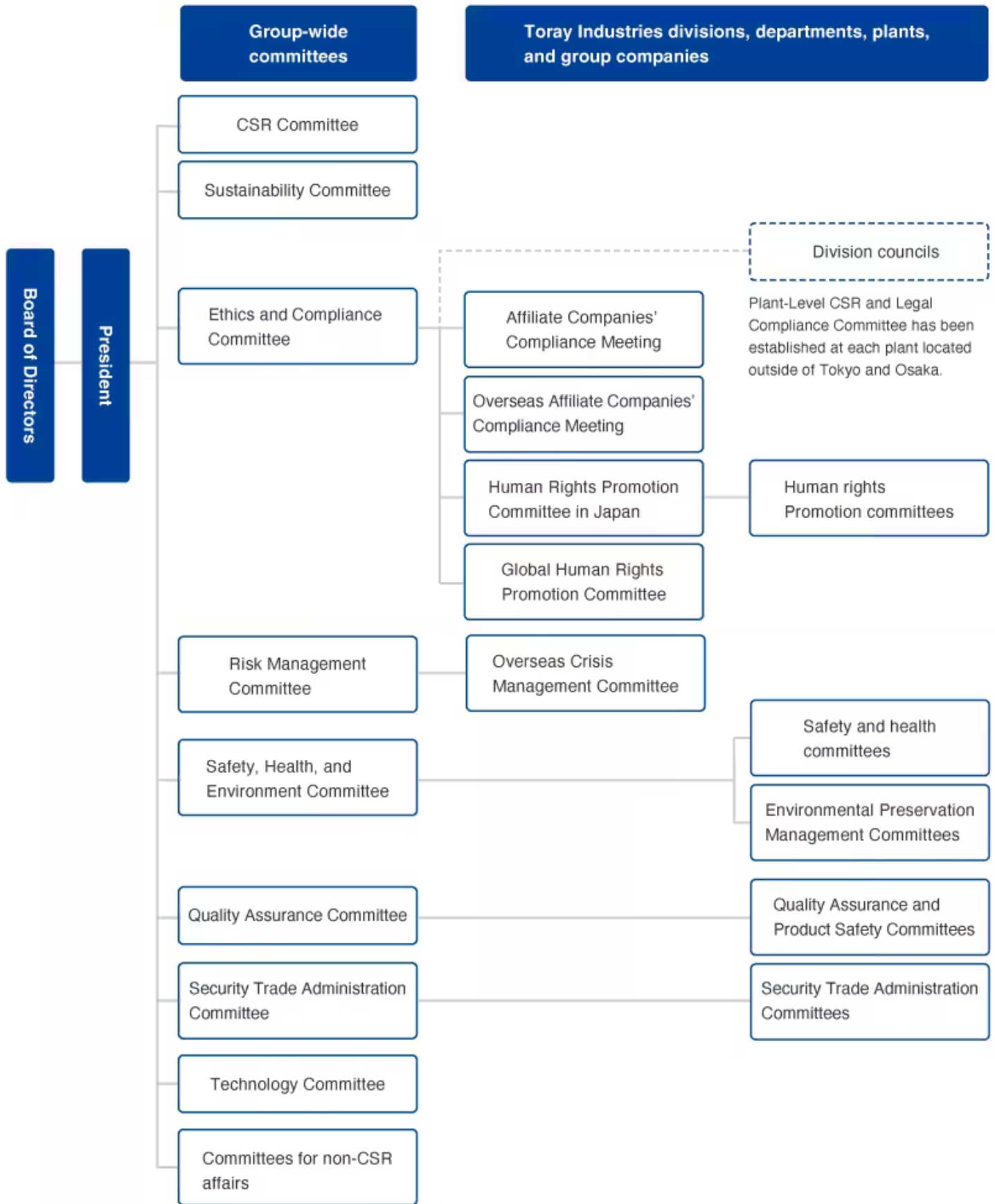
Click [here](#) to access CSR activity reports for each of the CSR Guidelines.

Organizational Structure for Social Responsibility

Toray Group's CSR Committee (headed by the chief CSR officer) serves as a group-wide deliberative organization for important issues concerning social responsibility. The committee is aligned with seven other group-wide committees and works to promote CSR activities. The issues discussed by the CSR Committee are reported to the Board of Directors.

In addition, each group company has its own CSR-related committee and committee meetings, comprising a structure for promoting CSR throughout the entire Toray Group.

Committee and Implementation Organization



Related Information

The following page reports on the prevalence of CSR activities at Toray Group.

> [Communication with Employees](#)

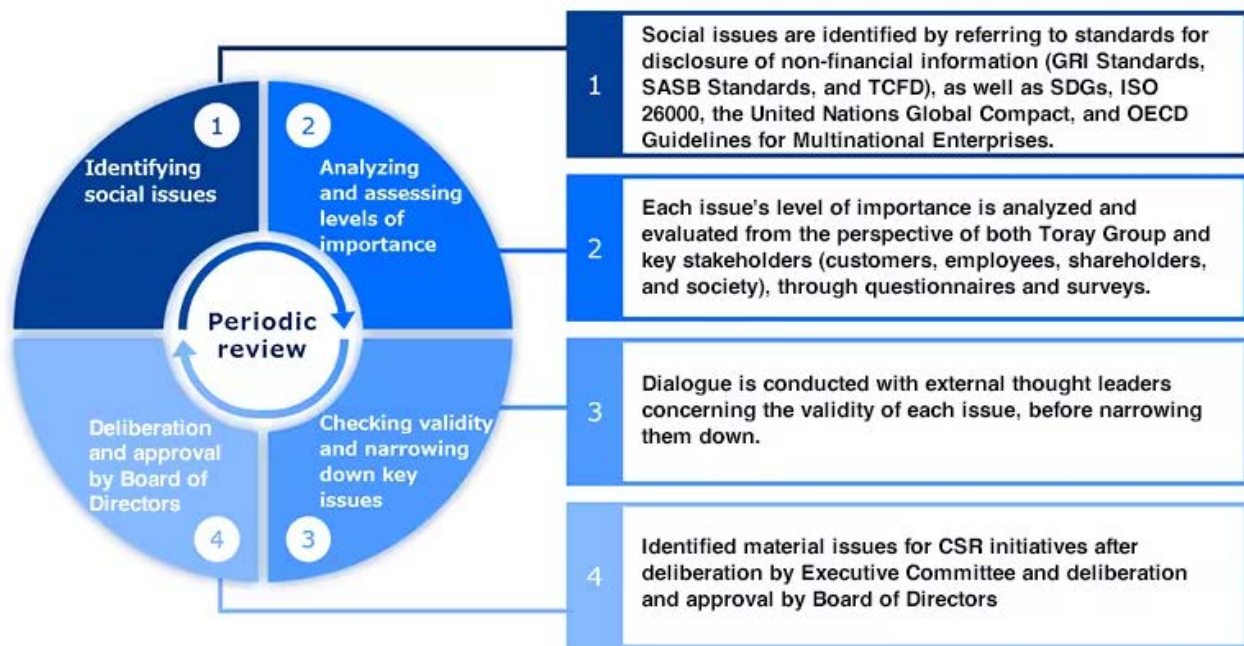
Toray Group Corporate Social Responsibility

Materiality

In June 2023, Toray Group reevaluated its CSR material issues in response to changes in the business environment and developments affecting the global community.

Materiality Assessment Process

Toray Group has identified CSR material issues through the following process, incorporating advice from external thought leaders. It will continue to update these issues regularly going forward.



Materiality Review Process from 2022 to 2023

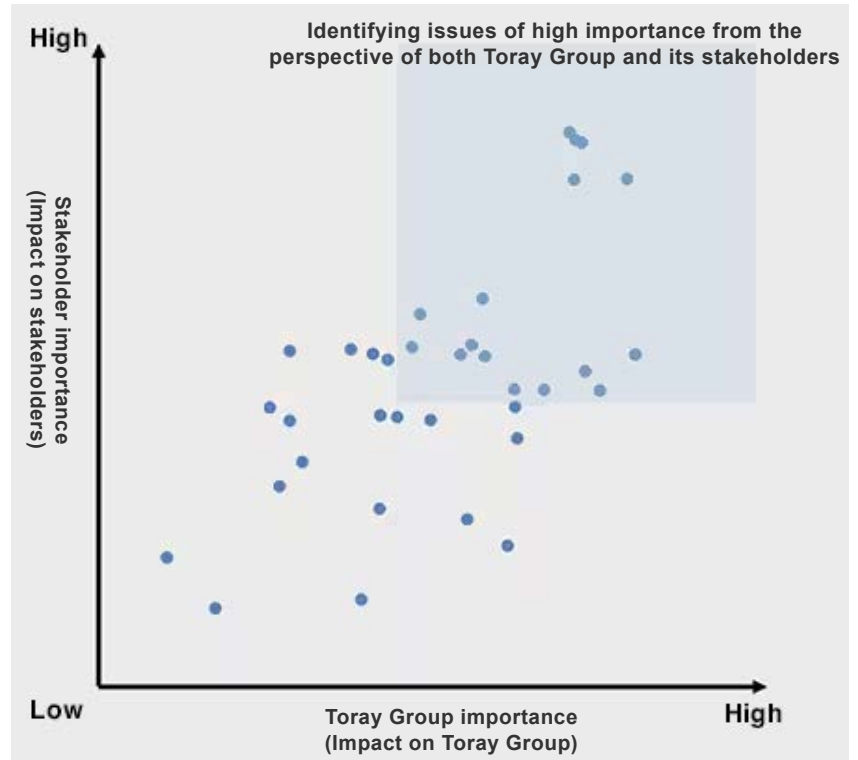
In order to realize the Toray Philosophy and vision, the Group has identified important issues that need to be prioritized and focused on over the next three to five years, as part of its Medium-Term Management Program.

1 Identifying social issues

The Group selected 35 relevant social issues by referring to range of guidelines including non-financial information disclosure standards (GRI Standards, SASB, and TCFD, etc.), the SDGs, ISO 26000, the United Nations Global Compact, and the OECD Guidelines for Multinational Enterprises.

② Analyzing and assessing levels of importance

In order to determine key stakeholders and their level of importance to the Group, Toray Industries conducted questionnaires and other surveys of major stakeholders, including customers, employees, and stockholders. The results were then analyzed and evaluated.



③ Checking validity and narrowing down key issues

A conversation was held with outside thought leaders through web conferencing, and opinions were exchanged regarding the issues Toray Group should focus more attention on. The thought leaders also provided their opinions regarding the appropriateness of the issue selection process, as well as their expectations for Toray Group.

The Group's list of important issues was narrowed down based on the feedback of thought leaders.



Date	November 24, 2022
Participants	<p>Thought Leaders</p> <p>Shunsuke Managi Distinguished Professor Kyushu University</p> <p>Sachiko Kishimoto Representative Director and Managing Director Public Resources Foundation</p> <p>Ryusuke Tanaka Programme Officer ILO Office for Japan</p> <p>Toray Industries, Inc.</p> <p>Shigeki Matsui General Manager, CSR Operation Dept.</p> <p>Sadao Kato Assistant General Manager, CSR Operation Dept.</p> <p>Noriko Osada Senior Staff, CSR Operation Dept.</p> <p style="text-align: right;">* Organization names and positions as of the date above</p>

Main Opinions from Outside Thought Leaders



Shunsuke Managi

I think Toray's keywords going forward should be supply chain and global. Furthermore, the importance of biodiversity conservation and nature positivity is increasing. There are many areas in which Toray Group can contribute through new technologies and products. So the Group should consider the kinds of risks inherent in its supply chain, which risks can be minimized, and which opportunities can be increased through new product development. In addition, it will become increasingly important to consider trade-offs between the key issues.

Next, I think the Group's current materiality selection process is excellent, including the fact that it uses weighting based on levels of importance. It was a good idea to group together the items selected for analysis and evaluation, and then narrow them down. It will also be important to provide feedback within the company about the differences between the internal and external perspectives.



Sachiko Kishimoto

I believe that the broad perspectives provided by diverse human resources, including those with various gender identities, nationalities, physical characteristics, and disabilities, will lead to greater corporate growth and respect for human rights. I see this as an important theme along with global environmental conservation.

I also think that the aging and shrinking population is Japan's biggest social issue, while healthy longevity is a global issue. As a leading country facing these problems, Japan is in a position to help solve them.

When it comes to conveying material issues, it is important to use frame these issues in a way that shows Toray Group's awareness of the issues and what it can do to help solve them. I also believe it is important that the term “human rights” be used prominently to express the company's stance. In addition, the process for selecting issues seems to be appropriately transparent and objective. It would also be a good idea to summarize material issues and include detailed information in the explanation. Next time, the Group might host a conversation that includes representatives of international organizations, NGOs, and consumer groups.



Ryusuke Tanaka

Given the current trend, companies will soon be required to ensure that all workers' human rights are legally protected. This is based on the growing expectations of the international community for responsible corporate behavior. In order for Toray Group's business to remain sustainable, respect for human rights must be viewed as a pertinent matter and included in material issues. To achieve internationally recognized human rights protection, the Group needs to consider the human rights of those working in all positions wherever the company has influence, including the supply chain. This also includes other workplace aspects such as diversity promotion, working environment improvement, and occupational health and safety.

Therefore, I think it is important to clearly explain and provide visuals illustrating how Toray Group manufactures products across its supply chain, and how it identifies and protects vulnerable workers.

I believe that the Group's selection process was highly objective. Next time, I think it is important to obtain the opinions of government representatives and industry groups to better understand social expectations, and as a global company, to get more input from relevant stakeholders outside Japan.

④ Deliberation and approval by Board of Directors

The material issues were selected based on discussion by the Executive Committee, which is a deliberative body of the Board of Directors. The issues were then approved by the Board of Directors.

Toray Group Material CSR Issues

Toray Group has selected a total of 11 material issues for its CSR activities, including five issues relating to the Group's Corporate Philosophy of contributing to society through the creation of new value. The other six issues represent key management foundation points that are consistently necessary to address as important issues.

Material issues for Toray Group's CSR Initiatives



Contribution to Society through the Creation of New Value

Accelerating Climate Change Mitigation

Accelerate the shift to carbon neutrality by contributing to reduction of global greenhouse gas emissions through innovative technologies and advanced materials and by pursuing emissions reduction across the Toray Group.

Promoting a Circular Economy

Promote sustainable, circular resource use and production by increasing recycling, using biomass-based raw materials, and converting CO₂ into resources.

Taking a Nature-Positive Approach

Contribute to restoration of the natural environment by offering products that help provide clean water and air, reduce environmental impact, and otherwise benefit the environment and by working to preserve green spaces and properly manage chemical substances.

Committed to Healthier Lives

Contribute to healthy, hygienic lifestyles by providing advanced materials that promote health and longevity, reduce the burden on nursing care and healthcare providers, improve the quality of medical care, and contribute to human safety.

Developing in Collaboration with Stakeholders

Focus on sustainable development for both the Group and society by pursuing co-creation with stakeholders and contributing solutions to social issues. Appropriately disclose information and promote dialogue with stakeholders.

Management Foundation

Ensuring Safety and Fire Accident Prevention

Protect public safety and the personal safety of employees by pursuing zero accidents, thoroughly practicing disaster and fire prevention, and ensuring safe work environments.

Ensuring Ethics and Compliance

Act with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations.

Enhancing Product Quality and Safety

Provide safe, high-quality products by further strengthening quality control, quality assurance, and product safety management.

Strengthening Corporate Governance

Maintain sound management across the Toray Group by reviewing management systems and programs, strengthening internal controls, and implementing risk management (managing risks related to business activities such as economic security, security trade, and information security).

Establishing Sustainable Supply Chain

Focus on building a stable, sustainable supply chain by promoting environmental conservation and respect for human rights throughout the supply chain.

Respecting Human Rights and Promoting Human Resource Diversity

Respect internationally recognized human rights and create work environments that allow a diverse pool of human resources to demonstrate their creativity.

* For more information on Toray Group's initiatives related to materiality, please see the [Materiality View of CSR Roadmap 2025](#).

CSR Roadmap

In order to promote CSR systematically, Toray Group creates three-year medium-term CSR plans that incorporates materiality.

The 8th medium-term plan, CSR Roadmap 2025, was released in June 2023, based on a resolution of the Board of Directors.

CSR Roadmap 2025 defines activity goals, main initiatives, and key performance indicators (KPIs) for each of the ten CSR guidelines.

> [CSR Roadmap 2025 \(Fiscal 2023-Fiscal 2025\)](#)

Materiality View of the CSR Roadmap

The relationships between materiality, associated CSR Roadmap 2025 main initiatives, KPIs are described in this table.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023			Fiscal 2024			Fiscal 2025	Related CSR Guidelines	Related SOGs
			Targets	Results	Degree of success	Targets	Results	Degree of success			
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	1 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 42% lower than Fiscal 2013 (Fiscal 2025)						3 Safety, Accident Prevention, and Environmental Preservation 7 Contributing Solutions to Social Issues through Business Activities		
		2 Increase in solar power generation capacity (%)	At least 12% higher than Fiscal 2022 (Fiscal 2025)								
	Reduce water consumption per unit of revenue	3 Reduction of water usage per unit of revenue (%)	At least 42% lower than Fiscal 2013 (Fiscal 2025)								
		4 Water recycling rate (%)	At least 86% At least 87% At least 87%								
	Aim for a high water recycling rate	(See footnote 1 below.)									
	Expand revenue from Sustainability Innovation Business	5 Revenue from Sustainability Innovation Business	1,800 billion yen (Fiscal 2025)								
		6 Contribution to CO ₂ reduction in value chain	15 times compared to Fiscal 2013 (Fiscal 2025)								
	Expand water treatment throughput contribution by Toyota's water treatment equipment	7 Contribution of Toyota water treatment products	23 times compared to Fiscal 2013 (Fiscal 2025)								
		Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	(See footnote 1 below.)								
Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources											

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The relationships between materiality, associated CSR Roadmap 2022 main initiatives, KPIs and progress achieved, up to fiscal 2022, are described in this table.



Materiality View of CSR Roadmap 2022


Materiality	Main Initiatives of CSR Roadmap 2022	KPIs of CSR Roadmap 2022	Fiscal 2022			Fiscal 2023			Activities of Fiscal 2022	Related SOGs
			Targets	Results	Degree of success	Targets	Results	Degree of success		
Contributing to the solution of environmental issues through business activities	Increase revenue from Green Innovation products	Revenue of Green Innovation products (JPY)	1,800 billion yen (Fiscal 2022)	762.8 billion yen	△	Green Innovation Business Expansion Project				
			Expand contribution to CO ₂ reduction in the value chain	Contribution to CO ₂ reduction in value chain	6.3 times compared to Fiscal 2013 (Fiscal 2022)	9.9 times		○	Green Innovation Business Expansion Project	
	Expand water treatment throughput contribution by Toyota's water treatment equipment	Contribution of Toyota water treatment products	24 times compared to Fiscal 2013 (Fiscal 2022)	55 times	○	Green Innovation Business Expansion Project				
			Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	(See footnote 1 below.)						
Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources										
Contributing to health maintenance and longevity through business activities	Increase revenue from LHM Innovation products	Revenue of LHM Innovation products (JPY)	305 billion yen (Fiscal 2022)	765.6 billion yen	○	LHM Innovation Business Expansion Project				
			Contribute to countermeasures to public health risks, including infectious diseases, by developing and supplying materials and products for protective clothing and pressure garment equipment as well as materials to protect environmental hygiene including air and water							
Addressing resource and energy issues	Reduce greenhouse gas emissions per unit of revenue	Reduction of greenhouse gas emissions per unit of revenue (%)	At least 35% lower than Fiscal 2013 (Fiscal 2022)	34.9%	○	Greening, Ecology and Natural Sciences (S&T) Strategy				
			Reduce water consumption per unit of revenue	Water usage per unit of revenue (%)	At least 25% lower than Fiscal 2013 (Fiscal 2022)	22.8%	○	Initiatives for Managing Water Resources		
	Aim for a high water recycling rate	Water recycling rate (%)			At least 86% At least 86% At least 86%	86.8%	○	Initiatives for Product Flow		
			Systematically adopt renewable energy							

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Materiality View of CSR Roadmap 2025



Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	3-⑤ Reduction of greenhouse gas emissions per unit of revenue (%)
		3-⑥ Increase in solar power generation capacity (%)
	Reduce water consumption per unit of revenue	3-⑦ Reduction of water usage per unit of revenue (%)
	Aim for a high waste recycling rate	3-⑧ Waste recycling rate (%)
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	(See footnote 1 below.)
	Expand revenues from Sustainability Innovation Business ²	7-① Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain ³	7-② Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes ⁴	7-③ Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
Promoting a Circular Economy	Reduce greenhouse gas emissions per unit of revenue	3-⑤ Reduction of greenhouse gas emissions per unit of revenue (%)
		3-⑥ Increase in solar power generation capacity (%)
	Reduce water consumption per unit of revenue	3-⑦ Reduction of water usage per unit of revenue (%)
	Aim for a high waste recycling rate	3-⑧ Waste recycling rate (%)
	Expand revenues from Sustainability Innovation Business	7-① Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain	7-② Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-③ Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	

Fiscal 2023			Fiscal 2024			Fiscal 2025			Related CSR Guidelines	Related SDGs
Targets										
At least 40% lower than fiscal 2013 (Fiscal 2025)			At least 10% higher than fiscal 2022 (Fiscal 2025)			At least 40% lower than fiscal 2013 (Fiscal 2025)			3 Safety, Accident Prevention, and Environmental Preservation	
At least 86%			At least 87%			At least 87%				
1,600 billion yen (Fiscal 2025)										
15 times compared to fiscal 2013 (Fiscal 2025)										
2.9 times compared to fiscal 2013 (Fiscal 2025)									7 Contributing Solutions to Social Issues through Business Activities	
1,600 billion yen (Fiscal 2025)										
15 times compared to fiscal 2013 (Fiscal 2025)										
2.9 times compared to fiscal 2013 (Fiscal 2025)										
At least 40% lower than fiscal 2013 (Fiscal 2025)			At least 10% higher than fiscal 2022 (Fiscal 2025)			At least 40% lower than fiscal 2013 (Fiscal 2025)			3 Safety, Accident Prevention, and Environmental Preservation	
At least 86%			At least 87%			At least 87%				
1,600 billion yen (Fiscal 2025)										
15 times compared to fiscal 2013 (Fiscal 2025)										
2.9 times compared to fiscal 2013 (Fiscal 2025)									7 Contributing Solutions to Social Issues through Business Activities	
1,600 billion yen (Fiscal 2025)										
15 times compared to fiscal 2013 (Fiscal 2025)										
2.9 times compared to fiscal 2013 (Fiscal 2025)										

- Notes :**
- 1 :  : No KPI set in CSR Roadmap 2025
 - 2 : Business areas and product lines that can help realize the Toray Group Sustainability Vision
 - 3 : Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).
 - 4 : 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.
 - 5 : Volatile organic compounds
 - 6 : A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
 - 7 : 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.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 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 (%) 3- 6 Increase in solar power generation capacity (%)
	Reduce water consumption per unit of revenue	3- 7 Reduction of water usage per unit of revenue (%)
	Aim for a high waste recycling rate	3- 8 Waste recycling rate (%)
	Reduce atmospheric VOC ⁵ emissions	3- 9 Reduction of atmospheric VOC emissions (%)
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	
	Expand revenues from Sustainability Innovation Business	7- 1 Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain	7- 2 Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes	7- 3 Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
Committed to Healthier Lives	Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	
	Expand revenues from Sustainability Innovation Business	7- 1 Revenues from Sustainability Innovation Business
	Create workplace environments in which women will feel comfortable performing their duties	
	Reduce overtime work exceeding standard hours	8- 6 Reduction in employees who exceed 45 hours/month of non-statutory working hours
	Encourage the use of annual paid leave by labor union members	8- 7 Available annual paid leave used by labor union members (%)


Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
Targets				
At least 40% lower than fiscal 2013 (Fiscal 2025)			3 Safety, Accident Prevention, and Environmental Preservation	
At least 10% higher than fiscal 2022 (Fiscal 2025)				
At least 40% lower than fiscal 2013 (Fiscal 2025)				
At least 86%	At least 87%	At least 87%		
At least 70% lower than fiscal 2000	At least 72% lower than fiscal 2000	At least 72% lower than fiscal 2000		
1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
15 times compared to fiscal 2013 (Fiscal 2025)				
2.9 times compared to fiscal 2013 (Fiscal 2025)				
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1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
[Patterned cell]				
Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	8 Human Rights Promotion and Human Resources Development	
90%	90%	90%		


Notes :

- 1 : [Patterned cell] : No KPI set in CSR Roadmap 2025
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- 4 : 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.
- 5 : Volatile organic compounds
- 6 : A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
- 7 : 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.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Developing in Collaboration with Stakeholders	Actively dispatch information on the Toray Philosophy and use education to ensure it is embraced throughout the Group	
	Enhance information dissemination utilizing owned media such as the Group's websites and social media accounts	6-① Number of corporate website page views (per month)
	Strive to ascertain customer needs and improve customer satisfaction	
	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)
	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)
	Enhance communication with the mass media	6-④ News releases (number)
	Expand revenues from Sustainability Innovation Business	7-① Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain	7-② Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-③ Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
	Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	

Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs		
Targets						
			6 Communication			
1 million page views	1 million page views	1 million page views				
(First round) 100% completed	(Second round) 30%	(Second round) 60%				
Cumulative total of 120	Cumulative total of 120	Cumulative total of 120				
200	200	200				
1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities			
15 times compared to fiscal 2013 (Fiscal 2025)						
2.9 times compared to fiscal 2013 (Fiscal 2025)						

- Notes :**
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Materiality View of CSR Roadmap 2025



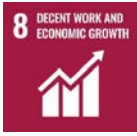





Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Developing in Collaboration with Stakeholders	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-① Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)
	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)
	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)
	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)
	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 (%)
	Continually work to reduce the environmental impact and improve the quality of distribution activities	
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, ⁶ contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	
	Implement social contribution activities at the appropriate scale	10-① Social contribution expenditure (% change from average expenditure over last six years)
	Actively engage in social contribution activities that are distinctive of Toray Group, focusing on science and technology promotion	
	Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	10-② Social contribution activities (number)
	Implement a range of educational support activities that capture the interest and curiosity of youngsters through school visits and company tours focusing on areas such as science, the 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)
	Educate employees at Toray Group in order to instill the significance of social contribution	
	Support the improvement and development of science and technology and the promotion of science education through the activities of Toray science foundations in and outside Japan	
	Share information with internal and external stakeholders on Toray Group's social contribution activities via websites and other means	

	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
	Targets				
	At least 75%	At least 85%	At least 90%	9 Establishing Sustainable Supply Chain	
	At least 60% (Fiscal 2024)		At least 90%		
	At least 70% (Fiscal 2024)		At least 90%		
	1%	1%	1%		
	At least 60%	At least 75%	At least 90%		
	100% or higher	100% or higher	100% or higher	10 Social Contribution Activities as a Good Corporate Citizen	
	2,500 or more	2,500 or more	2,500 or more		
	15,000 or more	15,000 or more	15,000 or more		


- Notes :**
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 - 2 : Business areas and product lines that can help realize the Toray Group Sustainability Vision
 - 3 : Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).
 - 4 : 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.
 - 5 : Volatile organic compounds
 - 6 : A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
 - 7 : 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.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Ensuring Safety and Fire Accident Prevention	Aim for zero major accidents	3-① Number of major accidents
	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)
	Create a comfortable working environment to ensure the safety and health of employees and to raise the level of safety and health	
	Aim for zero fire and explosion accidents	3-③ Number of fire and explosion accidents
	Aim for zero environmental accidents	3-④ Number of environmental accidents
Ensuring Ethics and Compliance	Aim for no major cases of non-compliance with or violations of laws and regulations	2-① Number of major violations of laws or ordinances
	Practice appropriate transactions based on free, fair, and transparent market competition	
	Prohibit any association with organized criminal groups or other anti-social forces and take a firm stance against them	
	Conduct internal legal audits and improve problems found in the audits	2-② Group companies implementing internal legal audits (%)
	Appropriately operate a whistle-blowing system	
	Thoroughly disseminate the Ethics & Compliance Code of Conduct	
	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 (%)





	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
	Targets				
	0	0	0	3 Safety, Accident Prevention, and Environmental Preservation	      
	No more than 0.05	No more than 0.05	No more than 0.05		
	0	0	0		
	0	0	0		
	0	0	0	2 Ethics and Compliance	
	<ul style="list-style-type: none"> • Toray Industries, Inc.: 100% • Group companies in and outside Japan: Implemented focusing on high-risk companies 				
	100%	100%	100%		


Notes :

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- 3 : Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).
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- 6 : A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
- 7 : 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.

Materiality View of CSR Roadmap 2025



Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Enhancing Product Quality and Safety	Ensure that quality assurance compliance education is being fully implemented	4-① Quality assurance compliance education (% of people trained)
	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 (%)
	Expand the use of the quality-related data management system with fraud prevention features across the entire Group	
	Promote the construction of systems in each business to facilitate deliberation, approval, and management related to quality assurance activities	
	Aim for zero product accidents	4-③ Number of product accidents
Strengthening Corporate Governance	Regularly hold Toray Group Business Strategy Discussion ⁷ sessions at Board of Directors meetings	1-① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)
	Consider the appropriate form of Toray head office involvement in the execution of business at each group company from the viewpoint of balancing the effectiveness of group-wide governance with the dynamic decision-making of subsidiaries	
	Expand opportunities for directors and corporate auditors to get the training they need to acquire the knowledge required to fulfill their responsibilities (excluding execution) and to fulfill their roles appropriately, including use of external programs	
	Operate an effective internal control system	1-② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)
	Under normal conditions, manage risks by identifying and addressing two main types of risks: (1) Priority risks for Toray Group, which are established based on periodic assessments every three years (2) Specified risks, which are established based on constant monitoring, investigation and analysis of risk trends in and outside Japan	
	In the event of an emergency, respond appropriately in accordance with the Risk Management Regulations	
	Follow up on progress made to address Toray Group's priority risks	
	Follow up on the status of internal control implementation at each group company concerned	5-① Group companies implementing self-assessment and results follow-up using the internal control checklist (%)
	Enhance cooperation with crisis management committees at Group sites outside Japan concerning crisis management under normal conditions	
	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 (%)
Provide risk management education		

	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
	Targets				
	100%	100%	100%	4 Product Quality and Safety	
	100%	100%	100%		
	0	0	0		
	8	8	8	1 Corporate Governance	  
	90%	90%	90%		
	35%	70%	100%	5 Risk Management	
	35%	70%	100%		

- Notes :**
- 1 :  : No KPI set in CSR Roadmap 2025
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Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
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 (%)
	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)
	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)
	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)
	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 (%)
	Continually work to reduce the environmental impact and improve the quality of distribution activities	
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	
Respecting Human Rights and Promoting Human Resource Diversity	Implement human rights education and training	8-① Group companies implementing human rights education and training (%)
	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 (%)
	Operate a whistle-blowing system and consultation service at each Toray Group company to promptly and appropriately respond to any problem reported in an effort to prevent or mitigate any negative impact on human rights	
	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)
	Systematically hire, develop, and appoint core staff outside Japan	
	Create workplace environments in which women will feel comfortable performing their duties	
	Promote the use and improve the operation of measures to support employee work-life balance	8-④ Employees returning to work from childcare leave (%)
		8-⑤ Male employees taking childcare leave or other leave for the same reason (%)
	Reduce overtime work exceeding standard hours	8-⑥ Reduction in employees who exceed 45 hours/month of non-statutory working hours
Encourage the use of annual paid leave by labor union members	8-⑦ Available annual paid leave used by labor union members (%)	

	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
	Targets				
	At least 75%	At least 85%	At least 90%	9 Establishing Sustainable Supply Chain	
	At least 60% (Fiscal 2024)		At least 90%		
	At least 70% (Fiscal 2024)		At least 90%		
	1%	1%	1%		
	At least 60%	At least 75%	At least 90%		
	[Patterned cell]				
	[Patterned cell]				
	100%	100%	100%	8 Human Rights Promotion and Human Resources Development	
	100%	100%	100%		
	[Patterned cell]				
	Year-on-year increase	Year-on-year increase	Year-on-year increase		
	[Patterned cell]				
	[Patterned cell]				
	100%	100%	100%		
	Year-on-year increase	Year-on-year increase	Year-on-year increase		
	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction		
	90%	90%	90%		

- Notes :**
- 1 : [Patterned cell] : No KPI set in CSR Roadmap 2025
 - 2 : Business areas and product lines that can help realize the Toray Group Sustainability Vision
 - 3 : Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).
 - 4 : 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.
 - 5 : Volatile organic compounds
 - 6 : A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
 - 7 : 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.

Materiality View of CSR Roadmap 2022

Materiality	Main initiatives of CSR Roadmap 2022	KPIs of CSR Roadmap 2022
1 Contributing to the solution of environmental issues through business activities	Increase revenue from Green Innovation products	Revenue of Green Innovation products (IFRS)
	Expand contribution to CO ₂ reduction in the value chain ³	Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes ⁴	Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	(See footnote 2 below.)
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
2 Contributing to health maintenance and longevity through business activities	Increase revenue from Life Innovation products	Revenue of Life Innovation products (IFRS)
	Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for protective clothing and personal protective equipment, as well as materials to protect environmental hygiene including of air and water	
3 Addressing resource and energy issues	Reduce greenhouse gas emissions per unit of revenue	Reduction of greenhouse gas emissions per unit of revenue (%)
	Reduce water consumption per unit of revenue	Water usage per unit of revenue (%)
	Aim for a high waste recycling rate	Waste recycling rate (%)
	Systematically adopt renewable energy	

Fiscal 2020	Fiscal 2021	Fiscal 2022	Activities of Fiscal 2022			Related SDGs			
			Targets	Results	Degree of success ¹		Related initiatives		
			1,000 billion yen (Fiscal 2022)	993.4 billion yen	△	Green Innovation Business Expansion Project			
			5.3 times compared to fiscal 2013 (Fiscal 2022)	9.5 times	○	Green Innovation Business Expansion Project			
			2.4 times compared to fiscal 2013 (Fiscal 2022)	2.5 times	○	Green Innovation Business Expansion Project			
						Approach to Green Innovation Products			
						Realizing a Circular Economy			
			300 billion yen (Fiscal 2022)	369.6 billion yen	○	Life Innovation Business Expansion Project			
						Life Innovation Business Expansion Project			
			At least 20% lower than fiscal 2013 (Fiscal 2022)	34.6% ^{5&6}	○	Conserving Energy and Reducing Greenhouse Gas Emissions			
			At least 25% lower than fiscal 2013 (Fiscal 2022)	31.9% ⁶	○	Initiatives for Managing Water Resources			
			At least 86%	At least 86%	At least 86%	86.8%		○	Initiatives to Reduce Waste
									Conserving Energy and Reducing Greenhouse Gas Emissions

Notes : 1 The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.

2 : No KPI set in CSR Roadmap 2022

3 Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).

4 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.

5 Until FY 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. Starting in FY 2023 however, the calculation method will change, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) will be used, in accordance with the GHG Protocol, the international standard. Under the latter calculation method, the reduction is 32.7%.

6 The calculation of the figure for the baseline of FY 2013 includes data for companies that joined the Toray Group in FY 2014 or later.

7 Volatile organic compounds

8 Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

9 The shifting of freight transportation by truck or other vehicle to railways and ships, which have a smaller environmental impact


10 A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

Materiality View of CSR Roadmap 2022

Materiality	Main initiatives of CSR Roadmap 2022	KPIs of CSR Roadmap 2022
4 Reducing greenhouse gas emissions	Reduce greenhouse gas emissions per unit of revenue	Reduction of greenhouse gas emissions per unit of revenue (%)
	Aim for a high waste recycling rate	Waste recycling rate (%)
	Systematically adopt renewable energy	
5 Addressing substances with negative environmental impact	Reduce greenhouse gas emissions per unit of revenue	Reduction of greenhouse gas emissions per unit of revenue (%)
	Reduce atmospheric VOC ⁷ emissions	Reduction of atmospheric VOC emissions (%)
	Aim for a high waste recycling rate	Waste recycling rate (%)
	Systematically adopt renewable energy	
	Reduce atmospheric emissions of substances subject to the PRTR Act ⁸	
6 Corporate ethics and legal compliance	Aim for no major cases of non-compliance with or violations of laws and regulations	Number of major violations of laws or ordinances
	Practice appropriate transactions based on free, fair, and transparent market competition	
	Prohibit any association with organized criminal groups or other anti-social forces and take a firm stance against them	
	Conduct internal legal audits and improve problems found in the audits	Implementing internal legal audits of group companies, group companies improving problems found in internal legal audits in the previous year (%)
	Appropriately operate a whistle-blowing system	
	Thoroughly disseminate the Ethics & Compliance Code of Conduct	
	Provide information and implement education on major laws and regulations and other compliance-related matters	Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)

Fiscal 2020	Fiscal 2021	Fiscal 2022	Activities of Fiscal 2022			Related SDGs
			Targets	Results	Degree of success ¹	
At least 20% lower than fiscal 2013 (Fiscal 2022)			34.6%	○	Conserving Energy and Reducing Greenhouse Gas Emissions	         
At least 86%	At least 86%	At least 86%	86.8%	○	Initiatives to Reduce Waste	
					Conserving Energy and Reducing Greenhouse Gas Emissions	
At least 20% lower than fiscal 2013 (Fiscal 2022)			34.6%	○	Conserving Energy and Reducing Greenhouse Gas Emissions	         
At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	70.9%	○	Voluntary Initiatives to Reduce Atmospheric Emissions of Chemical Substances	
At least 86%	At least 86%	At least 86%	86.8%	○	Initiatives to Reduce Waste	
					Conserving Energy and Reducing Greenhouse Gas Emissions	
					Voluntary Initiatives to Reduce Atmospheric Emissions of Chemical Substances	
0	0	0	0	○	Ethics and Compliance	
					Establishing a Corporate Culture of Total Respect for Ethics and Compliance	
					Establishing a Corporate Culture of Total Respect for Ethics and Compliance	
Audits: Conduct at Toray Industries, Inc. and its group companies in and outside Japan Percent that improved: 100% for all audits by the following fiscal year			100%	○	Establishing a Corporate Culture of Total Respect for Ethics and Compliance	
					Establishing a Corporate Culture of Total Respect for Ethics and Compliance	
					Establishing a Corporate Culture of Total Respect for Ethics and Compliance	
100%	100%	100%	100%	○	Establishing a Corporate Culture of Total Respect for Ethics and Compliance	

Notes : 1 The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.

2  : No KPI set in CSR Roadmap 2022

3 Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).

4 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.

5 Until FY 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. Starting in FY 2023 however, the calculation method will change, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) will be used, in accordance with the GHG Protocol, the international standard.
Under the latter calculation method, the reduction is 32.7%.

6 The calculation of the figure for the baseline of FY 2013 includes data for companies that joined the Toray Group in FY 2014 or later.

7 Volatile organic compounds

8 Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

9 The shifting of freight transportation by truck or other vehicle to railways and ships, which have a smaller environmental impact


10 A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

Materiality View of CSR Roadmap 2022

Materiality	Main initiatives of CSR Roadmap 2022	KPIs of CSR Roadmap 2022
7 Ensuring safety and disaster preparedness	Aim for zero major accidents	Number of major accidents
	Achieve world's best standard for safety management	Achieve world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)
	Create a comfortable working environment to ensure the safety and health of employees and to raise the level of safety and health	
	Aim for zero fire and explosion accidents	Number of fire and explosion accidents
	Aim for zero environmental accidents	Number of environmental accidents
	Reduce greenhouse gas emissions per unit of revenue	Reduction of greenhouse gas emissions per unit of revenue (%)
	Reduce water consumption per unit of revenue	Water usage per unit of revenue (%)
	Reduce atmospheric VOC emissions	Reduction of atmospheric VOC emissions (%)
	Aim for a high waste recycling rate	Waste recycling rate (%)
	Systematically adopt renewable energy	
	Reduce atmospheric emissions of substances subject to the PRTR Act	
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	
	8 Ensuring product quality and safety	Aim for zero product accidents
Establish a system to audit effectiveness of improvement and continuity of Toray Group's overall quality assurance framework		
Introduce a group-wide quality control system with fraud prevention features		
Prepare and build a quality assurance system that covers quality assurance and quality control functions in each business		
Provide quality assurance and product safety education		Group companies implementing product quality assurance and safety education (%)

Fiscal 2020	Fiscal 2021	Fiscal 2022	Activities of Fiscal 2022			Related SDGs	
			Targets	Results	Degree of success ¹		Related initiatives
0	0	0	0	○	Occupational Safety and Accident Prevention Activities	 	
No more than 0.05	No more than 0.05	No more than 0.05	0.37	×	Occupational Safety and Accident Prevention Activities		
					Occupational Safety and Accident Prevention Activities		
0	0	0	2	×	Occupational Safety and Accident Prevention Activities		
0	0	0	7	×	Environmental Risk Management		
At least 20% lower than fiscal 2013 (Fiscal 2022)			34.6%	○	Conserving Energy and Reducing Greenhouse Gas Emissions		
At least 25% lower than fiscal 2013 (Fiscal 2022)			31.9%	○	Initiatives for Managing Water Resources		
At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	70.9%	○	Voluntary Initiatives to Reduce Atmospheric Emissions of Chemical Substances		
At least 86%	At least 86%	At least 86%	86.8%	○	Initiatives to Reduce Waste		
					Conserving Energy and Reducing Greenhouse Gas Emissions		
					Voluntary Initiatives to Reduce Atmospheric Emissions of Chemical Substances		
					Biodiversity Initiatives		
0	0	0	1	×	Initiatives for Quality Assurance and Product Safety		
					Product Quality and Safety		
					Initiatives for Quality Assurance and Product Safety		
					Product Quality and Safety		
100%	100%	100%	100%	○	Initiatives for Quality Assurance and Product Safety		

Notes : 1 The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.

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Materiality View of CSR Roadmap 2022

Materiality	Main initiatives of CSR Roadmap 2022	KPIs of CSR Roadmap 2022
9 Initiatives for managing water resources	Reduce water consumption per unit of revenue	Water usage per unit of revenue (%)
	Aim for a high waste recycling rate	Waste recycling rate (%)
	Expand water filtration throughput contribution by Toray's water treatment membranes	Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
10 Managing social and environmental impact of suppliers	Request suppliers to practice CSR, including by conducting CSR surveys and audits, and having them make pledges, and strive to understand the status of each company's CSR initiatives	Group companies requesting their suppliers to practice CSR (%)
		Suppliers confirming the status of CSR initiatives as requested by Toray Group (%)
	Address issues in the supply chain such as human rights challenges and conflict mineral issues	
	Reduce CO ₂ emissions intensity from distribution activities	Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)
	Promote modal shift ⁹ across distances of 500 km or more	Modal shift to sea or rail for transport across distances for 500 km or more (%)
	Continually work to reduce the environmental impact and improve the quality of distribution activities	
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement ¹⁰ , contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	
11 Respecting human rights	Implement human rights education and training	Group companies implementing human rights education and training (%)
	Achieve the legally mandated employment rate of persons with disabilities	Group companies that have achieved legally mandated employment rate of persons with disabilities (%)
	Operate a whistle-blowing system and consultation service at each Toray Group company to promptly and appropriately respond to problems in an effort to reduce human rights risks	

Fiscal 2020	Fiscal 2021	Fiscal 2022	Activities of Fiscal 2022			Related SDGs
			Targets	Results	Degree of success ¹	
	At least 25% lower than fiscal 2013 (Fiscal 2022)		31.9%	○	Initiatives for Managing Water Resources	
At least 86%	At least 86%	At least 86%	86.8%	○	Initiatives to Reduce Waste	
2.4 times compared to fiscal 2013 (Fiscal 2022)			2.5 times	○	Green Innovation Business Expansion Project	
					Approach to Green Innovation Products	
					Realizing a Circular Economy	
At least 80%	At least 90%	At least 95%	93%	△	Socially Responsible Procurement Initiatives at Toray Group	
At least 70%	At least 70%	At least 70%	88%	○	Socially Responsible Procurement Initiatives at Toray Group	
					Socially Responsible Procurement Initiatives at Toray Group	
1%	1%	1%	15.3%	○	Toray Group Distribution Initiatives	
40% (Fiscal 2022 target)			27%	△	Toray Group Distribution Initiatives	
					Toray Group Distribution Initiatives	
					Toray Group Distribution Initiatives	
100%	100%	100%	100%	○	Human Rights Activity Report	
100%	100%	100%	53.1%	△	Promoting Diversity	
					Human Rights Activity Report	

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Materiality View of CSR Roadmap 2022

Materiality	Main initiatives of CSR Roadmap 2022	KPIs of CSR Roadmap 2022
12 Creating a positive workplace	As part of career develop initiatives for core staff, use the career path worksheets included in the new personnel information system	Career development of core staff using the new personnel information system (% of staff using a career path worksheet)
	Systematically hire, develop, and appoint core staff outside Japan	
	Create workplace environments in which women will feel comfortable performing their duties	
	Support the return to work from long-term childcare leave	Employees returning to work from childcare leave (%)
	Reduce the number of employees who exceed non-statutory working hours	Reduction in employees who exceed 45 hours/month of non-statutory working hours (%)
	Encourage the use of annual paid leave by labor union members	Available annual paid leave used by labor union members (%)
13 Securing and developing human resources	As part of career develop initiatives for core staff, use the career path worksheets included in the new personnel information system	Career development of core staff using the new personnel information system (% of staff using a career path worksheet)
	Systematically hire, develop, and appoint core staff outside Japan	
	Create workplace environments in which women will feel comfortable performing their duties	
	Support the return to work from long-term childcare leave	Employees returning to work from childcare leave (%)
	Reduce the number of employees who exceed non-statutory working hours	Reduction in employees who exceed 45 hours/month of non-statutory working hours (%)
14 Conserving biodiversity	Reduce greenhouse gas emissions per unit of revenue	Reduction of greenhouse gas emissions per unit of revenue (%)
	Reduce atmospheric VOC emissions	Reduction of atmospheric VOC emissions (%)
	Aim for a high waste recycling rate	Waste recycling rate (%)
	Conduct a survey of palm oil contained in raw materials and switch to certified products	Conduct a survey of palm oil contained in raw materials (%)
	Systematically adopt renewable energy	
	Reduce atmospheric emissions of substances subject to the PRTR Act	

Fiscal 2020	Fiscal 2021	Fiscal 2022	Activities of Fiscal 2022			Related SDGs
			Targets	Results	Degree of success ¹	
20%	30%	100%	100%	○	Securing and Developing Human Resources to Create New Value	
					Securing and Developing Human Resources to Create New Value	
					Promoting Diversity	
100%	100%	100%	100%	○	Creating a Positive Workplace for Employees	
Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	79.7%	○	Creating a Positive Workplace for Employees	
About 90%	About 90%	About 90%	93.2%	○	Creating a Positive Workplace for Employees	
20%	30%	100%	100%	○	Securing and Developing Human Resources to Create New Value	
					Securing and Developing Human Resources to Create New Value	
					Promoting Diversity	
100%	100%	100%	100%	○	Creating a Positive Workplace for Employees	
Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	79.7%	○	Creating a Positive Workplace for Employees	
At least 20% lower than fiscal 2013 (Fiscal 2022)			34.6%	○	Conserving Energy and Reducing Greenhouse Gas Emissions	
At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	70.9%	○	Voluntary Initiatives to Reduce Atmospheric Emissions of Chemical Substances	
At least 86%	At least 86%	At least 86%	86.8%	○	Initiatives to Reduce Waste	
Usage survey of certified products : 100%	Decision making (Yes/No) of shifting to certified raw materials : 100% (Fiscal 2022)		100%	○	Biodiversity Initiatives	
					Conserving Energy and Reducing Greenhouse Gas Emissions	
					Voluntary Initiatives to Reduce Atmospheric Emissions of Chemical Substances	

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CSR Roadmap 2025 (Fiscal 2023 – Fiscal 2025)

In June 2023, Toray Group established its eighth Medium-Term CSR Plan, CSR Roadmap 2025, covering the period from fiscal 2023 to fiscal 2025.

Taking the Group’s 11 material issues into account, CSR Roadmap 2025 outlines the activity targets and main initiatives for each of the ten themes in Toray’s CSR Guidelines, as well as key performance indicators (KPIs). The purpose is to systematically promote the Group’s CSR activities in an integrated manner with the Medium-Term Management Program.

For more information on the CSR Roadmap 2025, refer to the PDF file below.

CSR Roadmap 2025 (FY 2023 – FY 2025)

The CSR Roadmap 2025 is directly linked to TORAY VISION 2030 and Project AP-G 2025. These management strategies are designed to ensure the Group lives up to its Corporate Philosophy, which includes the principles and values it has upheld since the beginning, and which is also its reason for being and purpose. The new roadmap also aims to achieve sustainable development for the Group and society as a whole, as well as the Toray Group Sustainability Vision, ensuring that Toray Group remains a highly valuable corporate group that is respected by society.

The relationship between CSR, the Toray Group Sustainability Vision, the Toray Philosophy, and our management strategies is illustrated by the following diagram.

The diagram is a horizontal flow chart with four main stages from left to right: FY2023, FY2025, FY2030, and FY2050. At the bottom, a blue arrow labeled 'Corporate Philosophy' (Contributing to society through the creation of new value with innovative ideas, technologies and products) points right. Above it, a yellow arrow labeled 'CSR Roadmap 2025 (Sustainable Development of Toray Group and Society as a Whole)' points right. Above that, a light blue arrow labeled 'Medium-Term Management Program Project AP-G 2025' points right. At the top, a dark blue arrow labeled 'Long-Term Corporate Vision TORAY VISION 2030 (Achieving sound, sustainable growth and creating social value)' points right. On the far right, a green circle labeled 'Toray Group Sustainability Vision (Four Perspectives of the World as Envisioned in 2050)' is positioned between the FY2030 and FY2050 markers.

(PDF:770KB) [PDF](#)

- Click [here](#) for CSR Roadmap 2022, which covers fiscal 2020-2022 (PDF:2.17MB).

CSR Roadmap 2025 KPI List







Along with listing the main initiatives for each CSR Guidelines theme, the roadmap establishes KPIs to quantitatively monitor yearly progress.

	Key Performance Indicators (KPIs)	Targets			Reporting Scope
		Fiscal 2023	Fiscal 2024	Fiscal 2025	
1 Corporate Governance	① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	8	8	8	※ 1
	② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	90%	90%	90%	※ 1
2 Ethics and Compliance	③ Number of major violations of laws or ordinances	0	0	0	※ 1
	④ Group companies implementing internal legal audits (%)	● Toray Industries, Inc.: 100% ● Group companies in and outside Japan: Implemented focusing on high-risk companies			※ 1

(PDF:112KB) [PDF](#)

Relationship between the CSR Guidelines and SDGs/ESG Categories

The relationship between each theme of the Toray Group CSR Guidelines and the SDGs/ESG categories is shown in this comparative table.

	3 GOOD HEALTH AND WELL-BEING		●				●			●
	4 QUALITY EDUCATION						●			●
	5 GENDER EQUALITY						●	●	●	
	6 CLEAN WATER AND SANITATION		●				●		●	●
	7 AFFORDABLE AND CLEAN ENERGY		●				●			
	8 DECENT WORK AND ECONOMIC GROWTH		●					●	●	●

(PDF:89.4KB) [PDF](#)

CSR Roadmap 2025 (FY 2023 – FY 2025)

The CSR Roadmap 2025 is directly linked to TORAY VISION 2030 and Project AP-G 2025. These management strategies are designed to ensure the Group lives up to its Corporate Philosophy, which includes the principles and values it has upheld since the beginning, and which is also its reason for being and purpose. The new roadmap also aims to achieve sustainable development for the Group and society as a whole, as well as the Toray Group Sustainability Vision, ensuring that Toray Group remains a highly valuable corporate group that is respected by society.

The relationship between CSR, the Toray Group Sustainability Vision, the Toray Philosophy, and our management strategies is illustrated by the following diagram.

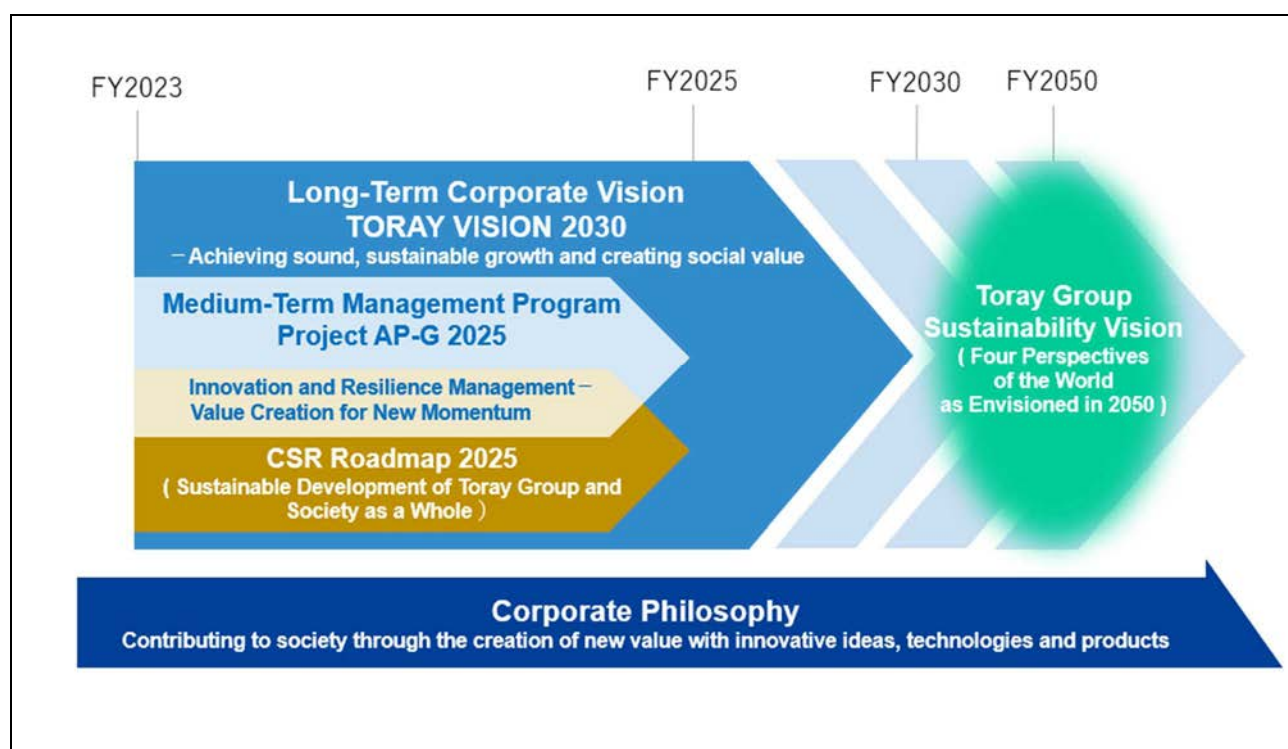


Figure 1. The relationship between CSR, the Toray Group Sustainability Vision, the Toray Philosophy, and our management strategies

In June 2023, Toray Group selected 11 CSR-related material issues: five issues in the category of “Contribution to Society through the Creation of New Value” and six issues in the category of “Management Foundation.” They are shown below.

Contribution to Society through the Creation of New Value

<p>Accelerating Climate Change Mitigation Accelerate the shift to carbon neutrality by contributing to reduction of global greenhouse gas emissions through innovative technologies and advanced materials and by pursuing emissions reduction across the Toray Group.</p>
<p>Promoting a Circular Economy Promote sustainable, circular resource use and production by increasing recycling, using biomass-based raw materials, and converting CO2 into resources.</p>
<p>Taking a Nature-Positive Approach Contribute to restoration of the natural environment by offering products that help provide clean water and air , reduce environmental impact, and otherwise benefit the environment and by working to preserve green spaces and properly manage chemical substances.</p>
<p>Committed to Healthier Lives Contribute to healthy, hygienic lifestyles by providing advanced materials that promote health and longevity, reduce the burden on nursing care and healthcare providers, improve the quality of medical care, and contribute to human safety.</p>
<p>Developing in Collaboration with Stakeholders Focus on sustainable development for both the Group and society by pursuing co-creation with stakeholders and contributing solutions to social issues. Appropriately disclose information and promote dialogue with stakeholders.</p>

Management Foundation

<p>Ensuring Safety and Fire Accident Prevention Protect public safety and the personal safety of employees by pursuing zero accidents, thoroughly practicing disaster and fire prevention, and ensuring safe work environments.</p>
<p>Ensuring Ethics and Compliance Act with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations.</p>
<p>Enhancing Product Quality and Safety Provide safe, high-quality products by further strengthening quality control, quality assurance, and product safety management.</p>
<p>Strengthening Corporate Governance Maintain sound management across the Toray Group by reviewing management systems and programs, strengthening internal controls, and implementing risk management (managing risks related to business activities such as economic security, security trade, and information security).</p>
<p>Establishing Sustainable Supply Chain Focus on building a stable, sustainable supply chain by promoting environmental conservation and respect for human rights throughout the supply chain.</p>
<p>Respecting Human Rights and Promoting Human Resource Diversity Respect internationally recognized human rights and create work environments that allow a diverse pool of human resources to demonstrate their creativity.</p>

To address the material issues for Toray Group’s CSR initiatives, the CSR Roadmap 2025 establishes specific targets, key initiatives, and KPIs for measuring progress on achieving the targets for each of the 10 guidelines shown on the following pages. By systematically implementing the CSR Roadmap 2025, the Group will strive to contribute to society by creating new value and work to enhance its management foundation.

1 Corporate Governance

Implementation leader

General Manager of Corporate Strategic Planning Div. (Department responsible for implementation: Corporate Strategic Planning Div.)

Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities

Related Material Issues for CSR

CG Strengthening Corporate Governance

CSR Roadmap Goals

- (1) Further improve governance by ensuring that Board of Directors operates in a manner that contributes to the enhancement of corporate value over the medium to long term
- (2) Perform monitoring based on the Basic Policy for Internal Control Systems, in accordance with Japan's Companies Act

Main Initiatives

	Material Issues	KPI
(1) Regularly hold Toray Group Business Strategy Discussion ¹ sessions at Board of Directors meetings	CG	1-①
(2) Consider the appropriate form of Toray head office involvement in the execution of business at each group company from the viewpoint of balancing the effectiveness of group-wide governance with the dynamic decision-making of subsidiaries	CG	—
(3) Expand opportunities for directors and corporate auditors to get the training they need to acquire the knowledge required to fulfill their responsibilities (excluding execution) and to fulfill their roles appropriately, including use of external programs	CG	—
(4) Operate an effective internal control system Related main initiatives: 2-(4), 4-(2), 5-(4)	CG	1-②

¹ 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.

2 Ethics and Compliance

Implementation leader

General Manager of Legal & Compliance Div.
(Department responsible for implementation:
Compliance Dept.)

Ensure all executives and employees uphold a sense of responsibility, fairness and high ethical standards, and act with a keen sense of compliance to maintain the trust of society

Related Material Issues for CSR

EC Ensuring Ethics and Compliance

CSR Roadmap Goals

- (1) No major cases throughout the Toray Group of non-compliance with or violation of bribery regulations, antitrust laws, etc.
- (2) Implement monitoring to raise ethical and compliance awareness throughout Toray Group
- (3) Enhance awareness-raising and educational activities relating to corporate ethics and compliance

Main Initiatives

	Material Issues	KPI
(1) Aim for no major cases of non-compliance with or violations of laws and regulations	EC	2-①
(2) Practice appropriate transactions based on free, fair, and transparent market competition	EC	—
(3) Prohibit any association with organized criminal groups or other anti-social forces and take a firm stance against them	EC	—
(4) Conduct internal legal audits and improve problems found in the audits Related main initiatives: 1-(4), 4-(2), 5-(4)	EC	2-②
(5) Appropriately operate a whistle-blowing system Related main initiatives: 8-(3), 9-(2)	EC	—
(6) Thoroughly disseminate the Ethics & Compliance Code of Conduct	EC	—
(7) Provide information and implement education on major laws and regulations and other compliance-related matters Related main initiative: 4-(1)	EC	2-③

3 Safety, Accident Prevention, and Environmental Preservation

Implementation leaders

General Manager of Manufacturing Div. (Dept. responsible for implementation: Environment & Safety Dept.): Main initiatives (1)-(5), (8)-(10)

General Manager of Engineering Div. (Dept. responsible for implementation: Second Engineering Dept.): Main initiatives (6), (7)

Ensure the safety and health of society and employees, and protect the environment in all business processes, from procuring raw materials and manufacturing to the supply and disposal of products

Related Material Issues for CSR

CC Accelerating Climate Change Mitigation

CE Promoting a Circular Economy

NP Taking a Nature-Positive Approach

SF Ensuring Safety and Fire Accident Prevention

CSR Roadmap Goals

- Place the highest priority on safety, thoroughly uphold the basic rules, and strive to prevent disasters, fires, and environmental accidents
- Based on the Toray Group Sustainability Vision, reduce environmental impact, focusing on addressing climate change, effectively utilizing water resources, and protecting the environment and biodiversity

Main Initiatives

	Material Issues	KPI
Safety		
(1) Aim for zero major accidents	SF	3-①
(2) Achieve world's best standard for safety management	SF	3-②
(3) Create a comfortable working environment to ensure the safety and health of employees and to raise the level of safety and health	SF	—
Accident Prevention		
(4) Aim for zero fire and explosion accidents	SF	3-③
Environmental Prevention		
(5) Aim for zero environmental accidents	SF	3-④
(6) Reduce greenhouse gas emissions per unit of revenue Related main initiatives: 7-(4)(5), 9-(4)	CC CE NP	3-⑤* 3-⑥
(7) Reduce water consumption per unit of revenue Related main initiatives: 7-(3)(5)	CC CE NP	3-⑦*
(8) Aim for a high waste recycling rate Related main initiatives: 7-(4)(5)	CC CE NP	3-⑧
(9) Reduce atmospheric VOC ² emissions	NP	3-⑨
(10) Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	CC NP	—

² Volatile organic compounds

* KPIs 3-⑤ and 3-⑦ are the same as targets in the Medium-Term Management Program, Project AP-G 2025

4 Product Quality and Safety

Implementation leader

General Manager of Quality Assurance Div.
(Dept. responsible for implementation: Quality Assurance Planning & Administration Dept.)

Provide safe, highly reliable products by striving to enhance management systems for product quality assurance and safety, and disclose appropriate information

Related Material Issues for CSR

QS Enhancing Product Quality and Safety

CSR Roadmap Goals

- (1) Enhance the group-wide frameworks for quality control, quality assurance, and product safety management
- (2) Achieve zero product accidents

Main Initiatives

	Material Issues	KPI
(1) Ensure that quality assurance compliance education is being fully implemented Related main initiative: 2-(7)	QS	4-①
(2) Enhance the auditing function to ensure improvement and continuity of Toray Group's overall quality assurance framework, and conduct auditing to check its effectiveness Related main initiatives: 1-(4), 2-(4), 5-(4)	QS	4-②
(3) Expand the use of the quality-related data management system with fraud prevention features across the entire Group	QS	—
(4) Promote the construction of systems in each business to facilitate deliberation, approval, and management related to quality assurance activities	QS	—
(5) Aim for zero product accidents	QS	4-③

5 Risk Management

Implementation leader

General Manager of Corporate Strategic Planning Div. (Department responsible for implementation: Corporate Strategic Planning Div.)

Under normal conditions, assess and analyze risks, and strive to mitigate and prevent them from materializing; and in the event of a crisis that could have a significant impact on management activities, strive to prevent damage from increasing, by bringing the situation quickly under control and normalizing conditions with a prompt and appropriate response

Related Material Issues for CSR

CG Strengthening Corporate Governance

CSR Roadmap Goals

- (1) Reduce risks by identifying and mitigating risks that affect the resolution of management issues across the Group
- (2) Enhance internal controls across the Group and raise the level of risk mitigation efforts
- (3) Instill greater risk management among employees by rolling out risk management education throughout the Toray Group

Main Initiatives

	Material Issues	KPI
Under normal conditions, manage risks by identifying and addressing two main types of risks: (1) Priority risks for Toray Group, which are established based on periodic assessments every three years (2) Specified risks, which are established based on constant monitoring, investigation and analysis of risk trends in and outside Japan Related main initiative: 9-(5)	CG	—
(2) In the event of an emergency, respond appropriately in accordance with the Risk Management Regulations	CG	—
(3) Follow up on progress made to address Toray Group's priority risks	CG	—
(4) Follow up on the status of internal control implementation at each group company concerned Related main initiatives: 1-(4), 2-(4), 4-(2)	CG	5-①
(5) Enhance cooperation with crisis management committees at Group sites outside Japan concerning crisis management under normal conditions	CG	—
(6) Implement risk reduction across the Group for information security risks such as cyberattacks and information leaks	CG	5-②
(7) Provide risk management education	CG	—

6 Communication

Implementation leader

General Manager of General Administration & Communications Div. (Department responsible for implementation: Corporate Communication Dept.)

Disclose corporate information in an active, fair and straightforward manner to maintain management transparency; and disclose information appropriately to encourage dialogue and cooperation with stakeholders including customers, employees, stockholders, business partners, consumers, mass media, and other parties

Related Material Issues for CSR

CS Developing in Collaboration with Stakeholders

CSR Roadmap Goals

- (1) In accordance with the Basic Policies to Promote Dialogue with Stakeholders and the Information Disclosure Principles, enhance communication activities with each stakeholder group to improve corporate value
- (2) Promote dialogue and collaboration with each stakeholder group, and reflect information obtained in management decisions in a timely and appropriate manner

Main Initiatives

	Material Issues	KPI
(1) Actively dispatch information on the Toray Philosophy and use education to ensure it is embraced throughout the Group	CS	—
(2) Enhance information dissemination utilizing owned media such as the Group's websites and social media accounts	CS	6-①
(3) Strive to ascertain customer needs and improve customer satisfaction	CS	—
(4) Facilitate exchange of opinions between management and employees, ascertain issues and problems, and reflect them in the Group's CSR initiatives	CS	6-②
(5) Expand opportunities for management to disseminate information and promote communication with stockholders and investors	CS	6-③
(6) Enhance communication with the mass media	CS	6-④

7 Contributing Solutions to Social Issues through Business Activities

Implementation leader

General Manager of Corporate Strategic Planning Div. (Department responsible for implementation: Corporate Strategic Planning Div., Environmental Solutions Dept., Sustainable Technology Dept.)

Leverage innovation to provide solutions to various social issues such as climate change, resource and energy use, water resource and natural environment conservation, improvement of medical care, and promotion of public health, thereby contributing to sustainable development for society

Related Material Issues for CSR

- **CC Accelerating Climate Change Mitigation**
- **CE Promoting a Circular Economy**
- **NP Taking a Nature-Positive Approach**
- **HL Committed to Healthier Lives**
- **CS Developing in Collaboration with Stakeholders**

CSR Roadmap Goals

Leverage Sustainability Innovation Business³ to address social issues by growing businesses based on the provision of innovative technologies and advanced materials, and by creating new technologies

Main Initiatives

	Material Issues	KPI
(1) Expand revenues from Sustainability Innovation Business ³	● ● ● ● ●	7- 1 *
(2) Expand contribution to CO ₂ reduction in the value chain Related main initiative: 9-(4)	● ● ● ●	7- 2 *
(3) Expand water filtration throughput contribution by Toray's water treatment membranes Related main initiative: 3-(7)	● ● ● ●	7- 3 *
(4) Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy Related main initiatives: 3-(6)(8)	● ● ● ●	—
(5) Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources Related main initiatives: 3-(6)(7)(8)	● ● ● ●	—
(6) Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	● ● ●	—

³ Business areas and product lines that can help realize the Toray Group Sustainability Vision

* KPIs 7-**1** to 7-**3** are the same as targets in the Medium-Term Management Program, Project AP-G 2025

8 Human Rights Promotion and Human Resources Development

Implementation leader

General Manager of Human Resources Div.
(Department responsible for implementation: Personnel Dept., Industrial Relations Dept.)

Respect human rights, provide safe and healthy workplaces for employees, secure and train personnel, and diversify while striving to protect employment

Related Material Issues for CSR

HL Committed to Healthier Lives

HR Respecting Human Rights and Promoting Human Resource Diversity

CSR Roadmap Goals

- (1) Respect human rights and ensure fair promotions based on merit throughout the Toray Group by eliminating discrimination based on factors such as race, creed, skin color, gender (including gender identity and sexual orientation), religion, nationality, language, ability/disability, physical attributes, assets, and place of birth
- (2) Ensure work environments take into consideration the health and diversity of employees and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel

Main Initiatives

Human Rights Promotion	Material Issues	KPI
(1) Implement human rights education and training	HR	8-①
(2) Achieve the legally mandated employment rate of persons with disabilities	HR	8-②
(3) Operate a whistle-blowing system and consultation service at each Toray Group company to promptly and appropriately respond to any problem reported in an effort to prevent or mitigate any negative impact on human rights Related main initiatives: 2-(5), 9-(2)	HR	—
Human Resources Development		
(4) As part of career development initiatives for core staff, enhance the use of the career path worksheets included in the personnel information system	HR	8-③
(5) Systematically hire, develop, and appoint core staff outside Japan	HR	—
(6) Create workplace environments in which women will feel comfortable performing their duties	HL HR	—
(7) Promote the use and improve the operation of measures to support employee work-life balance	HR	8-④ 8-⑤
(8) Reduce overtime work exceeding standard hours	HL HR	8-⑥
(9) Encourage the use of annual paid leave by labor union members	HL HR	8-⑦

9 Establishing Sustainable Supply Chain

Implementation leader

General Manager of Purchasing & Logistics Div. (Department responsible for Implementation: Purchasing & Logistics Planning & Administration Dept.)

To establish a sustainable supply chain, work closely with suppliers, processing vendors, subcontractors, customers and distribution companies to implement socially responsible procurement throughout the supply chain in order to ensure responsible practices with respect to environmental preservation and human rights

Related Material Issues for CSR

CS Developing in Collaboration with Stakeholders

SC Establishing Sustainable Supply Chain

CSR Roadmap Goals

To ensure socially responsible procurement by the Toray Group, work with suppliers, processing vendors, subcontractors and other business partners to implement CSR initiatives that include compliance with laws and regulations, amelioration of global warming, environmental conservation, and respect for human rights

Main Initiatives

	Material Issues	KPI
(1) Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	CS SC	9-①
(2) 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 Related main initiatives: 2-(5), 8-(3)	CS SC	9-②
(3) Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	CS SC	9-③
(4) Reduce CO ₂ emissions intensity from distribution activities Related main initiatives: 3-(6), 7-(2)	CS SC	9-④
(5) Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks Related main initiative: 5-(1)	CS SC	9-⑤
(6) Continually work to reduce the environmental impact and improve the quality of distribution activities	CS SC	—
(7) In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, ⁴ contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	CS SC	—

⁴ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

Social Contribution 10 Activities as a Good Corporate Citizen

Implementation leader

General Manager of General Administration & Communications Div. (Department responsible for implementation: CSR Operations Dept.)

Proactively participate in local communities and the larger society in order to contribute to development in a way befitting a good corporate citizen

Related Material Issues for CSR

CS Developing in Collaboration with Stakeholders

CSR Roadmap Goals

- (1) Promote social contribution activities in ways that are unique to Toray, voluntarily and continuously engaging in the priority areas of “science and technology promotion,” “environment and communities,” and “health and welfare”
- (2) As a responsible member of society, implement social contribution activities that help to solve the global issues addressed by the SDGs and other initiatives

Main Initiatives

	Material Issues	KPI
(1) Implement social contribution activities at the appropriate scale	CS	10-①
(2) Actively engage in social contribution activities that are distinctive of Toray Group, focusing on science and technology promotion	CS	—
(3) Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	CS	10-②
(4) Implement a range of educational support activities that capture the interest and curiosity of youngsters through school visits and company tours focusing on areas such as science, the environment, and career opportunities, thereby helping to inspire upcoming generations	CS	10-③
(5) Educate employees at Toray Group in order to instill the significance of social contribution	CS	—
(6) Support the improvement and development of science and technology and the promotion of science education through the activities of Toray science foundations in and outside Japan	CS	—
(7) Share information with internal and external stakeholders on Toray Group’s social contribution activities via websites and other means	CS	—

CSR Roadmap 2025 KPI List

Reporting Scope: ※1: Toray Group Companies, ※2: Toray Industries, Inc.





















	Key Performance Indicators (KPIs)	Targets			Reporting Scope
		Fiscal 2023	Fiscal 2024	Fiscal 2025	
1 Corporate Governance	① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	8	8	8	※ 1
	② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	90%	90%	90%	※ 1
2 Ethics and Compliance	① Number of major violations of laws or ordinances	0	0	0	※ 1
	② Group companies implementing internal legal audits (%)	●Toray Industries, Inc.: 100% ●Group companies in and outside Japan: Implemented focusing on high-risk companies			※ 1
	③ Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)	100%	100%	100%	※ 1
3 Safety, Accident Prevention, and Environmental Preservation	① Number of major accidents	0	0	0	※ 1
	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	※ 1
	③ Number of fire and explosion accidents	0	0	0	※ 1
	④ Number of environmental accidents	0	0	0	※ 1
	⑤ Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			※ 1
	⑥ Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)			※ 1
	⑦ Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			※ 1
	⑧ Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	※ 1
	⑨ Reduction of atmospheric VOC emissions (%)	At least 70% lower than fiscal 2000	At least 72% lower than fiscal 2000	At least 72% lower than fiscal 2000	※ 1
4 Product Quality and Safety	① Quality assurance compliance education (% of people trained)	100%	100%	100%	※ 1
	② Quality and product safety audit implementation rate (%)	100%	100%	100%	※ 1
	③ Number of product accidents	0	0	0	※ 1
5 Risk Management	① Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	35%	70%	100%	※ 1
	② Group companies implementing information security evaluation and risk reduction (%)	35%	70%	100%	※ 1

	Key Performance Indicators (KPIs)	Targets			Reporting Scope
		Fiscal 2023	Fiscal 2024	Fiscal 2025	
6 Communication	① Number of corporate website page views (per month)	1 million page views	1 million page views	1 million page views	※ 2
	② Interviews conducted to exchange opinions within the company (rate of progress)	(First round) 100% completed	(Second round) 30%	(Second round) 60%	※ 1
	③ Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120	※ 1
	④ News releases (number)	200	200	200	※ 1
7 Contributing Solutions to Social Issues through Business Activities	① Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			※ 1
	② Contribution to CO ₂ reduction in value chain ³	15 times compared to fiscal 2013 (Fiscal 2025)			※ 1
	③ Contribution of Toray water treatment products ⁴	2.9 times compared to fiscal 2013 (Fiscal 2025)			※ 1
8 Human Rights Promotion and Human Resources Development	① Group companies implementing human rights education and training (%)	100%	100%	100%	※ 1
	② Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%	Toray Group (Japan)
	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	※ 1
	④ Employees returning to work from childcare leave (%)	100%	100%	100%	Employees of Toray Industries, Inc.
	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	Employees of Toray Industries, Inc. (not including those posted outside Japan)
	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	※ 2
	⑦ Available annual paid leave used by labor union members (%)	90%	90%	90%	※ 2
9 Establishing Sustainable Supply Chain	① Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	※ 1
	② Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%	※ 1
	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% (Fiscal 2024)		At least 90%	※ 2
	④ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%	Toray Group (Only specified consigners, Toray Industries, Inc., TAF)
	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%	※ 2
10 Social Contribution Activities as a Good Corporate	① Social contribution expenditure (% change from average expenditure over last six years)	100% or higher	100% or higher	100% or higher	※ 1
	② Social contribution activities (number)	2,500 or more	2,500 or more	2,500 or more	※ 1
	③ Beneficiaries of educational support activities such as science classes for schools and career education (number)	15,000 or more	15,000 or more	15,000 or more	※ 1

³ 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).

⁴ Toray calculates water treated with Toray's water treatment membranes by multiplying the amount of fresh water that its ultrafiltration water treatment membranes can produce per day, including reverse osmosis (RO), ultrafiltration (UF) and membrane separation bioreactors (MBR), by the number of membrane elements sold.

Relationship between CSR Guidelines and SDGs and ESG Categories

CSR Guideline		1	2	3	4	5	6	7	8	9	10	
		Corporate Governance	Ethics and Compliance	Safety, Accident Prevention, and Environmental Preservation	Product Quality and Safety	Risk Management	Communication	Contributing Solutions to Social Issues through Business Activities	Human Rights Promotion and Human Resources Development	Establishing Sustainable Supply Chain	Social Contribution Activities as a Good Corporate Citizen	
SDGs	 1 NO POVERTY										●	
	 2 ZERO HUNGER							●			●	
	 3 GOOD HEALTH AND WELL-BEING			●				●			●	
	 4 QUALITY EDUCATION								●		●	
	 5 GENDER EQUALITY								●	●	●	
	 6 CLEAN WATER AND SANITATION			●				●		●	●	
	 7 AFFORDABLE AND CLEAN ENERGY			●				●				
	 8 DECENT WORK AND ECONOMIC GROWTH			●						●	●	●
	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE			●					●			●
	 10 REDUCED INEQUALITIES									●	●	●
	 11 SUSTAINABLE CITIES AND COMMUNITIES			●		●						●
	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION			●	●			●	●		●	●
	 13 CLIMATE ACTION			●			●	●	●		●	●
	 14 LIFE BELOW WATER			●					●		●	●
	 15 LIFE ON LAND			●					●		●	●
	 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	●	●	●						●	●	●
	 17 PARTNERSHIPS FOR THE GOALS							●				●
ESG Categories	 Environment			●				●		●	●	
	 Social			●	●		●	●	●	●	●	
	 Governance	●	●		●	●						

External Evaluation

Evaluations from the Perspective of Socially Responsible Investment

Included in Dow Jones Sustainability™ Asia / Pacific Index

Toray Industries is included in the Dow Jones Sustainability™ Asia/Pacific Index. This stock index measures sustainability performance at companies identified by S&P Global.



Listed in The S&P Global Sustainability Yearbook 2024

Toray Industries is among the 759 global leaders in sustainability listed in The S&P Global Sustainability Yearbook 2024 published by S&P Global.

Toray Industries, Inc.
Chemicals

Sustainability Yearbook Member

S&P Global Corporate Sustainability
Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 63/100
Score date: February 7, 2024
The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modeling approaches.
Position and scores are industry specific and reflect exclusion screening criteria.
Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>



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

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



Received AAA rating in MSCI ESG Ratings / Included in MSCI Japan ESG Select Leaders Index

Toray Industries has received the highest ESG rating of AAA in the MSCI ESG Ratings and 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.



Notes:

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Recognized 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.



External Evaluation of Information Disclosure to Investors

In the "Investor Relations" section of its corporate website, Toray Industries provides information about its management policies, strategies, financial data and results for stockholders and investors. In an effort to disclose information fairly, the Company promptly posts financial data and presentation materials, including English translations, used in its briefings for institutional investors. In fiscal 2022, Toray's publications were evaluated externally by a number of organizations, as shown below.

• Website Evaluations

Organization details	Evaluations
Daiwa Investor Relations Co., Ltd.	2022 Internet IR Awards Award for outstanding website
Nikko Investor Relations Co., Ltd.	2022 All Japanese Listed Companies' Website Ranking (AAA Website in overall ranking and AAA Website in sector ranking (Textiles and Apparels))
GOMEZ	Silver Prize (top in textile sector) in IR Site Ranking 2022

• Annual Report Evaluation

Evaluations
NIKKEI Integrated Report Award 2022 Excellence Award