Progress on CSR Roadmap 2025 KPIs

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope[1]	Targets/Results * Figures below represent "Target/Result". FY 2023	Degree of success[2]	FY 2024	Degree of success	FY 2025	Degree of success	Implementation leader[3]
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	❶ Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	❶ Toray Group	❶ 8 / 8	○	❶ 8 / 8	○	❶ 8 / 8	○	Shigeki Terada Corporate Vice President (Member of the Board), Corporate Strategic Planning Division, Toray Industries, Inc.
		❷ Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	❷ Toray Group	❷ 90% / 96%	○	❷ 90% / 97%	○	❷ 90% / 95%	○	
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	❶ Number of major violations of laws or ordinances	❶ Toray Group	❶ 0 / 0	○	❶ 0 / 0	○	❶ 0 / 0	○	Masahiko Okamoto Senior Vice President, General Administration, Legal & Risk Management Division, Tokyo Head Office, Toray Industries, Inc.
		❷ Group companies implementing internal legal audits (%)	❷ Toray Group	❷ ・Toray Industries, Inc.: 100% ・Group companies in and outside Japan: Implemented focusing on high-risk companies						
				❷ 100%	○	❷ 100%	○	❷ 100%	○	
		❸ Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)	❸ Toray Group	❸ 100% / 100%	○	❸ 100% / 100%	○	❸ 100% / 100%	○	
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	❶ Number of major accidents	❶ Toray Group	❶ 0 / 1	×	❶ 0 / 1	×	❶ 0 / 0	○	Masahiko Oyama Senior Vice President, Purchasing & Logistics Division, Manufacturing Division, Toray Industries, Inc. Masahiro Uehara Corporate Vice President, Engineering Division, Toray Industries, Inc.
		❷ Achievement for world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)	❷ Toray Group	❷ No more than 0.05 / 0.40	×	❷ No more than 0.05 / 0.25	×	❷ No more than 0.05 / 0.38	×	
		❸ Number of fire and explosion accidents	❸ Toray Group	❸ 0 / 1	×	❸ 0 / 3	×	❸ 0 / 0	○	
		❹ Number of environmental accidents	❹ Toray Group	❹ 0 / 4	×	❹ 0 / 6	×	❹ 0 / 1[4]	×	
		❺ Reduction of greenhouse gas emissions per unit of revenue (%)	❺ Toray Group	❺ At least 40%[5] lower than fiscal 2013 (Fiscal 2025)[6]						
				❺ 36.0%	—	❺ 42.8%	—	❺ 44.8%	○	
		❻ Increase in solar power generation capacity (%)	❻ Toray Group	❻ At least 10% higher than fiscal 2022 (Fiscal 2025)						
				❻ 101%	—	❻ 182%	—	❻ 344%	○	
		❼ Reduction of water usage per unit of revenue (%)	❼ Toray Group	❼ At least 40%[5] lower than fiscal 2013 (Fiscal 2025)						
				❼ 35.3%	—	❼ 37.8%	—	❼ 37.2%	△	
		❽ Waste recycling rate (%)	❽ Toray Group	❽ At least 86% / 87.0%	○	❽ At least 87% / 87.3%	○	❽ At least 87% / 86.3%	△	
		❾ Reduction of atmospheric VOC emissions (%)	❾ Toray Group	❾ At least 70% lower than fiscal 2000 / 72.5%	○	❾ At least 72% lower than fiscal 2000 / 74.9%	○	❾ At least 72% lower than fiscal 2000 / 80.6%	○	

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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	❶ Quality assurance compliance education (% of people trained)	❶ Toray Group	❶ 100% / 100%	○	❶ 100% / 100%	○	❶ 100% / 100%	○	Tomohiko Hatano Corporate Vice President, Quality Assurance Division, Advanced Materials Quality Assurance Division, Toray Industries, Inc.
		❷ Quality and product safety audit implementation rate (%)	❷ Toray Group	❷ 100% / 100%	○	❷ 100% / 100%	○	❷ 100% / 100%	○	
		❸ Number of product accidents	❸ Toray Group	❸ 0 / 1	×	❸ 0 / 0	○	❸ 0 / 0	○	
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	❶ Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	❶ Toray Group	❶ 35% / 35%	○	❶ 70% / 70%	○	❶ 100% / 100%	○	Masahiko Okamoto Senior Vice President, General Administration, Legal & Risk Management Division, Tokyo Head Office, Toray Industries, Inc.
		❷ Group companies implementing information security evaluation and risk reduction (%)	❷ Toray Group	❷ 35% / 35%	○	❷ 70% / 54%	△	❷ 100% / 82%	△	
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	❶ Number of corporate website page views (per month)	❶ Toray Industries, Inc.	❶ 1 million page views / 1.12 million page views	○	❶ 1 million page views / 0.93 million page views	△	❶ 1 million page views / 0.92 million page views	△	Kei Shimaji Corporate Vice President, Corporate Communications Division, Toray Industries, Inc.
		❷ Interviews conducted to exchange opinions within the company (rate of progress)	❷ Toray Group	❷ (First round) 100% completed / 100%	○	❷ (Second round) 30% / 20%	△	❷ (Second round) 60% / 0%	×	
		❸ Interviews with key investors in which management participates (number)	❸ Toray Group	❸ Cumulative total of 120 / 197	○	❸ Cumulative total of 120 / 123	○	❸ Cumulative total of 120/181	○	
		❹ News releases (number)	❹ Toray Group	❹ 200 / 178	△	❹ 200 / 169	△	❹ 200 / 173	△	

Progress on CSR Roadmap 2025 KPIs

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				FY 2023	Degree of success[2]	FY 2024	Degree of success	FY 2025	Degree of success	
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	❶ Revenues from Sustainability Innovation Business	❶ Toray Group	❶ 1,600 billion yen (Fiscal 2025)						Shinichiro Hata Corporate Vice President, Corporate Sustainability Strategic Management Division, Toray Industries, Inc.
				❶ 1,311.5 billion yen	—	❶ 1,368.9 billion yen	—	❶ 1,386.5 billion yen	△	
		❷ Contribution to CO_2 reduction in value chain	❷ Toray Group	❷ 15 times compared to fiscal 2013 (Fiscal 2025)						
				❷ 10.3 times	—	❷ 11.3 times	—	❷ 12.2 times	△	
		❸ Contribution of Toray water treatment products	❸ Toray Group	❸ 2.9 times compared to fiscal 2013 (Fiscal 2025)						
				❸ 2.7 times	—	❸ 2.9 times	—	❸ 3.1 times	○	
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	❶ Group companies implementing human rights education and training (%)	❶ Toray Group	❶ 100% / 100%	○	❶ 100% / 100%	○	❶ 100% / 100%	○	Katsuyuki Yanai Corporate Vice President, Human Resources Division, Toray Human Resources Development Center, Toray Industries, Inc.
		❷ Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	❷ Toray Group (Japan)	❷ 100% / 59.4%	△	❷ 100% / 52.9%	△	❷ 100% / 61.8%	△	
		❸ Career development initiatives for core staff using the personnel information system (use of career path worksheets) (% of employees)	❸ Toray Group	❸ Year-on-year increase / 101%	○	❸ Year-on-year increase / 99%	×	❸ Year-on-year increase / 100%	×	
		❹ Employees returning to work from childcare leave (%)	❹ Employees of Toray Industries, Inc.	❹ 100% / 99%	△	❹ 100% / 99%	△	❹ 100% / 99%	△	
		❺ Male employees taking childcare leave or other leave for the same reason (%)	❺ Employees of Toray Industries, Inc. (not including those posted outside Japan)	❺ Year-on-year increase / 106%	○	❺ Year-on-year increase / 106%	○	❺ Year-on-year increase / 101%	○	
		❻ Reduction in employees who exceed 45 hours/month of non-statutory working hours	❻ Toray Industries, Inc.	❻ Year-on-year reduction / 81.1%	○	❻ Year-on-year reduction / 120.3%	×	❻ Year-on-year reduction / 119.5%	×	
		❼ Available annual paid leave used by labor union members (%)	❼ Toray Industries, Inc.	❼ 90% / 95.7%	○	❼ 90% / 93.7%	○	❼ 90% / 95.5%	○	

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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	❶ Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	❶ Toray Group	❶ At least 75% / 76.8%	○	❶ At least 85% / 85.5%	○	❶ At least 90% / 88.1%	△	Takahiro Doto General Manager, Purchasing & Logistics Division, Toray Industries, Inc.
		❷ Implementation of supply chain due diligence (% of cases)	❷ Toray Group	❷ At least 60% (Fiscal 2024) ❷ —[7]	— —	❷ 66.7%	○	❷ At least 90% / 100%	○	
		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)	❸ Toray Industries, Inc.	❸ At least 70% (Fiscal 2024) ❸ —[7]	— —	❸ 94.9%	○	❸At least 90% / 100%	○	
		❹ Reduction in CO_2 emissions per unit of sales from distribution activities (year-on-year)	❹ Toray Group (Only specified consigners,Toray Industries, Inc., TAF)	❹ 1% / 11.5%	○	❹ 1% / ▲5.5%	×	❹ 1% / 2.6%	○	
		❺ Key external inventory sites that have been assessed for natural disaster risk and have implemented measures to mitigate serious risks (%)	❺ Toray Industries, Inc.	❺ At least 60% / 58.8%	△	❺ At least 75% / 70.6%	△	❺ At least 90% / 88.2%	△	
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	❶ Social contribution expenditure (% change from average expenditure over last six years)	❶ Toray Group	❶ 100% or higher / 124%	○	❶ 100% or higher / 126%	○	❶ 100% or higher / 118%	○	Kei Shimaji Corporate Vice President, Corporate Communications Division, Toray Industries, Inc.
		❷ Social contribution activities (number)	❷ Toray Group	❷ 2,500 or more / 2,173	△	❷ 2,500 or more / 2,214	△	❷ 2,500 or more / 2,169	△	
		❸ Beneficiaries of educational support activities such as science classes for schools and career education (number)	❸ Toray Group	❸ 15,000 or more / 18,816	○	❸ 15,000 or more / 22,024	○	❸ 15,000 or more / 28,262	○	

1 “Toray Group” refers to Toray Industries, Inc. and Toray Group companies in and outside Japan. “Toray Group (Japan)” refers to Toray Group companies in Japan. “Toray Group (Outside Japan)” refers to Toray Group companies outside Japan.
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. "—" means no targets were specified for the fiscal year under review.
3 Names and job titles of implementation leaders are current as of March 2026.
4 For further detail, see the "Environmental Risk Management" page of the "Thorough Safety and Disaster Prevention" section of the report.
5 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.
6 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.
7 As these are targets for fiscal 2024, there are no figures to report for fiscal 2023.