

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	① Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	8	8	8	※ 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 Group companies implementing internal legal audits (%)	●Toray Industries, Inc.: 100% ●Group companies in and outside Japan: Implemented focusing on high-risk companies			※ 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 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
	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 40% lower than fiscal 2013 (Fiscal 2025)			※ 1
	⑥ Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)			※ 1
	⑦ Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			※ 1
	⑧ Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	※ 1
	⑨ 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	① Quality assurance compliance education (% of people trained)	100%	100%	100%	※ 1
	② Quality and product safety audit implementation rate (%)	100%	100%	100%	※ 1
	③ Number of product accidents	0	0	0	※ 1
5 Risk Management	① Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	35%	70%	100%	※ 1
	② Group companies implementing information security evaluation and risk reduction (%)	35%	70%	100%	※ 1

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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)	(First round) 100% completed	(Second round) 30%	(Second round) 60%	※ 1
	③ Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120	※ 1
	④ News releases (number)	200	200	200	※ 1
7 Contributing Solutions to Social Issues through Business Activities	① Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			※ 1
	② Contribution to CO ₂ reduction in value chain ³	15 times compared to fiscal 2013 (Fiscal 2025)			※ 1
	③ 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	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 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
	④ Employees returning to work from childcare leave (%)	100%	100%	100%	Employees of Toray Industries, Inc.
	⑤ 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)
	⑥ 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
	⑦ Available annual paid leave used by labor union members (%)	90%	90%	90%	※ 2
9 Establishing Sustainable Supply Chain	① Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	※ 1
	② Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%	※ 1
	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)	At least 70% (Fiscal 2024)		At least 90%	※ 2
	④ 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)
	⑤ 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	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.