





























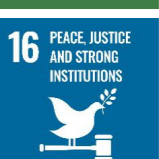

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
			Targets				
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			3 Safety, Accident Prevention, and Environmental Preservation	  
		3-6 Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)				
	Reduce water consumption per unit of revenue	3-7 Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)				
	Aim for a high waste recycling rate	3-8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%		
	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	1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
	Expand contribution to CO ₂ reduction in the value chain ³	7-2 Contribution to CO ₂ reduction in value chain	15 times compared to fiscal 2013 (Fiscal 2025)				
	Expand water filtration throughput contribution by Toray's water treatment membranes ⁴	7-3 Contribution of Toray water treatment products	2.9 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						
	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 (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			3 Safety, Accident Prevention, and Environmental Preservation	  
		3-6 Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)				
	Reduce water consumption per unit of revenue	3-7 Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)				
	Aim for a high waste recycling rate	3-8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%		
	Expand revenues from Sustainability Innovation Business	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
	Expand contribution to CO ₂ reduction in the value chain	7-2 Contribution to CO ₂ reduction in value chain	15 times compared to fiscal 2013 (Fiscal 2025)				
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-3 Contribution of Toray water treatment products	2.9 times compared to fiscal 2013 (Fiscal 2025)				
	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							
















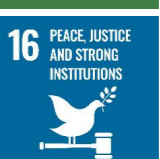

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
			Targets				
Taking a Nature-Positive Approach	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			3 Safety, Accident Prevention, and Environmental Preservation	      
		3-6 Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)				
	Reduce water consumption per unit of revenue	3-7 Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)				
	Aim for a high waste recycling rate	3-8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%		
	Reduce atmospheric VOC ⁵ emissions	3-9 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		
	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	1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
	Expand contribution to CO ₂ reduction in the value chain	7-2 Contribution to CO ₂ reduction in value chain	15 times compared to fiscal 2013 (Fiscal 2025)				
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-3 Contribution of Toray water treatment products	2.9 times compared to fiscal 2013 (Fiscal 2025)				
	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							
Committed to Healthier Lives	Expand revenues from Sustainability Innovation Business	7-1 Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
	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						
	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	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	8 Human Rights Promotion and Human Resources Development	
	Encourage the use of annual paid leave by labor union members	8-7 Available annual paid leave used by labor union members (%)	90%	90%	90%		



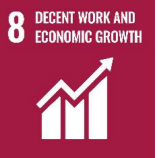





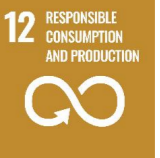
Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
			Targets				
Developing in Collaboration with Stakeholders	Actively dispatch information on the Toray Philosophy and use education to ensure it is embraced throughout the Group					6 Communication	                
	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)	1 million page views	1 million page views	1 million page views		
	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)	(First round) 100% completed	(Second round) 30%	(Second round) 60%		
	Expand opportunities for management to disseminate information and promote communication with stockholders and investors	6-③ Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120		
	Enhance communication with the mass media	6-④ News releases (number)	200	200	200		
	Expand revenues from Sustainability Innovation Business	7-① Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			7 Contributing Solutions to Social Issues through Business Activities	
	Expand contribution to CO ₂ reduction in the value chain	7-② Contribution to CO ₂ reduction in value chain	15 times compared to fiscal 2013 (Fiscal 2025)				
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-③ Contribution of Toray water treatment products	2.9 times compared to fiscal 2013 (Fiscal 2025)				
	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						




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Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023	Fiscal 2024	Fiscal 2025	Related CSR Guidelines	Related SDGs
			Targets				
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 (%)	At least 75%	At least 85%	At least 90%	9 Establishing Sustainable Supply Chain	                
	Identify high-risk areas that may have a negative impact on the environment and human rights, and promote supply chain due diligence to implement measures to prevent or mitigate the identified risks	9-② Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-③ Oil procurement needs met by palm oil sourced in a manner that is environmentally responsible and respectful of human rights (% of oil purchased, by value)	At least 70% (Fiscal 2024)		At least 90%		
	Reduce CO ₂ emissions intensity from distribution activities	9-④ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%		
	Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-⑤ Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	At least 60%	At least 75%	At least 90%		
	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)	100% or higher	100% or higher	100% or higher	10 Social Contribution Activities as a Good Corporate Citizen	
	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)	2,500 or more	2,500 or more	2,500 or more		
	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)	15,000 or more	15,000 or more	15,000 or more		
	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						



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			Targets						
Ensuring Safety and Fire Accident Prevention	Aim for zero major accidents	3-① Number of major accidents	0	0	0	3 Safety, Accident Prevention, and Environmental Preservation	      		
	Achieve world's best standard for safety management	3-② Achievement for world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)	No more than 0.05	No more than 0.05	No more than 0.05				
	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	0	0	0				
	Aim for zero environmental accidents	3-④ Number of environmental accidents	0	0	0				
Ensuring Ethics and Compliance	Aim for no major cases of non-compliance with or violations of laws and regulations	2-① Number of major violations of laws or ordinances	0	0	0	2 Ethics and Compliance			
	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 (%)	<ul style="list-style-type: none"> Toray Industries, Inc.: 100% Group companies in and outside Japan: Implemented focusing on high-risk companies 						
	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 (%)	100%	100%	100%				
Enhancing Product Quality and Safety	Ensure that quality assurance compliance education is being fully implemented	4-① Quality assurance compliance education (% of people trained)	100%	100%	100%	4 Product Quality and Safety			
	Enhance the auditing function to ensure improvement and continuity of Toray Group's overall quality assurance framework, and conduct auditing to check its effectiveness	4-② Quality and product safety audit implementation rate (%)	100%	100%	100%				
	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	0	0	0				

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			Targets				
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)	8	8	8	1 Corporate Governance	  
	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 (%)	90%	90%	90%		
	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					5 Risk Management	
	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 (%)	35%	70%	100%		
	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 (%)	35%	70%	100%		
Provide risk management education							

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			Targets				
Establishing Sustainable Supply Chain	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-① Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	9 Establishing Sustainable Supply Chain	
	Identify high-risk areas that may have a negative impact on the environment and human rights, and promote supply chain due diligence to implement measures to prevent or mitigate the identified risks	9-② Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-③ Oil procurement needs met by palm oil sourced in a manner that is environmentally responsible and respectful of human rights (% of oil purchased, by value)	At least 70% (Fiscal 2024)		At least 90%		
	Reduce CO ₂ emissions intensity from distribution activities	9-④ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%		
	Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-⑤ Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	At least 60%	At least 75%	At least 90%		
	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 (%)	100%	100%	100%	8 Human Rights Promotion and Human Resources Development	
	Achieve the legally mandated employment rate of persons with disabilities	8-② Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%		
	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)	Year-on-year increase	Year-on-year increase	Year-on-year increase		
	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 (%)	100%	100%	100%		
		8-⑤ Male employees taking childcare leave or other leave for the same reason (%)	Year-on-year increase	Year-on-year increase	Year-on-year increase		
	Reduce overtime work exceeding standard hours	8-⑥ Reduction in employees who exceed 45 hours/month of non-statutory working hours	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction		
Encourage the use of annual paid leave by labor union members	8-⑦ Available annual paid leave used by labor union members (%)	90%	90%	90%			

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			Targets				

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.