

Human Resources Strategies

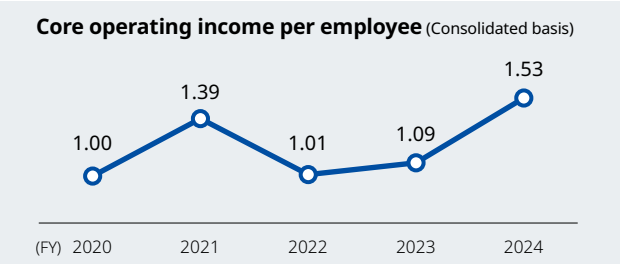
Message from the General Manager of the Human Resources Division

To ensure Toray remains a sustainable company for the next 100 years, we are developing our people and organization to maximize their potential.

The business environment, employee values, and attitudes toward work are changing significantly. Amid these circumstances, we believe that maximizing the potential of our people and organization to enhance our talent competitiveness is crucial for the Toray Group's future growth.

In 2023, we developed three human resources strategies aligned with our management strategies. Having set specific goals and KPIs, we are implementing these initiatives to maximize our corporate value and enhance employee well-being.

We have implemented several initiatives, including adding younger members to our management team, reorganizing and integrating corporate functions, introducing a new fellowship program, promoting Toray's unique inclusivity initiatives, driving organizational and cultural changes through employee surveys, and enhancing both internal and external communication regarding our HR policies. As a result, our core operating income per employee gradually improved in FY 2023 and FY 2024. (See



Under our corporate philosophy, "Contributing to society through the creation of new value with innovative ideas, technologies, and products," we are "enhancing People-centric management" to pursue two goals: "maximize corporate value" and "enhance employee well-being."

Three Human Resources Strategies Under the Basic Strategy of "Enhanced People-Centric Management"

People-Centric Management

Accompanying the May 2020 announcement of the Long-Term Corporate Vision, TORAY VISION 2030, Toray Group organized the principles it has followed since the beginning in the form of the Toray Philosophy. Within these principles, People-centric management was positioned as a key part of the Corporate Culture, which forms the foundation of the Group's Corporate Philosophy.

People-centric management involves efforts to develop dedicated talent capable of creating new value, and to foster a group-wide environment where these professional individuals can grow and work with motivation. This is a basic strategy that places human resource development, a focus since Toray's early days, at the core of management. The aim is to maximize corporate value and ultimately contribute to society.



the graph on the left, which shows the growth in core operating income per employee, with FY 2020 as the baseline of 1.0.)

Starting in FY 2025, we will begin holding roundtable discussions to facilitate direct dialogue between the President and younger employees. This initiative aims to enhance psychological safety and foster an open, candid workplace culture. We will also introduce 360-degree feedback for our senior management to demonstrate their commitment to change and to encourage a leadership mindset that is focused on creating new value. Through these efforts, we aim to generate new businesses, increase profitability, and improve productivity.

Since its founding, Toray has nurtured a corporate culture that prioritizes human resources development. In 1996, we established the Toray Human Resources Development Center in Mishima, Shizuoka Prefecture. At the Center, there is a plaque with the words of our philosophy: The success or failure of a company is decided by its people, and employees shape its destiny. We will continue to deepen this culture of prioritizing talent development and practice Toray-style of human capital management, "People-centric management."

Professional human resources

Individuals who, backed by advanced knowledge and experience, boldly pursue innovation and autonomously and proactively solve challenges.

Fairness, high ethical standards, and a strong sense of responsibility

Foresight, leadership, and balanced judgment

Advanced expertise and skills recognized outside the company

Global mindset and skills

Enhanced People-Centric Management

"Enhanced People-centric management" is an updated version of the original People-centric management approach. This revision was made in response to recent changes in employment dynamics, such as increasing uncertainty in the business environment, diversification of personal values, and a growing desire for career autonomy. The revised approach focuses on (1) Inclusion of Diverse Human Resources and Values, (2) Creating Human Resources and Organizations that Adapt to Change, (3) Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work. The Group's human resource strategy aims to both maximize corporate value and enhance employee well-being.

Toray's Human Resources Strategies

- (1) Inclusion of Diverse Human Resources and Values
- (2) Creating Human Resources and Organizations that Adapt to Change
- (3) Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work



Toray Global HR Management (G-HRM) Fundamental Policy

Addressing Key Issues Based on the "As Is / To Be" Gap in Our Human Resources Strategy

Initiatives for Organizational Culture Reform

Issues Identified Through Employee Surveys

The employee survey conducted in FY 2024 showed improvements in nearly every category compared to the previous fiscal year. However, the survey also highlighted organizational culture issues, which we are addressing as follows.



President's Roundtable Meeting

- The FY 2024 employee survey results revealed a significant gap in scores between senior management and mid-career/younger employees on the following questions. Figures in parentheses indicate the score difference on a 10-point scale.
  - Are you engaged in work that captures your interest and absorbs you completely? (3.72)
  - Do you believe you will be able to achieve your personal life goals while working here? (3.51)
  - Are you performing your work efficiently? (3.26)In addition, company evaluation scores and comments from an external organization (OpenWork Inc.) indicate that younger employees feel we have yet to achieve a truly "open and candid culture" and a "work environment that encourages taking on new challenges." We recognize the need to carry out continuous improvement in these areas.
- While we have significantly increased opportunities for the President to have direct dialogues with employees through initiatives such as REAL TALK, the First Steps Award, and the Employee Forum (see pp. 44-45), we recognize that our organizational culture has yet to show significant improvements.

KPI for tracking progress on "Enhanced People-Centric Management"

Human Resources Strategies	Employee Survey (KPI Questions)	Target (Actual Value)	FY 2024 Results	Among FY 2024 results, previous participants	
				FY 2023	FY 2024
Inclusion of Diverse Human Resources and Values Inclusivity	A culture that embraces diverse values	7.0pt or larger	5.9pt	6.2pt	6.4pt
Creating Human Resources and Organizations That Adapt to Change Talent portfolio	Organizational improvements are implemented without pressure to resist change.	7.0pt or larger	5.6pt	5.5pt	5.8pt
Empathy with Toray Philosophy and Career Development with Rewarding and Engaging Work Engagement	1. Engaged in work that I find rewarding	7.0pt or larger	6.3pt	6.7pt	6.9pt
	2. Building a fulfilling career path	7.0pt or larger	5.2pt	5.5pt	5.8pt
	3. Proud to be a member of the Toray Group	7.0pt or larger	6.6pt	6.6pt	6.9pt
The EX Score®*		Year-over-year improvement	66.1	64.8	66.7

\* 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.

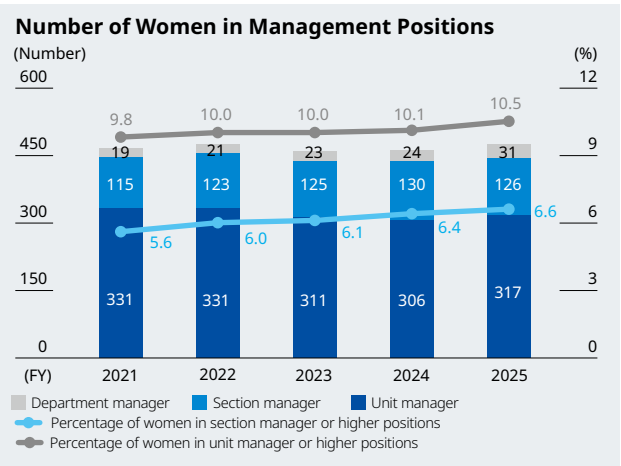
Human Resources Strategies

Therefore, in addition to our existing efforts, we have begun holding new roundtable discussions with the President, the Senior Vice President of the Human Resources Division, and other managers within the HR division. To help individuals identify and address gaps between their self-perceptions and how others see them, thereby encouraging changes in awareness and behavior, we will introduce 360-degree feedback in FY 2025. In the first year, the program will target employees at the level of General Manager and above, including all Vice Presidents.

3. Based on the principle that each workplace is the primary driver of organizational culture reform, we have newly implemented a system that enables teams to immediately view their survey results. We also use some survey metrics as KPIs to track the progress of our “enhanced People-centric management” initiative. These survey results are posted on our intranet, and we share in-depth discussion summaries and best practices for improvement from various workplaces across the company to empower each team to take responsibility and drive their own cultural reform activities.

Promoting Inclusivity Initiatives

Toray has a long history of encouraging female employees' active participation and creating supportive work environments. Key milestones include appointing our first female manager in 1958, introducing childcare leave in 1974 (nearly 20 years before it was legally mandated in Japan), and launching the Advancement of Women Project in 2004. In FY 2014, Women's Advancement Team consisting of female general managers from across the Group voluntarily planned training seminars for female managers and specialists. Strengthening such company-wide initiatives has steadily increased the percentage of women in management. In March 2021, we formulated and published a five-year action plan (April 2021–March 2026) aimed at increasing the retention rate and ratio of female employees in management by promoting individual skill development and career-building initiatives. As of April 2025, women held 6.6% of positions at the section manager level or higher, surpassing our FY 2025 target of 6.5% ahead of schedule. The next action plan is scheduled for release in March 2026.



To address increasingly diverse social issues and evolving customer needs, we must foster a corporate culture where talented individuals from all backgrounds can thrive, regardless of attributes such as gender, age, or nationality. Against this backdrop, Toray has labelled its inclusivity initiatives as Human-Centric Management (HCM) promotion activities. To advance these efforts, in 2024, we established the HCM Promotion Group, a dedicated organization within the Human Resources Strategy Department.

Specifically, we launched a working team of volunteers from across the company to ensure a wide range of employee voices are heard. The team focuses on three key themes: “Diversity,” “Talent Development and Career Support,” and “Diverse and Flexible Work Styles.” For FY 2024, the team consisted of 11 members transcending boundaries of gender, job type, and position. Incorporating feedback from our business sites and plants, the team discusses issues such as those listed below. In collaboration with the Human Resources Division, the team will formulate concrete measures and make recommendations to senior management.

- Improving understanding and fostering an inclusive culture
- Promoting women's active participation in production, technology, and engineering departments
- Strengthening career counseling functions
- Creating a system for internal side work program
- Responding to the increase in employees taking childcare leave (support for workplaces), etc.



Human Rights Initiatives

The Toray Group believes that respect for human rights is a fundamental, indispensable principle of corporate management that is essential for conducting business while building good relationships with all stakeholders. We therefore strive to raise awareness and understanding of human rights. Both our Corporate Guiding Principles and the Ethics & Compliance Code of Conduct explicitly state our commitment to respecting human rights and prohibit all forms of discrimination in every stage of employment, from recruitment and hiring to placement, compensation, training, and retirement. We also comply with all relevant laws and regulations in every country and region where we operate, and set our wages and working hours accordingly. Furthermore, we have identified “Respect for human rights and promotion of diversity” as a CSR materiality (key issue). We respect internationally recognized human rights and are committed to creating an environment in which our diverse workforce can thrive and be creative. To consolidate these principles and

initiatives, we have established the Toray Group Policy for Human Rights, and we strive to fulfill our responsibility to respect human rights as a good corporate citizen.

As part of our specific initiatives, we have established the Human Rights Promotion Committee in Japan and the Global Human Rights Promotion Committee. They are operated under the Ethics and Compliance Committee, which is chaired by the President. Each committee formulates its own action plans focused on mitigating human rights risks. At Toray Industries, Inc., we promote educational activities and initiatives to prevent harassment through human rights promotion campaigns designed to foster correct understanding and raise awareness. Our domestic group companies also engage in their own human rights promotion activities, referencing the action plans of Toray Industries, Inc., which in turn supports their efforts. Overseas, each group company takes the lead in promoting human rights initiatives tailored to the specific circumstances of its country or region.

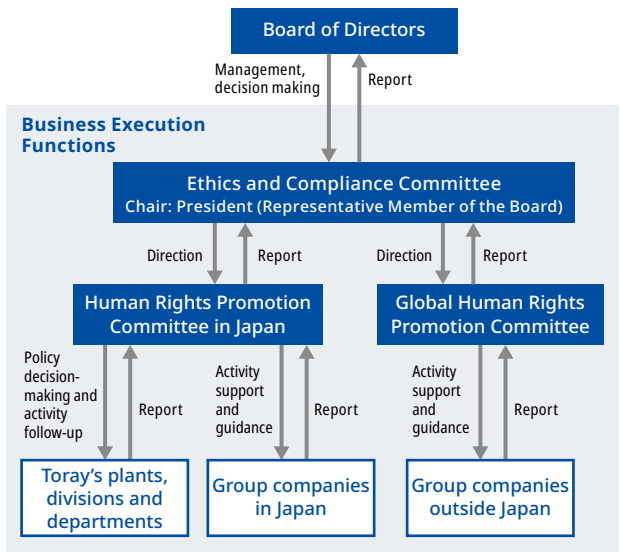
The Toray Group has established a system that enables all individuals working for the Group to report and consult on human rights issues. In Japan, we have the Corporate Ethics and Legal Compliance Helpline, while overseas group companies have their own reporting and consultation channels. Both internal and external channels are available, and all can be used anonymously. To mitigate human rights risks, we strive to respond swiftly and appropriately to any issues that arise. The operational status of the domestic helpline, including the quantity and nature of reports and consultations, is reported to the Ethics and Compliance Committee (convenes twice a year), which is chaired by the President of Toray Industries, Inc.

Toray Group Policy for Human Rights (Established in December 2017)

We at Toray Group believe that respect for human rights is a mandatory principle for corporate management. Therefore, we respect international standards such as the United Nations Universal Declaration of Human Rights and the International Labor Organization's standards in compliance with the laws and regulations of countries and regions where we operate, and will endeavor to fulfill our duty of respect for human rights as a good corporate citizen.

1. Furthermore, we will prohibit child labor, forced labor and unfair low-wage labor.
2. We will strive to promote respect for human rights throughout the entire supply chain related to our business activities. In addition, we will not be complicit in human rights violations.
3. We will endeavor to understand adverse human rights impacts associated with our business activities and to avoid or reduce such influences.
4. If it becomes evident that we have caused or contributed to adverse human rights impacts, we will promptly take appropriate actions.
5. We will promote educational activities about issues of human rights for every employee and foster a proper understanding of issues among them.

Toray Group's Human Rights Promotion System



Reference Data: Fiscal 2024 Human Rights Training and Seminar

Type of training		Number of sessions	Number of participants
Toray Industries, Inc.	Training at head office	24	1,444
	Training at offices and plants	1,978	17,369
	Training at outside company	28	55
Group companies in Japan	Training at companies	1,217	22,986
	Training at outside company	148	200

Talent Development Initiatives for Engaging Work

Career Path Worksheets

We use career path worksheets as a tool to support every employee's growth. Through these worksheets and follow-up interviews with supervisors, employees can formulate their own career plans, assess their current skill levels against experience and requirements, and engage in in-depth career discussions. We will continue to adopt talent development measures that support autonomous career development to build a highly motivated, productive organization. Additionally, to enhance our career interviews, in FY 2025 we launched an intranet site for employees in management and specialist roles that provides support tools such as interview guidelines.

Career Development Support in Each Business Field

Our Human Resource Business Partners (HRBPs) participate in career development initiatives in each business field. In the Films Division, for example, we are rolling out unique career development measures aligned with company-wide initiatives. These measures are based on interviews with line managers and mid-career/younger employees, as well as analysis of employee survey results. Specific efforts include visualizing career paths, introducing tools to improve career interviews, and assessing employee aptitudes and skills.



Internal Recruitment System

We have introduced this system to encourage autonomous career development and to enable diverse career paths; it has been in regular operation since FY 2007. In FY 2024, we significantly revamped the internal recruitment system, making it a permanent feature accessible via our intranet. We also promote understanding of the system's purpose by posting articles featuring employees who have transferred to new roles through this system and their former supervisors.

Career Training for Younger Employees

To support employees as they launch their careers at Toray, we have designated two key periods: the preboarding period from receiving the job offer to starting the initial assignment, and the onboarding period that lasts through the third year of employment.

**Pre-boarding Period:** Since FY 2024, we have been holding a career workshop and a networking event with current employees as part of our job offer ceremony. The workshop helps these future employees deepen their self-awareness by taking stock of their personal traits, work philosophies, and core values. Group discussions also provide opportunities to engage with diverse perspectives. The networking event enables them to deepen their understanding of our work and to hear about the values that drive our current employees, helping them to align their own perspectives. Starting in FY 2025, for new hires in administrative roles where their university major does not directly correlate with their assignment, the Human Resources Department will hold individual meetings to explain the rationale behind their placement and role expectations.



Career workshop

Networking event with employees

**Onboarding Period:** We provide three opportunities for employees to reflect on their careers and formulate career plans: first during new employee training and then in follow-up training sessions in their first and third years. The third-year follow-up session includes a networking opportunity with more experienced employees from various fields to help participants form a more concrete image of their potential career paths within the Toray Group.



Follow-up training sessions in their first and third years

Strengthening the Management Succession Pipeline Through Talent Visualization and a Revamped Training System

Talent Development

• Medium-Term Talent Plan

We designate individuals needed to execute our management and business strategies as “successor candidates for key posts.” We then map out the specific kinds of experience required for these positions and develop each candidate individually. Successor candidates are designated for different promotion timelines (short-, medium- to long-term, and next-generation). For the most critical positions, the succession plan is reviewed and discussed with top management annually. We assess the succession pipeline for these key posts both in terms of the number of candidates and in terms of diversity, reviewing the current status and outlook for female and non-Japanese candidates.

Our KPI is the successor candidate pipeline coverage rate for key posts; we aim to maintain a rate of at least 150% at all times. In FY 2024, the rate was 179% (FY 2023: 185%).

• Fellowship Program

Developing talent with advanced expertise is essential to sustainably fulfill our corporate philosophy of “contributing to society by creating new value with innovative ideas, technologies, and products.” Therefore, we introduced the Fellowship Program in FY 2024, as we recognized the need to offer attractive career paths for employees who pursue specialist roles, create an environment where they can focus on honing and applying their expertise, and foster a culture of mutual improvement.

In 2025, we appointed one Executive Fellow and nine Senior Fellows.

- **Executive Fellows:** Individuals with particularly outstanding expertise and achievements, even among the fellows. Their status and compensation are equivalent to that of Vice Presidents.
- **Senior Fellows:** Top-tier internal or external experts with exceptional knowledge in our key business, research, or technology domains. They are responsible for creating innovative products and technologies as well as providing high-level advisory support to management. Their status and compensation are equivalent to that of Toray's directors.

Company-Wide Training to Support the Development of Management Candidates

In 1991, Toray established the Toray Management School (TKS), selecting 20 talented section managers expected to take positions in management in the future. At the time, this systematic approach to developing successors was a pioneering initiative. The program has continued ever since, and as of FY 2024, 640 employees, including 39 women, have completed it. Many graduates have gone on to lead group companies in Japan and abroad. To date, 192 have served as top executives at Toray or its group companies. The Toray Group Management School (TGKS), which was established in 2006,

serves as a successor development institution for our domestic group companies and Toray Synthetic Textile Cluster companies. In addition, in 2021, we launched Management Training for Executive Candidates targeting high-potential general managers, further enhancing our systematic training for the next generation of Toray Group successor candidates.

Training category	2024 Persons enrolled			Time dedicated to training per employee (hour)
	Men	Women	Total	
Management	1,006	156	1,162	44.7
Technical	708	107	815	30.0
Sales, marketing, and administration	204	53	257	23.7
Global	113	17	130	46.0
Total	2,031	333	2,364	37.4

Strengthening Workplace Capabilities (School of Technology and Business Administration, Frontline Skills Enhancement School (GKS))

Toray School of Technology and Business Administration: Developing Talent to Enhance Future Workplace Capabilities

The Toray School of Technology and Business Administration, which opened in 1994, serves as a talent development hub for enhancing the Toray Group's workplace capabilities, having graduated 844 students over 29 cycles. Targeting younger employees and personnel from domestic group companies, the school provides practical education based on first principles to foster an understanding of the essences of things. Its goals are not only to develop individuals who can think and act independently but to enhance emotional intelligence. By creating a collaborative learning space and fostering knowledge creation, the school aims to cultivate the talent who will enhance our future workplace capabilities.

• Practical, Hands-On Curriculum

In addition to general subjects such as mathematics, English, physics, and statistics, the school offers specialized courses in areas such as polymer chemistry, basic engineering, and robotics. The curriculum emphasizes hands-on education in which students think for themselves and work in teams, featuring group-based problem-solving exercises and chemistry labs. Moreover, starting with the 29th cycle, we have introduced a new “Information I” course linked to the company-wide DX talent certification system. This course provides new, practical education tailored to workplace needs, including lessons on algorithms, programming, and the use of collaborative robots.

Launch of the Frontline Skills Enhancement School (GKS)

In October 2022, we opened the GKS for future unit manager candidates. In this program, participants acquire soft skills—including leadership, team building, followership, and the ability to involve others—through practical problem-solving in their own departments. The program aims to develop

foundational professional skills and cultivate workplace leaders who can thrive in the new era.

• Supporting Post-Graduation Growth

After graduating from the school, participants undertake a year-long graduation research project in their workplaces and then present their results. This enables them to learn problem-solving through practice and to strengthen their ability to lead and involve stakeholders. To support their long-term growth, we implement five-year post-graduation development plans with follow-up training.

After completing the GKS program, participants receive follow-up group training for one year to ensure they continue to apply and develop their soft skills.

Topics Launch of Adventure Café Lab: A New Challenge in Creating a Collaborative Space

The Toray School of Technology and Business Administration has opened Adventure Café Lab as a space for creating knowledge by hands-on interaction with DX technologies. This new facility is our latest effort to create a space where employees can casually drop in and gain insights through DX exhibits and experiences, as well as dialogue with instructors.



Health and Productivity Management, and Work-Life Management

Health and Productivity Management

Under our corporate philosophy of “contributing to society through the creation of new value with innovative ideas, technologies, and products,” the Toray Group emphasizes our corporate culture of “People-centric management.” To ensure that employees and the company can grow together and achieve a sense of well-being, we have positioned employee health management as a key part of our management strategies. We focus on fostering a workplace environment and culture that instills pride and purpose, and on preventing overwork through labor-management consultations.

Our health promotion measures are guided by a company-wide Basic Policy but driven by a *Genba* (workplace) approach. Health management personnel and the labor affairs departments at each business site and plant take the lead in implementing activities tailored to specific local challenges. Each site's initiatives are shared with other sites, plants, labor unions, and the health insurance union through



Human Resources Strategies

company-wide health management staff meetings, ensuring all parties work together in a coordinated manner.

Specific initiatives include using stress checks to raise employee awareness of self-care and improve the work environment. Moreover, in collaboration with the health insurance union, we also conduct the following: sharing health information on our internal platform; hosting mental health seminars; and promotion of receiving recommended health checkups, health guidance, cancer screenings as well as comprehensive medical checkups.

In recognition of these efforts, Toray Industries, Inc. has been certified as a Health and Productivity Management Organization every year since FY 2020.

Work-Life Management

Toray is committed to enhancing its systems to support work-life balance to accommodate employees' varied life-styles.

We have set our standard number of working hours to 7.5 per day and maintained an annual paid leave utilization rate of nearly 90%. These measures help to foster a workplace culture where employees can easily balance their professional and personal lives.

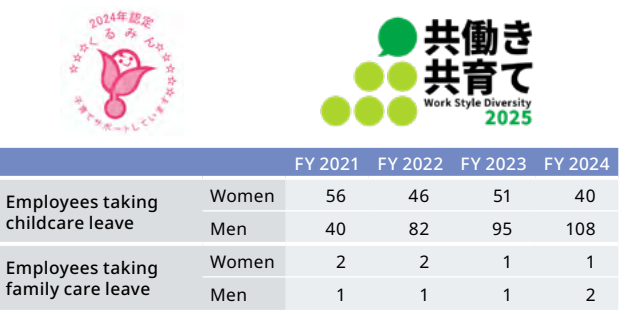
To further improve work-life balance, we have introduced and expanded the following systems in recent years.

Category	Description
Leave to accompany spouse transferred overseas <small>Established in July 2023</small>	<ul style="list-style-type: none"><li>• Can be taken by an employee wanting to accompany their spouse on an overseas job transfer of six months or more</li><li>• Can be taken for up to four years</li></ul>
Employees in Separated Marriage System <small>Established in October 2024</small>	<ul style="list-style-type: none"><li>• Even without personnel reassignment, if a married employee continues to live separately from his or her spouse after marriage, special provisions allow for the payment of a single-assignment allowance and return travel expenses.</li></ul>
Childcare Support System <small>Expansion in April 2025</small>	<ul style="list-style-type: none"><li>• The scope of childcare support systems, such as reduced working hours for childcare and Kids Support Leave (available for reasons such as caring for a child), has been expanded to include employees with children up to the sixth grade of elementary school. (Previously, it applied to employees with children up to the third grade of elementary school.)</li></ul>
Toray Smile Support Program <small>Expansion in April 2025</small>	<ul style="list-style-type: none"><li>• A menu-based welfare point system prioritizing childcare and eldercare. Points for childcare and eldercare services, such as babysitter usage, can be redeemed at a rate of 1.25 yen per point.</li><li>• Continued expansion of annual point allocations since FY 2022.</li></ul>

Supporting Employee Success Regardless of Gender and Family Circumstances

To ensure that everyone can achieve work-life balance regardless of their gender or circumstances with respect to family, childcare, and nursing, Toray has established flexible systems available to all employees, including a flextime system with no core hours, a telecommuting system, and an hourly paid leave system. We are also working to reduce overtime and promote annual leave utilization. Recognizing that dual-income households are now the norm, we are not only enhancing our support systems for balancing work with family and childcare for all genders but making these systems easy to use. Such efforts include enriching career interviews

using career path worksheets to help employees follow their desired career paths. In recognition of these efforts to provide gender-neutral support enabling dual careers and co-parenting, we were selected as a "Next Nadeshiko: Company Supporting Dual Careers and Co-parenting" for FY 2024.



Securing and Developing a Diverse Workforce

Recruitment

Every three years, we formulate a medium-term recruitment plan to ensure a stable, continuous pipeline of talent capable of supporting our strong workplace capabilities and global business development.

Our annual hiring plan is based on this medium-term plan, taking into account the business environment and the needs of each division, and we draw from a diverse range of labor sources.

Starting with our FY 2025 recruitment, we are hiring with the goal of having women comprise 30% or more of new graduate hires for the G-course\*1. For mid-career hires, we aim for women to account for around 30% of total annual recruitment (FY 2023: 36%; FY 2024: 27%).

New graduate hires for the G-course

	2021	2022	2023	2024	2025
Men	105	88	123	159	117
Women	30	14	25	43	61
Total	135	102	148	202	178
Female ratio	22%	14%	17%	21%	34%

\*G-Course: A career path for Toray Group executive or upper-level professional candidates

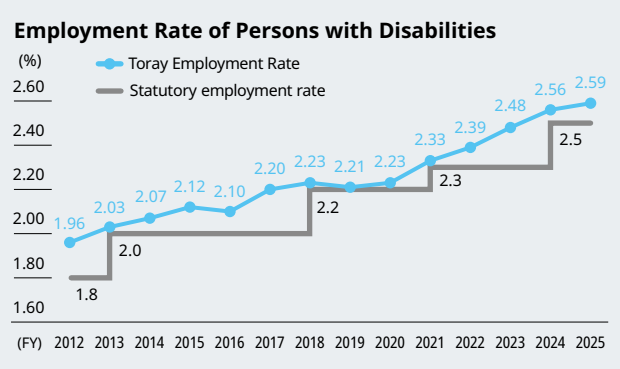
Referral and Alumni Hiring

We are strengthening our referral hiring program (introductions from prospective and current employees) to reduce hiring mismatches, improve retention, and acquire top talent. Also, in FY 2025, we launched an alumni site for former employees to systematically promote the rehiring of those who have left the company, a rising trend in recent years. These boomerang employees contribute to enhancing organizational flexibility, expanding our knowledge base, and revitalizing our corporate culture by applying new skills and knowledge acquired elsewhere.

Referral Hires							( ) indicates number of returning employees
2018	2019	2020	2021	2022	2023	2024	
1 (1)	4 (0)	2 (0)	7 (3)	7 (2)	10 (4)	7 (1)	

Employment of People with Disabilities

Toray is committed to creating a workplace where all employees, regardless of disability, can fully utilize their abilities and work enthusiastically. We proactively recruit and employ people with disabilities and are working to create a supportive work environment for a diverse range of talent. Specific initiatives include physical improvements like accessible facilities and enhanced safety measures as well as procedural support, such as providing training upon assignment and incorporating employee feedback in workplace operations. Our employees with disabilities are active in various roles—for example, administrative work, inspections, product packaging, groundskeeping, and cleaning. As of June 1, 2025, our employment rate of people with disabilities was 2.59%, exceeding the statutory requirement of 2.5%. As part of our corporate social responsibility, we will continue to promote employment of people with disabilities while continuously improving safety measures and the work environment.



Activities of Foreign Nationals

Across the Toray Group, numerous foreign nationals hired locally at our group companies in Asia, the Americas, and Europe support business operations rooted in local markets. Based on our belief that we should utilize local talent who know best their countries' management methods, business practices, and markets, local employees now account for approximately 60% of key posts (e.g., executives and general managers) in the Americas and Europe, and about 45% in Asia. This diverse talent supports our global management. We also provide opportunities for training and secondments at our head office in Japan, supporting the skill development and career planning of non-Japanese employees throughout the Group.



Voluntary Initiatives at Each Site

3C Activities at Toray Industries, Inc.'s Nagoya Plant

Nagoya Plant is working to create a supportive work environment for all employees, regardless of gender, by focusing on three areas: (1) revitalizing communication, (2) supporting women's success, and (3) supporting the balance between work and family. These initiatives are called "3C Activities," derived from "Cheerful, Connection, and Challenge." A promotion team is made up of 10 male and female members from various departments to plan and execute measures such as inclusivity seminars featuring external lecturers and networking events for female employees.



Participants in the "Nagoya International Women's Day" event

Toray International, Inc.'s Initiatives to Promote Taking Paternity Leave

Toray International, Inc. (TI) is encouraging male employees to take childcare leave. Ongoing efforts include hosting seminars with an external instructor as a guest speaker and running a series on the company intranet featuring case studies of male employees who have taken childcare leave. As a result of these initiatives, TI was registered as a "TOKYO Papa Ikugyo (childcare leave) Promotion Company (Bronze)" by the Tokyo Metropolitan Government in FY 2024.



Toray International, Inc.: Case studies of male employees taking paternity leave on the company intranet