



CSR Roadmap 2025 from the Perspective of Materiality

For more information on Materiality, please click here.
https://www.toray.com/sustainability/stance/materiality.html



Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025		Targets/Results						Related CSR Guidelines	Related SDGs
				FY 2023	Assessment*1	FY 2024	Assessment	FY 2025	Assessment		
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)		At least 40%*2 lower than FY 2013 (FY 2025)*3						3 Safety, Accident Prevention, and Environmental Preservation	  
			36.0%	—	42.8%	—	—	—			
	3-6 Increase in solar power generation capacity (%)		At least 10% higher than FY 2022 (FY 2025)								
	Reduce water consumption per unit of revenue	3-7 Reduction of water usage per unit of revenue (%)		101%	—	182%	—	—	—		
				At least 40%*3 lower than FY 2013 (FY 2025)							
	Aim for a high waste recycling rate	3-8 Waste recycling rate (%)		35.3%	—	37.8%	—	—	—		
				At least 86%/87.0%	○	At least 86%/87.3%	○	At least 87%/—	—		
Promoting a Circular Economy	Expand revenues from Sustainability Innovation Business*4	7-1 Revenues from Sustainability Innovation Business		1,600 billion yen (FY 2025)						7 Contributing Solutions to Social Issues Through Business Activities	
				1,311.5 billion yen	—	1,368.9 billion yen	—	—	—		
	Expand contribution to CO2 reduction in the value chain*5	7-2 Contribution to CO2 reduction in value chain		15 times compared to FY 2013 (FY 2025)							
				10.3 times	—	11.3 times	—	—	—		
	Expand water filtration throughput contribution by Toray's water treatment membranes*6	7-3 Contribution of Toray water treatment products		2.9 times compared to FY 2013 (FY 2025)							
				2.7 times	—	2.9 times	—	—	—		
	Taking a Nature-Positive Approach	Reduce greenhouse gas emissions per unit of revenue	3-5 Reduction of greenhouse gas emissions per unit of revenue (%)		At least 40% lower than FY 2013 (FY 2025)						3 Safety, Accident Prevention, and Environmental Preservation
3-6 Increase in solar power generation capacity (%)				At least 10% higher than FY 2022 (FY 2025)							
Reduce water consumption per unit of revenue		3-7 Reduction of water usage per unit of revenue (%)		101%	—	182%	—	—	—		
				At least 40% lower than FY 2013 (FY 2025)							
Aim for a high waste recycling rate		3-8 Waste recycling rate (%)		35.3%	—	37.8%	—	—	—		
				At least 86%/87.0%	○	At least 87%/87.3%	○	At least 87%/—	—		
Committed to Healthier Lives		Expand revenues from Sustainability Innovation Business	7-1 Revenues from Sustainability Innovation Business		1,600 billion yen (FY 2025)						7 Contributing Solutions to Social Issues Through Business Activities
				1,311.5 billion yen	—	1,368.9 billion yen	—	—	—		
	Reduce overtime work exceeding standard hours	8-6 Reduction in employees who exceed 45 hours/month of non-statutory working hours		15 times compared to FY 2013 (FY 2025)						8 Human Rights Promotion and Human Resources Development	
				10.3 times	—	11.3 times	—	—	—		
	Encourage the use of annual paid leave by labor union members	8-7 Available annual paid leave used by labor union members (%)		2.9 times compared to FY 2013 (FY 2025)							
				2.7 times	—	2.9 times	—	—	—		
	Developing in Collaboration with Stakeholders	Enhance information dissemination through owned media such as the Group's websites and social media accounts	6-1 Number of corporate website page views (per month)		1 million page view/months/1.12 million page views/month						6 Communication
				○	1 million page view/months/0.93 million page views/month	△	1 million page view/months/—	—			
6-2 Interviews conducted to exchange opinions within the company (rate of progress)				(First round) 100% completed/100%	○	(Second round) 30%/20%	△	(Second round) 60%/—	—		
6-3 Interviews with key investors in which management participates (number)				Cumulative total of 120/197	○	Cumulative total of 120/123	○	Cumulative total of 120/—	—		
Enhance communication with the mass media		6-4 News releases (number)		200/178	△	200/169	△	200/—	—		
		Expand revenues from Sustainability Innovation Business	7-1 Revenues from Sustainability Innovation Business		1,600 billion yen (FY 2025)						7 Contributing Solutions to Social Issues Through Business Activities
				1,311.5 billion yen	—	1,368.9 billion yen	—	—	—		
Expand contribution to CO2 reduction in the value chain		7-2 Contribution to CO2 reduction in value chain		15 times compared to FY 2013 (FY 2025)							
				10.3 times	—	11.3 times	—	—	—		
Expand water filtration throughput contribution by Toray's water treatment membranes		7-3 Contribution of Toray water treatment products		2.9 times compared to FY 2013 (FY 2025)							
				2.7 times	—	2.9 times	—	—	—		
Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives		9-1 Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)		At least 75%/76.8%						9 Establishing Sustainable Supply Chain	
				At least 75%/76.8%	○	At least 85%/85.5%	○	At least 90%/—	—		
Identify high-risk areas that may have a negative impact on the environment and human rights, and promote supply chain due diligence to implement measures to prevent or mitigate the identified risks	9-2 Implementation of supply chain due diligence (% of cases)		At least 60% (FY 2024)						At least 90%/—		—
			—*8	—	66.7%	○					
Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-3 Oil procurement needs met by palm oil sourced in a manner that is environmentally responsible and respectful of human rights (% of oil purchased, by value)		At least 70% (FY 2024)							At least 90%/—	
			—*8	—	94.9%	○					
Reduce CO2 emissions intensity from distribution activities	9-4 Reduction in CO2 emissions per unit of sales from distribution activities (year-on-year)		1%/11.5%	○	1%/5.5%	×	1%/—	—			
Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-5 Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)		At least 60%/58.8%	△	At least 75%/70.6%	△	At least 90%/—	—			
Implement social contribution activities at the appropriate scale	10-1 Social contribution expenditure (% change from average expenditure over last six years)		100% or higher/124%	○	100% or higher/126%	○	100% or higher/—	—			
Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	10-2 Social contribution activities (number)		2,500 or more/2,173	△	2,500 or more/2,214	△	2,500 or more/—	—			
Implement a range of educational support activities that capture interest and curiosity of youngsters through school visits and company tours focusing on areas such as science, environment, and career opportunities, thereby helping to inspire upcoming generations	10-3 Beneficiaries of educational support activities such as science classes for schools and career education (number)		15,000 or more/18,816	○	15,000 or more/22,024	○	15,000 or more/—	—			

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Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025		Targets/Results						Related CSR Guidelines	Related SDGs
				FY 2023	Assessment*1	FY 2024	Assessment	FY 2025	Assessment		
Ensuring Safety and Fire Accident Prevention	Aim for zero major accidents	3-1 Number of major accidents		0/1	×	0/1	×	0/—	—	3 Safety, Accident Prevention, and Environmental Preservation	      
	Achieve world's best standard for safety management	3-2 Achievement for world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)		No more than 0.05/0.40	×	No more than 0.05/0.25	×	No more than 0.05/—	—		
	Aim for zero fire and explosion accidents	3-3 Number of fire and explosion accidents		0/1	×	0/3	×	0/—	—		
	Aim for zero environmental accidents	3-4 Number of environmental accidents		0/4	×	0/6	×	0/—	—		
Ensuring Ethics and Compliance	Aim for no major cases of violation of laws or ordinances	2-1 Number of major violations of laws or ordinances		0/0	○	0/0	○	0/—	—	2 Ethics and Compliance	
	Conduct internal legal audits and improve problems found in the audits	2-2 Group companies implementing internal legal audits (%)		• Toray Industries, Inc.: 100% • Group companies in and outside Japan: Implemented focusing on high-risk companies							
	Provide information and implement education on major laws and regulations and other compliance-related matters	2-3 Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)		100%/100%	○	100%/100%	○	100%/—	—		
Enhancing Product Quality and Safety	Ensure that quality assurance compliance education is being fully implemented	4-1 Quality assurance compliance education (% of people trained)		100%/100%	○	100%/100%	○	100%/—	—	4 Product Quality and Safety	
	Enhance the auditing function to ensure improvement and continuity of Toray Group's overall quality assurance framework, and conduct auditing to check its effectiveness	4-2 Quality and product safety audit implementation rate (%)		100%/100%	○	100%/100%	○	100%/—	—		
	Aim for zero product accidents	4-3 Number of product accidents		0/1	×	0/0	○	0/—	—		
Strengthening Corporate Governance	Regularly hold Toray Group Business Strategy Discussion*9 sessions at Board of Directors meetings	1-1 Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)		8/8	○	8/8	○	8/—	—	1 Corporate Governance	  
	Operate an effective internal control system	1-2 Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)		90%/96%	○	90%/97%	○	90%/—	—		
	Follow up on the status of internal control implementation at each group company	5-1 Group companies implementing self-assessment and results follow-up using the internal control checklist (%)		35%/35%	○	70%/70%	○	100%/—	—	5 Risk Management	
	Implement risk reduction across the Group for information security risks such as cyberattacks and information leaks	5-2 Group companies implementing information security evaluation and risk reduction (%)		35%/35%	○	70%/54%	△	100%/—	—		
Establishing Sustainable Supply Chain	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-1 Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)		At least 75%/76.8%	○	At least 85%/85.5%	○	At least 90%/—	—	9 Establishing Sustainable Supply Chain	        
	Identify high-risk areas that may have a negative impact on the environment and human rights, and promote supply chain due diligence to implement measures to prevent or mitigate the identified risks	9-2 Implementation of supply chain due diligence (% of cases)		At least 60% (FY 2024)				At least 90%/—	—		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-3 Oil procurement needs met by palm oil sourced in a manner that is environmentally responsible and respectful of human rights (% of oil purchased, by value)		At least 70% (FY 2024)				At least 90%/—	—		
	Reduce CO2 emission intensity from logistics	9-4 Reduction in CO2 emissions per unit of sales from distribution activities (year-on-year)		1%/11.5%	○	1%/5.5%	×	1%/—	—		
	Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-5 Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)		At least 60%/58.8%	△	At least 75%/70.6%	△	At least 90%/—	—		
Respecting Human Rights and Promoting Human Resource Diversity	Implement human rights education and training	8-1 Group companies implementing human rights education and training (%)		100%/100%	○	100%/100%	○	100%/—	—	8 Human Rights Promotion and Human Resources Development	    
	Achieve the legally mandated employment rate of persons with disabilities	8-2 Group companies that have achieved legally mandated employment rate of persons with disabilities (%)		100%/59.4%	△	100%/52.9%	△	100%/—	—		
	As part of career development initiatives for core staff, enhance the use of the career path worksheets included in the personnel information system	8-3 Career development initiatives for core staff using the personnel information system (use of career path worksheets) (% of employees)		Year-on-year increase/101%	○	Year-on-year increase/99%	×	Year-on-year increase/—	—		
	Promote the use and improve the operation of measures to support employee work-life balance	8-4 Employees returning to work from childcare leave (%)		100%/99%	△	100%/99%	△	100%/—	—		
		8-5 Male employees taking childcare leave or other leave for the same reason (%)		Year-on-year increase/106%	○	Year-on-year increase/106%	○	Year-on-year increase/—	—		
	Reduce overtime work exceeding standard hours	8-6 Reduction in employees who exceed 45 hours/month of non-statutory working hours		Year-on-year reduction/81.1%	○	Year-on-year reduction/120.3%	×	Year-on-year reduction/—	—		
	Encourage the use of annual paid leave by labor union members	8-7 Available annual paid leave used by labor union members (%)		90%/95.7%	○	90%/93.7%	○	90%/—	—		

*1 Assessment: ○ Target achieved, △ More than 50% achieved against target, × Less than 50% achieved against target, — not assessed in the current year

*2 Figures for the base year, FY 2013, are calculated including companies that joined the Toray Group in FY 2014 or later.

*3 Until FY 2022, GHG emissions and sales revenue of affiliates in and outside Japan were calculated by multiplying our investment ratio, but from FY 2023, the calculation method was changed to multiplying management control in accordance with the GHG Protocol, an international calculation rule.

*4 Business areas and product lines that can help realize the Toray Group Sustainability Vision

*5 Toray calculates the CO2 emissions reduced throughout the value chain of products in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).

*6 Water treated annually with Toray water treatment membranes. It is calculated by multiplying the amount of fresh water that the Toray membranes can produce per day, including reverse osmosis (RO), ultrafiltration (UF) and membrane separation bioreactors (MBR), by the number of membrane elements sold.

*7 Volatile organic compounds

*8 No actual figures are available for FY 2023, as we are working toward our FY 2024 target.

*9 Toray Group Business Strategy Discussions are opportunities to check the progress made on medium-term management issues, including initiatives for sustainability, and the direction of business operations.

Stakeholder Engagement

The Toray Group communicates with diverse stakeholders throughout its business activities in accordance with its “Basic Policies to Promote Dialogue with Stakeholders” and “Information Disclosure Principles.” In addition to the departments responsible for dealing with each stakeholder, the senior management team also takes the lead in engaging communication activities.

Engaging with Stockholders and Investors

The Group actively communicates with institutional investors and securities company analysts by providing information materials when requested and holding same-day results briefings when quarterly earnings are announced. In addition to IR materials, including integrated annual reports, the Group also provides a wide range of information on management policies and strategies, as well as financial and earnings information in the Investor Relations section of the Toray website.

Briefings on business for stockholders are held in order to deepen their understanding of the Toray Group. In FY 2024, Toray held four results briefings and held 687 meetings with investors and analysts.

Engaging with Customers

To realize “the customer always comes first,” the Toray Group conducted a Group-wide customer satisfaction survey every three years from 2008 to 2020.

In order to more accurately identify customers’ needs, we now undertake market surveys for each business when required, and are working to reflect customers’ opinions in our business operations.

In addition, we are actively promoting a variety of activities, including the installation of showrooms and development of global communication assets such as story videos focusing on Toray employees to provide customers with a deeper understanding of the Toray Group.

Engaging with Business Partners

While providing materials and products as a manufacturer of advanced materials, the Toray Group must engage in upstream management of its supply chains to fulfill the needs of its customers, including the areas of production facilities and procured raw materials and resources. Accordingly, the Group has established its “Basic Purchasing Policies and Basic Distribution Policies” to emphasize this approach and ensure fair business activities. Throughout the Group, proper and fair transactions, adherence to laws, environmental preservation, respect for human rights, improvements in quality and other policies in initiatives with regard to corporate responsibility in procurement, purchasing, and distribution are promoted. Moreover, we deepen mutual understanding with our business partners as collaborators in corporate activities through regular communication, as well as policy briefing sessions and CSR procurement surveys.

Engaging with Employees

Continuous dissemination activities are necessary to increase empathy for the Toray Philosophy and for each and every employee to act and make decisions based on the Toray Philosophy. We have thus been devising methods, such as expanding our information tools and holding regular events, in order to increase employee participation. Since FY 2023, Toray has identified the need to create opportunities and momentum that help generate new challenges in the leadup to its 100th anniversary in 2026. With this in mind, we are engaging in activities in a bid to put in place a mechanism that ensures that employees are aware of the importance of creating new value, while fostering a free-spirited and broad-minded culture by initiating opportunities for dialogue between employees and the President. We will continue these initiatives in FY 2024 as well.

Engaging with the Mass Media

Toray recognizes that public relations and corporate communication activities have a role in fulfilling responsibilities for information disclosure as well as influencing public opinion. Accordingly, Toray’s Corporate Communications Department actively engages with a wide range of media organizations, acting as the public’s point of contact with the Company.

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 FY 2024, the Company issued 169 press releases and responded to 228 media requests for information.

Engaging with Local Communities

In addition to holding informal gatherings for discussion regularly, the Toray Group strives to engage in more active dialogue with nearby residents in a variety of other settings, including participating in events sponsored by local governments, inviting local residents to company and plant tours, and cleaning activities.

In similar fashion to the previous fiscal year, we continued to actively engage in activities that contribute to the local community in FY 2024.

External Evaluation

Toray was included in the following SRI indices.

Included in Dow Jones Best-in-Class Asia Pacific Index

Toray Industries is included in the Dow Jones Best-in-Class Asia Pacific Index. This stock index measures sustainability performance at companies identified by S&P Global.

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Listed in The S&P Global Sustainability Yearbook 2025

Toray Industries is among the 780 global leaders in sustainability listed in The S&P Global Sustainability Yearbook 2025 published by S&P Global. This marks the sixth consecutive year and sixth time overall for this listing.



Included in FTSE4Good Index / FTSE Blossom Japan Index / FTSE Blossom Japan Sector Relative Index

Toray Industries is included in the FTSE4Good Index Series, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index.



Received AAA rating in MSCI ESG Ratings Included in MSCI Japan ESG Select Leaders Index

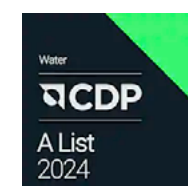
Toray Industries has received the highest ESG rating of AAA in the MSCI ESG Ratings and is included in the MSCI Japan ESG Select Leaders Index.



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Evaluation from CDP

Toray Industries received an “A” rating in the area of “Water Security” and a “B” rating in the area of “Climate Change” in the 2024 survey conducted by CDP, an international non-profit organization.



Included in the SOMPO Sustainability Index

Toray Industries has been selected as a constituent stock of the SOMPO Sustainability Index established by SOMPO Asset Management.



Selected as Constituent of S&P / JPX Carbon Efficient Index

Toray Industries has been selected as a constituent of the environmental stock index presented by S&P Dow Jones and the Tokyo Stock Exchange.



Toray Group Worldwide Network

308 subsidiaries and affiliated companies (113 in Japan, 195 overseas) (as of March 31, 2025)

Japan

- Toray Fine Chemicals Co., Ltd.
- Toray Advanced Film Co., Ltd.
- Suido Kiko Kaisha, Ltd.
- Toray Construction Co., Ltd.
- Toray Engineering Co., Ltd.
- Toray Medical Co., Ltd.
- Toray Systems Center, Inc.
- Toray International, Inc.
- Chori Co., Ltd.
- Du Pont-Toray Co., Ltd.
- Japan Vilene Company, Ltd.
- DuPont Toray Specialty Materials K.K.
- Dow Toray Co., Ltd.
- Sanyo Chemical Industries, Ltd.

Americas

- Toray Advanced Composites USA Inc.
- Toray Composite Materials America, Inc.
- Toray Plastics (America), Inc.
- Zoltek Companies, Inc.

Europe

- Alcantara S.p.A.
- Toray Carbon Fibers Europe S.A.
- Toray Films Europe S.A.S
- Toray Textiles Europe Ltd.

Asia

- Pacific Textiles Holdings Ltd.
 - Penfibre Sdn. Berhad
 - P.T. Indonesia Toray Synthetics
 - STECO, Ltd.
 - STEMCO, Ltd.
 - Thai Toray Synthetics Co., Ltd.
 - Toray Advanced Materials Korea Inc.
 - Toray Battery Separator Film Korea Limited
 - Toray Fibers (Nantong) Co., Ltd.
 - Toray Industries (China) Co., Ltd.
 - Toray Industries (H.K.) Ltd.
 - Toray Plastics (China) Co., Ltd.
 - Toray Plastics (Malaysia) Sdn. Berhad
 - Toray Sakai Weaving & Dyeing (Nantong) Co., Ltd.
 - Toray Textiles (Thailand) Public Company Limited
- etc.

- Fibers & Textiles
- Performance Chemicals
- Carbon Fiber Composite Materials
- Environment & Engineering
- Life Science
- Other
- Trading

Major Offices and Plants in Japan

- Osaka Head Office**
- Branches**
- Nagoya, Hokuriku, Kyushu, Tohoku, Chugoku & Shikoku
- Plants**
- Shiga, Seta, Ehime, Nagoya, Tokai, Aichi, Okazaki, Mishima, Chiba, Tsuchiura, Gifu, Ishikawa, Nasu

Overseas Offices

- Toray do Brasil Ltda.
- Toray Industries (America), Inc.
- Toray Industries (China) Co., Ltd.
- Toray Industries Europe GmbH
- Toray Industries (India) Private Limited
- Toray Industries Korea Inc.

Investor Information (As of March 31, 2025)

Common Stock:

Issued: 1,631,481,403 shares
(including treasury stock)
Number of stockholders: 193,583

Annual General Meeting:

The annual general meeting of stockholders is normally held in June in Tokyo.

Listings:

Common stock is listed on the Tokyo Stock Exchange.

Transfer Agent:

Sumitomo Mitsui Trust Bank, Limited
1-4-1, Marunouchi Chiyoda-ku, Tokyo
100-0005, Japan

Cash Dividends Per Share

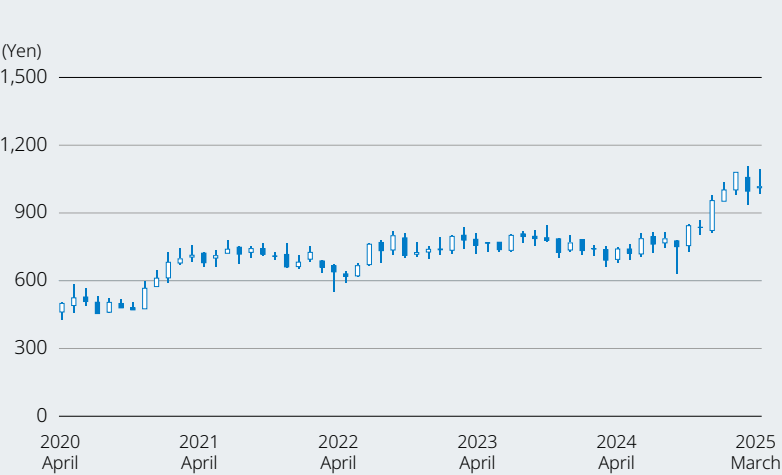
	FY 2024	FY 2023
Total for the year	¥18.00	¥18.00
Interim	9.00	9.00

Principal Stockholders

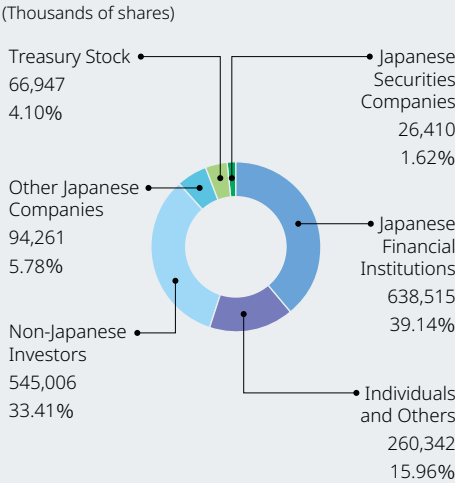
	Shares held	Percentage of shares held*
The Master Trust Bank of Japan, Ltd. (Trust Account)	246,679,700	15.77
Custody Bank of Japan, Ltd. (Trust Account)	125,375,300	8.01
Nippon Life Insurance Co.	71,212,250	4.55
TAIJU LIFE INSURANCE COMPANY LIMITED	35,961,000	2.30
STATE STREET BANK WEST CLIENT-TREATY 505234	30,019,014	1.92
State Street Bank and Trust Company 505001	27,672,962	1.77
National Mutual Insurance Federation of Agricultural Cooperatives	26,593,000	1.70
State Street Bank and Trust Company 505301	26,525,362	1.70
State Street Bank and Trust Company 505025	26,088,251	1.67
Sumitomo Mitsui Banking Corporation	24,022,000	1.54

*The percent of total shares is calculated by excluding treasury stocks.

Stock Price Range



Composition of Stockholders



Corporate Data (As of March 31, 2025)

Toray Industries, Inc.

Head Office

Nihonbashi Mitsui Tower,
1-1, Nihonbashi-Muromachi 2-chome,
Chuo-ku, Tokyo 103-8666, Japan
Telephone: 81 (3) 3245-5111
Facsimile: 81 (3) 3245-5054
URL: www.toray.com

Established:

January 1926

Paid-in Capital:

¥147,873,030,771

Number of Employees:

47,914
Toray: 7,010
Japanese subsidiaries: 10,452
Overseas subsidiaries: 30,452