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.

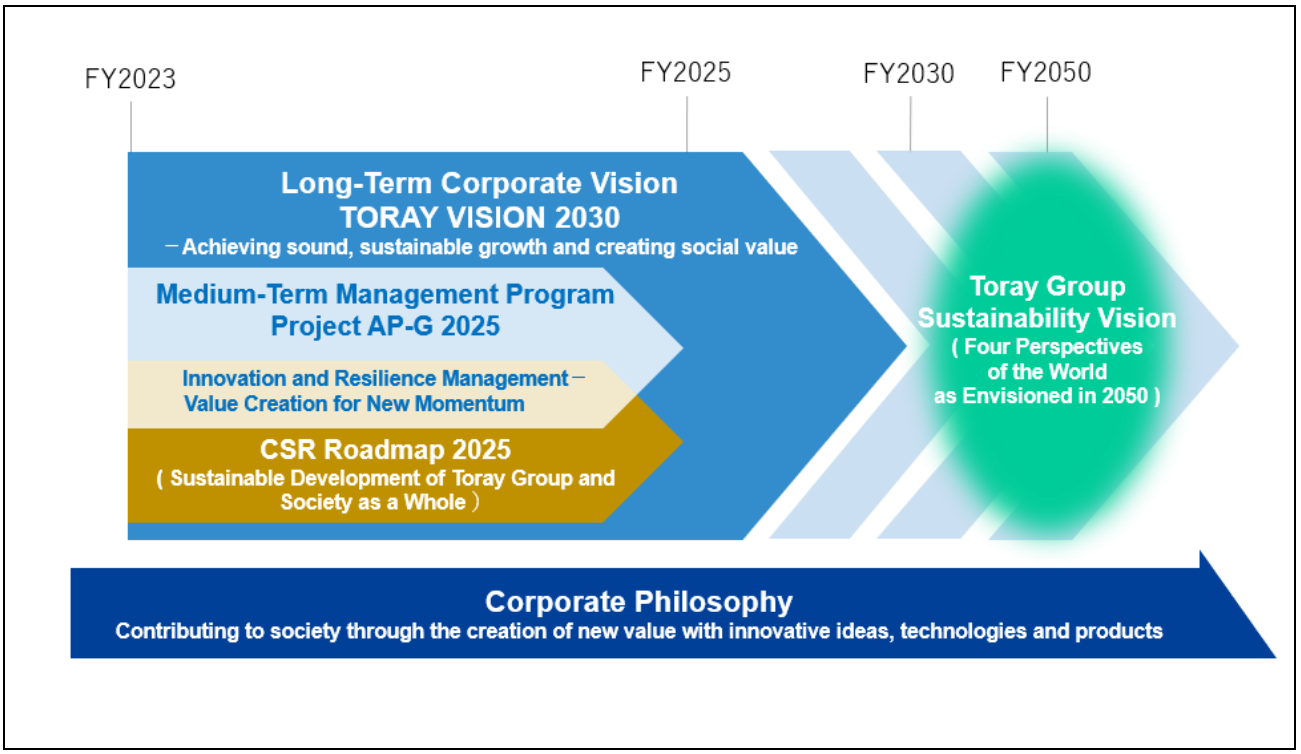


Figure 1. The relationship between CSR, the Toray Group Sustainability Vision, the Toray Philosophy, and our management strategies

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	1-❶
(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	1-❷

[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	2-❶
(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	2-❷
(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	2-❸

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

		Material Issues	KPI
	Safety		
(1)	Aim for zero major accidents	SF	3-❶
(2)	Achieve world's best standard for safety management	SF	3-❷
(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	3-❸
	Environmental Prevention		
(5)	Aim for zero environmental accidents	SF	3-❹
(6)	Reduce greenhouse gas emissions per unit of revenue Related main initiatives: 7-(4)(5), 9-(4)	CC CE NP	3-❺* 3-❻
(7)	Reduce water consumption per unit of revenue Related main initiatives: 7-(3)(5)	CC CE NP	3-❼*
(8)	Aim for a high waste recycling rate Related main initiatives: 7-(4)(5)	CC CE NP	3-❽
(9)	Reduce atmospheric VOC[2] emissions	NP	3-❾
(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 3-❺ and 3-❼ 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	4-❶
(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	4-❷
(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	4-❸

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
(1)	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 Related main initiative: 9-(5)	CG	—
(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	—
(4)	Follow up on the status of internal control implementation at each group company concerned Related main initiatives: 1-(4), 2-(4), 4-(2)	CG	5-❶
(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	5-❷
(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	6-❶
(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	6-❷
(5)	Expand opportunities for management to disseminate information and promote communication with stockholders and investors	CS	6-❸
(6)	Enhance communication with the mass media	CS	6-❹

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 Business[3] 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	7-❶*
(2)	Expand contribution to CO_2 reduction in the value chain Related main initiative: 9-(4)	CC CE NP CS	7-❷*
(3)	Expand water filtration throughput contribution by Toray's water treatment membranes Related main initiative: 3-(7)	CC CE NP CS	7-❸*
(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 7-❶ to 7-❸ are the same as targets in the Medium-Term Management Program, Project AP-G 2025

8 Human Rights Promotion 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	8-❶
(2)	Achieve the legally mandated employment rate of persons with disabilities	HR	8-❷
(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	8-❸
(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	8-❹ 8-❺
(8)	Reduce overtime work exceeding standard hours	HL HR	8-❻
(9)	Encourage the use of annual paid leave by labor union members	HL HR	8-❼

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	9-❶
(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	9-❷
(3)	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	CS SC	9-❸
(4)	Reduce CO_2 emissions intensity from distribution activities Related main initiatives: 3-(6), 7-(2)	CS SC	9-❹
(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	9-❺
(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	10-❶
(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	10-❷
(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	10-❸
(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 CO_2 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

SDGs and ESG Categories \ CSR Guideline		1 Corporate Governance	2 Ethics and Compliance	3 Safety,Accident Prevention, and Environmental Preservation	4 Product Quality and Safety	5 Risk Management	6 Communication	7 Contributing Solutions to Social Issues through Business Activities	8 Human Rights Promotion and Human Resources Development	9 Establishing Sustainable Supply Chain	10 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	E Environment			●				●		●	●
	S Social			●	●		●	●	●	●	●
	G Governance	●	●		●	●					