

CSR Activity Report (CSR Guideline Activity Reports)

Toray Group has established CSR Guidelines to govern its CSR initiatives. 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.

The Group also establishes a CSR roadmap every three years to ensure that all of its efforts to live up to the CSR Guidelines move forward in a systemic and organized manner. Each CSR roadmap defines targets for specific initiatives and establishes key performance indicators (KPIs) to ensure that progress is quantitatively managed each year.

› [Click here for the comparative table of CSR activity report items with ESG topics](#)

CSR Guidelines Revised June 2023	
<p>1 Corporate Governance Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities.</p>	<p>› Read more</p>
<p>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.</p>	<p>› Read more</p>
<p>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.</p>	<p>› Read more</p>
<p>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.</p>	<p>› Read more</p>
<p>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.</p>	<p>› Read more</p>

<p>6 Communication</p> <p>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.</p>	<p>> Read more</p>
<p>7 Contributing Solutions to Social Issues through Business Activities</p> <p>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.</p>	<p>> Read more</p>
<p>8 Human Rights Promotion and Human Resources Development</p> <p>Respect human rights, provide safe and healthy workplaces for employees, secure and train personnel, and diversify while striving to protect employment.</p>	<p>> Read more</p>
<p>9 Establishing Sustainable Supply Chain</p> <p>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.</p>	<p>> Read more</p>
<p>10 Social Contribution Activities as a Good Corporate Citizen</p> <p>Proactively participate in local communities and the larger society in order to contribute to development in a way betting a good corporate citizen.</p>	<p>> Read more</p>

Progress on CSR Roadmap 2022 KPIs in Fiscal 2022

CSR Roadmap 2022 (Fiscal 2020–2022)

Progress on CSR Roadmap 2022 KPIs in Fiscal 2021

CSR Columns	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹	Targets				Results	Implementation leads ²
				Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023		
<p>1 Corporate Governance</p> <p>Continuously improve management systems, strengthen compliance and conduct of affairs to build the company's legal consciousness.</p>	<p>(1) Further request governments to ensure that Board of Directors operates in a manner that contributes to the improvement of corporate value over the medium to long term.</p> <p>(2) Perform one thing based on the basic policy for environmental management in accordance with Issai's Environmental Policy.</p>	<p>▶ Key Group Business Working Document (numbered list of Board of Directors' meetings)</p> <p>▶ Board of Directors' online implementation of the implementation of the Basic Policy for Internal Control (Business Policy)</p>	▶ Group-wide	▶ 100%	▶ 100%	▶ 100%	▶ 100%	<p>Talent Edge, Senior Care Platform, Expansion of the Board, Disaster-Strategic Planning, Business Quality, Research & Innovation, and Business Development Dept., Policy Initiatives, Inc.</p>	
				▶ 100%	▶ 100%	▶ 100%	▶ 100%		
<p>2 Ethics and Compliance</p> <p>Focus on innovation and productivity, uphold respect of individuality, diversity and high ethical standards, and create an environment of excellence to contribute to the local society.</p>	<p>(1) No major issues throughout the Fiscal 2021 or other fiscal periods with an incidence of 10 or more employees.</p> <p>(2) Implement a monitoring system for ethical and compliance issues and promote research, "Trust Group."</p> <p>(3) Enhance transparency and accountability of activities relating to corporate ethics and compliance.</p> <p>Related Initiatives for CSR</p> <p>▶ Corporate ethics and high compliance</p>	<p>▶ Number of major violations of laws and regulations</p> <p>▶ Improvement of internal reporting system (number of cases reported)</p> <p>▶ Improvement of internal reporting system (number of cases reported)</p>	▶ Group-wide	▶ 0	▶ 0	▶ 0	▶ 0	<p>Trusty Sponsorship, Code of Conduct, Code of Compliance System, Compliance Brain, Trusty Initiatives, Inc.</p>	
				▶ 0	▶ 0	▶ 0	▶ 0		

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Progress on CSR Roadmap 2022 KPIs in Fiscal 2022

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
<p>1 Corporate Governance</p> <p>Continually revise management systems, strengthen internal controls as part of efforts to fulfill the company's social responsibilities.</p>	<p>(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.</p> <p>(2) Perform monitoring based on the Basic Policy for Internal Control Systems, in accordance with Japan's Companies Act.</p>	<p>① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (number)</p>	<p>① Toray Group</p>
		<p>② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)</p>	<p>② Toray Group</p>
<p>2 Ethics and Compliance</p> <p>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</p>	<p>(1) No major cases throughout the Toray Group of non-compliance with or violation of bribery regulations, antitrust laws, etc</p> <p>(2) Implement monitoring to raise ethical and compliance awareness throughout Toray Group</p> <p>(3) Enhance awareness-raising and educational activities relating to corporate ethics and compliance</p> <p>Related Materiality for CSR</p> <ul style="list-style-type: none"> ● Corporate ethics and legal compliance 	<p>① Number of major violations of laws or ordinances</p>	<p>① Toray Group</p>
		<p>② Implementing internal legal audits of group companies, group companies improving problems found in internal legal audits in the previous year (%)</p>	<p>② Toray Group</p>
		<p>③ Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)</p>	<p>③ Toray Group</p>

	Targets			Results		Implementation leader ³
	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2022	Degree of success ²	
	① 8 times	① 8 times	① 8 times	① 8 times	① ○	Yasuo Suga Senior Vice President (Member of the Board), Corporate Strategic Planning Division, Quality Assurance Division, HS Division, Toray Industries, Inc.
	② 90%	② 90%	② 90%	② 95%	② ○	
	① 0	① 0	① 0	① 0	① ○	Yoshio Yamamoto Corporate Vice President, Legal & Compliance Division, Compliance Dept., Toray Industries, Inc.
	② Audits: Conduct at Toray Industries, Inc. and its group companies in and outside Japan Percent that improved: 100% for all audits by the following fiscal year			② 100%	② ○	
	③ 100%	③ 100%	③ 100%	③ 100%	③ ○	

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. "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 March 31 2023.

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

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

6 Until FY 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. Starting in FY 2023 however, the calculation method will change, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) will be used, in accordance with the GHG Protocol, the international standard. Under the latter calculation method, the reduction is 32.7%.

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

8 For further detail, see the "Initiatives for Quality Assurance and Product Safety" page of the "Product Quality and Safety" section of this report.

Progress on CSR Roadmap 2022 KPIs in Fiscal 2022

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
<p>3 Safety, Accident Prevention, and Environmental Preservation</p> <p>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</p>	<p>(1) Place the highest priority on safety, thoroughly uphold the basic rules, and strive to prevent disasters and accidents</p> <p>(2) Reduce environmental impact by working to fulfill the Medium-Term Environmental Plan</p> <p>(3) Pursue environmental and biodiversity preservation on the basis of policies on water resources and biodiversity</p> <p>Related Materiality for CSR</p> <ul style="list-style-type: none"> ● Ensuring safety and disaster preparedness ● Reducing greenhouse gas emissions ● Initiatives for managing water resources ● Addressing substances with negative environmental impact ● Addressing resource and energy issues ● Conserving biodiversity 	<p>① Number of major accidents</p>	<p>① Toray Group</p>
		<p>② Achieve world's best standard for safety management (not exceeding 0.05 frequency rate for occupational accidents resulting in lost work time)</p>	<p>② Toray Group</p>
		<p>③ Number of fire and explosion accidents</p>	<p>③ Toray Group</p>
		<p>④ Number of environmental accidents</p>	<p>④ Toray Group</p>
		<p>⑤ Reduction of greenhouse gas emissions per unit of revenue (%)</p>	<p>⑤ Toray Group</p>
		<p>⑥ Water usage per unit of revenue (%)</p>	<p>⑥ Toray Group</p>
		<p>⑦ Reduction of atmospheric VOC emissions (%)</p>	<p>⑦ Toray Group</p>
		<p>⑧ Waste recycling rate (%)</p>	<p>⑧ Toray Group</p>
		<p>⑨ Conduct a survey of palm oil contained in raw materials (%)</p>	<p>⑨ Toray Industries, Inc.</p>

	Targets			Results		Implementation leader ³
	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2022	Degree of success ²	
	① 0	① 0	① 0	① 0	① ○	Kazuyuki Adachi Senior Vice President (Member of the Board), Purchasing & Logistics Division, Manufacturing Division, Toray Industries, Inc.
	② No more than 0.05	② No more than 0.05	② No more than 0.05	② 0.37	② ×	
	③ 0	③ 0	③ 0	③ 2 ⁴	③ ×	
	④ 0	④ 0	④ 0	④ 7 ⁵	④ ×	
	⑤ At least 20% lower than fiscal 2013 (Fiscal 2022)			⑤ 34.6% ^{6&7}	⑤ ○	
	⑥ At least 25% lower than fiscal 2013 (Fiscal 2022)			⑥ 31.9% ⁷	⑥ ○	
	⑦ At least 70% lower than fiscal 2000	⑦ At least 70% lower than fiscal 2000	⑦ At least 70% lower than fiscal 2000	⑦ 70.9%	⑦ ○	
	⑧ At least 86%	⑧ At least 86%	⑧ At least 86%	⑧ 86.8%	⑧ ○	
	⑨ Usage survey of certified products : 100%	⑨ Decision making (Yes/No) of shifting to certified raw materials : 100% (Fiscal 2022)		⑨ 100%	⑨ ○	

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

6 Until FY 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. Starting in FY 2023 however, the calculation method will change, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) will be used, in accordance with the GHG Protocol, the international standard. Under the latter calculation method, the reduction is 32.7%.

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

8 For further detail, see the "Initiatives for Quality Assurance and Product Safety" page of the "Product Quality and Safety" section of this report.

Progress on CSR Roadmap 2022 KPIs in Fiscal 2022

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	(1) Achieve zero product accidents (2) Enhance the group-wide framework for product safety and quality assurance Related Materiality for CSR ● Ensuring product quality and safety	① Number of product accidents	① Toray Group
		② Group companies implementing product quality assurance and safety education (%)	② 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	(1) Strengthen corporate risk management throughout the Toray Group and mitigate risks (2) Instill greater risk management among employees by rolling out risk management education throughout the Toray Group	① Group companies conducting follow-up on the Toray Group's priority risks (%)	① Toray Group
		② Group companies implementing risk management education (% achieved compared to the plan at the beginning of the fiscal year)	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,	(1) Reflect results of dialogue and collaboration with each stakeholder group in management activities in a timely and appropriate manner (2) Reflect information obtained through dialogue and collaboration with each stakeholder group in management decisions in a timely and appropriate manner	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

	Targets			Results		Implementation leader ³
	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2022	Degree of success ²	
	① 0	① 0	① 0	① 1 ⁸	① ×	Yasuo Suga Senior Vice President (Member of the Board), Corporate Strategic Planning Division, Quality Assurance Division, HS Division, Toray Industries, Inc.
	② 100%	② 100%	② 100%	② 100%	② ○	
	① 100%	① 100%	① 100%	① 100%	① ○	Yasuo Suga Senior Vice President (Member of the Board), Corporate Strategic Planning Division, Quality Assurance Division, HS Division, Toray Industries, Inc.
	② 100%	② 100%	② 100%	② 100%	② ○	
	① 1 million page views	① 1 million page views	① 1 million page views	① 1.01million page views	① ○	Hideki Hirabayashi Senior Vice President, CSR & Investor Relations, General Administration & Communications Division, Tokyo Head Office, Toray Industries, Inc.
	② 40%	② 60%	② 80%	② 68%	② △	
	③ Cumulative total of 80	③ Cumulative total of 80	③ Cumulative total of 80	③ Cumulative total of 109	③ ○	
	④ 200	④ 200	④ 200	④ 171	④ △	

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Progress on CSR Roadmap 2022 KPIs in Fiscal 2022

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
<p>7 Contributing Solutions to Social Issues through Business Activities</p> <p>Leverage innovation to address global-scale environmental issues such as climate change and provide solutions for various social issues such as the need to improve the quality of medical care, the need to reduce the burden on medical staff, health maintenance and longevity, and personal safety,</p>	<p>(1) Help address social issues by developing innovative materials and new technologies, focusing on the fields of Green Innovation and Life Innovation</p> <p>Related Materiality for CSR</p> <ul style="list-style-type: none"> ● Contributing to the solution of environmental issues through business activities ● Contributing to health maintenance and longevity through business activities ● Initiatives for managing water resources 	<p>① Revenue of Green Innovation products (IFRS)</p>	<p>① Toray Group</p>
		<p>② Revenue of Life Innovation products (IFRS)</p>	<p>② Toray Group</p>
		<p>③ Contribution to CO₂ reduction in value chain</p>	<p>③ Toray Group</p>
		<p>④ Contribution of Toray water treatment products</p>	<p>④ Toray Group</p>
<p>8 Human Rights Promotion and Human Resources Development</p> <p>Respect human rights, provide safe and healthy workplaces for employees, secure and train personnel, and diversify while striving to protect employment.</p>	<p>(1) Respect for human rights and fair promotion based on ability throughout the Toray Group by eliminating discrimination based on race, gender, education, nationality, religion, and physical attributes</p> <p>(2) Ensure work environments take into consideration employees' health and build a vibrant and rewarding workplace culture group-wide, working systematically to secure and train personnel</p> <p>Related Materiality for CSR</p> <ul style="list-style-type: none"> ● Respecting human rights ● Creating a positive workplace ● Securing and developing human resources 	<p>① Group companies implementing human rights education and training (%)</p>	<p>① Toray Group</p>
		<p>② Group companies that have achieved legally mandated employment rate of persons with disabilities (%)</p>	<p>② Toray Group (Japan)</p>
		<p>③ Career development of core staff using the new personnel information system (% of staff using a career path worksheet)</p>	<p>③ Toray Industries, Inc.</p>
		<p>④ Employees returning to work from childcare leave (%)</p>	<p>④ Employees of Toray Industries, Inc.</p>
		<p>⑤ Reduction in employees who exceed 45 hours/month of non-statutory working hours (%)</p>	<p>⑤ Toray Industries, Inc.</p>
		<p>⑥ Available annual paid leave used by labor union members (%)</p>	<p>⑥ Toray Industries, Inc.</p>

	Targets			Results		Implementation leader ³
	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2022	Degree of success ²	
	① 1,000 billion yen (Fiscal 2022)			① 993.4 billion yen	① △	Satoru Hagiwara Executive Vice President (Representative Member of the Board), Intellectual Property Division, Global Environment Business Strategic Planning Dept., Life Innovation Business Strategic Planning Dept., Technology Center, Toray Industries, Inc.
	② 300 billion yen (Fiscal 2022)			② 369.6 billion yen	② ○	
	③ 5.3 times compared to fiscal 2013 (Fiscal 2022)			③ 9.5 times	③ ○	
	④ 2.4 times compared to fiscal 2013 (Fiscal 2022)			④ 2.5 times	④ ○	
	① 100%	① 100%	① 100%	① 100%	① ○	Shigeki Taniguchi Senior Vice President, Human Resources Division, Toray Human Resources Development Center, Toray Industries, Inc.
	② 100%	② 100%	② 100%	② 53.1%	② △	
	③ 20%	③ 30%	③ 100%	③ 100%	③ ○	
	④ 100%	④ 100%	④ 100%	④ 100%	④ ○	
	⑤ Year-on-year reduction	⑤ Year-on-year reduction	⑤ Year-on-year reduction	⑤ 79.7%	⑤ ○	
	⑥ About 90%	⑥ About 90%	⑥ About 90%	⑥ 93.2%	⑥ ○	

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Progress on CSR Roadmap 2022 KPIs in Fiscal 2022

CSR Guidelines	CSR Roadmap goals	Key performance indicators	Reporting Scope ¹
<p>9 Facilitating CSR Initiatives Throughout the Supply Chain</p> <p>Promote CSR initiatives in areas including environmental preservation and human rights throughout the entire supply chain by working closely with suppliers, processing vendors, customers and distribution</p>	<p>(1) To ensure socially responsible procurement by the Toray Group, request major suppliers and business partners to practice CSR and work with suppliers to promote greater awareness of human rights, social, and environmental issues</p> <p>Related Materiality for CSR</p> <ul style="list-style-type: none"> ● Managing social and environmental impact of suppliers 	<p>① Group companies requesting their suppliers to practice CSR (%)</p> <p>② Suppliers confirming the status of CSR initiatives as requested by Toray Group (%)</p> <p>③ Reduction in CO₂ emissions intensity from distribution activities (year-on-year)</p> <p>④ Modal shift to sea or rail for transport across distances for 500 km or more (%)</p>	<p>① Toray Group</p> <p>② Toray Group</p> <p>③ Toray Group (Only specified consigners)</p> <p>④ Toray Industries, Inc.</p>
<p>10 Social Contribution Activities as a Good Corporate Citizen</p> <p>Proactively participate in local communities and the larger society in order to contribute to development in a way betting a good corporate citizen.</p>	<p>(1) As a member of society, implement social contribution activities that help to solve the global issues addressed by the SDGs and other initiatives</p> <p>(2) Voluntarily and continuously engage in the priority areas of “science and technology promotion,” “environment and communities,” and “health and welfare”</p>	<p>① Social contribution expenditure (% change from average expenditure over last six years)</p> <p>② Social contribution activities (number)</p> <p>③ Beneficiaries of educational support activities such as science classes for schools and career education (number)</p>	<p>① Toray Group</p> <p>② Toray Group</p> <p>③ Toray Group</p>

	Targets			Results		Implementation leader ³
	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2022	Degree of success ²	
	① At least 80%	① At least 90%	① At least 95%	① 93%	① △	Osamu Tsuneki Vice President, Purchasing & Logistics Division, Toray Industries, Inc.
	② At least 70%	② At least 70%	② At least 70%	② 88%	② ○	
	③ 1%	③ 1%	③ 1%	③ 15.3%	③ ○	
	④ 40% (Fiscal 2022 target)			④ 27%	④ △	
	① 100% or higher	① 100% or higher	① 100% or higher	① 113%	① ○	Hideki Hirabayashi Senior Vice President, CSR & Investor Relations, General Administration & Communications Division, Tokyo Head Office, Toray Industries, Inc.
	② 2,500 or more	② 2,500 or more	② 2,500 or more	② 1,952	② △	
	③ 15,000 or more	③ 15,000 or more	③ 15,000 or more	③ 15,730	③ ○	

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

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

6 Until FY 2022, this was calculated by multiplying the GHG emissions and revenue of individual subsidiaries worldwide by the applicable Toray Industries' equity share. Starting in FY 2023 however, the calculation method will change, and the degree of financial control Toray Industries has over the individual subsidiary (not the equity share) will be used, in accordance with the GHG Protocol, the international standard. Under the latter calculation method, the reduction is 32.7%.

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

8 For further detail, see the "Initiatives for Quality Assurance and Product Safety" page of the "Product Quality and Safety" section of this report.