

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.



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 takes the lead in implementing communication initiatives, while working with relevant departments responsible for engaging with each stakeholder group.

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. In fiscal 2020 and 2021, Toray Group implemented the Toray Philosophy Project as a group-wide two-year initiative aimed at promoting a deeper understanding of Toray-style management both inside and outside the Group. Initiatives under the Medium-Term Management Program, Project AP-G 2025, which was launched in fiscal 2023, focus on strengthening the Toray brand by enhancing people-centric management to foster a corporate culture where employees can thrive and take pride in their work and by engaging in communication designed to earn the trust and meet the expectations of external stakeholders.

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 guides the implementation of social contribution initiatives, which are carried out by the business sites.

CSR Roadmap 2025 Targets

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 and Key Performance Indicators

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

Key Performance Indicator (KPI)	Target			Fiscal 2023 Result
	Fiscal 2023	Fiscal 2024	Fiscal 2025	
6-① Number of corporate website page views (per month)	1 million page views	1 million page views	1 million page views	1.12 million page views
6-② Interviews conducted to exchange opinions within the company (rate of progress)	(First round) 100% completed	(Second round) 30%	(Second round) 60%	100%
6-③ Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120	Cumulative total of 197
6-④ News releases (number)	200	200	200	178

Reporting scope: Toray Industries, Inc. (6-①)
Toray Group (6-②, 6-③ and 6-④)

Related Materiality for CSR

- Developing in Collaboration with Stakeholders

* Click [here](#) for the Materiality View of CSR Roadmap 2025 (PDF:392.4KB). [PDF](#)

Looking to the Future

With the diversification of social issues in recent years, dialogue with stakeholders has become increasingly important. Toray Group brand value lies in its business portfolio, which has grown from Toray's original textile business and which cannot be easily duplicated by competitors. The Group treats requests from stakeholders as opportunities for growth. By contributing to society through its businesses and other efforts, Toray Group will continue to promote social progress and help to resolve global issues, thereby enhancing its corporate value and continuing to serve as a corporate group of high value to all stakeholders.

Click [here](#) for the main initiatives and KPIs for CSR Guideline No. 6 "Communication" during the CSR Roadmap 2025 period (fiscal 2023–2025). [PDF](#)

Communication via Corporate Websites



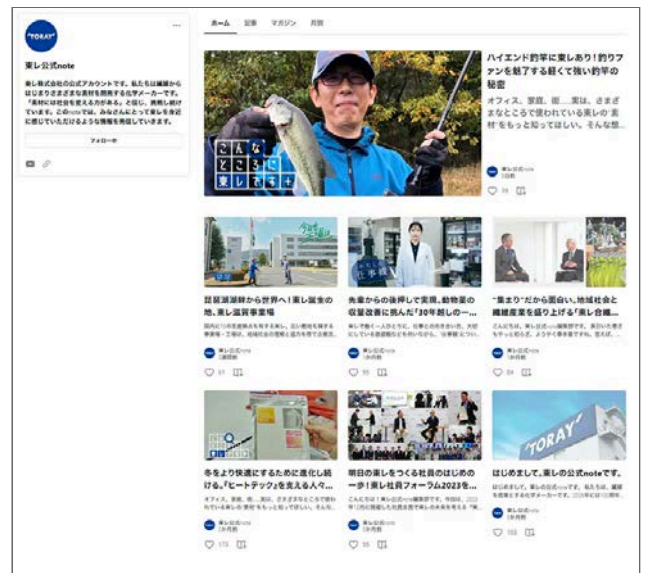
On the Toray Group website, information is provided to a wide range of stakeholders to give them an accurate perspective on Toray, with information in menu categories such as “About Us,” “Sustainability,” “Our Businesses,” “Research and Development,” “Investor Relations” and “Career.”

In fiscal 2023, the Group launched a new website to highlight Toray's initiatives to help realize a circular economy and strengthen efforts to disseminate information on the issue. The website features articles that describe various Toray initiatives, such as recycling efforts in business areas such as fibers, films, and resins, as well as co-creation projects with other companies.

The Group has launched its owned media to better share Toray's current situation while obtaining further understanding and support from a wide range of stakeholders. The content on this channel conveys Toray Group's people-centric management approach by focusing on Group employees and their actual opinions and ideas.



Toray Group's circular economy promotion website "GO CIRCULAR" (in Japanese only)



Newly launched Toray owned media (in Japanese only)

Click [here](#) for the main initiatives for CSR Guideline 6, "Communication" in CSR Roadmap 2025.

CSR Activity Report (CSR Guideline Activity Reports) - Communication

Communication with Customers

CSR Roadmap 2025
Main Initiatives (3)

True to its “customer first” commitments, Toray Group has conducted a group-wide customer satisfaction survey every three years from 2008 to 2020.

To better ascertain customer needs, the Group currently conducts market research and other surveys in each business area as needed and strives to reflect customer feedback in its operations.

Moreover, the following activities are being actively promoted to share information with customers, helping them gain a deeper understanding of the Group.

Showrooms

Toray Industries, Inc. has set up showrooms in Mishima (at the Toray Human Resources Development Center), 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 the Toray Group Sustainability Vision and Toray Group’s commitment to leverage its innovative technologies and advanced materials to contribute solutions on a host of issues. Toward this end, the exhibit space on the corporate culture floor of the Toray Human Resources Development Center in Mishima was also renovated in fiscal 2022.



Exhibit space at Toray Human Resources Development Center in Mishima

Global Communication Assets

As a global company, Toray has developed corporate communication tools, such as story-based videos focusing on Toray employees, to convey the company's core values to customers and stakeholders in Japan and elsewhere. These videos showcase the intrinsic value Toray employees bring to society. One example is the short film, "Straight Path," which portrays the life of Tri Q. Huynh, President of Toray Membrane USA, Inc. Another is "Evolution in Aviation," a brand storytelling video illustrating Toray's collaboration efforts with the U.S. startup Joby Aviation, Inc., in developing flying cars and other urban air mobility systems.

Notably, Straight Path won Branded Shorts of the Year, the top prize in the Branded Shorts (National Competition) category, at Asia's largest international short film festival, the Short Shorts Film Festival & Asia.



Straight Path, a short film

Click [here](#) for the main initiatives for CSR Guideline 6, "Communication" in CSR Roadmap 2025.

CSR Activity Report (CSR Guideline Activity Reports) - Communication

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.

Interviews with key investors in which management participates (number)

■Reporting scope
Toray Group

■Target in fiscal 2023
Cumulative total of 120

Result in fiscal 2023

Cumulative total of **197**

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

CSR Roadmap 2025
Main Initiatives (5)

Toray Industries actively communicates with institutional investors and securities analysts through same-day briefing sessions held shortly after the release of quarterly and annual earnings results. Additionally, it holds interviews and IR seminars focused on business overviews and strategies. The Company also conducts information and briefing sessions for shareholders and 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.



Information session for shareholders



Toray President Mitsuo Ohya making a presentation at an IR seminar

Activities	Number of events	Number of meetings/participants
Meetings with institutional investors and securities analysts	As required	572 meetings
IR seminars for institutional investors and securities analysts	3	292 participants
Briefing sessions for individual investors	1	78 participants
Information sessions for shareholders	1	68 participants

External Evaluation of Information Disclosure to Investors

CSR Roadmap 2025
Main Initiatives (2)

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 2023, the Company’s publications were evaluated externally by a number of organizations, as shown below.

■Website Evaluations

Organization details	Evaluations
Daiwa Investor Relations Co., Ltd.	2023 Internet IR Awards Award for outstanding website
Nikko Investor Relations Co., Ltd.	2023 All Japanese Listed Companies' Website Ranking (AAA Website in overall ranking)
GOMEZ	Silver Prize (top in textile sector) in IR Site Ranking 2023

■Annual Report Evaluation

Evaluations
LACP 「2022/23 Vision Awards」 Gold Award, Technical Achievement Award

Evaluations from the Perspective of Socially Responsible Investment

CSR Roadmap 2025
Main Initiatives (2)

- Included in Dow Jones Sustainability™ Asia / Pacific Index
- Listed in The S&P Global Sustainability Yearbook 2024
- Included in FTSE4Good Index / FTSE Blossom Japan Index / FTSE Blossom Japan Sector Relative Index
- Received AAA rating in MSCI ESG Ratings / Included in MSCI Japan ESG Select Leaders Index

Convenient General Stockholders Meetings

CSR Roadmap 2025
Main Initiatives (2)(5)

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 held its general meeting of stockholders on June 27, 2023. Since 2021, it has been live-streaming a hybrid in-person/online meeting to accommodate stockholders who are unable to attend and/or are in remote locations. Every year, the general stockholders' meeting notice is sent out and posted on the website approximately four weeks in advance of the meeting to give stockholders extra time to review the agenda items. The meeting notice is also translated into English, and voting enhancements include smartphone-based electronic proxy voting and an electronic voting platform for institutional investors.

In 2023, to comply with an amendment to Japan's Companies Act that requires electronic provision of materials for general shareholders meetings, Toray Industries began sending out summarized versions of its meeting notices. In 2024, the general meeting of stockholders was held on June 25. To improve shareholder convenience and accessibility, the meeting notices were prepared in full color and audio narration was added for the reporting items.

Click [here](#) for the main initiatives for CSR Guideline 6, "Communication" in CSR Roadmap 2025.

CSR Activity Report (CSR Guideline Activity Reports) - Communication

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 Group Distribution Initiatives](#)

CSR Activity Report (CSR Guideline Activity Reports) - Communication

Communication with Employees

Internal Branding

CSR Roadmap 2025
Main Initiatives (1)/(4)

In preparation for its 100th anniversary in 2026, Toray Group adopted an initiative for “creating opportunities and momentum for challenge-taking” in fiscal 2023. The Group engages mechanisms that encourage employees to focus on creating new value through their work and promotes activities aimed at fostering a dynamic and open corporate culture by creating opportunities for dialogue between employees and the company president.

1. Real Talk – Everyone’s Voice

Since January 2023, the Group has held regular video live stream events called, “Real Talk – Everyone’s Voice,” to provide opportunities for open, two-way communication between the management team and employees. In fiscal 2023, there were a total of six events, including some hosted at plants. The average number of participants each time was 898, with an average participant satisfaction rate of 90%.

2. First Steps Award

As a way to encourage individual employees to take on new challenges, the First Steps Award was launched in fiscal 2023. The Group invited employees to submit examples of workplace challenges that have been undertaken, regardless of scale, completion status, or success level. Submissions were welcomed from individual challenge-takers or their co-workers and did not require any supervisor approval. With 190 submissions received, the response surpassed initial expectations. To ensure review of the submissions by a wide range of employees, the winners were decided by an employee vote, and more than 9,000 votes were cast. The awards were presented at the Toray Employee Forum, which helped to boost employee interest and engagement.

This award program will continue as an annual activity.

3. Toray Employee Forum

The Toray Employee Forum was held in December 2023 to foster a sense of group-wide unity with employees sharing best practices in terms of approaches and activities based on the Toray Philosophy and gaining first-hand exposure to Toray’s core principles and DNA. Under the banner of “Let’s Think About Taking on Challenges Together,” the event featured a conversation between Tadashi Yanai, the Chairman, President & CEO of Uniqlo Co., Ltd., and Mitsuo Ohya, President of Toray Industries, Inc. The presentation ceremony for the First Steps Award was also held at the same event. Through a live web conference covering 16 Toray sites in Japan, including the headquarters and various other offices and plants, 3,112 employees participated in the Toray Employee Forum in real time. Based on feedback received afterward, 90% of participants expressed satisfaction with the forum, while 97% indicated an interest in attending future events. Overall, it proved to be a highly engaging initiative for employees.

Going forward, Toray Group will continue to implement various internal branding initiatives aimed at fostering a dynamic corporate culture with open communication and a pioneering spirit, ensuring that Toray remains a corporate group employees can take pride in.

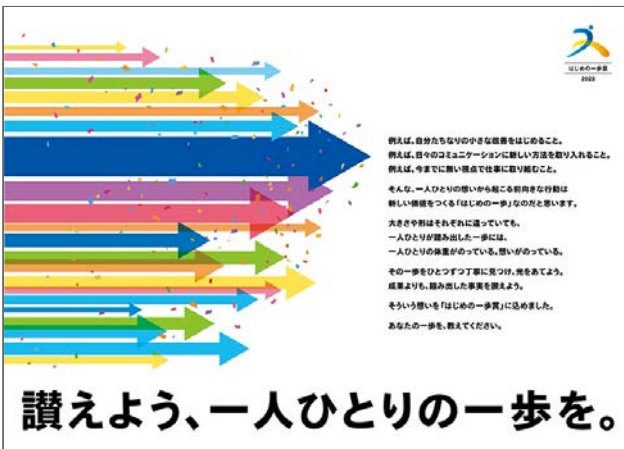
The next forum is scheduled for November 2024.



Sixth Real Talk event at the Nagoya site



Eighth Real Talk event at the Mishima Plant



Announcement for the First Steps Award program



First Steps Award winners together with Chairman Nikkaku (far right) and President Ohya (far left)



Conversation between Uniqlo Chairman Yanai (right) and Toray President Ohya (left) at the Toray Employee Forum



Toray Employee Forum venue at the Toray Industries, Inc. Head Office

Financial Results Briefings for Employees

Every six months, Toray Industries holds Financial Results Briefings for employees at its business sites and plants, which are hosted by the president and other executives. In addition to questions submitted in advance, the senior managers also answer questions posed at the meeting. These briefings are great opportunities for employees to hear directly from the management team and engage in dialogue with them.



Financial Results Briefing at the head office in Tokyo



An employee asks an executive a question at a Financial Results Briefing at the Okazaki Plant

Communication via In-house Magazines and Intranet

CSR Roadmap 2025
Main Initiatives (1)(4)

Toray Group employs various internal media such as printed in-house magazines and an intranet to provide information on the Group's management policies and issues. This helps promote communication that fosters both a sense of belonging among Group employees and a shared understanding of the Toray brand. 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 in Japanese and English for group companies both in and outside Japan to share timely information.

In fiscal 2023, initiatives such as Real Talk – Everyone's Voice, First Steps Award, and the Toray Employee Forum were implemented under the banner of "creating opportunities and momentum for challenge-taking." These initiatives were announced in the in-house newsletter and related information was shared through video streaming on the Group's intranet. Also, during the Noto Peninsula Earthquake in January 2024, the intranet became the primary means of distributing the latest disaster-related information, and updates on Toray's response efforts were promptly shared group-wide.

Toray Group's publications

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, motivation, and sense of belonging, and to gauge the level of progress in implementing the long-term vision and medium-term management program. In fiscal 2023, the survey content was revised to capture both expectations and actual experiences, instead of just job satisfaction. The survey frequency was increased from every two years to annually, and the feedback process was accelerated, allowing results to be viewed the day after the survey. Moreover, the system was revised to enable detailed assessments of each organization's and individual's situation, ensuring swift implementation of improvement activities.

The EX Score^{®1} metric was adopted for releasing the survey results, and in fiscal 2023 the Group's score was 64.8. Various initiatives are now being implemented with the aim of improving each year and ultimately exceeding a score of 70. Examples of these initiatives include sharing information on the intranet, holding discussions at each workplace, and sharing successful examples of improvement across the Group.

¹ The EX Score[®] provides an indicator of organizational health. It measures the gap between each individual's expectations and their actual experiences. The score is maximized when both expectations and actual experiences are high and the gap between them is minimal. EX Score[®] is a registered trademark of HRBrain, Inc. which conducted the employee survey for the Group. The average industry score at the time of the fiscal 2023 survey was approximately 70 out of 100. The survey revealed that Toray Group employees had significantly higher expectations than the average, with actual experiences varying by category.

Promoting CSR Initiatives in Every Workplace

CSR Roadmap 2025
Main Initiatives (4)

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

CSR Roadmap 2025
Main Initiatives (4)

Interviews conducted to exchange opinions within the company (rate of progress)

■ Reporting scope

Toray Group

■ Target in fiscal 2023

(First round) 100% completed

Result in fiscal 2023

100%

Toray Group strives to ensure that social responsibility awareness 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 instill CSR awareness and to ascertain the status of CSR initiatives in each workplace. By the end of fiscal 2023, the department achieved its target of 100% completion for the first round of visits. The second round of visits for opinion exchanges began in fiscal 2024. The issues for CSR activity implementation identified during the interviews to exchange opinions will be reflected in Toray Group's CSR promotion activities.

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 CSR issues, and other programs.



A CSR webinar on the topic of CSR procurement, held in March 2024, with an external consultant as the guest speaker

CSR Webinars

Fiscal Year	Topic
2021	Protecting the Global Environment by Tackling River and Ocean Waste
2022	What is the Circular Economy?
2023	What is CSR Procurement?

Activities to Promote Internal Communication



Winners of a costume contest posing with the General Manager of the Shiga Plant (center) at the plant's Halloween party (600 participants) (Toray Industries, Inc. Shiga Plant)



Company sports day, held for the first time in five years [Toray Fibers & Textiles Research Laboratories (China) Co., Ltd.]



Exhibition of finished product samples at the Shiga Plant and Gifu Plant for employees that manufacture Ultrasuede™ products (Toray Industries, Inc.)



Web conference held by the Senior Vice President, Engineering Division (bottom right) to interact with new division employees (Toray Industries, Inc.)

Communicating with Employees' Families

Toray Group organizes workplace tours for employees and their families to help employees' families get to know more about Toray. Family Days are also held to further deepen connections with family members.



Employee family members learning about Toray ABS resin products displayed in a showcase (Toray Industries, Inc. Chiba Plant)



Touring the Torayvino Production Section (Toray Industries, Inc. Okazaki Plant)



Visitors getting a view of the entire plant (Toray Industries, Inc. Tokai Plant)



Approximately 1,800 people attended a Family Day event jointly held for all four Toray Group companies in Mexico (Toray Advanced Textile Mexico, S.A. de C.V., Toray Resin Mexico, S.A. de C.V., Zoltek de Mexico S.A. de C.V., and Toray International de Mexico, S.A. de C.V.)

Click [here](#) for the main initiatives for CSR Guideline 6, "Communication" in CSR Roadmap 2025.

Communication with the Media

News releases (number)

■Reporting Scope	■Target in fiscal 2023
Toray Group	200

Result in fiscal 2023

178

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 2023, Toray Group issued 178 press releases and carried out 244 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 2025.

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Communication with Local Communities

Toray Group creates various opportunities for communication with people who live near its business sites. In fiscal 2023, the Group continued to **contribute actively to local communities**.



Discussion with neighborhood representatives (Toray Industries, Inc. Gifu Plant)



Employee volunteers engaged in a clean-up and maintenance activity at a local city park (Toray Industries, Inc. Mishima Plant)



Visitors from a nearby junior high school learning about disaster preparedness [Toray Industries, Inc. Basic Research Center (Kamakura)]



Toray Nagoya Summer Festival held for the first time in four years – approximately 800 employees, their family members, and local residents participated (Toray Industries, Inc. Nagoya Plant)



Relief supplies donated to the earthquake-stricken areas of Gansu Province, China [Toray BlueStar Membrane Co., Ltd. (East Asia)]



Employees preparing Braille cubes for donation to social welfare organizations, enabling visually impaired children to learn Braille in a fun way (Toray Advanced Materials Korea Inc.)



Factory tour for fashion design college students [P.T. Century Textile Industry Tbk (Jakarta)]



Donations and volunteering for the Day of Caring event, organized by a charity (Toray Composite Materials America, Inc.)

