

CSR Roadmap 2022 KPI List

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

	KPI (Key Performance Indicators)	Targets			Reporting Scope
		Fiscal 2020	Fiscal 2021	Fiscal 2022	
1 Corporate Governance	① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (number)	8 times	8 times	8 times	※ 1
	② Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	90%	90%	90%	※ 1
2 Ethics and Compliance	① Number of major violations of laws or ordinances	0	0	0	※ 1
	② Implementing internal legal audits of group companies, group companies improving problems found in internal legal audits in the previous year (%)	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			※ 1
	③ 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	① Number of major accidents	0	0	0	※ 1
	② Achieve 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
	③ Number of fire and explosion accidents	0	0	0	※ 1
	④ Number of environmental accidents	0	0	0	※ 1
	⑤ Reduction of greenhouse gas emissions per unit of revenue (%)	At least 20% lower than fiscal 2013 (Fiscal 2022)			※ 1
	⑥ Water usage per unit of revenue (%)	At least 25% lower than fiscal 2013 (Fiscal 2022)			※ 1
	⑦ Reduction of atmospheric VOC emissions (%)	At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	At least 70% lower than fiscal 2000	※ 1
	⑧ Waste recycling rate (%)	At least 86%	At least 86%	At least 86%	※ 1
	⑨ Conduct a survey of palm oil contained in raw materials (%)	Usage survey of certified products : 100%	Decision making (Yes/No) of shifting to certified raw materials : 100% (Fiscal 2022)		※ 2
4 Product Quality and Safety	① Number of product accidents	0	0	0	※ 1
	② Group companies implementing product quality assurance and safety education (%)	100%	100%	100%	※ 1
5 Risk Management	① Group companies conducting follow-up on the Toray Group's priority risks (%)	100%	100%	100%	※ 1
	② Group companies implementing risk management education (% achieved compared to the plan at the beginning of the fiscal year)	100%	100%	100%	※ 1

	KPI (Key Performance Indicators)	Targets			Reporting Scope
		Fiscal 2020	Fiscal 2021	Fiscal 2022	
6 Communication	① Number of corporate website page views (per month)	1 million page views	1 million page views	1 million page views	※ 2
	② Interviews conducted to exchange opinions within the company (rate of progress)	40%	60%	80%	※ 1
	③ Interviews with key investors in which management participates (number)	Cumulative total of 80	Cumulative total of 80	Cumulative total of 80	※ 1
	④ News releases (number)	200	200	200	※ 1
7 Contributing Solutions to Social Issues through Business Activities	① Revenue of Green Innovation products (IFRS)	1,000 billion yen (Fiscal 2022)			※ 1
	② Revenue of Life Innovation products (IFRS)	300 billion yen (Fiscal 2022)			※ 1
	③ Contribution to CO ₂ reduction in value chain ³	5.3 times compared to fiscal 2013 (Fiscal 2022)			※ 1
	④ Contribution of Toray water treatment products ⁴	2.4 times compared to fiscal 2013 (Fiscal 2022)			※ 1
8 Human Rights Promotion and Human Resources Development	① Group companies implementing human rights education and training (%)	100%	100%	100%	※ 1
	② Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%	Toray Group (Japan)
	③ Career development of core staff using the new personnel information system (% of staff using a career path worksheet)	20%	30%	100%	※ 2
	④ Employees returning to work from childcare leave (%)	100%	100%	100%	Employees of Toray Industries, Inc.
	⑤ 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
	⑥ Available annual paid leave used by labor union members (%)	About 90%	About 90%	About 90%	※ 2
9 Facilitating CSR Initiatives throughout the Supply Chain	① Group companies requesting their suppliers to practice CSR (%)	At least 80%	At least 90%	At least 95%	※ 1
	② Suppliers confirming the status of CSR initiatives as requested by Toray Group (%)	At least 70%	At least 70%	At least 70%	※ 1
	③ Reduction in CO ₂ emissions intensity from distribution activities (year-on-year)	1%	1%	1%	Toray Group (Only specified consigners)
	④ Modal shift to sea or rail for transport across distances for 500 km or more (%)	40% (Fiscal 2022 target)			※ 2
10 Social Contribution Activities as a Good Corporate Citizen	① Social contribution expenditure (% change from average expenditure over last six years)	100% or higher	100% or higher	100% or higher	※ 1
	② Social contribution activities (number)	2,500 or more	2,500 or more	2,500 or more	※ 1
	③ 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.