

Toray Group's Sustainability Promotion Efforts

Message from the Corporate Vice President for Sustainability

As the Corporate Vice President in charge of the Corporate Sustainability Strategic Management Division, I will make every effort to advance our sustainable management, contributing to the sustainability of society, and enhancing both Toray Group's corporate value and sustainable growth.



Shinichiro Hata
Corporate Vice President,
Corporate Sustainability
Strategic Management
Division,
Toray Industries, Inc.

In April 2025, Toray Industries established the Corporate Sustainability Strategic Management Division, a new organization reporting directly to the president, with the aim of further enhancing sustainable management and driving it across the entire Group. This division centralizes sustainability-related functions that had previously been spread across multiple divisions, thereby strengthening our structure in order to more effectively promote group-wide initiatives.

As a strategic effort that focuses on both strengthened business competitiveness and enhanced corporate value, Toray Group is promoting a wide range of environmental and social initiatives across the organization. These include advancing Green Transformation (GX), reducing GHG emissions, promoting resource circulation, pursuing nature-positive initiatives, transforming existing businesses toward greater robustness and more sustainability, and incubating next-generation businesses.

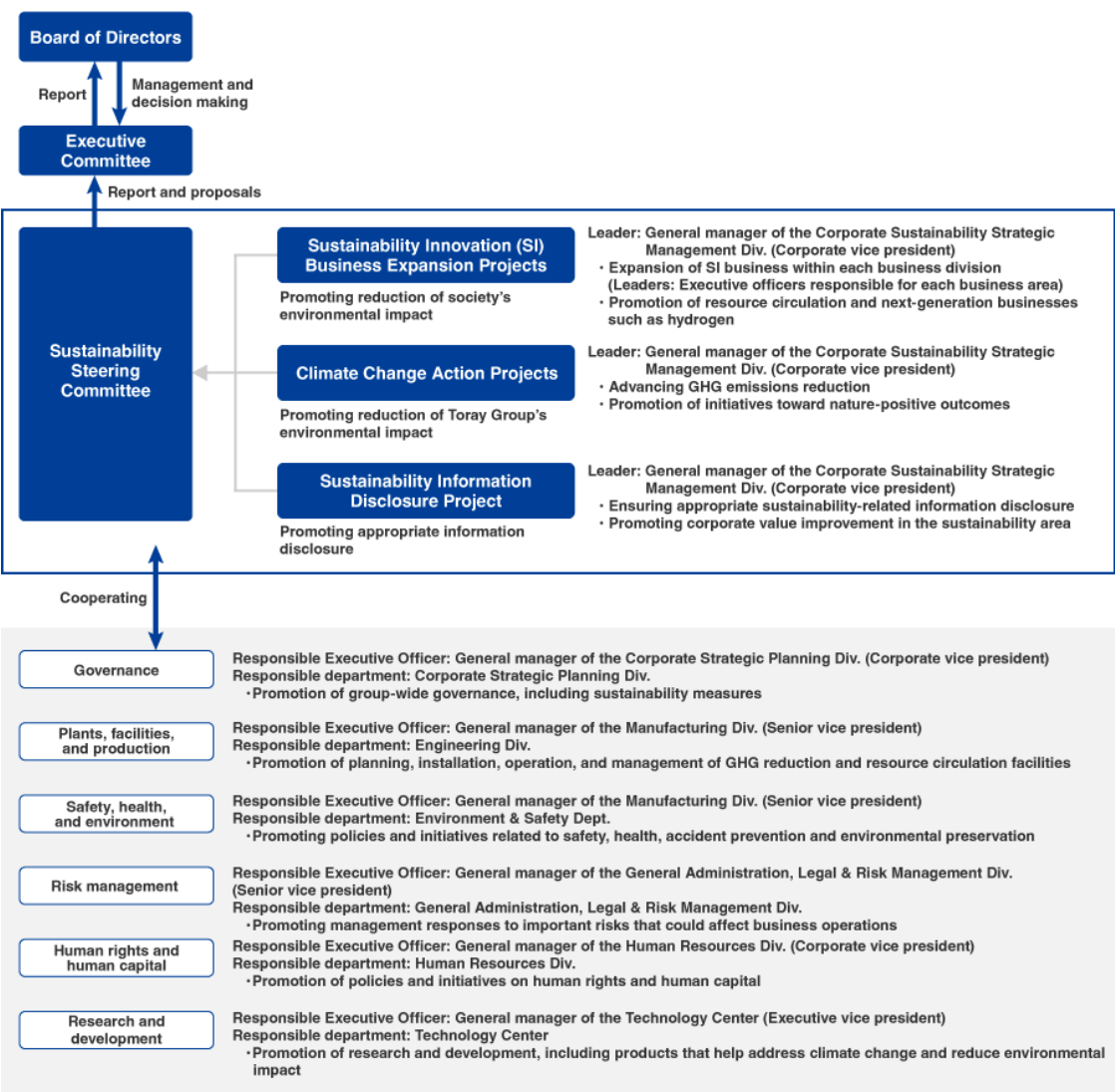
We are also focused on more appropriate sharing of sustainability-related information and engagement with stakeholders, actively working to improve the transparency and reliability of our disclosures.

As part of our broader sustainability initiatives, we continue to promote CSR activities in line with Toray Group's CSR Guidelines, which comprehensively address areas such as: ethics and compliance; safety, accident prevention, and environmental preservation; human rights promotion and human resources development; and establishing a sustainable supply chain. We are working toward achieving the specific goals and KPIs set out in our medium-term plan, CSR Roadmap 2025, based on the Group's CSR material issues.

Sustainable strategic management is a way to build the foundation for long-term competitiveness and trust. As the one responsible for driving this effort, I will continue to bring together the knowledge and strengths of the entire Group and steadily implement initiatives one at a time with sincerity and determination.

Management Structure

Toray Industries classifies its sustainability initiatives into three priority areas: reducing society’s environmental impact, reducing the company’s own environmental impact, and promoting information disclosure. Based on this structure, the Company has established three projects: one for Sustainability Innovation (SI) Business expansion, one for climate change mitigation, and one for sustainability information disclosure. Each project is led by the Corporate Vice President in charge of the Corporate Sustainability Strategic Management Division. In addition, these projects work in collaboration with other corporate functions—including governance, plants/facilities/production, safety/health/environment, risk management, human rights and human capital, as well as research and technology development—to address sustainability-related issues across the entire Toray Group. Matters related to project activities are discussed by the Steering Committee, Toray’s standing deliberative body on sustainability, chaired by the president. Furthermore, important policies and issues relating to sustainability are also deliberated as necessary by the Executive Committee, a body that supports the Board of Directors in its consideration of key group-wide management matters. The Board of Directors receives reports on progress in these areas at least once a year, appropriately monitors the status of initiatives, and provides oversight as well as comprehensive decision-making.



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(available only in Japanese)

Toray Group’s Approach to Climate Change

Sustainability: CSR Initiatives

Corporate Social Responsibility (CSR) Initiatives

CSR Guidelines

Toray Group has established CSR Guidelines to govern its CSR initiatives, one of the key foundations of sustainable management. Intended to be comprehensive, they cover aspects from corporate governance to social contribution. The CSR Guidelines consist of ten themes, each of which is assigned an implementation leader.

CSR Guidelines Revised June 2023

1. Corporate Governance

Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities.

2. Ethics and Compliance

Ensure all executives and employees uphold a sense of responsibility, fairness and high ethical standards, and act with a keen sense of compliance to maintain the trust of society.

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.

4. Product Quality and Safety

Provide safe, highly reliable products by striving to enhance management systems for product quality assurance and safety, and disclose appropriate information.

5. Risk Management

Under normal conditions, assess and analyze risks, and strive to mitigate and prevent them from materializing; and in the event of a crisis that could have a significant impact on management activities, strive to prevent damage from increasing, by bringing the situation quickly under control and normalizing conditions with a prompt and appropriate response.

6. 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.

7. Contributing Solutions to Social Issues through Business Activities

Leverage innovation to provide solutions to various social issues such as climate change, resource and energy use, water resource and natural environment conservation, improvement of medical care, and promotion of public health, thereby contributing to sustainable development for society.

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.

9. Establishing Sustainable Supply Chain

To establish a sustainable supply chain, work closely with suppliers, processing vendors, subcontractors, customers and distribution companies to implement socially responsible procurement throughout the supply chain in order to ensure responsible practices with respect to environmental preservation and human rights.

10. Social Contribution Activities as a Good Corporate Citizen

Proactively participate in local communities and the larger society in order to contribute to development in a way befitting a good corporate citizen.

CSR Roadmap

Every three years Toray Group draws up a CSR roadmap, which is based on its CSR Guidelines and incorporates key material issues. The CSR Roadmap serves as the Group's medium-term plan for the systematic and organization-wide implementation of CSR initiatives.

Under this roadmap, specific action goals, main initiatives, and key performance indicators (KPIs) are set for each of the 10 CSR Guidelines to quantitatively monitor yearly progress.

Related Information

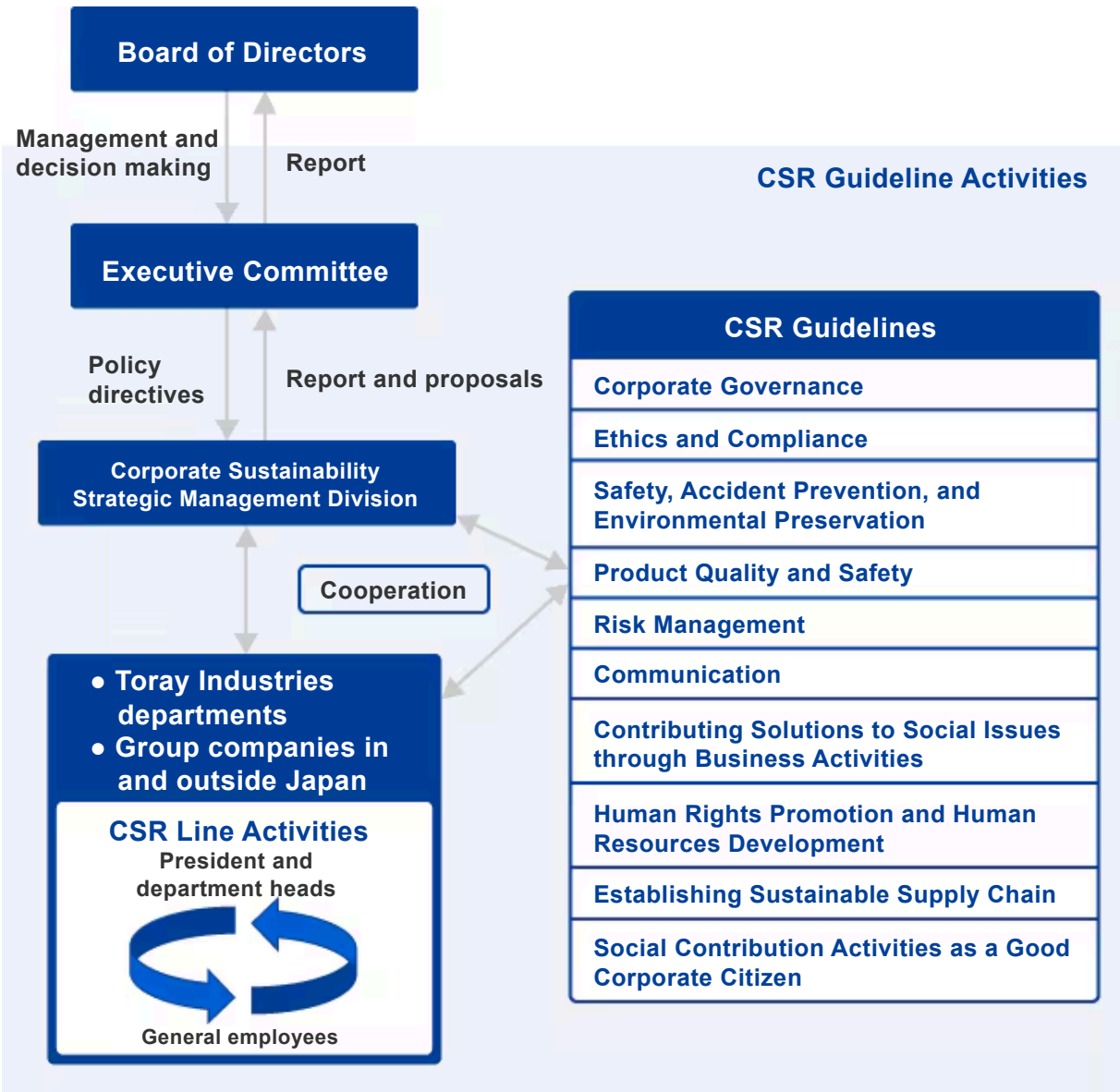
- > [CSR Roadmap 2025 \(Fiscal 2023 – Fiscal 2025\)](#)
- > [Materiality](#)

“CSR Guideline Activities” and “CSR Line Activities”

Toray Group implements CSR Guideline activities and CSR line activities in parallel. The first type of activities are organized according to the CSR Guidelines and involve setting specific activity goals and key performance indicators (KPIs) to quantitatively manage progress each year. Meanwhile, CSR line activities aim to address CSR challenges and foster a CSR perspective in workplaces at Toray Industries and its group companies worldwide. These line activities are driven by key executives, including the presidents of group companies and department heads at Toray Industries.

To effectively advance these initiatives, the Corporate Sustainability Strategic Management Division at Toray Industries plays a central role. The division collaborates with departments involved in CSR Guideline implementation, as well as other departments and group companies worldwide, to establish a comprehensive framework for promoting efforts across the entire Group through both CSR Guideline activities and CSR line activities.

Toray Group CSR Promotion System



Related Information

Click > [here](#) to access CSR activity reports for each of the CSR Guidelines.

The following page reports on initiatives to promote CSR adoption among employees of Toray Group.

> [Communication with Employees](#)

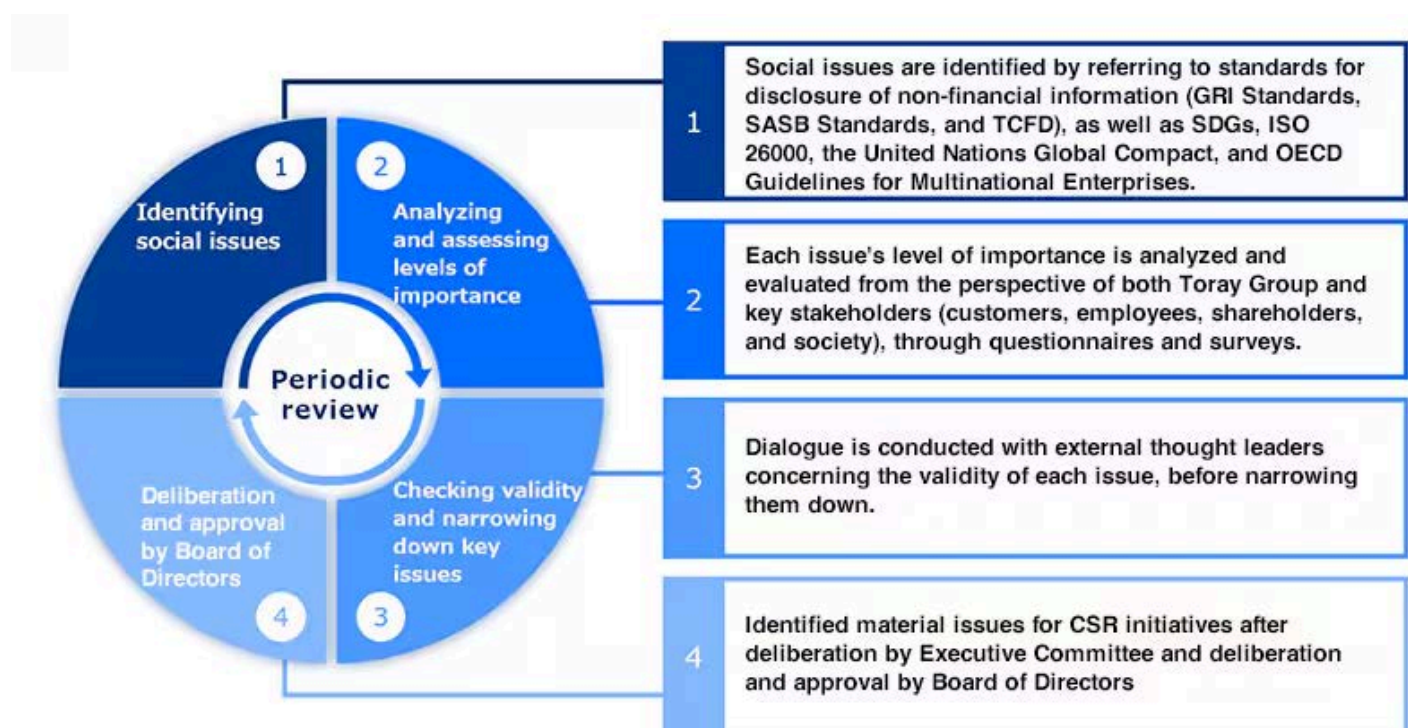
Materiality

Toray Group established its CSR material issues in 2015 and revised them in 2017. In June 2023, the Group reevaluated these issues in response to changes in the business environment and developments affecting the global community.

Discussions on the need for material issue revision are held annually, considering both internal and external changes.

Materiality Assessment Process

Toray Group has identified CSR material issues based on the concept of double materiality, conducting research and analysis from both the perspective of importance to stakeholders (impact on stakeholders) and importance to Toray Group (impact on Toray Group) and incorporating advice from external thought leaders.



Materiality Review Process from 2022 to 2023

In order to realize the Toray Philosophy and vision, the Group has identified important issues that need to be prioritized and focused on over the next three to five years, as part of its Medium-Term Management Program.

① Identifying social issues

The Group selected 35 relevant social issues by referring to range of guidelines including non-financial information disclosure standards (GRI Standards, SASB, and TCFD, etc.), the SDGs, ISO 26000, the United Nations Global Compact, and the OECD Guidelines for Multinational Enterprises.

② Analyzing and assessing levels of importance

To assess the importance of identified social issues to stakeholders and measure their impact on society, Toray Industries conducted questionnaires, interviews, and desk research targeting major stakeholders, including customers, employees, stockholders, and investors. Internal surveys were also carried out to confirm the significance of these social issues to Toray Group. The results from both assessments were then analyzed and evaluated.

Survey and Evaluation Methods

Stakeholders

Survey/Research Name	Target	Survey/Evaluation Method
Employee Survey on Materiality	Toray Industries Employees	Quantitatively evaluated results of a survey of department managers and mid-level employees at Toray Industries
Analysis of CSR Procurement Surveys / Customer Interviews	Customers	Qualitatively evaluated content of CSR procurement surveys received from client companies during 2022. Interviews conducted with several key customers
Analysis of Engagement with Stockholders and Investors	Stockholders and Investors	Qualitatively evaluated opinions of stockholders and investors, collected through dialogue sessions held in 2022 by the Toray Industries Senior Vice President in charge of IR
Survey on Global Risks	International Community	Qualitatively evaluated Global Risks Report 2022 from the World Economic Forum
Survey on Corporate ESG Activities	General Public	Qualitatively evaluated report on a representative survey of the general public regarding corporate ESG activities

Survey/Research Name	Target	Survey/Evaluation Method
Executive Survey on Materiality	Toray Industries executives	Quantitatively evaluated results of survey of all executive officers at the level of vice president or higher, corporate auditors, and CSR Committee ¹ members
Survey on Risk Management	Toray Industries department heads and group company presidents	Utilized and quantitatively evaluated existing data from survey that identified priority risks for Toray Group
Survey on Long-Term Corporate Vision and Medium-Term Management Program	Long-term Corporate Vision and Medium-Term Management Program materials	Qualitatively evaluated content of the Long-Term Corporate Vision "TORAY VISION 2030" and Medium-Term Management Program "Project AP-G 2025" for alignment with business strategy

¹ As of April 2025, the functions and roles previously performed by the CSR Committee have now been assumed by the Corporate Sustainability Strategic Management Division.

③ Checking validity and narrowing down key issues

A conversation was held with outside thought leaders through web conferencing, and opinions were exchanged regarding the issues Toray Group should focus more attention on.

As both experts and external stakeholders, the thought leaders also provided comments on the validity of the Group's materiality assessment process and their expectations of the Group going forward.

Date	November 24, 2022
Participants	<p>Thought Leaders</p> <p>Shunsuke Managi Distinguished Professor Kyushu University</p> <p>Sachiko Kishimoto Representative Director and Managing Director Public Resources Foundation</p> <p>Ryusuke Tanaka Programme Officer ILO Office for Japan</p> <p>Toray Industries, Inc.</p> <p>Shigeki Matsui General Manager, CSR Operation Dept.</p> <p>Sadao Kato Assistant General Manager, CSR Operation Dept.</p> <p>Noriko Osada Senior Staff, CSR Operation Dept.</p> <p style="text-align: right;">* Organization names and positions as of the date above</p>

Main Opinions from Outside Thought Leaders



Shunsuke Managi

I think Toray's keywords going forward should be supply chain and global. Furthermore, the importance of biodiversity conservation and nature positivity is increasing. There are many areas in which Toray Group can contribute through new technologies and products. So the Group should consider the kinds of risks inherent in its supply chain, which risks can be minimized, and which opportunities can be increased through new product development. In addition, it will become increasingly important to consider trade-offs between the key issues.

Next, I think the Group's current materiality selection process is excellent, including the fact that it uses weighting based on levels of importance. It was a good idea to group together the items selected for analysis and evaluation, and then narrow them down. It will also be important to provide feedback within the company about the differences between the internal and external perspectives.



Sachiko Kishimoto

I believe that the broad perspectives provided by diverse human resources, including those with various gender identities, nationalities, physical characteristics, and disabilities, will lead to greater corporate growth and respect for human rights. I see this as an important theme along with global environmental conservation.

I also think that the aging and shrinking population is Japan's biggest social issue, while healthy longevity is a global issue. As a leading country facing these problems, Japan is in a position to help solve them.

When it comes to conveying material issues, it is important to use frame these issues in a way that shows Toray Group's awareness of the issues and what it can do to help solve them. I also believe it is important that the term "human rights" be used prominently to express the company's stance. In addition, the process for selecting issues seems to be appropriately transparent and objective. It would also be a good idea to summarize material issues and include detailed information in the explanation.

Next time, the Group might host a conversation that includes representatives of international organizations, NGOs, and consumer groups.



Ryusuke Tanaka

Given the current trend, companies will soon be required to ensure that all workers' human rights are legally protected. This is based on the growing expectations of the international community for responsible corporate behavior. In order for Toray Group's business to remain sustainable, respect for human rights must be viewed as a pertinent matter and included in material issues. To achieve internationally recognized human rights protection, the Group needs to consider the human rights of those working in all positions wherever the company has influence, including the supply chain. This also includes other workplace aspects such as diversity promotion, working environment improvement, and occupational health and safety.

Therefore, I think it is important to clearly explain and provide visuals illustrating how Toray Group manufactures products across its supply chain, and how it identifies and protects vulnerable workers.

I believe that the Group's selection process was highly objective. Next time, I think it is important to obtain the opinions of government representatives and industry groups to better understand social expectations, and as a global company, to get more input from relevant stakeholders outside Japan.

Based on the opinions and comments received from thought leaders, 35 social issues were mapped from two perspectives: importance to stakeholders and importance to the Toray Group. Next, these were narrowed down to the 20 candidate material issues shown in the table below. Finally, considering priorities such as the Toray Philosophy, the results were further consolidated into 11 key issues.



④ Deliberation and approval by Board of Directors

The material issues were selected based on discussion by the Executive Committee, which is a deliberative body of the Board of Directors. The issues were then approved by the Board of Directors.

Toray Group Material CSR Issues

Toray Group has selected a total of 11 material issues for its CSR activities, including five issues relating to the Group's Corporate Philosophy of contributing to society through the creation of new value. The other six issues represent key management foundation points that are consistently necessary to address as important issues.

Conceptual Diagram of Toray Group Material CSR Issues



Contribution to Society through the Creation of New Value

Materiality	Overview
Accelerating Climate Change Mitigation	Accelerate the shift to carbon neutrality by contributing to reduction of global greenhouse gas emissions through innovative technologies and advanced materials and by pursuing emissions reduction across the Toray Group.
Promoting a Circular Economy	Promote sustainable, circular resource use and production by increasing recycling, using biomass-based raw materials, and converting CO ₂ into resources.
Taking a Nature-Positive Approach	Contribute to restoration of the natural environment by offering products that help provide clean water and air, reduce environmental impact, and otherwise benefit the environment and by working to preserve green spaces and properly manage chemical substances.
Committed to Healthier Lives	Contribute to healthy, hygienic lifestyles by providing advanced materials that promote health and longevity, reduce the burden on nursing care and healthcare providers, improve the quality of medical care, and contribute to human safety.

Materiality	Overview
Developing in Collaboration with Stakeholders	Focus on sustainable development for both the Group and society by pursuing co-creation with stakeholders and contributing solutions to social issues. Appropriately disclose information and promote dialogue with stakeholders.

Management Foundation

Materiality	Overview
Ensuring Safety and Fire Accident Prevention	Protect public safety and the personal safety of employees by pursuing zero accidents, thoroughly practicing disaster and fire prevention, and ensuring safe work environments.
Ensuring Ethics and Compliance	Act with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations.
Enhancing Product Quality and Safety	Provide safe, high-quality products by further strengthening quality control, quality assurance, and product safety management.
Strengthening Corporate Governance	Maintain sound management across the Toray Group by reviewing management systems and programs, strengthening internal controls, and implementing risk management (managing risks related to business activities such as economic security, security trade, and information security).
Establishing Sustainable Supply Chain	Focus on building a stable, sustainable supply chain by promoting environmental conservation and respect for human rights throughout the supply chain.
Respecting Human Rights and Promoting Human Resource Diversity	Respect internationally recognized human rights and create work environments that allow a diverse pool of human resources to demonstrate their creativity.

Approach to Materiality

Material Issues and Impact on Toray Group's Businesses

By approaching materiality from both business opportunity and risk perspectives, Toray Group aims to achieve long-term improvement in corporate value while helping to resolve social issues. Below are some examples of how each material issue impacts the business.

Materiality	Impact on Business
Accelerating Climate Change Mitigation	Opportunities: Market expansion in the following areas: <ul style="list-style-type: none"> • Renewable energy-related business • Energy conservation-related business • Hydrogen-related business • Materials business for electric mobility Risks: Carbon tax and other burdens Soaring energy costs
Promoting a Circular Economy	Opportunities: Market expansion in the following areas: <ul style="list-style-type: none"> • Biomaterials business • Recycled materials business • Businesses that contribute to waste reduction Risks: Increased waste disposal costs Lost opportunities due to delayed response to circular economy
Taking a Nature-Positive Approach	Opportunities: Market expansion in the following areas: <ul style="list-style-type: none"> • Water treatment business • Low environmental impact materials and other businesses Risks: Increased costs for further efforts to reduce waste Increased costs for further efforts to reduce industrial water usage
Committed to Healthier Lives	Opportunities: Market expansion in the following areas: <ul style="list-style-type: none"> • Businesses that help improve healthcare quality and alleviate burden on healthcare settings • Businesses that contribute to health management, disease prevention, pre-disease management, and wellness • Businesses that help protect against natural disasters, extreme weather, accidents, and infectious diseases, etc.

For quantitative analysis results concerning the impact of climate change on Toray Group's businesses, please refer to [Toray Group TCFD Report Ver. 2.1 \(2.60MB\)](#) [PDF](#) .

Risks related to adopted material issues are comprehensively managed as part of group-wide risk management efforts.

> [Risk Management](#)

Material Issues and Impacts on External Stakeholders


Toray Group systematically evaluates the impacts that its business and production outputs may have, while placing importance on relationships with external stakeholders. The following is one example of this assessment.

Accelerating Climate Change Mitigation		
Impact	Positive Impact: Reduction of CO ₂ emissions throughout the value chain	Positive Impact: Reduction of negative environmental impacts through GHG emission reductions
Activities with Impacts	Business activities	Production activities
Stakeholders Impacted	Entire value chain	Local communities
Impact Valuation	Climate change mitigation	
Output Metric	Sales of products that contribute to CO ₂ emissions reduction	<ul style="list-style-type: none"> • GHG emissions per unit of revenue in production activities • GHG emissions of Toray Group in Japan • Increase in solar power generation capacity • Reduction in CO₂ emissions per unit of sales from distribution activities (year-on-year)
Impact Metric	Contribution to CO ₂ reduction	GHG emissions reduction

Taking a Nature-Positive Approach		
Impact	Positive Impact: Access to safe water	Positive Impact: Preservation of the natural environment through efforts to minimize negative impacts on the natural environment
Activities with Impacts	Business activities	Production activities
Stakeholders Impacted	Local communities	
Impact Valuation	Securing safe water	<ul style="list-style-type: none"> • Preservation of the natural environment • Sustainable use of water resources
Output Metric	Sales of water treatment products	<ul style="list-style-type: none"> • Water usage per unit of revenue in production activities • Atmospheric VOC emissions
Impact Metric	<ul style="list-style-type: none"> • Contribution of Toray water treatment products • Population with access to safe water 	Ecosystem impact assessment

Developing in Collaboration with Stakeholders	
Impact	Positive Impact: Developing human resources who can help promote a sustainable society
Activities with Impacts	Social contribution activities
Stakeholders Impacted	Local communities
Impact Valuation	The medium- to long-term impact of developed human resources on society, organizations, and communities
Output Metric	Beneficiaries of educational support activities
Impact Metric	Number of contribution cases

Related Information

For more information on stakeholder engagement, please refer to page 96 of the [Toray Group Integrated Annual Report \(7.25MB\)](#) 

CSR Roadmap

In order to promote CSR systematically, Toray Group creates three-year medium-term CSR plans that incorporate materiality.

The 8th medium-term plan, CSR Roadmap 2025, was released in June 2023, based on a resolution of the Board of Directors.

CSR Roadmap 2025 defines activity goals, main initiatives, and key performance indicators (KPIs) for each of the ten CSR guidelines.

> [CSR Roadmap 2025 \(Fiscal 2023-Fiscal 2025\)](#)


The main initiatives and KPIs for the CSR Roadmap 2025 associated with the Group’s material issues are summarized in a table accessible at the link below.

[Materiality View of CSR Roadmap 2025 \(536KB\)](#) 

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	3-⑤ Reduction of greenhouse gas emissions per unit of revenue (%)
		3-⑥ Increase in solar power generation capacity (%)
	Reduce water consumption per unit of revenue	3-⑦ Reduction of water usage per unit of revenue (%)
	Aim for a high waste recycling rate	3-⑧ Waste recycling rate (%)
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	(See footnote 4 below.)
	Expand revenues from Sustainability Innovation Business ⁵	7-① Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain ⁶	7-② Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes ⁷	7-③ Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
Promoting a Circular Economy	Reduce greenhouse gas emissions per unit of revenue	3-⑤ Reduction of greenhouse gas emissions per unit of revenue (%)
		3-⑥ Increase in solar power generation capacity (%)
	Reduce water consumption per unit of revenue	3-⑦ Reduction of water usage per unit of revenue (%)
	Aim for a high waste recycling rate	3-⑧ Waste recycling rate (%)
	Expand revenues from Sustainability Innovation Business	7-① Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain	7-② Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-③ Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	

Targets/Results							Related initiatives	Related CSR Guidelines	Related SDGs	
* Figures below represent "Target/Result".										
Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success					
At least 40% ² lower than fiscal 2013 (Fiscal 2025) ³							Managing Energy Use and Reducing Greenhouse Gas Emissions	3 Safety, Accident Prevention, and Environmental Preservation	<div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>13 CLIMATE ACTION</div></div>	
36.0%	—	42.8%	—	—	—					
At least 10% higher than fiscal 2022 (Fiscal 2025)										Managing Energy Use and Reducing Greenhouse Gas Emissions
101%	—	182%	—	—	—					
At least 40% ² lower than fiscal 2013 (Fiscal 2025)										Initiatives for Managing Water Resources
35.3%	—	37.8%	—	—	—					
At least 86%/87.0%	○	At least 87%/87.3%	○	At least 87%/—	—	Initiatives to Reduce Waste				
							Biodiversity Initiatives			
1,600 billion yen (Fiscal 2025)							Sustainability Innovation Business Expansion Project	7 Contributing Solutions to Social Issues through Business Activities		
1,311.5 billion yen	—	1,368.9 billion yen	—	—	—					
15 times compared to fiscal 2013 (Fiscal 2025)										Sustainability Innovation Business Expansion Project
10.3 times	—	11.3 times	—	—	—					
2.9 times compared to fiscal 2013 (Fiscal 2025)										Sustainability Innovation Business Expansion Project
2.7 times	—	2.9 times	—	—	—					
							Realizing a Circular Economy			
							Realizing a Circular Economy			
At least 40% lower than fiscal 2013 (Fiscal 2025)							Managing Energy Use and Reducing Greenhouse Gas Emissions	3 Safety, Accident Prevention, and Environmental Preservation	<div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>14 LIFE BELOW WATER</div></div>	
36.0%	—	42.8%	—	—	—					
At least 10% higher than fiscal 2022 (Fiscal 2025)										Managing Energy Use and Reducing Greenhouse Gas Emissions
101%	—	182%	—	—	—					
At least 40% lower than fiscal 2013 (Fiscal 2025)										Initiatives for Managing Water Resources
35.3%	—	37.8%	—	—	—					
At least 86%/87.0%	○	At least 87%/87.3%	○	At least 87%/—	—	Initiatives to Reduce Waste				
1,600 billion yen (Fiscal 2025)							Sustainability Innovation Business Expansion Project	7 Contributing Solutions to Social Issues through Business Activities		
1,311.5 billion yen	—	1,368.9 billion yen	—	—	—					
15 times compared to fiscal 2013 (Fiscal 2025)										Sustainability Innovation Business Expansion Project
10.3 times	—	11.3 times	—	—	—					
2.9 times compared to fiscal 2013 (Fiscal 2025)										Sustainability Innovation Business Expansion Project
2.7 times	—	2.9 times	—	—	—					
							Realizing a Circular Economy			
							Realizing a Circular Economy			

- Notes :** ¹ The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.
- ² The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.
- ³ Until fiscal 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. In fiscal 2023 however, the calculation method changed, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) is now used, in accordance with the GHG Protocol, the international standard.
- ⁴  : No KPI set in CSR Roadmap 2025
- ⁵ Business areas and product lines that can help realize the Toray Group Sustainability Vision
- ⁶ Toray calculates the value chain CO₂ emissions reduced throughout the entire product lifecycle in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).
- ⁷ 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.
- ⁸ Volatile organic compounds
- ⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.
- ¹⁰ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
- ¹¹ 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.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Taking a Nature-Positive Approach	Reduce greenhouse gas emissions per unit of revenue	3- 5 Reduction of greenhouse gas emissions per unit of revenue (%)
		3- 6 Increase in solar power generation capacity (%)
	Reduce water consumption per unit of revenue	3- 7 Reduction of water usage per unit of revenue (%)
	Aim for a high waste recycling rate	3- 8 Waste recycling rate (%)
	Reduce atmospheric VOC ⁸ emissions	3- 9 Reduction of atmospheric VOC emissions (%)
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	
	Expand revenues from Sustainability Innovation Business	7- 1 Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain	7- 2 Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes	7- 3 Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
	Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	
Committed to Healthier Lives	Expand revenues from Sustainability Innovation Business	7- 1 Revenues from Sustainability Innovation Business
	Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	
	Create workplace environments in which women will feel comfortable performing their duties	
	Reduce overtime work exceeding standard hours	8- 6 Reduction in employees who exceed 45 hours/month of non-statutory working hours
	Encourage the use of annual paid leave by labor union members	8- 7 Available annual paid leave used by labor union members (%)

Targets/Results						Related initiatives	Related CSR Guidelines	Related SDGs
* Figures below represent "Target/Result".								
Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success			
At least 40% lower than fiscal 2013 (Fiscal 2025)						Managing Energy Use and Reducing Greenhouse Gas Emissions	3 Safety, Accident Prevention, and Environmental Preservation	<div><div>2 ZERO HUNGER</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>6 CLEAN WATER AND SANITATION</div></div>
36.0%	—	42.8%	—	—	—			
At least 10% higher than fiscal 2022 (Fiscal 2025)						Managing Energy Use and Reducing Greenhouse Gas Emissions		
101%	—	182%	—	—	—			
At least 40% lower than fiscal 2013 (Fiscal 2025)						Initiatives for Managing Water Resources		
35.3%	—	37.8%	—	—	—			
At least 86%/87.0%	○	At least 87%/87.3%	○	At least 87%/—	—	Initiatives to Reduce Waste	7 Contributing Solutions to Social Issues through Business Activities	<div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div></div>
At least 70% lower than fiscal 2000/72.5%	○	At least 72% lower than fiscal 2000/74.9%	○	At least 72% lower than fiscal 2000/—	—	Initiatives to Prevent Air and Water Pollution		
						Biodiversity Initiatives		
1,600 billion yen (Fiscal 2025)						Sustainability Innovation Business Expansion Project		
1,311.5 billion yen	—	1,368.9 billion yen	—	—	—			
15 times compared to fiscal 2013 (Fiscal 2025)						Sustainability Innovation Business Expansion Project		
10.3 times	—	11.3 times	—	—	—			
2.9 times compared to fiscal 2013 (Fiscal 2025)						Sustainability Innovation Business Expansion Project		
2.7 times	—	2.9 times	—	—	—			
						Realizing a Circular Economy		
						Realizing a Circular Economy		
						Sustainability Innovation Business Expansion Project		
1,600 billion yen (Fiscal 2025)						Sustainability Innovation Business Expansion Project	7 Contributing Solutions to Social Issues through Business Activities	<div><div>2 ZERO HUNGER</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div>
1,311.5 billion yen	—	1,368.9 billion yen	—	—	—			
						Sustainability Innovation Business Expansion Project	8 Human Rights Promotion and Human Resources Development	<div><div>3 GOOD HEALTH AND WELL-BEING</div><div>13 CLIMATE ACTION</div></div>
						Promoting Diversity		
Year-on-year reduction/ 81.1%	○	Year-on-year reduction/ 120.3%	×	Year-on-year reduction/ —	—	Creating a Positive Workplace for Employees	8 Human Rights Promotion and Human Resources Development	<div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>13 CLIMATE ACTION</div></div>
90%/95.7%	○	90%/93.7%	○	90%/—	—	Creating a Positive Workplace for Employees		


Notes : 1 The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met.

"N.A." means no targets were specified for the fiscal year under review.

2 The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.

3 Until fiscal 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share.

In fiscal 2023 however, the calculation method changed, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) is now used, in accordance with the GHG Protocol, the international standard.

4 : No KPI set in CSR Roadmap 2025

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

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

7 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.

8 Volatile organic compounds

9 As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.


10 A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

11 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. The progress made on medium-term management issues, including initiatives for sustainability, and the direction of business operations.

Materiality View of CSR Roadmap 2025



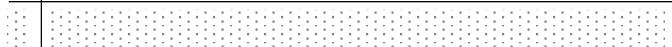


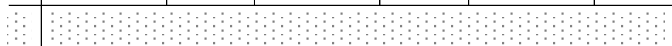

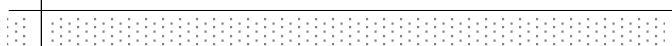
Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Developing in Collaboration with Stakeholders	Actively dispatch information on the Toray Philosophy and use education to ensure it is embraced throughout the Group	
	Enhance information dissemination utilizing owned media such as the Group's websites and social media accounts	6-① Number of corporate website page views (per month)
	Strive to ascertain customer needs and improve customer satisfaction	
	Facilitate exchange of opinions between management and employees, ascertain issues and problems, and reflect them in the Group's CSR initiatives	6-② Interviews conducted to exchange opinions within the company (rate of progress)
	Expand opportunities for management to disseminate information and promote communication with stockholders and investors	6-③ Interviews with key investors in which management participates (number)
	Enhance communication with the mass media	6-④ News releases (number)
	Expand revenues from Sustainability Innovation Business	7-① Revenues from Sustainability Innovation Business
	Expand contribution to CO ₂ reduction in the value chain	7-② Contribution to CO ₂ reduction in value chain
	Expand water filtration throughput contribution by Toray's water treatment membranes	7-③ Contribution of Toray water treatment products
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy	
	Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources	
	Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	

Targets/Results						Related initiatives	Related CSR Guidelines	Related SDGs
* Figures below represent "Target/Result".								
Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success			
						Communication with Employees	6 Communication	<div><div>1 NO POVERTY</div><div>2 ZERO HUNGER</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>6 CLEAN WATER AND SANITATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>10 REDUCED INEQUALITIES</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>
1 million page views/1.12 million page views	○	1 million page views/0.93 million page views	△	1 million page views/—	—	Communication via Corporate Websites		
						Communication with Customers		
(First round) 100% completed/100%	○	(Second round) 30%/20%	△	(Second round) 60%/—	—	Communication with Employees		
Cumulative total of 120/197	○	Cumulative total of 120/123	○	Cumulative total of 120/—	—	Communication with Stockholders and Investors		
200/178	△	200/169	△	200/—	—	Communication with the Media		
1,600 billion yen (Fiscal 2025)						Sustainability Innovation Business Expansion Project	7 Contributing Solutions to Social Issues through Business Activities	
1,311.5 billion yen	—	1,368.9 billion yen	—	—	—			
15 times compared to fiscal 2013 (Fiscal 2025)						Sustainability Innovation Business Expansion Project		
10.3 times	—	11.3 times	—	—	—			
2.9 times compared to fiscal 2013 (Fiscal 2025)						Sustainability Innovation Business Expansion Project		
2.7 times	—	2.9 times	—	—	—			
						Realizing a Circular Economy		
						Realizing a Circular Economy		
						Sustainability Innovation Business Expansion Project		

- Notes :** ¹ The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.
- ² The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.
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- ⁴  : No KPI set in CSR Roadmap 2025
- ⁵ Business areas and product lines that can help realize the Toray Group Sustainability Vision
- ⁶ Toray calculates the value chain CO₂ emissions reduced throughout the entire product lifecycle in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).
- ⁷ 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.
- ⁸ Volatile organic compounds
- ⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.
- ¹⁰ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
- ¹¹ 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.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Developing in Collaboration with Stakeholders	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 (%)
	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)
	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)
	Reduce CO ₂ emissions intensity from distribution activities	9-④ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)
	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 (%)
	Continually work to reduce the environmental impact and improve the quality of distribution activities	
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, ¹⁰ contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	
	Implement social contribution activities at the appropriate scale	10-① Social contribution expenditure (% change from average expenditure over last six years)
	Actively engage in social contribution activities that are distinctive of Toray Group, focusing on science and technology promotion	
	Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	10-② Social contribution activities (number)
	Implement a range of educational support activities that capture the interest and curiosity of youngsters through school visits and company tours focusing on areas such as science, the 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)
	Educate employees at Toray Group in order to instill the significance of social contribution	
	Support the improvement and development of science and technology and the promotion of science education through the activities of Toray science foundations in and outside Japan	
	Share information with internal and external stakeholders on Toray Group's social contribution activities via websites and other means	










Targets/Results							Related initiatives	Related CSR Guidelines	Related SDGs	
* Figures below represent "Target/Result".										
Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success					
At least 75%/76.8%	○	At least 85%/85.5%	○	At least 90%/—	—	Socially Responsible Procurement Initiatives at Toray Group	9 Establishing Sustainable Supply Chain			
At least 60% (Fiscal 2024)				At least 90%/—	—	Socially Responsible Procurement Initiatives at Toray Group				
— ⁹	—	66.7%	○	At least 90%/—	—	Socially Responsible Procurement Initiatives at Toray Group				
At least 70% (Fiscal 2024)										
— ⁹	—	94.9%	○							
1%/11.5%	○	1%/▲5.5%	×	1%/—	—	Toray Group Distribution Initiatives				
At least 60%/58.8%	△	At least 75%/70.6%	△	At least 90%/—	—	Toray Group Distribution Initiatives				
							Toray Group Distribution Initiatives			
							Toray Group Distribution Initiatives			
100% or higher/124%	○	100% or higher/126%	○	100% or higher/—	—	Social Contribution Activities as a Good Corporate Citizen Fiscal 2024 Results	10 Social Contribution Activities as a Good Corporate Citizen			
										Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2024
2,500 or more/2,173	△	2,500 or more/2,214	△	2,500 or more/—	—	Social Contribution Activities as a Good Corporate Citizen Fiscal 2024 Results				
15,000 or more/18,816	○	15,000 or more/22,024	○	15,000 or more/—	—	Social Contribution Activities as a Good Corporate Citizen Fiscal 2024 Results				
										Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2024
										Toray Science Foundations around the World
										Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2024




- Notes :** ¹ The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.
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- ⁴ : No KPI set in CSR Roadmap 2025
- ⁵ Business areas and product lines that can help realize the Toray Group Sustainability Vision
- ⁶ Toray calculates the value chain CO₂ emissions reduced throughout the entire product lifecycle in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).
- ⁷ 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.
- ⁸ Volatile organic compounds
- ⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.
- ¹⁰ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
- ¹¹ 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.

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Ensuring Safety and Fire Accident Prevention	Aim for zero major accidents	3-① Number of major accidents
	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)
	Create a comfortable working environment to ensure the safety and health of employees and to raise the level of safety and health	
	Aim for zero fire and explosion accidents	3-③ Number of fire and explosion accidents
	Aim for zero environmental accidents	3-④ Number of environmental accidents
Ensuring Ethics and Compliance	Aim for no major cases of non-compliance with or violations of laws and regulations	2-① Number of major violations of laws or ordinances
	Practice appropriate transactions based on free, fair, and transparent market competition	
	Prohibit any association with organized criminal groups or other anti-social forces and take a firm stance against them	
	Conduct internal legal audits and improve problems found in the audits	2-② Group companies implementing internal legal audits (%)
	Appropriately operate a whistle-blowing system	
	Thoroughly disseminate the Ethics & Compliance Code of Conduct	
	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 (%)
Enhancing Product Quality and Safety	Ensure that quality assurance compliance education is being fully implemented	4-① Quality assurance compliance education (% of people trained)
	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 (%)
	Expand the use of the quality-related data management system with fraud prevention features across the entire Group	
	Promote the construction of systems in each business to facilitate deliberation, approval, and management related to quality assurance activities	
	Aim for zero product accidents	4-③ Number of product accidents

Targets/Results							Related initiatives	Related CSR Guidelines	Related SDGs
* Figures below represent "Target/Result".									
Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success				
0/1	×	0/1	×	0/—	—	Occupational Safety and Accident Prevention Activities	3 Safety, Accident Prevention, and Environmental Preservation	      	
No more than 0.05/0.40	×	No more than 0.05/0.25	×	No more than 0.05	—	Occupational Safety and Accident Prevention Activities			
						Occupational Safety and Accident Prevention Activities			
0/1	×	0/3	×	0/—	—	Occupational Safety and Accident Prevention Activities			
0/4	×	0/6	×	0/—	—	Environmental Risk Management			
0/0	○	0/0	○	0/—	—	Establishing a Corporate Culture of Total Respect for Ethics and Compliance	2 Ethics and Compliance		
						Establishing a Corporate Culture of Total Respect for Ethics and Compliance			
						Establishing a Corporate Culture of Total Respect for Ethics and Compliance			
・ Toray Industries, Inc.: 100% ・ Group companies in and outside Japan: Implemented focusing on high-risk companies						Establishing a Corporate Culture of Total Respect for Ethics and Compliance			
100%	○	100%	○	—	—				
						Establishing a Corporate Culture of Total Respect for Ethics and Compliance			
						Establishing a Corporate Culture of Total Respect for Ethics and Compliance			
100%/100%	○	100%/100%	○	100%/—	—	Establishing a Corporate Culture of Total Respect for Ethics and Compliance	4 Product Quality and Safety		
100%/100%	○	100%/100%	○	100%/—	—	Initiatives for Quality Assurance and Product Safety			
100%/100%	○	100%/100%	○	100%/—	—	Initiatives for Quality Assurance and Product Safety			
						Initiatives for Quality Assurance and Product Safety			
						Initiatives for Quality Assurance and Product Safety			
0/1	×	0/0	○	0/—	—	Initiatives for Quality Assurance and Product Safety			

- Notes :**
- The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.
 - The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.
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 -  : No KPI set in CSR Roadmap 2025
 - Business areas and product lines that can help realize the Toray Group Sustainability Vision
 - Toray calculates the value chain CO₂ emissions reduced throughout the entire product lifecycle in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).
 - 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.
 - Volatile organic compounds
 - As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.
 - A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers
 - 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.

Materiality View of CSR Roadmap 2025


Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
Strengthening Corporate Governance	Regularly hold Toray Group Business Strategy Discussion ¹¹ sessions at Board of Directors meetings	1-① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)
	Consider the appropriate form of Toray head office involvement in the execution of business at each group company from the viewpoint of balancing the effectiveness of group-wide governance with the dynamic decision-making of subsidiaries	
	Expand opportunities for directors and corporate auditors to get the training they need to acquire the knowledge required to fulfill their responsibilities (excluding execution) and to fulfill their roles appropriately, including use of external programs	
	Operate an effective internal control system	1-② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)
	Under normal conditions, manage risks by identifying and addressing two main types of risks: (1) Priority risks for Toray Group, which are established based on periodic assessments every three years (2) Specified risks, which are established based on constant monitoring, investigation and analysis of risk trends in and outside Japan	
	In the event of an emergency, respond appropriately in accordance with the Risk Management Regulations	
	Follow up on progress made to address Toray Group's priority risks	
	Follow up on the status of internal control implementation at each group company concerned	5-① Group companies implementing self-assessment and results follow-up using the internal control checklist (%)
	Enhance cooperation with crisis management committees at Group sites outside Japan concerning crisis management under normal conditions	
	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 (%)
	Provide risk management education	

	Targets/Results						Related initiatives	Related CSR Guidelines	Related SDGs
	* Figures below represent "Target/Result".								
	Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success			
	8/8	○	8/8	○	8/—	—	Ensuring Proper Business Conduct and Transparency	1 Corporate Governance	<div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>13 CLIMATE ACTION</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>
							Ensuring Proper Business Conduct and Transparency		
							Ensuring Proper Business Conduct and Transparency		
	90%/96%	○	90%/97%	○	90%/—	—	Ensuring Proper Business Conduct and Transparency		
							Risk Management Initiatives	5 Risk Management	
							Risk Management Initiatives		
							Risk Management Initiatives		
	35%/35%	○	70%/70%	○	100%/—	—	Risk Management Initiatives		
							Risk Management Initiatives		
	35%/35%	○	70%/54%	△	100%/—	—	Addressing Information Security Risks		
							Risk Management Initiatives		

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⁴  : No KPI set in CSR Roadmap 2025

⁵ Business areas and product lines that can help realize the Toray Group Sustainability Vision

⁶ Toray calculates the value chain CO₂ emissions reduced throughout the entire product lifecycle in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).

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⁸ Volatile organic compounds

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¹⁰ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

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Materiality View of CSR Roadmap 2025


Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025
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 (%)
	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)
	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)
	Reduce CO ₂ emissions intensity from distribution activities	9-④ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)
	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 (%)
	Continually work to reduce the environmental impact and improve the quality of distribution activities	
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	
Respecting Human Rights and Promoting Human Resource Diversity	Implement human rights education and training	8-① Group companies implementing human rights education and training (%)
	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 (%)
	Operate a whistle-blowing system and consultation service at each Toray Group company to promptly and appropriately respond to any problem reported in an effort to prevent or mitigate any negative impact on human rights	
	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)
	Systematically hire, develop, and appoint core staff outside Japan	
	Create workplace environments in which women will feel comfortable performing their duties	
	Promote the use and improve the operation of measures to support employee work-life balance	8-④ Employees returning to work from childcare leave (%)
		8-⑤ Male employees taking childcare leave or other leave for the same reason (%)
	Reduce overtime work exceeding standard hours	8-⑥ Reduction in employees who exceed 45 hours/month of non-statutory working hours
	Encourage the use of annual paid leave by labor union members	8-⑦ Available annual paid leave used by labor union members (%)

	Targets/Results						Related initiatives	Related CSR Guidelines	Related SDGs
	* Figures below represent "Target/Result".								
	Fiscal 2023	Degree of success ¹	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success			
	At least 75%/76.8%	○	At least 85%/85.5%	○	At least 90%/—	—	Socially Responsible Procurement Initiatives at Toray Group	9 Establishing Sustainable Supply Chain	<div><div>5 GENDER EQUALITY</div><div>6 CLEAN WATER AND SANITATION</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>10 REDUCED INEQUALITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>
	At least 60% (Fiscal 2024)				At least 90%/—	—	Socially Responsible Procurement Initiatives at Toray Group		
	—	—	66.7%	○					
	At least 70% (Fiscal 2024)				At least 90%/—	—	Socially Responsible Procurement Initiatives at Toray Group		
	—	—	94.9%	○					
	1%/11.5%	○	1%/▲5.5%	×	1%/—	—	Toray Group Distribution Initiatives		
	At least 60%/58.8%	△	At least 75%/70.6%	△	At least 90%/—	—	Toray Group Distribution Initiatives		
							Toray Group Distribution Initiatives		
							Toray Group Distribution Initiatives		
	100%/100%	○	100%/100%	○	100%/—	—	Human Rights Activity Report		
	100%/59.4%	△	100%/52.9%	△	100%/—	—	Promoting Diversity		
							Human Rights Activity Report		
	Year-on-year increase/ 101%	○	Year-on-year increase/ 99%	×	Year-on-year increase /—	—	Securing and Developing Human Resources to Create New Value		
							Securing and Developing Human Resources to Create New Value		
							Promoting Diversity		
	100%/99%	△	100%/99%	△	100%/—	—	Creating a Positive Workplace for Employees		
	Year-on-year increase/ 106%	○	Year-on-year increase/ 106%	○	Year-on-year increase/ —	—			
	Year-on-year reduction/ 81.1%	○	Year-on-year reduction/ 120.3%	×	Year-on-year reduction/ —	—	Creating a Positive Workplace for Employees		
	90%/95.7%	○	90%/93.7%	○	90%/—	—	Creating a Positive Workplace for Employees		

Notes : ¹ The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.

² The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.

³ Until fiscal 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. In fiscal 2023 however, the calculation method changed, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) is now used, in accordance with the GHG Protocol, the international standard.

⁴  : No KPI set in CSR Roadmap 2025

⁵ Business areas and product lines that can help realize the Toray Group Sustainability Vision

⁶ Toray calculates the value chain CO₂ emissions reduced throughout the entire product lifecycle in accordance with the chemical sector guidelines of the Japan Chemical Industry Association, and the International Council of Chemical Associations (ICCA).

⁷ 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.

⁸ Volatile organic compounds

⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.

¹⁰ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

¹¹ 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.

CSR Roadmap 2025 (Fiscal 2023 – Fiscal 2025)

Linking the CSR Roadmap with Management Strategies

Toray Group implements its management strategies and CSR initiatives—a foundation of sustainable management—in an integrated manner, striving to live up to its corporate philosophy, which outlines the principles and values the Group has upheld since the beginning, as well as its reason for being. The Group also seeks to achieve the world envisioned by Toray Group in 2050, which is outlined in the Toray Group Sustainability Vision, ensuring the sustainable development of Toray Group and society as a whole.

Toray Group will strive to accurately ascertain changes in industrial trends over the next decade or so. In May 2020, the Group announced the Long-Term Corporate Vision, TORAY VISION 2030—Achieving sound, sustainable growth and creating social value. The vision will serve as a group-wide compass for achieving sound, sustainable growth, while pursuing business model transformation.

The Medium-Term Management Program, Project AP-G 2025, entitled Innovation and Resilience Management—Value Creation for New Momentum, covers the three-year period from fiscal 2023 to fiscal 2025. It takes the Toray Philosophy as its starting point and is designed to ensure Toray Group achieves sound, sustainable growth by helping to solve global issues arising from the need to balance development and sustainability, as indicated in the Toray Group Sustainability Vision. By focusing on value creation that enables growth strategies and on strengthening the human resources foundation that supports it, the Group is working to reinforce its management foundation in ways that enhance capital efficiency, financial soundness, and employee capabilities, thereby enabling continued investment in growth.

With each Medium-Term Management Program, Toray Group also draws up a CSR roadmap. A three-year plan for the Group's efforts on CSR, this roadmap lays out specific initiatives and KPIs. In June 2023, the Group announced the new CSR Roadmap 2025. Furthermore, in order to link CSR activities with management strategies and promote them in an organized and planned manner, the plan incorporates 11 CSR material issues.

Toray Group will continue to promote business expansion and CSR activities as an integrated effort, actively contributing to social progress and the resolution of societal challenges. The aim is to become a corporate group that is highly valued by all stakeholders.

Related Information

[Toray Group Sustainability Vision \(2.36MB\)](#) 

- [Toray Philosophy](#)
- [Long-Term Corporate Vision](#)
- [Medium-Term Management Program](#)
- [Corporate Social Responsibility \(CSR\) Initiatives](#)

CSR Roadmap 2025 (FY 2023 – FY 2025)

The CSR Roadmap 2025 is directly linked to TORAY VISION 2030 and Project AP-G 2025. These management strategies are designed to ensure the Group lives up to its Corporate Philosophy, which includes the principles and values it has upheld since the beginning, and which is also its reason for being and purpose. The new roadmap also aims to achieve sustainable development for the Group and society as a whole, as well as the Toray Group Sustainability Vision, ensuring that Toray Group remains a highly valuable corporate group that is respected by society.

The relationship between CSR, the Toray Group Sustainability Vision, the Toray Philosophy, and our management strategies is illustrated by the following diagram.

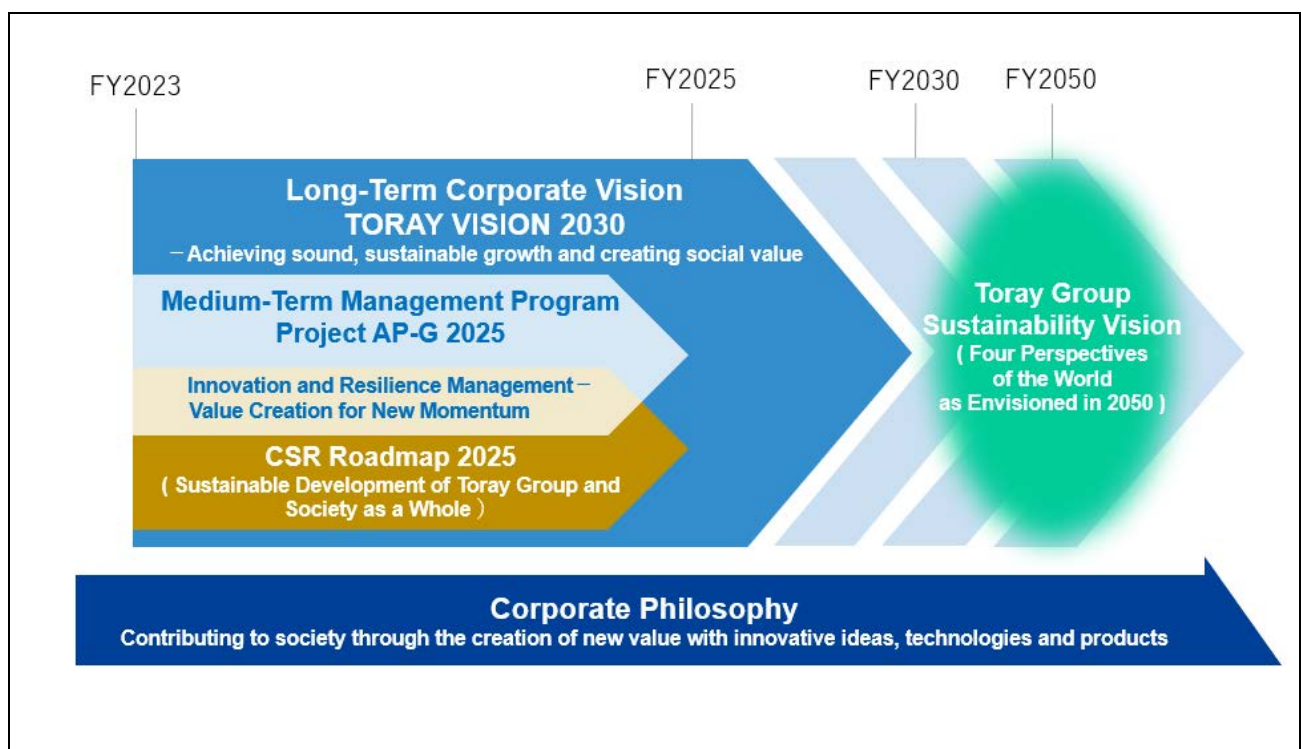


Figure 1. The relationship between CSR, the Toray Group Sustainability Vision, the Toray Philosophy, and our management strategies

In June 2023, Toray Group selected 11 CSR-related material issues: five issues in the category of “Contribution to Society through the Creation of New Value” and six issues in the category of “Management Foundation.” They are shown below.

Contribution to Society through the Creation of New Value

Accelerating Climate Change Mitigation Accelerate the shift to carbon neutrality by contributing to reduction of global greenhouse gas emissions through innovative technologies and advanced materials and by pursuing emissions reduction across the Toray Group.
Promoting a Circular Economy Promote sustainable, circular resource use and production by increasing recycling, using biomass-based raw materials, and converting CO2 into resources.
Taking a Nature-Positive Approach Contribute to restoration of the natural environment by offering products that help provide clean water and air , reduce environmental impact, and otherwise benefit the environment and by working to preserve green spaces and properly manage chemical substances.
Committed to Healthier Lives Contribute to healthy, hygienic lifestyles by providing advanced materials that promote health and longevity, reduce the burden on nursing care and healthcare providers, improve the quality of medical care, and contribute to human safety.
Developing in Collaboration with Stakeholders Focus on sustainable development for both the Group and society by pursuing co-creation with stakeholders and contributing solutions to social issues. Appropriately disclose information and promote dialogue with stakeholders.

Management Foundation

Ensuring Safety and Fire Accident Prevention Protect public safety and the personal safety of employees by pursuing zero accidents, thoroughly practicing disaster and fire prevention, and ensuring safe work environments.
Ensuring Ethics and Compliance Act with fairness, high ethical standards and a strong sense of responsibility while complying with laws, regulations and social norms to earn trust and meet social expectations.
Enhancing Product Quality and Safety Provide safe, high-quality products by further strengthening quality control, quality assurance, and product safety management.
Strengthening Corporate Governance Maintain sound management across the Toray Group by reviewing management systems and programs, strengthening internal controls, and implementing risk management (managing risks related to business activities such as economic security, security trade, and information security).
Establishing Sustainable Supply Chain Focus on building a stable, sustainable supply chain by promoting environmental conservation and respect for human rights throughout the supply chain.
Respecting Human Rights and Promoting Human Resource Diversity Respect internationally recognized human rights and create work environments that allow a diverse pool of human resources to demonstrate their creativity.

To address the material issues for Toray Group's CSR initiatives, the CSR Roadmap 2025 establishes specific targets, key initiatives, and KPIs for measuring progress on achieving the targets for each of the 10 guidelines shown on the following pages. By systematically implementing the CSR Roadmap 2025, the Group will strive to contribute to society by creating new value and work to enhance its management foundation.

1 Corporate Governance

Implementation leader

General Manager of Corporate Strategic Planning Div. (Department responsible for implementation: Corporate Strategic Planning Div.)

Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities

Related Material Issues for CSR

CG Strengthening Corporate Governance

CSR Roadmap Goals

- (1) Further improve governance by ensuring that Board of Directors operates in a manner that contributes to the enhancement of corporate value over the medium to long term
- (2) Perform monitoring based on the Basic Policy for Internal Control Systems, in accordance with Japan's Companies Act

Main Initiatives

		Material Issues	KPI
(1)	Regularly hold Toray Group Business Strategy Discussion ¹ sessions at Board of Directors meetings	CG	1-①
(2)	Consider the appropriate form of Toray head office involvement in the execution of business at each group company from the viewpoint of balancing the effectiveness of group-wide governance with the dynamic decision-making of subsidiaries	CG	—
(3)	Expand opportunities for directors and corporate auditors to get the training they need to acquire the knowledge required to fulfill their responsibilities (excluding execution) and to fulfill their roles appropriately, including use of external programs	CG	—
(4)	Operate an effective internal control system Related main initiatives: 2-(4), 4-(2), 5-(4)	CG	1-②

¹ 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.

2 Ethics and Compliance

Implementation leader

General Manager of General Administration,
Legal & Risk Management Div. (Department
responsible for implementation: Compliance
Dept.)

Ensure all executives and employees uphold a sense of responsibility, fairness and high ethical standards, and act with a keen sense of compliance to maintain the trust of society

Related Material Issues for CSR

EC Ensuring Ethics and Compliance

CSR Roadmap Goals

- (1) No major cases throughout the Toray Group of non-compliance with or violation of bribery regulations, antitrust laws, etc.
- (2) Implement monitoring to raise ethical and compliance awareness throughout Toray Group
- (3) Enhance awareness-raising and educational activities relating to corporate ethics and compliance

Main Initiatives

	Material Issues	KPI
(1) Aim for no major cases of non-compliance with or violations of laws and regulations	EC	2-①
(2) Practice appropriate transactions based on free, fair, and transparent market competition	EC	—
(3) Prohibit any association with organized criminal groups or other anti-social forces and take a firm stance against them	EC	—
(4) Conduct internal legal audits and improve problems found in the audits Related main initiatives: 1-(4), 4-(2), 5-(4)	EC	2-②
(5) Appropriately operate a whistle-blowing system Related main initiatives: 8-(3), 9-(2)	EC	—
(6) Thoroughly disseminate the Ethics & Compliance Code of Conduct	EC	—
(7) Provide information and implement education on major laws and regulations and other compliance-related matters Related main initiative: 4-(1)	EC	2-③

3 Safety, Accident Prevention, and Environmental Preservation

Implementation leaders

General Manager of Manufacturing Div. (Dept. responsible for implementation: Environment & Safety Dept.): Main initiatives (1)-(5), (8)-(10)
General Manager of Engineering Div. (Dept. responsible for implementation: Second Engineering Dept.): Main initiatives (6), (7)

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

Related Material Issues for CSR

- CC Accelerating Climate Change Mitigation
 CE Promoting a Circular Economy
NP Taking a Nature-Positive Approach
 SF Ensuring Safety and Fire Accident Prevention

CSR Roadmap Goals

- (1) Place the highest priority on safety, thoroughly uphold the basic rules, and strive to prevent disasters, fires, and environmental accidents
- (2) Based on the Toray Group Sustainability Vision, reduce environmental impact, focusing on addressing climate change, effectively utilizing water resources, and protecting the environment and biodiversity

Main Initiatives

	Safety	Material Issues	KPI
(1)	Aim for zero major accidents	SF	3-①
(2)	Achieve world's best standard for safety management	SF	3-②
(3)	Create a comfortable working environment to ensure the safety and health of employees and to raise the level of safety and health	SF	—
	Accident Prevention		
(4)	Aim for zero fire and explosion accidents	SF	3-③
	Environmental Prevention		
(5)	Aim for zero environmental accidents	SF	3-④
(6)	Reduce greenhouse gas emissions per unit of revenue Related main initiatives: 7-(4)(5), 9-(4)	CC CE NP	3-⑤* 3-⑥
(7)	Reduce water consumption per unit of revenue Related main initiatives: 7-(3)(5)	CC CE NP	3-⑦*
(8)	Aim for a high waste recycling rate Related main initiatives: 7-(4)(5)	CC CE NP	3-⑧
(9)	Reduce atmospheric VOC ² emissions	NP	3-⑨
(10)	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	CC NP	—

² Volatile organic compounds

* KPIs 3-⑤ and 3-⑦ are the same as targets in the Medium-Term Management Program, Project AP-G 2025

4 Product Quality and Safety

Implementation leader

General Manager of Quality Assurance Div.
(Dept. responsible for implementation: Quality Assurance Planning & Administration Dept.)

Provide safe, highly reliable products by striving to enhance management systems for product quality assurance and safety, and disclose appropriate information

Related Material Issues for CSR

QS Enhancing Product Quality and Safety

CSR Roadmap Goals

- (1) Enhance the group-wide frameworks for quality control, quality assurance, and product safety management
- (2) Achieve zero product accidents

Main Initiatives

	Material Issues	KPI
(1) Ensure that quality assurance compliance education is being fully implemented Related main initiative: 2-(7)	QS	4-①
(2) Enhance the auditing function to ensure improvement and continuity of Toray Group's overall quality assurance framework, and conduct auditing to check its effectiveness Related main initiatives: 1-(4), 2-(4), 5-(4)	QS	4-②
(3) Expand the use of the quality-related data management system with fraud prevention features across the entire Group	QS	—
(4) Promote the construction of systems in each business to facilitate deliberation, approval, and management related to quality assurance activities	QS	—
(5) Aim for zero product accidents	QS	4-③

5 Risk Management

Implementation leader

General Manager of General Administration,
Legal & Risk Management Div. (Department
responsible for implementation: Risk
Management Group, General Administration,
Legal & Risk Management Div.)

Under normal conditions, assess and analyze risks, and strive to mitigate and prevent them from materializing; and in the event of a crisis that could have a significant impact on management activities, strive to prevent damage from increasing, by bringing the situation quickly under control and normalizing conditions with a prompt and appropriate response

Related Material Issues for CSR

CG Strengthening Corporate Governance

CSR Roadmap Goals

- (1) Reduce risks by identifying and mitigating risks that affect the resolution of management issues across the Group
- (2) Enhance internal controls across the Group and raise the level of risk mitigation efforts
- (3) Instill greater risk management among employees by rolling out risk management education throughout the Toray Group

Main Initiatives

	Material Issues	KPI
Under normal conditions, manage risks by identifying and addressing two main types of risks:		
(1) (1) Priority risks for Toray Group, which are established based on periodic assessments every three years	CG	—
(2) (2) Specified risks, which are established based on constant monitoring, investigation and analysis of risk trends in and outside Japan		
Related main initiative: 9-(5)		
(2) In the event of an emergency, respond appropriately in accordance with the Risk Management Regulations	CG	—
(3) Follow up on progress made to address Toray Group's priority risks	CG	—
Follow up on the status of internal control implementation at each group		
(4) company concerned	CG	5-①
Related main initiatives: 1-(4), 2-(4), 4-(2)		
(5) Enhance cooperation with crisis management committees at Group sites outside Japan concerning crisis management under normal conditions	CG	—
(6) Implement risk reduction across the Group for information security risks such as cyberattacks and information leaks	CG	5-②
(7) Provide risk management education	CG	—

6 Communication

Implementation leader

General Manager of Corporate Communications Div. (Department responsible for implementation: Corporate PR Dept.)

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

Related Material Issues for CSR

CS Developing in Collaboration with Stakeholders

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

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

7 Contributing Solutions to Social Issues through Business Activities

Implementation leader

General Manager of Corporate Sustainability Strategic Management Div. (Department responsible for implementation: Corporate Sustainability Strategic Management Div.)

Leverage innovation to provide solutions to various social issues such as climate change, resource and energy use, water resource and natural environment conservation, improvement of medical care, and promotion of public health, thereby contributing to sustainable development for society

Related Material Issues for CSR

CC Accelerating Climate Change Mitigation

NP Taking a Nature-Positive Approach

CS Developing in Collaboration with Stakeholders

CE Promoting a Circular Economy

HL Committed to Healthier Lives

CSR Roadmap Goals

Leverage Sustainability Innovation Business³ to address social issues by growing businesses based on the provision of innovative technologies and advanced materials, and by creating new technologies

Main Initiatives

	Material Issues	KPI
(1) Expand revenues from Sustainability Innovation Business ³	CC CE NP HL CS	7-①*
(2) Expand contribution to CO ₂ reduction in the value chain Related main initiative: 9-(4)	CC CE NP CS	7-②*
(3) Expand water filtration throughput contribution by Toray's water treatment membranes Related main initiative: 3-(7)	CC CE NP CS	7-③*
(4) Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy Related main initiatives: 3-(6)(8)	CC CE NP CS	—
(5) Contribute to the utilization of biomass in and recycling of plastic products, the spread of renewable energy and hydrogen, and the reuse of water resources Related main initiatives: 3-(6)(7)(8)	CC CE NP CS	—
(6) Contribute to countermeasures to public health risks, including infectious diseases, by developing and upgrading materials and products for personal protective equipment, as well as materials to protect environmental hygiene including of air and water	NP HL CS	—

³ Business areas and product lines that can help realize the Toray Group Sustainability Vision

* KPIs 7-① to 7-③ are the same as targets in the Medium-Term Management Program, Project AP-G 2025

Human Rights Promotion 8 and Human Resources Development

Implementation leader

General Manager of Human Resources Div.
(Department responsible for implementation:
Personnel Dept., Industrial Relations Dept.)

Respect human rights, provide safe and healthy workplaces for employees, secure and train personnel, and diversify while striving to protect employment

Related Material Issues for CSR

HL Committed to Healthier Lives

HR Respecting Human Rights and Promoting Human Resource Diversity

CSR Roadmap Goals

- (1) Respect human rights and ensure fair promotions based on merit throughout the Toray Group by eliminating discrimination based on factors such as race, creed, skin color, gender (including gender identity and sexual orientation), religion, nationality, language, ability/disability, physical attributes, assets, and place of birth
- (2) Ensure work environments take into consideration the health and diversity of employees and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel

Main Initiatives

Human Rights Promotion		Material Issues	KPI
(1)	Implement human rights education and training	HR	8-①
(2)	Achieve the legally mandated employment rate of persons with disabilities	HR	8-②
(3)	Operate a whistle-blowing system and consultation service at each Toray Group company to promptly and appropriately respond to any problem reported in an effort to prevent or mitigate any negative impact on human rights Related main initiatives: 2-(5), 9-(2)	HR	—
Human Resources Development			
(4)	As part of career development initiatives for core staff, enhance the use of the career path worksheets included in the personnel information system	HR	8-③
(5)	Systematically hire, develop, and appoint core staff outside Japan	HR	—
(6)	Create workplace environments in which women will feel comfortable performing their duties	HL HR	—
(7)	Promote the use and improve the operation of measures to support employee work-life balance	HR	8-④ 8-⑤
(8)	Reduce overtime work exceeding standard hours	HL HR	8-⑥
(9)	Encourage the use of annual paid leave by labor union members	HL HR	8-⑦

9 Establishing Sustainable Supply Chain

Implementation leader

General Manager of Purchasing & Logistics Div. (Department responsible for Implementation: Purchasing & Logistics Planning & Administration Dept.)

To establish a sustainable supply chain, work closely with suppliers, processing vendors, subcontractors, customers and distribution companies to implement socially responsible procurement throughout the supply chain in order to ensure responsible practices with respect to environmental preservation and human rights

Related Material Issues for CSR

CS Developing in Collaboration with Stakeholders

SC Establishing Sustainable Supply Chain

CSR Roadmap Goals

To ensure socially responsible procurement by the Toray Group, work with suppliers, processing vendors, subcontractors and other business partners to implement CSR initiatives that include compliance with laws and regulations, amelioration of global warming, environmental conservation, and respect for human rights

Main Initiatives

	Material Issues	KPI
(1) Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	CS SC	9-①
(2) 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 Related main initiatives: 2-(5), 8-(3)	CS SC	9-②
(3) Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	CS SC	9-③
(4) Reduce CO ₂ emissions intensity from distribution activities Related main initiatives: 3-(6), 7-(2)	CS SC	9-④
(5) Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks Related main initiative: 5-(1)	CS SC	9-⑤
(6) Continually work to reduce the environmental impact and improve the quality of distribution activities	CS SC	—
(7) In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, ⁴ contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.	CS SC	—

⁴ A movement aimed at ensuring stable logistics function necessary for people's lives and for industrial activities while also contributing to economic growth in response to the shortage of truck drivers

10 Social Contribution Activities as a Good Corporate Citizen

Implementation leader

General Manager of Corporate Communications Div. (Department responsible for implementation: Brand Communications Dept.)

Proactively participate in local communities and the larger society in order to contribute to development in a way befitting a good corporate citizen

Related Material Issues for CSR

CS Developing in Collaboration with Stakeholders

CSR Roadmap Goals

- (1) Promote social contribution activities in ways that are unique to Toray, voluntarily and continuously engaging in the priority areas of “science and technology promotion,” “environment and communities,” and “health and welfare”
- (2) As a responsible member of society, implement social contribution activities that help to solve the global issues addressed by the SDGs and other initiatives

Main Initiatives

	Material Issues	KPI
(1) Implement social contribution activities at the appropriate scale	CS	10-①
(2) Actively engage in social contribution activities that are distinctive of Toray Group, focusing on science and technology promotion	CS	—
(3) Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	CS	10-②
(4) Implement a range of educational support activities that capture the interest and curiosity of youngsters through school visits and company tours focusing on areas such as science, the environment, and career opportunities, thereby helping to inspire upcoming generations	CS	10-③
(5) Educate employees at Toray Group in order to instill the significance of social contribution	CS	—
(6) Support the improvement and development of science and technology and the promotion of science education through the activities of Toray science foundations in and outside Japan	CS	—
(7) Share information with internal and external stakeholders on Toray Group's social contribution activities via websites and other means	CS	—

CSR Roadmap 2025 KPI List

Reporting Scope: ※1: Toray Group Companies, ※2: Toray Industries, Inc.



















	Key Performance Indicators (KPIs)	Targets			Reporting Scope
		Fiscal 2023	Fiscal 2024	Fiscal 2025	
1 Corporate Governance	❶ Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	8	8	8	※ 1
	❷ Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	90%	90%	90%	※ 1
2 Ethics and Compliance	❶ Number of major violations of laws or ordinances	0	0	0	※ 1
	❷ Group companies implementing internal legal audits (%)	●Toray Industries, Inc.: 100% ●Group companies in and outside Japan: Implemented focusing on high-risk companies			※ 1
	❸ Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)	100%	100%	100%	※ 1
3 Safety, Accident Prevention, and Environmental Preservation	❶ Number of major accidents	0	0	0	※ 1
	❷ 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	No more than 0.05	No more than 0.05	※ 1
	❸ Number of fire and explosion accidents	0	0	0	※ 1
	❹ Number of environmental accidents	0	0	0	※ 1
	❺ Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			※ 1
	❻ Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)			※ 1
	❼ Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			※ 1
	❽ Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	※ 1
	❾ Reduction of atmospheric VOC emissions (%)	At least 70% lower than fiscal 2000	At least 72% lower than fiscal 2000	At least 72% lower than fiscal 2000	※ 1
4 Product Quality and Safety	❶ Quality assurance compliance education (% of people trained)	100%	100%	100%	※ 1
	❷ Quality and product safety audit implementation rate (%)	100%	100%	100%	※ 1
	❸ Number of product accidents	0	0	0	※ 1
5 Risk Management	❶ Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	35%	70%	100%	※ 1
	❷ Group companies implementing information security evaluation and risk reduction (%)	35%	70%	100%	※ 1

	Key Performance Indicators (KPIs)	Targets			Reporting Scope
		Fiscal 2023	Fiscal 2024	Fiscal 2025	
6 Communication	❶ Number of corporate website page views (per month)	1 million page views	1 million page views	1 million page views	※ 2
	❷ Interviews conducted to exchange opinions within the company (rate of progress)	(First round) 100% completed	(Second round) 30%	(Second round) 60%	※ 1
	❸ Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120	※ 1
	❹ News releases (number)	200	200	200	※ 1
7 Contributing Solutions to Social Issues through Business Activities	❶ Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			※ 1
	❷ Contribution to CO ₂ reduction in value chain ³	15 times compared to fiscal 2013 (Fiscal 2025)			※ 1
	❸ Contribution of Toray water treatment products ⁴	2.9 times compared to fiscal 2013 (Fiscal 2025)			※ 1
8 Human Rights Promotion and Human Resources Development	❶ Group companies implementing human rights education and training (%)	100%	100%	100%	※ 1
	❷ Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%	Toray Group (Japan)
	❸ Career development initiatives for core staff using the personnel information system (use of career path worksheets) (% of employees)	Year-on-year increase	Year-on-year increase	Year-on-year increase	※ 1
	❹ Employees returning to work from childcare leave (%)	100%	100%	100%	Employees of Toray Industries, Inc.
	❺ Male employees taking childcare leave or other leave for the same reason (%)	Year-on-year increase	Year-on-year increase	Year-on-year increase	Employees of Toray Industries, Inc. (not including those posted outside Japan)
	❻ Reduction in employees who exceed 45 hours/month of non-statutory working hours	Year-on-year reduction	Year-on-year reduction	Year-on-year reduction	※ 2
	❼ Available annual paid leave used by labor union members (%)	90%	90%	90%	※ 2
9 Establishing Sustainable Supply Chain	❶ Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	※ 1
	❷ Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%	※ 1
	❸ 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% (Fiscal 2024)		At least 90%	※ 2
	❹ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%	Toray Group (Only specified consigners, Toray Industries, Inc., TAF)
	❺ Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	At least 60%	At least 75%	At least 90%	※ 2
10 Social Contribution Activities as a Good Corporate	❶ Social contribution expenditure (% change from average expenditure over last six years)	100% or higher	100% or higher	100% or higher	※ 1
	❷ Social contribution activities (number)	2,500 or more	2,500 or more	2,500 or more	※ 1
	❸ Beneficiaries of educational support activities such as science classes for schools and career education (number)	15,000 or more	15,000 or more	15,000 or more	※ 1

³ 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, the International Council of Chemical Associations (ICCA), and the World Business Council For Sustainable Development (WBCSD).

⁴ Toray calculates water treated with Toray's water treatment membranes by multiplying the amount of fresh water that its ultrafiltration water treatment membranes can produce per day, including reverse osmosis (RO), ultrafiltration (UF) and membrane separation bioreactors (MBR), by the number of membrane elements sold.

Relationship between CSR Guidelines and SDGs and ESG Categories

CSR Guideline			1	2	3	4	5	6	7	8	9	10
SDGs and ESG Categories			Corporate Governance	Ethics and Compliance	Safety, Accident Prevention, and Environmental Preservation	Product Quality and Safety	Risk Management	Communication	Contributing Solutions to Social Issues through Business Activities	Human Rights Promotion and Human Resources Development	Establishing Sustainable Supply Chain	Social Contribution Activities as a Good Corporate Citizen
SDGs		1 NO POVERTY										●
		2 ZERO HUNGER							●			●
		3 GOOD HEALTH AND WELL-BEING			●				●			●
		4 QUALITY EDUCATION								●		●
		5 GENDER EQUALITY								●	●	●
		6 CLEAN WATER AND SANITATION			●				●		●	●
		7 AFFORDABLE AND CLEAN ENERGY			●				●			
		8 DECENT WORK AND ECONOMIC GROWTH			●					●	●	●
		9 INDUSTRY, INNOVATION AND INFRASTRUCTURE			●				●			●
		10 REDUCED INEQUALITIES								●	●	●
		11 SUSTAINABLE CITIES AND COMMUNITIES			●		●					●
		12 RESPONSIBLE CONSUMPTION AND PRODUCTION			●	●		●	●		●	●
		13 CLIMATE ACTION			●		●	●	●		●	●
		14 LIFE BELOW WATER			●				●		●	●
		15 LIFE ON LAND			●				●		●	●
		16 PEACE, JUSTICE AND STRONG INSTITUTIONS	●	●	●					●	●	●
		17 PARTNERSHIPS FOR THE GOALS						●				●
ESG Categories		Environment			●				●		●	●
		Social			●	●		●	●	●	●	●
		Governance	●	●		●	●					

Progress on CSR Roadmap 2025 KPIs

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
1 Corporate Governance Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities	(1) Further improve governance by ensuring that Board of Directors operates in a manner that contributes to the enhancement of corporate value over the medium to long term (2) Perform monitoring based on the Basic Policy for Internal Control Systems, in accordance with Japan's Companies Act Related Materiality for CSR ● Strengthening Corporate Governance	① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	① Toray Group
		② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	② Toray Group
2 Ethics and Compliance Ensure all executives and employees uphold a sense of responsibility, fairness and high ethical standards, and act with a keen sense of compliance 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 (2) Implement monitoring to raise ethical and compliance awareness throughout Toray Group (3) Enhance awareness-raising and educational activities relating to corporate ethics and compliance Related Materiality for CSR ● Ensuring Ethics and Compliance	① Number of major violations of laws or ordinances	① Toray Group
		② Group companies implementing internal legal audits (%)	② Toray Group
		③ Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)	③ Toray Group
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) Place the highest priority on safety, thoroughly uphold the basic rules, and strive to prevent disasters, fires, and environmental accidents (2) Based on the Toray Group Sustainability Vision, reduce environmental impact, focusing on addressing climate change, effectively utilizing water resources, and protecting the environment and biodiversity Related Materiality for CSR ● Accelerating Climate Change Mitigation ● Promoting a Circular Economy ● Taking a Nature-Positive Approach ● Ensuring Safety and Fire Accident Prevention	① Number of major accidents	① Toray Group
		② Achievement for world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)	② Toray Group
		③ Number of fire and explosion accidents	③ Toray Group
		④ Number of environmental accidents	④ Toray Group
		⑤ Reduction of greenhouse gas emissions per unit of revenue (%)	⑤ Toray Group
		⑥ Increase in solar power generation capacity (%)	⑥ Toray Group
		⑦ Reduction of water usage per unit of revenue (%)	⑦ Toray Group
		⑧ Waste recycling rate (%)	⑧ Toray Group
		⑨ Reduction of atmospheric VOC emissions (%)	⑨ Toray Group

	Targets/Results * Figures below represent "Target/Result".						Implementation leader ³
	Fiscal 2023	Degree of success ²	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success	
	① 8 / 8	○	① 8 / 8	○	① 8 / —	—	Shigeki Terada Corporate Vice President (Member of the Board), Corporate Strategic Planning Division, Toray Industries, Inc.
	② 90%/96%	○	② 90%/97%	○	② 90%/—	—	
	① 0 / 0	○	① 0 / 0	○	① 0 / —	—	Masahiko Okamoto Senior Vice President, General Administration, Legal & Risk Management Division, Tokyo Head Office, Toray Industries, Inc.
	② · Toray Industries, Inc.: 100% · Group companies in and outside Japan: Implemented focusing on high-risk companies						
	② 100%	○	② 100%	○	② —	—	
	③ 100%/100%	○	③ 100%/100%	○	③ 100%/—	—	
	① 0 / 1	×	① 0 / 1 ⁴	×	① 0 / —	—	Masahiko Oyama Senior Vice President, Purchasing & Logistics Division, Manufacturing Division, Toray Industries, Inc.
	② No more than 0.05 /0.40	×	② No more than 0.05 /0.25	×	② No more than 0.05 /—	—	
	③ 0 / 1	×	③ 0 / 3 ⁵	×	③ 0 / —	—	
	④ 0 / 4	×	④ 0 / 6 ⁶	×	④ 0 / —	—	
	⑤ At least 40% ⁷ lower than fiscal 2013 (Fiscal 2025) ⁸						
	⑤ 36.0%	—	⑤ 42.8%	—	⑤ —	—	
	⑥ At least 10% higher than fiscal 2022 (Fiscal 2025)						Masahiro Uehara Corporate Vice President, Engineering Division, Toray Industries, Inc.
	⑥ 101%	—	⑥ 182%	—	⑥ —	—	
	⑦ At least 40% ⁷ lower than fiscal 2013 (Fiscal 2025)						
	⑦ 35.3%	—	⑦ 37.8%	—	⑦ —	—	
	⑧ At least 86%/87.0%	○	⑧ At least 87%/87.3%	○	⑧ At least 87%/—	—	
	⑨ At least 70% lower than fiscal 2000/72.5%	○	⑨ At least 72% lower than fiscal 2000/74.9%	○	⑨ At least 72% lower than fiscal 2000/—	—	

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² 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.

³ Names and job titles of implementation leaders are current as of July 2025.

^{4&5} For further detail, see the "Occupational Safety and Accident Prevention Activities" page of the "Safety, Accident Prevention and Environmental Preservation" section of the report.

⁶ For further detail, see the "Environmental Risk Management" page of the "Safety, Accident Prevention and Environmental Preservation" section of the report.

⁷ The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.

⁸ Until fiscal 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. In fiscal 2023 however, the calculation method changed, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) is now used, in accordance with the GHG Protocol, the international standard.

⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.

Progress on CSR Roadmap 2025 KPIs

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
4 Product Quality and Safety Provide safe, highly reliable products by striving to enhance management systems for product quality assurance and safety, and disclose appropriate information	(1) Enhance the group-wide frameworks for quality control, quality assurance, and product safety management (2) Achieve zero product accidents Related Materiality for CSR ● Enhancing Product Quality and Safety	① Quality assurance compliance education (% of people trained)	① Toray Group
		② Quality and product safety audit implementation rate (%)	② Toray Group
		③ Number of product accidents	③ Toray Group
5 Risk Management Under normal conditions, assess and analyze risks, and strive to mitigate and prevent them from materializing; and in the event of a crisis that could have a significant impact on management activities, strive to prevent damage from increasing, by bringing the situation quickly under control and normalizing conditions with a prompt and appropriate response	(1) Reduce risks by identifying and mitigating risks that affect the resolution of management issues across the Group (2) Enhance internal controls across the Group and raise the level of risk mitigation efforts (3) Instill greater risk management among employees by rolling out risk management education throughout the Toray Group Related Materiality for CSR ● Strengthening Corporate Governance	① Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	① Toray Group
		② Group companies implementing information security evaluation and risk reduction (%)	② Toray Group
6 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	(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 Related Materiality for CSR ● Developing in Collaboration with Stakeholders	① Number of corporate website page views (per month)	① Toray Industries, Inc.
		② Interviews conducted to exchange opinions within the company (rate of progress)	② Toray Group
		③ Interviews with key investors in which management participates (number)	③ Toray Group
		④ News releases (number)	④ Toray Group
7 Contributing Solutions to Social Issues through Business Activities Leverage innovation to provide solutions to various social issues such as climate change, resource and energy use, water resource and natural environment conservation, improvement of medical care, and promotion of public health, thereby contributing to sustainable development for society	(1) Leverage Sustainability Innovation Business to address social issues by growing businesses based on the provision of innovative technologies and advanced materials, and by creating new technologies Related Materiality for CSR ● Accelerating Climate Change Mitigation ● Promoting a Circular Economy ● Taking a Nature-Positive Approach ● Committed to Healthier Lives ● Developing in Collaboration with Stakeholders	① Revenues from Sustainability Innovation Business	① Toray Group
		② Contribution to CO ₂ reduction in value chain	② Toray Group
		③ Contribution of Toray water treatment products	③ Toray Group

	Targets/Results * Figures below represent "Target/Result".						Implementation leader ³
	Fiscal 2023	Degree of success ²	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success	
	① 100%/100%	○	① 100%/100%	○	① 100%/—	—	Tomohiko Hatano Corporate Vice President, Quality Assurance Division, Advanced Materials Quality Assurance Division, Toray Industries, Inc.
	② 100%/100%	○	② 100%/100%	○	② 100%/—	—	
	③ 0 / 1	×	③ 0 / 0	○	③ 0 / —	—	
	① 35%/35%	○	① 70%/70%	○	① 100%/—	—	Masahiko Okamoto Senior Vice President, General Administration, Legal & Risk Management Division, Tokyo Head Office, Toray Industries, Inc.
	② 35%/35%	○	② 70%/54%	△	② 100%/—	—	
	① 1 million page views /1.12 million page views	○	① 1 million page views /0.93 million page views	△	① 1 million page views/—	—	Kei Shimaji Corporate Vice President, Corporate Communications Division, Toray Industries, Inc.
	② (First round) 100% completed /100%	○	② (Second round) 30%/20%	△	② (Second round) 60%/—	—	
	③ Cumulative total of 120/197	○	③ Cumulative total of 120/123	○	③ Cumulative total of 120/—	—	
	④ 200/178	△	④ 200/169	△	④ 200/—	—	
	① 1,600 billion yen (Fiscal 2025)						Shinichiro Hata Corporate Vice President, Corporate Sustainability Strategic Management Division, Toray Industries, Inc.
	① 1,311.5 billion yen	—	① 1,368.9 billion yen	—	① —	—	
	② 15 times compared to fiscal 2013 (Fiscal 2025)						
	② 10.3 times	—	② 11.3 times	—	② —	—	
	③ 2.9 times compared to fiscal 2013 (Fiscal 2025)						
	③ 2.7 times	—	③ 2.9 times	—	③ —	—	

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² 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.

³ Names and job titles of implementation leaders are current as of July 2025.

^{4&5} For further detail, see the "Occupational Safety and Accident Prevention Activities" page of the "Safety, Accident Prevention and Environmental Preservation" section of the report.

⁶ For further detail, see the "Environmental Risk Management" page of the "Safety, Accident Prevention and Environmental Preservation" section of the report.

⁷ The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.

⁸ Until fiscal 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. In fiscal 2023 however, the calculation method changed, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) is now used, in accordance with the GHG Protocol, the international standard.

⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.

Progress on CSR Roadmap 2025 KPIs

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
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 human rights and ensure fair promotions based on merit throughout the Toray Group by eliminating discrimination based on factors such as race, creed, skin color, gender (including gender identity and sexual orientation), religion, nationality, language, ability/disability, physical attributes, assets, and place of birth (2) Ensure work environments take into consideration the health and diversity of employees and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel Related Materiality for CSR ● Committed to Healthier Lives ● Respecting Human Rights and Promoting Human Resource Diversity	① Group companies implementing human rights education and training (%)	① Toray Group
		② Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	② Toray Group (Japan)
		③ Career development initiatives for core staff using the personnel information system (use of career path worksheets) (% of employees)	③ Toray Group
		④ Employees returning to work from childcare leave (%)	④ Employees of Toray Industries, Inc.
		⑤ Male employees taking childcare leave or other leave for the same reason (%)	⑤ Employees of Toray Industries, Inc. (not including those posted outside Japan)
		⑥ Reduction in employees who exceed 45 hours/month of non-statutory working hours	⑥ Toray Industries, Inc.
		⑦ Available annual paid leave used by labor union members (%)	⑦ Toray Industries, Inc.
9 Establishing Sustainable Supply Chain To establish a sustainable supply chain, work closely with suppliers, processing vendors, subcontractors, customers and distribution companies to implement socially responsible procurement throughout the supply chain in order to ensure responsible practices with respect to environmental preservation and human rights	(1) To ensure socially responsible procurement by the Toray Group, work with suppliers, processing vendors, subcontractors and other business partners to implement CSR initiatives that include compliance with laws and regulations, amelioration of global warming, environmental conservation, and respect for human rights Related Materiality for CSR ● Developing in Collaboration with Stakeholders ● Establishing Sustainable Supply Chain	① Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	① Toray Group
		② Implementation of supply chain due diligence (% of cases)	② Toray Group
		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)	③ Toray Industries, Inc.
		④ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	④ Toray Group (Only specified consigners, Toray Industries, Inc., TAF)
		⑤ Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	⑤ Toray Industries, Inc.
10 Social Contribution Activities as a Good Corporate Citizen Proactively participate in local communities and the larger society in order to contribute to development in a way befitting a good corporate citizen	(1) Promote social contribution activities in ways that are unique to Toray, voluntarily and continuously engaging in the priority areas of "science and technology promotion," "environment and communities," and "health and welfare" (2) As a responsible member of society, implement social contribution activities that help to solve the global issues addressed by the SDGs and other initiatives Related Materiality for CSR ● Developing in Collaboration with Stakeholders	① Social contribution expenditure (% change from average expenditure over last six years)	① Toray Group
		② Social contribution activities (number)	② Toray Group
		③ Beneficiaries of educational support activities such as science classes for schools and career education (number)	③ Toray Group

	Targets/Results * Figures below represent "Target/Result".						Implementation leader ³
	Fiscal 2023	Degree of success ²	Fiscal 2024	Degree of success	Fiscal 2025	Degree of success	
	① 100%/100%	○	① 100%/100%	○	① 100%/—	—	Katsuyuki Yanai Corporate Vice President, Human Resources Division, Toray Human Resources Development Center, Toray Industries, Inc.
	② 100%/59.4%	△	② 100%/52.9%	△	② 100%/—	—	
	③ Year-on-year increase/101%	○	③ Year-on-year increase/99%	×	③ Year-on-year increase/—	—	
	④ 100%/99%	△	④ 100%/99%	△	④ 100%/—	—	
	⑤ Year-on-year increase/106%	○	⑤ Year-on-year increase/106%	○	⑤ Year-on-year increase/—	—	
	⑥ Year-on-year reduction/81.1%	○	⑥ Year-on-year reduction/120.3%	×	⑥ Year-on-year reduction/—	—	
	⑦ 90%/95.7%	○	⑦ 90%/93.7%	○	⑦ 90%/—	—	
	① At least 75% /76.8%	○	① At least 85% /85.5%	○	① At least 90% /—	—	Takahiro Doto General Manager, Purchasing & Logistics Division, Toray Industries, Inc.
	② At least 60% (Fiscal 2024)				② At least 90% /—	—	
	② — ⁹	—	② 66.7%	○			
	③ At least 70% (Fiscal 2024)				③ At least 90%/—	—	
	③ — ⁹	—	③ 94.9%	○			
	④ 1%/11.5%	○	④ 1%/▲5.5%	×	④ 1%/—	—	
	⑤ At least 60% /58.8%	△	⑤ At least 75% /70.6%	△	⑤ At least 90%/—	—	
	① 100% or higher/124%	○	① 100% or higher/126%	○	① 100% or higher/—	—	Kei Shimaji Corporate Vice President, Corporate Communications Division, Toray Industries, Inc.
	② 2,500 or more /2,173	△	② 2,500 or more /2,214	△	② 2,500 or more /—	—	
	③ 15,000 or more /18,816	○	③ 15,000 or more /22,024	○	③ 15,000 or more /—	—	

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⁶ For further detail, see the "Environmental Risk Management" page of the "Safety, Accident Prevention and Environmental Preservation" section of the report.

⁷ The calculation of the figure for the baseline of fiscal 2013 includes data for companies that joined the Toray Group in fiscal 2014 or later.

⁸ Until fiscal 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. In fiscal 2023 however, the calculation method changed, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) is now used, in accordance with the GHG Protocol, the international standard.

⁹ As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.