**CSR Activity Report (CSR Guideline Activity Reports)**

**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.

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**Basic Approach**

Toray Group communicates with diverse stakeholders throughout its business activities in accordance with its Basic Policies to Promote Dialogue with Stakeholders and its Information Disclosure Principles. The senior management team regularly receives reports on communication activities and provides advice.

Toray Group’s goal of achieving sustainable growth globally and into the future is about much more than just expanding the Group’s business. The aim is to practice Toray-style management, contribute to society, and remain a corporate entity respected by society. Toray-style management is all about living up to the corporate philosophy of “contributing to society through the creation of new value with innovative ideas, technologies and products,” and this is done by executing the corporate missions of serving customers, employees, shareholders, and society. Toray Group established the Long-Term Corporate Vision, TORAY VISION 2030, and the Medium-Term Management Program, Project AP-G 2022. At that time, the Group also organized its management principles — the principles that it has upheld since the beginning — in the form of the Toray Philosophy. Over the two years between fiscal 2020 and 2021, Toray Group implemented the Toray Philosophy Project as one of its group-wide projects under Project AP-G 2022, seeking to enhance understanding of Toray-style management both inside and outside the Group. Issues involving organizational culture and the gaps that have been detected between the Toray Philosophy and the workplace over the duration of these two years of activities will be taken over by the Corporate Brand Meeting, which was established in September 2021 under the Brand Management Committee chaired by the president. This committee will continue to formulate and implement measures to activate internal communication. The entire Group will work to ensure that all employees conduct themselves in accordance with the Toray Philosophy and foster an attachment to the Toray Group.
Basic Policies to Promote Dialogue with Stakeholders  Established September 2005

1. Toray Group will promote dialogue and collaboration with all stakeholders, including customers, stockholders and investors, business partners, employees, government, local communities, NPOs, citizens, the global community and the media.

2. Each company in Toray Group, through dialogue and collaboration with stakeholders, will take steps to carry out reforms designed to increase the satisfaction level of everyone.

3. All Toray Group employees, in their respective workplaces, shall identify and strive to solve issues affecting stakeholder satisfaction as part of their CSR activities.

Information Disclosure Principles  Established January 2004

1. Information Disclosure Principle:
   Strive to communicate with various stakeholders associated with the Company by actively disclosing pertinent information.

2. Voluntary Disclosure Principle:
   Comply with statutory disclosure and timely disclosure requirements and voluntarily disclose information that can be disclosed.

3. Timely Disclosure Principle:
   Strictly comply with the appropriate disclosure timing for statutory disclosure and timely disclosure, and disclose information on facts that can be disclosed as quickly as possible for voluntary disclosure as well.

4. Fair Disclosure Principle:
   Disseminate information to all stakeholders in a fair and unbiased manner.

5. Information Management Principle:
   Officers and employees associated with the content of information to be disclosed shall strive to maintain thorough information management until disclosure.

Structure

The General Administration & Communications Division works with divisions and departments of Toray Industries and its group companies in and outside Japan to devise the best methods for collecting and disseminating information. The Group’s business sites regularly engage and maintain lines of communication with local residents and governments. Additionally, the Group is always open to inquiries and feedback from stakeholders, which are fielded through its corporate websites.

Opinions obtained from stakeholder communication processes are used to provide feedback to the related divisions and departments. They are encouraged to act on the feedback received in order to maintain good relationships with stakeholders. For example, matters related to safety, health, accident prevention, and environmental conservation are suitably handled by the Group’s business sites. The CSR Operations Department in the General Administration & Communications Division guides the implementation of social initiatives that contribute to the advancement of local communities, which are carried out by the business sites.
CSR Roadmap 2022 Targets

CSR Roadmap goals

1. Reflect results of dialogue and collaboration with each stakeholder group in management activities in a timely and appropriate manner
2. Reflect information obtained through dialogue and collaboration with each stakeholder group in management decisions in a timely and appropriate manner

Main Initiatives and Key Performance Indicators

<table>
<thead>
<tr>
<th>KPI</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Actively dispatch information on the Toray Philosophy and use education to ensure it is embraced throughout the Group</td>
</tr>
<tr>
<td>(2) Strengthen the dissemination of information via websites</td>
</tr>
<tr>
<td>(3) Facilitate exchange of opinions between management and employees</td>
</tr>
<tr>
<td>(4) Facilitate communication between management and stockholders and investors</td>
</tr>
<tr>
<td>(5) Encourage communication with mass media</td>
</tr>
<tr>
<td>(6) Work to utilize various tools and strengthen systems in order to effectively disseminate information and promote dialogue in response to digitalization and globalization</td>
</tr>
</tbody>
</table>
### Key Performance Indicator (KPI)

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>Target</th>
<th>Fiscal 2021 Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-❶ Number of corporate website page views (per month)</td>
<td>1 million page views</td>
<td>1 million page views</td>
</tr>
<tr>
<td>6-❷ Interviews conducted to exchange opinions within the company (rate of progress)</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>6-❸ Interviews with key investors in which management participates (number)</td>
<td>Cumulative total of 80</td>
<td>Cumulative total of 80</td>
</tr>
<tr>
<td>6-❹ News releases (number)</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

Reporting scope: Toray Industries, Inc. (6-❶)
Toray Group (6-❷, 6-❸, and 6-❹)

### Looking to the Future

With the diversification of social issues in recent years, careful dialogue with stakeholders has become increasingly important. Toray Group treats requests from stakeholders as opportunities for growth. By contributing to society through its businesses and other efforts, the Group will continue to promote social progress and help to resolve global issues, thereby serving as a corporate group of high value to all stakeholders.

Toray Group is also enhancing the usability of its communication tools and strengthening its framework for utilizing digital technologies, to effectively disseminate information and engage in dialogue while keeping pace with digitalization and globalization.
Communication via Corporate Websites

<table>
<thead>
<tr>
<th>Reporting scope</th>
<th>Target in fiscal 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toray Industries, Inc.</td>
<td>1 million page views</td>
</tr>
</tbody>
</table>

Result in fiscal 2021: 1.09 million page views

On the Toray Group website, information is provided to a wide range of stakeholders to give them an accurate perspective on Toray, with information in menu categories such as “About Us,” “Our Businesses,” “Sustainability,” “Research and Development,” “Investor Relations” and “Career.”

In fiscal 2021, the Group website was redesigned to help stakeholders gain an even better understanding of Toray Group corporate activities. The website now introduces each of the four perspectives of the world as envisioned by the Toray Group in 2050 as outlined in the Toray Group Sustainability Vision and includes new content such as the “Toray at a glance” section, which presents a simple overview of Toray Group for stakeholders who may not have a thorough understanding of the Group, as well as the “Newsroom” section, which provides a digest of various Toray Group news items. These and other new features have improved the website design and better organized the information presented to enhance usability. In addition to the corporate website, Toray Group business websites (a total of 25 websites) are also being redesigned to better provide the information that meets customer needs.

Further, in order to provide more stakeholders with information, Toray Group regularly posts information on its official social media account (on LinkedIn) and encourages users to visit from related sites.
New corporate website home page

Toray at a glance

Newsroom

Related Information
- Four Perspectives of the World as Envisioned by the Toray Group in 2050
- Toray at a glance
- Newsroom
- List of business/brand websites
- Toray’s official social media site (on LinkedIn)

Click here for the main initiatives for CSR Guideline 6, “Communication” in CSR Roadmap 2022.
Communication with Customers

True to its “customer first” commitments, Toray Group regularly conducts customer satisfaction surveys. The survey results are shared within the Group at the officers’ meeting and via the in-house magazine to facilitate business improvement at worksites and motivate employees. From executives and managers to general staff, every employee works to achieve even higher quality customer service, by engaging in an iterative cycle of understanding and improving issues.

Overall Customer Satisfaction (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Leaning toward satisfied</th>
<th>Leaning toward dissatisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>22.4</td>
<td>55.6</td>
<td>17.2</td>
<td>2.4</td>
<td>1.6</td>
<td>0.8</td>
</tr>
<tr>
<td>2017</td>
<td>13.5</td>
<td>52.0</td>
<td>24.2</td>
<td>7.5</td>
<td>2.1</td>
<td>0.7</td>
</tr>
<tr>
<td>2013</td>
<td>15.7</td>
<td>52.1</td>
<td>19.5</td>
<td>9.6</td>
<td>2.9</td>
<td>0.3</td>
</tr>
<tr>
<td>2011</td>
<td>10.9</td>
<td>53.5</td>
<td>22.1</td>
<td>8.1</td>
<td>4.2</td>
<td>1.1</td>
</tr>
<tr>
<td>2008</td>
<td>11.8</td>
<td>52.1</td>
<td>22.7</td>
<td>10.7</td>
<td>2.7</td>
<td>0.5</td>
</tr>
<tr>
<td>(FY)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Customer Satisfaction (%) by Category

- Support from sales staff:
  - Latest survey: 76.4%
  - Previous survey: 53.7%
  - Two surveys prior: 54.5%

- Technology and development:
  - Latest survey: 56.7%
  - Previous survey: 41.5%
  - Two surveys prior: 34.9%

- Products and quality:
  - Latest survey: 59.3%
  - Previous survey: 42.8%
  - Two surveys prior: 46.8%

- Order acceptance and issuance:
  - Latest survey: 73.4%
  - Previous survey: 58.6%
  - Two surveys prior: 52.8%

Note: Percentage of customers who chose "Very satisfied" or "Somewhat satisfied" on a six-point scale of "Very satisfied," "Somewhat satisfied," "Leaning toward satisfied," "Leaning toward dissatisfied," "Somewhat satisfied" and "Very satisfied."
Showrooms

Toray has set up showrooms in Tokyo (at the head office), at the Shiga Plant, and at other major Toray sites as space for communicating with customers. These showrooms feature accessible displays of Toray’s business and product applications. The goal is to deepen understanding of Toray Group’s commitment to leverage its innovative technologies and advanced materials to help address a host of issues. Toward this end, the corporate culture floor of the Toray Human Resources Development Center in Mishima and the exhibit space at the Automotive Center (now the Environment & Mobility Development Center) in Nagoya were also renovated in fiscal 2021.

Exhibit space at Toray Human Resources Development Center in Mishima

Exhibit space at the Automotive Center (now the Environment & Mobility Development Center) in Nagoya
Communication with Stockholders and Investors

In accordance with its Information Disclosure Policy, Toray Industries, Inc. makes sure to disclose information required under laws and regulations in an accurate, timely and appropriate manner, as well as a broad range of additional information beyond these requirements. The Company’s Investor Relations Department was established to liaise with stockholders and investors, aiming to create as many communication opportunities as possible.

<table>
<thead>
<tr>
<th>Interviews with key investors in which management participates (number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting scope</td>
</tr>
<tr>
<td>Toray Group</td>
</tr>
</tbody>
</table>

Result in fiscal 2021

Cumulative total of **125**

Holding Investor Relations Events to Communicate with Stockholders and Investors and Giving Feedback to Top Management

Toray Industries conducts same-day briefing sessions with the release of quarterly and annual earnings results, and holds interviews, for institutional investors and securities analysts. The Company also conducts briefing sessions for individual investors. Feedback received at investor briefing sessions and through communication with investors and stockholders is regularly reported to the Board of Directors, helping to guide management and business activities.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Number of events</th>
<th>Number of meetings/participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings with investors and analysts</td>
<td>As required</td>
<td>499 meetings</td>
</tr>
<tr>
<td>Briefing sessions for individual investors</td>
<td>Yearly</td>
<td>237 participants</td>
</tr>
</tbody>
</table>
In the “Investor Relations” section of its corporate website, Toray Industries provides information about its financial results and management policies and strategies 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 2021, the Company’s publications were evaluated externally by a number of organizations, as shown below.

<table>
<thead>
<tr>
<th>Organization details</th>
<th>Evaluations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daiwa Investor Relations Co., Ltd.</td>
<td>Award for outstanding website in 2021</td>
</tr>
<tr>
<td></td>
<td>Excellence Award in Sustainability Category</td>
</tr>
<tr>
<td>Nikko Investor Relations Co., Ltd.</td>
<td>2021 All Japanese Listed Companies’ Website Ranking</td>
</tr>
<tr>
<td></td>
<td>(AAA Website in overall ranking and AAA Website in sector ranking)</td>
</tr>
<tr>
<td>GOMEZ</td>
<td>Silver Prize (top in textile sector) in IR Site Ranking 2021</td>
</tr>
</tbody>
</table>

Evaluations from the Perspective of Socially Responsible Investment

- Dow Jones Sustainability Asia Pacific Index
- The Sustainability Yearbook 2022
- FTSE 4Good Index / FTSE Blossom Japan Index / FTSE Blossom Japan Sector Relative Index
- MSCI ESG Rating: AAA / MSCI Japan ESG Select Leaders Index
- CDP Water Security A List

Convenient General Stockholders Meetings

For the convenience of its stockholders, Toray Industries avoids holding its general meeting of stockholders on a date when many other companies in Japan hold their meetings. Toray Industries implemented strict COVID-19 prevention measures for the general meeting of stockholders it held on June 22, 2021, live-streaming a hybrid in-person/online meeting to accommodate stockholders who were unable to attend and/or were in remote locations. Every year, the general stockholders’ meeting notice and agenda are released approximately four weeks in advance of the meeting to give stockholders extra time to review the agenda items. The meeting notice is also posted in both Japanese and English on the corporate website. Voting enhancements include smartphone-based electronic proxy voting and an electronic voting platform for institutional investors.

Click here for the main initiatives for CSR Guideline 6, “Communication” in CSR Roadmap 2022.
Communication with Business Partners

Toray Group holds policy briefings and carries out CSR procurement surveys for business partners to foster mutual understanding and closer collaboration.

Related Information

- Socially Responsible Procurement Initiatives at Toray Group
Toray Philosophy Project

Over the two years between fiscal 2020 and 2021, Toray Group has implemented the Toray Philosophy Project as one of its group-wide projects under the Medium-Term Management Program, Project AP-G 2022. The Group aims to achieve sustainable growth globally and into the future by living up to its corporate philosophy of “contributing to society through the creation of new value with innovative ideas, technologies and products.” Toray Group adopted the Toray Philosophy with the aim of remaining a corporate entity worthy of the full respect of society. The Group organized its management principles — the principles it has upheld since the beginning — in the form of the Toray Philosophy.

The Toray Philosophy Project aims to instill the Toray Philosophy as a set of common values shared by all Toray Group employees, as well as a concrete sense that each employee is contributing to society in the course of executing their work. Toward this end, project activities have been designed to achieve the following goals.

1. Fostering an understanding of the Toray Philosophy as a set of common values shared by all Toray Group employees
2. Incorporating the Toray Philosophy into the guiding principles of each workplace and individual employee's conduct so that this philosophy is embodied in concrete action
3. Encouraging each employee to envision a future Toray Group based on the Toray Philosophy and share their thoughts with workplace colleagues so that actions to help achieve this vision are driven by employee initiative

Toray Group has issued the Toray Philosophy Book to help Toray Group employees better understand the concepts of the Toray Philosophy. The Toray Philosophy Book has been published in 17 languages, including Japanese with the help of translation by Toray employees in different countries and regions, for the use of Toray Group companies outside of Japan. Toray Group also implemented two participatory programs: Toray Philosophy for Me, which asked employees to think about what the Toray Philosophy means to them and how it can be put into practice, and Our Toray Philosophy Action Declaration, which asked each workplace to apply their employees' understanding of the Toray Philosophy to the question of what a workplace that embodies this philosophy looks like. The results of these exercises formed the basis of discussions that focused on the actions needed to put the Toray Philosophy into practice at both the individual level and the organizational level.

In addition, Toray Group has held director-led, group-wide lectures and workplace roundtable discussions on the Toray Philosophy and has incorporated presentations on it into the corporate education curriculum, to enhance comprehension and further instill the practice of Toray-style management.

Certain group companies in Japan have their own management philosophies, and the Toray Philosophy Project provided an opportunity to discuss, in conjunction with the Toray Philosophy, the degree to which these companies' management philosophies have been instilled and put into practice. As this project marked the first time that group companies outside Japan have implemented activities designed to instill the management philosophy among employees, the level of understanding of Toray and the Toray Philosophy varied significantly from company to company. For those companies that are relative newcomers to Toray Group, project activities were not rushed, but...
rather carried out deliberately with the idea that it is important to first foster an understanding of and sense of belonging to Toray Group. The Group continues to take its time carrying out activities designed to thoroughly instill the Toray Philosophy among employees through video messages from the presidents of these companies and the local language edition of the Toray Philosophy Book.

In compiling a digest of these activities, a questionnaire was sent to those in charge of the Toray Philosophy Project at each Toray Industries department. Many respondents indicated that personnel in their department were clearly proud of or wished to feel pride in Toray and that they hoped to continue to work with employees to make concrete changes to conduct and transform the organization as a whole. To the question of whether the project provided an opportunity to put its three goals (1, 2, and 3 above) into practice, 97% of respondents answered “strongly agree” or “agree” (4 or more on a 5-point scale) with regard to goal 1, with 89% strongly agreeing or agreeing with regard to both goal 2 and goal 3.

Issues involving organizational culture and the gaps that have been detected between the Toray Philosophy and the workplace over the duration of these two years of activities will be taken over by the Corporate Brand Committee, which was established in September 2021 under the Brand Committee chaired by the president. This committee will continue to formulate and implement measures to activate internal communication. The entire Group will work to ensure that all employees conduct themselves in accordance with the Toray Philosophy and foster an attachment to the Toray Group.

1 The 17 languages are Japanese, English, Spanish, Portuguese, German, French, Italian, Czech, Hungarian, Dutch, Arabic, Indonesian, Thai, Malay, Chinese (simplified, traditional), and Korean.

Communication via In-house Magazines and Intranet

Toray Group employs various forms of media such as printed in-house magazines, intranet, and company-wide bulletin boards to provide information on the Group’s management policies and issues, as well as to promote dynamic communication that will strengthen the Toray brand and foster a sense of belonging among Group employees. Messages from the president appear in all of these media. The printed in-house magazine is published in two languages (Japanese and English) to keep employees informed about management and business topics as well as corporate projects.

The Group has launched an intranet called TORAYNAVI Lite in Japanese and English for group companies in and outside Japan to share timely information.

Circulation of Toray Group's publications

- **Japanese edition of People in-house magazine**: Around 16,000 copies per issue (published six times per year)
- **English edition of People in-house magazine**: Around 3,000 copies per issue (published four times per year)
- **Toray Management magazine for managers**: About 7,000 copies per issue (published four times per year)
Employee Survey

Toray Industries, Inc. regularly conducts an employee attitude survey of Toray Group employees in and outside Japan. The survey is designed to assess employee engagement and motivation, and to gauge the level of progress in implementing the long-term vision and medium-term management program. It is conducted in six languages, including Japanese, English, Chinese, Indonesian, Thai, and Korean. The fiscal 2020 survey yielded encouraging results, with many respondents indicating a positive view of Toray and expressing a desire to continue working at Toray Group in the long term. The survey also shed light on issues and highlighted requests from employees. These are relayed to the relevant departments so that they can address them and raise employee satisfaction. The survey results are used to identify gaps that may exist between employee attitudes and customer assessments from customer satisfaction surveys, and to analyze the level of communication between managers and staff. The results of the employee attitude survey are circulated within the company as feedback and are utilized to make improvements.

Promoting CSR Initiatives in Every Workplace

A special characteristic of Toray Group's approach to corporate social responsibility is its “CSR line activities,” an employee participation system that emphasizes putting CSR into practice on the job. Each workplace implements activities suited to its own circumstances, such as holding discussions on CSR issues.

Related Information

- Toray Group Corporate Social Responsibility Initiatives
Facilitating Internal Exchange of Opinions on CSR Issues and Enhancing Awareness

<table>
<thead>
<tr>
<th>Interviews conducted to exchange opinions within the company (rate of progress)</th>
</tr>
</thead>
<tbody>
<tr>
<td>■ Reporting scope</td>
</tr>
<tr>
<td>Toray Group</td>
</tr>
<tr>
<td>■ Target in fiscal 2021</td>
</tr>
<tr>
<td>60%</td>
</tr>
<tr>
<td>Result in fiscal 2021</td>
</tr>
<tr>
<td>42%</td>
</tr>
</tbody>
</table>

Toray Group strives to ensure that social responsibility is firmly rooted in its culture by providing employees with various opportunities.

Since fiscal 2019, the CSR Operations Department of Toray Industries has visited departments as well as group companies worldwide to conduct interviews to exchange opinions. The aims are to ascertain the status of CSR initiatives in each workplace and to promote further progress. The progress rate of the initiative for fiscal 2021 was 42%, falling short of the target of 60% of all targeted departments and group companies to be visited by the end of fiscal 2023. The rate of progress was affected by the period of time in fiscal 2020 when the department was unable to conduct in-person interviews due to the COVID-19 pandemic. The interviews are being conducted online now to improve the situation. The issues for CSR activity implementation identified during the interviews to exchange opinions will be reflected in Toray Group's CSR promotion measures.

Toray Group communicates CSR information through a variety of internal publications (including the People and Toray Management magazines and an internal CSR newsletter) to help employees understand the necessity of implementing CSR in each workplace. In addition, the Group also strives to increase CSR awareness with an e-learning course covering the fundamentals of CSR, CSR webinars designed to promote understanding and awareness of global environmental issues, and other programs.

Click here for the main initiatives for CSR Guideline 6, “Communication” in CSR Roadmap 2022.
Communication with the Media

Number of news releases

<table>
<thead>
<tr>
<th>Reporting Scope</th>
<th>Target in fiscal 2021</th>
<th>Result in fiscal 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toray Group</td>
<td>200</td>
<td>138</td>
</tr>
</tbody>
</table>

Toray Industries, Inc. recognizes that public relations and corporate communication activities have a role in fulfilling responsibilities for information disclosure as well as influencing public opinion. Accordingly, the Company’s Corporate Communications Department actively engages with a wide range of media organizations, linking the Company with the public. Based on Toray's Information Disclosure Principles, the department provides fair and impartial information, even if it may cast the Company in a bad light, in a timely and appropriate manner. In fiscal 2021, Toray Group issued 138 press releases and carried out 247 interviews in response to media requests.

Related Information

- [Toray’s Information Disclosure Principles](#)

Click [here](#) for the main initiatives for CSR Guideline 6, “Communication” in CSR Roadmap 2022.
Communication with Local Communities

Toray Group creates various opportunities for communication with people who live near its business sites. Some examples include regular community meetings and inviting local residents to summer festivals held on company premises.

As in fiscal 2020 most usual events were also canceled in fiscal 2021 due to COVID-19, but Toray Group still worked actively to contribute to local communities by providing support during the pandemic and conducting activities online.

- Volleyball clinic held online
  (Toray Industries Aichi Plant)

- Taking part in an online seminar for local elementary school students
  (Toray International Singapore Pte.Ltd., Toray Asia Pte.Ltd. (Singapore))

- Volunteering at a local vaccination center
  (Toray Group Companies in Malaysia)

- Donating to a local COVID-19 fund
  (Toray Group Companies in Malaysia)
Donating sponsorship to local after-school tutoring program
(Toray Group Companies in Mexico)