

	CSR Guidelines	CSR Road Map goals	Key performance indicators	Reporting scope ¹	Targets ²			Results		Implementation leader ⁴
					Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2019	Degree of success ³	
Value Creation	7 Contributing Solutions to Social Issues through Business Activities Leverage innovation to address global-scale environmental issues such as climate change and provide solutions for various social issues such as the need to improve the quality of medical care, the need to reduce the burden on medical staff, and health maintenance and longevity, thereby helping to build a more sustainable world.	1 Help address social issues by developing innovative materials and new technologies, focusing on the fields of Green Innovation and Life Innovation [Related material issues for CSR] • Contributing to the solution of environmental issues through business activities • Contributing to health maintenance and longevity through business activities • Initiatives for managing water resources	1 Sales of Green Innovation products (billion yen)	1 Toray Group	1 900 billion yen (fiscal 2019 target)			1 820.1 billion yen	1 △	Koichi Abe Executive Vice President, General Manager of Intellectual Property Division, Global Environment Business Strategic Planning Department, Life Innovation Business Strategic Planning Department, Technology Center, Toray Human Resources Development Center, Toray Industries, Inc.
			2 Sales of Life Innovation products (billion yen)	2 Toray Group	2 270 billion yen (fiscal 2019 target)			2 223.2 billion yen	2 △	
			3 Contribution of Toray water treatment products (converted to treated water amount) (tons/day)	3 Toray Group	3 59 million tons/day (fiscal 2019 target)			3 50.95 million tons/day	3 △	
Governance	1 Corporate Governance and Management Transparency Continually revise management systems, strengthen internal controls and strive for timely and appropriate information disclosure as part of efforts to fulfill the company's social responsibilities	1 Enhance management transparency, continually reflect stakeholder feedback in management, and fulfill responsibilities to explain corporate activities 2 Perform monitoring based on the Basic Policy for Internal Control Systems, in accordance with Japan's Companies Act 3 Expand CSR education throughout the Toray Group to facilitate CSR activities	1 Number of dialogue meetings with stakeholders	1 Toray Group	1 8 times	1 8 times	1 8 times	1 8 times	1 ○	Yukichi Deguchi Executive Vice President, General Manager of Corporate Strategic Planning Division, Quality Assurance Division, Legal & Compliance Division (Security Trade Administration Department), HS Business Development Department, Toray Industries, Inc.
			2 Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	2 Toray Group	2 90%	2 90%	2 90%	2 95%	2 ○	
			3 Group companies implementing CSR education (%)	3 Toray Group	3 100%	3 100%	3 100%	3 100%	3 ○	
	2 Corporate Ethics and Legal Compliance Ensure all executives and employees uphold a sense of responsibility, fairness and high ethical standards, and always act in accordance with the law to maintain the trust of society.	1 No major cases throughout the Toray Group of non-compliance with or violation of bribery regulations, antitrust laws, etc. [Related material issue for CSR] • Corporate ethics and legal compliance 2 Promote compliance activities in accordance with the conditions of each country or region 3 Enhance awareness-raising and educational activities relating to corporate ethics and legal compliance	1 Number of major violations of laws or ordinances	1 Toray Group	1 0	1 0	1 0	1 1	1 ×	Yoshio Yamamoto Senior Director, General Manager of Legal & Compliance Division, Toray Industries, Inc.
			2 Implementing internal legal audits of group companies, group companies improving problems found in internal legal audits in the previous year (%)	2 Toray Group	2 Audits: In fiscal 2018 at Toray and its group companies in Japan; in fiscal 2017 and 2019 at group companies outside Japan Percent that improved: 100% for all audits by the following fiscal year			2 100%	2 ○	
			3 Group companies providing information and implementing education on major laws and regulations (%)	3 Toray Group	3 100%	3 100%	3 100%	3 100%	3 ○	
	5 Risk Management Under normal conditions, the Toray Group focuses on mitigating risk and preventing crises from occurring. In the event of a crisis, the Group strives to prevent damage from increasing, by bringing the situation quickly under control and normalizing conditions with a prompt and appropriate response.	1 Strengthen corporate risk management throughout the Toray Group and mitigate risks 2 Instill greater risk management among employees by rolling out risk management education throughout the Toray Group	1 Group companies implementing continuous review of risk management (%)	1 Toray Group	1 100%	1 100%	1 100%	1 100%	1 ○	Yukichi Deguchi Executive Vice President, General Manager of Corporate Strategic Planning Division, Quality Assurance Division, Legal & Compliance Division (Security Trade Administration Department), HS Business Development Department, Toray Industries, Inc.
			2 Group companies implementing risk management education (%)	2 Toray Group	2 60%	2 80%	3 100%	3 100%	2 ○	
	Social Initiatives	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.	1 Respect for human rights and fair promotion based on ability throughout the Toray Group by eliminating discrimination based on race, gender, education, nationality, religion, and physical attributes [Related material issue for CSR] • Respecting for human rights 2 Ensure work environments take into consideration employees' health and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel [Related material issues for CSR] • Creating a positive workplace • Securing and developing human resources	1 Group companies implementing human rights education and training (%)	1 Toray Group	1 100%	1 100%	1 100%	1 100%	1 ○
2 Group companies that have achieved legally mandated employment rate of persons with disabilities (%)				2 Toray Group (Japan)	2 100%	2 100%	2 100%	2 61.3%	2 △	
3 Women in management positions (%)				3 Toray	3 N.A.	3 N.A.	3 N.A.	3 5.1%	3 N.A.	
4 Group companies that have adopted a medium-term human resource plan (%)				4 Toray Group	4 100%	4 100%	4 100%	4 100%	4 ○	
5 Number of core staff outside Japan who participate in training courses				5 Toray Group (Outside Japan)	5 N.A.	5 N.A.	5 N.A.	5 212	5 N.A.	
6 Training expenditures per employee (yen)				6 Toray	6 N.A.	6 N.A.	6 N.A.	6 96,821 yen	6 N.A.	
7 Available annual paid leave used by employees (%)				7 Toray	7 N.A.	7 N.A.	7 N.A.	7 96%	7 N.A.	

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 2 For key performance indicators with no numerical targets, the results will not be categorized by degree of success but will be disclosed and monitored.
 3 The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; and × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.
 4 Names and job titles of implementation leaders are current as of March 31 2020.

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Social Initiatives	4 Product Safety and Quality Provide safe, highly reliable products by striving to enhance management systems for product safety and quality assurance, and disclose appropriate information.	1 Achieve zero product accidents [Related material issue for CSR] • Ensuring product safety and quality	1 Number of product accidents	1 Toray Group	1 0	1 0	1 0	1 0	1 ○	Yukichi Deguchi Executive Vice President, General Manager of Corporate Strategic Planning Division, Legal & Compliance Division (Security Trade Administration Department), HS Business Development Department, Toray Industries, Inc.
			2 Group companies implementing product safety and quality assurance education (%)	2 Toray Group	2 100%	2 100%	2 100%	2 100%	2 ○	
	9 Facilitating CSR Initiatives Throughout the Supply Chain Promote CSR initiatives in areas including environmental preservation and human rights throughout the entire supply chain by working closely with suppliers, processing vendors, customers and distribution companies.	1 To ensure socially responsible procurement by the Toray Group, request major suppliers and business partners to practice CSR and work with suppliers to promote greater awareness of human rights, social, and environmental issues [Related material issue for CSR] • Managing social and environmental impact of suppliers	1 Number of group companies that have requested their suppliers to practice CSR	1 Toray Group	1 40 or more (fiscal 2019 target)			1 155	1 ○	Osamu Tsuneki Senior Director, General Manager of Purchasing & Logistics Division, Toray Industries, Inc.
			2 Number of business partners that Toray Group companies have requested to practice CSR (cumulative)	2 Toray Group	2 N.A.	2 N.A.	2 N.A.	2 7,438	2 N.A.	
			3 Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	3 Toray Group (Only specified consigners in Japan)	3 1%	3 1%	3 1%	3 -4.7%	3 ×	
			4 Modal shift to sea or rail for transport across distances for 500 km or more (%)	4 Toray	4 40% (fiscal 2019 target)			3 35%	4 △	
	6 Communication Disclose corporate information in an active, fair and straightforward manner, and encourage dialogue and cooperation with stakeholders including employees, stockholders, investors, business partners, consumers, local communities, non-profit organizations, government and administrative agencies, mass media, analysts, and other parties.	1 Promote dialogue and collaboration with stakeholders in accordance with the Basic Policies to Promote Dialogue with Stakeholders 2 Reflect results of dialogue and collaboration with each stakeholder group in management activities in a timely and appropriate manner	1 Number of corporate website page views (per month)	1 Toray Group	1 1.5 million page views	1 1.5 million page views	1 1.5 million page views	1 1.58 million page views	1 ○	Hideki Hirabayashi Vice President, Chief CSR Officer, Chief Legal & Compliance Officer, Director, General Administration & Communications Division; and General Manager, Tokyo Head Office, Toray Industries, Inc.
			2 Group companies that have their own websites (%)	2 Toray Group	2 Japan: 70%, outside Japan: 100%	2 Japan: 80%, outside Japan: 100%	2 Japan: 90%, outside Japan: 100%	2 Japan: 100%, outside Japan: 100%	2 ○	
			3 Number of news releases	3 Toray Group	3 200	3 200	3 200	3 160	3 △	
			4 Number of responses to investor inquiries	4 Toray Group	4 N.A.	4 N.A.	4 N.A.	4 543	4 N.A.	
5 Number of meetings with employees or labor unions			5 Toray Group	5 N.A.	5 N.A.	5 N.A.	5 14	5 N.A.		
10 Social Contribution Activities Proactively participate in local communities and the larger society in order to contribute to development in a way befitting a good corporate citizen.	1 Pursue ongoing social initiatives throughout the Toray Group in the priority areas of "science and technology promotion," "environment and communities," and "health and welfare."	1 Social contribution expenditure (% compared with fiscal 2011–2016 average)	1 Toray Group	1 At least as much as fiscal 2011–2016 average	1 At least as much as fiscal 2011–2016 average	1 At least as much as fiscal 2011–2016 average	1 123%	1 ○	Hideki Hirabayashi Vice President, Chief CSR Officer, Chief Legal & Compliance Officer, Director, General Administration & Communications Division; and General Manager, Tokyo Head Office, Toray Industries, Inc.	
		2 Number of persons reached through educational initiatives in these key fields	2 Toray Group	2 15,000 or more	2 15,000 or more	2 15,000 or more	2 16,600	2 ○		
Environment	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	1 Clarify and fully comply with essential safety guidelines, and encourage employees to think carefully before taking action to prevent accidents [Related material issue for CSR] • Ensuring safety and disaster preparedness	1 Number of major accidents	1 Toray Group	1 0	1 0	1 0	1 0	1 ○	Kazuyuki Adachi Senior Vice President, General Manager of Manufacturing Division, Textile Technology & Production Division, Toray Industries, Inc.
			2 Achieve world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)	2 Toray Group	2 No more than 0.05	2 No more than 0.05	2 No more than 0.05	2 0.34	2 ×	
			3 Number of fire and explosion accidents	3 Toray Group	3 0	3 0	3 0	3 2	3 ×	
			4 Number of environmental accidents	4 Toray Group	4 0	4 0	4 0	4 0	4 ○	
	2 Reduce environmental impact by working to fulfill the Fifth Medium-Term Environmental Plan (achieve targets by fiscal 2020) [Related material issues for CSR] • Addressing substances with negative environmental impact • Addressing resource and energy issues • Reducing greenhouse gas emissions	5 Reduction of atmospheric VOC emissions (%)	5 Toray Group	5 At least 70% lower than fiscal 2000	5 At least 70% lower than fiscal 2000	5 At least 70% lower than fiscal 2000	5 76%	5 ○		
		6 Waste recycling rate (%)	6 Toray Group	6 At least 86%	6 At least 86%	6 At least 86%	6 86.4%	6 ○		
		7 Reduction of greenhouse gas emissions per unit of sales (%)	7 Toray Group (Japan)	7 At least 15% lower than fiscal 1990	7 At least 15% lower than fiscal 1990	7 At least 15% lower than fiscal 1990	7 32%	7 ○		
	3 Pursue environmental preservation on the basis of policies on water resources and biodiversity [Related material issues for CSR] • Initiatives for managing water resources • Conserving biodiversity	8 Water usage per unit of sales (%)	8 Toray Group	8 No more than 61% of 2001 level	8 No more than 61% of 2001 level	8 No more than 61% of 2001 level	8 52%	8 ○		
		9 Number of companies and plants developing greenery policy and plan	9 Toray Group	9 At least 45	9 At least 50	9 At least 55	9 56	9 ○		

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