

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023	Fiscal 2024	Fiscal 2025	Activities of Fiscal 2023			Related CSR Guidelines	Related SDGs
			Targets			Results	Degree of success ¹	Related initiatives		
Accelerating Climate Change Mitigation	Reduce greenhouse gas emissions per unit of revenue	3- 5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			36.0% ^{2&3}	—	Conserving Energy and Reducing Greenhouse Gas Emissions	3 Safety, Accident Prevention, and Environmental Preservation	<div><div>7</div><div>AFFORDABLE AND CLEAN ENERGY</div></div> <div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div> <div><div>13</div><div>CLIMATE ACTION</div></div>
		3- 6 Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)			101%	—	Conserving Energy and Reducing Greenhouse Gas Emissions		
	Reduce water consumption per unit of revenue	3- 7 Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			35.3% ²	—	Initiatives for Managing Water Resources		
	Aim for a high waste recycling rate	3- 8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	87.0%	○	Initiatives to Reduce Waste		
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment	(See footnote 4 below.)						Biodiversity Initiatives		
	Expand revenues from Sustainability Innovation Business ⁵	7- 1 Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			1,311.5 billion yen	—	Sustainability Innovation Business Expansion Project	7 Contributing Solutions to Social Issues through Business Activities	
	Expand contribution to CO ₂ reduction in the value chain ⁶	7- 2 Contribution to CO ₂ reduction in value chain	15 times compared to fiscal 2013 (Fiscal 2025)			10.3 times	—	Sustainability Innovation Business Expansion Project		
	Expand water filtration throughput contribution by Toray's water treatment membranes ⁷	7- 3 Contribution of Toray water treatment products	2.9 times compared to fiscal 2013 (Fiscal 2025)			2.7 times	—	Sustainability Innovation Business Expansion Project		
	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy							Realizing a Circular Economy		
	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							Realizing a Circular Economy		
Promoting a Circular Economy	Reduce greenhouse gas emissions per unit of revenue	3- 5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			36.0%	—	Conserving Energy and Reducing Greenhouse Gas Emissions	3 Safety, Accident Prevention, and Environmental Preservation	<div><div>9</div><div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div></div> <div><div>12</div><div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div> <div><div>14</div><div>LIFE BELOW WATER</div></div>
		3- 6 Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)			101%	—	Conserving Energy and Reducing Greenhouse Gas Emissions		
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			Targets			Results	Degree of success ¹	Related initiatives		
Taking a Nature-Positive Approach	Reduce greenhouse gas emissions per unit of revenue	3- 5 Reduction of greenhouse gas emissions per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			36.0%	—	Conserving Energy and Reducing Greenhouse Gas Emissions	3 Safety, Accident Prevention, and Environmental Preservation	<div><div><div>2ZERO HUNGER</div><div>3GOOD HEALTH AND WELL-BEING</div><div>6CLEAN WATER AND SANITATION</div><div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>14LIFE BELOW WATER</div><div>15LIFE ON LAND</div></div></div>
		3- 6 Increase in solar power generation capacity (%)	At least 10% higher than fiscal 2022 (Fiscal 2025)			101%	—	Conserving Energy and Reducing Greenhouse Gas Emissions		
	Reduce water consumption per unit of revenue	3- 7 Reduction of water usage per unit of revenue (%)	At least 40% lower than fiscal 2013 (Fiscal 2025)			35.3%	—	Initiatives for Managing Water Resources		
	Aim for a high waste recycling rate	3- 8 Waste recycling rate (%)	At least 86%	At least 87%	At least 87%	87.0%	○	Initiatives to Reduce Waste		
	Reduce atmospheric VOC ⁸ emissions	3- 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	72.5%	○	Initiatives to Prevent Air and Water Pollution		
	Pursue the greening of each site in consideration of the regulations of each country and region and harmony with the surrounding environment							Biodiversity Initiatives	7 Contributing Solutions to Social Issues through Business Activities	
	Expand revenues from Sustainability Innovation Business	7- 1 Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			1,311.5 billion yen	—	Sustainability Innovation Business Expansion Project		
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	Conduct a wide variety of product research and technology development to help build a low-carbon, circular economy							Realizing a Circular Economy		
	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							Realizing a Circular Economy		
	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							Sustainability Innovation Business Expansion Project		
Committed to Healthier Lives	Expand revenues from Sustainability Innovation Business	7- 1 Revenues from Sustainability Innovation Business	1,600 billion yen (Fiscal 2025)			1,311.5 billion yen	—	Sustainability Innovation Business Expansion Project	7 Contributing Solutions to Social Issues through Business Activities	<div><div><div>2ZERO HUNGER</div><div>3GOOD HEALTH AND WELL-BEING</div><div>9INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>13CLIMATE ACTION</div></div></div>
	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							Sustainability Innovation Business Expansion Project	8 Human Rights Promotion and Human Resources Development	
	Create workplace environments in which women will feel comfortable performing their duties							Promoting Diversity		
	Reduce overtime work exceeding standard hours	8- 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	Year-on-year 81.1%	○	Creating a Positive Workplace for Employees		
	Encourage the use of annual paid leave by labor union members	8- 7 Available annual paid leave used by labor union members (%)	90%	90%	90%	95.7%	○	Creating a Positive Workplace for Employees		

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			Targets			Results	Degree of success ¹	Related initiatives		
Developing in Collaboration with Stakeholders	Actively dispatch information on the Toray Philosophy and use education to ensure it is embraced throughout the Group							Communication with Employees	6 Communication	<div><div><div><div>1 NO POVERTY</div><div>2 ZERO HUNGER</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>6 CLEAN WATER AND SANITATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>10 REDUCED INEQUALITIES</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div></div></div>
	Enhance information dissemination utilizing owned media such as the Group's websites and social media accounts	6-❶ Number of corporate website page views (per month)	1 million page views	1 million page views	1 million page views	1.12 million page views	○	Communication via Corporate Websites		
	Strive to ascertain customer needs and improve customer satisfaction							Communication with Customers		
	Facilitate exchange of opinions between management and employees, ascertain issues and problems, and reflect them in the Group's CSR initiatives	6-❷ Interviews conducted to exchange opinions within the company (rate of progress)	(First round) 100% completed	(Second round) 30%	(Second round) 60%	100%	○	Communication with Employees		
	Expand opportunities for management to disseminate information and promote communication with stockholders and investors	6-❸ Interviews with key investors in which management participates (number)	Cumulative total of 120	Cumulative total of 120	Cumulative total of 120	Cumulative total of 197	○	Communication with Stockholders and Investors		
	Enhance communication with the mass media	6-❹ News releases (number)	200	200	200	178	△	Communication with the Media		
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









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			Targets			Results	Degree of success ¹	Related initiatives		
Developing in Collaboration with Stakeholders	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-❶ Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	76.8%	○	Socially Responsible Procurement Initiatives at Toray Group	9 Establishing Sustainable Supply Chain	<div><div><div>1 NO POVERTY</div><div>2 ZERO HUNGER</div><div>3 GOOD HEALTH AND WELL-BEING</div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>6 CLEAN WATER AND SANITATION</div><div>7 AFFORDABLE AND CLEAN ENERGY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>10 REDUCED INEQUALITIES</div><div>11 SUSTAINABLE CITIES AND COMMUNITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div></div>
	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	9-❷ Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%	— ⁹	—	Socially Responsible Procurement Initiatives at Toray Group		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-❸ 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%	— ¹⁰	—	Socially Responsible Procurement Initiatives at Toray Group		
	Reduce CO ₂ emissions intensity from distribution activities	9-❹ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%	11.5%	○	Toray Group Distribution Initiatives		
	Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-❺ 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%	59%	△	Toray Group Distribution Initiatives		
	Continually work to reduce the environmental impact and improve the quality of distribution activities							Toray Group Distribution Initiatives		
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, ¹¹ contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.							Toray Group Distribution Initiatives		
	Implement social contribution activities at the appropriate scale	10-❶ Social contribution expenditure (% change from average expenditure over last six years)	100% or higher	100% or higher	100% or higher	124%	○	Social Contribution Activities as a Good Corporate Citizen Fiscal 2023 Results (Data edition)	10 Social Contribution Activities as a Good Corporate Citizen	
	Actively engage in social contribution activities that are distinctive of Toray Group, focusing on science and technology promotion							Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2023		
	Promote active planning and implementation of voluntary social contribution activities at each Group site, on an ongoing basis	10-❷ Social contribution activities (number)	2,500 or more	2,500 or more	2,500 or more	2,173	△	Social Contribution Activities as a Good Corporate Citizen Fiscal 2023 Results (Data edition)		
	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	10-❸ 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	18,816	○	Social Contribution Activities as a Good Corporate Citizen Fiscal 2023 Results (Data edition)		
	Educate employees at Toray Group in order to instill the significance of social contribution							Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2023		
	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							Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2023		
	Share information with internal and external stakeholders on Toray Group's social contribution activities via websites and other means							Social Contribution Activities as a Good Corporate Citizen Activities Carried Out in Fiscal 2023		

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			Targets			Results	Degree of success ¹	Related initiatives		
Ensuring Safety and Fire Accident Prevention	Aim for zero major accidents	3-❶ Number of major accidents	0	0	0	1	×	Occupational Safety and Accident Prevention Activities	3 Safety, Accident Prevention, and Environmental Preservation	<div><div><div>3GOOD HEALTH AND WELL-BEING</div><div>6CLEAN WATER AND SANITATION</div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div>11SUSTAINABLE CITIES AND COMMUNITIES</div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13CLIMATE ACTION</div><div>16PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>
	Achieve world's best standard for safety management	3-❷ 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	0.40	×	Occupational Safety and Accident Prevention Activities		
	Create a comfortable working environment to ensure the safety and health of employees and to raise the level of safety and health							Occupational Safety and Accident Prevention Activities		
	Aim for zero fire and explosion accidents	3-❸ Number of fire and explosion accidents	0	0	0	1	×	Occupational Safety and Accident Prevention Activities		
	Aim for zero environmental accidents	3-❹ Number of environmental accidents	0	0	0	4	×	Environmental Risk Management		
Ensuring Ethics and Compliance	Aim for no major cases of non-compliance with or violations of laws and regulations	2-❶ Number of major violations of laws or ordinances	0	0	0	0	○	Establishing a Corporate Culture of Total Respect for Ethics and Compliance	2 Ethics and Compliance	<div><div>16PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div>
	Practice appropriate transactions based on free, fair, and transparent market competition							Establishing a Corporate Culture of Total Respect for Ethics and Compliance		
	Prohibit any association with organized criminal groups or other anti-social forces and take a firm stance against them							Establishing a Corporate Culture of Total Respect for Ethics and Compliance		
	Conduct internal legal audits and improve problems found in the audits	2-❷ Group companies implementing internal legal audits (%)	• Toray Industries, Inc.: 100% • Group companies in and outside Japan: Implemented focusing on high-risk companies			100%	○	Establishing a Corporate Culture of Total Respect for Ethics and Compliance		
	Appropriately operate a whistle-blowing system							Establishing a Corporate Culture of Total Respect for Ethics and Compliance		
	Thoroughly disseminate the Ethics & Compliance Code of Conduct							Establishing a Corporate Culture of Total Respect for Ethics and Compliance		
	Provide information and implement education on major laws and regulations and other compliance-related matters	2-❸ Group companies providing information and implementing education on major laws and regulations and other compliance-related matters (%)	100%	100%	100%	100%	○	Establishing a Corporate Culture of Total Respect for Ethics and Compliance		
Enhancing Product Quality and Safety	Ensure that quality assurance compliance education is being fully implemented	4-❶ Quality assurance compliance education (% of people trained)	100%	100%	100%	100%	○	Initiatives for Quality Assurance and Product Safety	4 Product Quality and Safety	<div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div></div>
	Enhance the auditing function to ensure improvement and continuity of Toray Group's overall quality assurance framework, and conduct auditing to check its effectiveness	4-❷ Quality and product safety audit implementation rate (%)	100%	100%	100%	100%	○	Initiatives for Quality Assurance and Product Safety		
	Expand the use of the quality-related data management system with fraud prevention features across the entire Group							Initiatives for Quality Assurance and Product Safety		
	Promote the construction of systems in each business to facilitate deliberation, approval, and management related to quality assurance activities							Initiatives for Quality Assurance and Product Safety		
	Aim for zero product accidents	4-❸ Number of product accidents	0	0	0	1	×	Initiatives for Quality Assurance and Product Safety		

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Strengthening Corporate Governance	Regularly hold Toray Group Business Strategy Discussion ¹² sessions at Board of Directors meetings	1-  Toray Group Business Strategy Discussion sessions held at Board of Directors meetings (times)	8	8	8	8		Ensuring Proper Business Conduct and Transparency	1 Corporate Governance	  
	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							Ensuring Proper Business Conduct and Transparency		
	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							Ensuring Proper Business Conduct and Transparency		
	Operate an effective internal control system	1-  Board of Directors' positive assessment of the implementation of the Basic Policy for Internal Control Systems (%)	90%	90%	90%	96%		Ensuring Proper Business Conduct and Transparency		
	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							Risk Management Initiatives	5 Risk Management	
	In the event of an emergency, respond appropriately in accordance with the Risk Management Regulations							Risk Management Initiatives		
	Follow up on progress made to address Toray Group's priority risks							Risk Management Initiatives		
	Follow up on the status of internal control implementation at each group company concerned	5-  Group companies implementing self-assessment and results follow-up using the internal control checklist (%)	35%	70%	100%	35%		Risk Management Initiatives		
	Enhance cooperation with crisis management committees at Group sites outside Japan concerning crisis management under normal conditions							Risk Management Initiatives		
	Implement risk reduction across the Group for information security risks such as cyberattacks and information leaks	5-  Group companies implementing information security evaluation and risk reduction (%)	35%	70%	100%	35%		Addressing Information Security Risks		
	Provide risk management education							Risk Management Initiatives		

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Establishing Sustainable Supply Chain	Request suppliers to comply with the Toray Group CSR Procurement Guidelines, and strive to ascertain the status of each company's CSR initiatives	9-❶ Suppliers agreeing to the Toray Group CSR Procurement Guidelines (%)	At least 75%	At least 85%	At least 90%	76.8%	○	Socially Responsible Procurement Initiatives at Toray Group	9 Establishing Sustainable Supply Chain	<div><div><div>5 GENDER EQUALITY</div><div>6 CLEAN WATER AND SANITATION</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>10 REDUCED INEQUALITIES</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>14 LIFE BELOW WATER</div><div>15 LIFE ON LAND</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>
	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	9-❷ Implementation of supply chain due diligence (% of cases)	At least 60% (Fiscal 2024)		At least 90%	—	—	Socially Responsible Procurement Initiatives at Toray Group		
	Promote procurement of responsibly sourced materials such as non-conflict minerals and sustainable palm oil	9-❸ 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%	—	—	Socially Responsible Procurement Initiatives at Toray Group		
	Reduce CO ₂ emissions intensity from distribution activities	9-❹ Reduction in CO ₂ emissions per unit of sales from distribution activities (year-on-year)	1%	1%	1%	11.5%	○	Toray Group Distribution Initiatives		
	Continually investigate and ascertain logistics risks related to natural disasters such as typhoons and heavy rains, and strive to reduce risks	9-❺ 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%	59%	△	Toray Group Distribution Initiatives		
	Continually work to reduce the environmental impact and improve the quality of distribution activities							Toray Group Distribution Initiatives		
	In accordance with the Declaration of Voluntary Activities for the White Logistics Movement, contribute to sustainable logistics, for instance by selecting logistics companies that are engaged in working style reform, etc.							Toray Group Distribution Initiatives		
Respecting Human Rights and Promoting Human Resource Diversity	Implement human rights education and training	8-❶ Group companies implementing human rights education and training (%)	100%	100%	100%	100%	○	Human Rights Activity Report	8 Human Rights Promotion and Human Resources Development	<div><div><div>4 QUALITY EDUCATION</div><div>5 GENDER EQUALITY</div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>10 REDUCED INEQUALITIES</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div></div></div>
	Achieve the legally mandated employment rate of persons with disabilities	8-❷ Group companies that have achieved legally mandated employment rate of persons with disabilities (%)	100%	100%	100%	59.4%	△	Promoting Diversity		
	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							Human Rights Activity Report		
	As part of career development initiatives for core staff, enhance the use of the career path worksheets included in the personnel information system	8-❸ 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	Year-on-year 101%	○	Securing and Developing Human Resources to Create New Value		
	Systematically hire, develop, and appoint core staff outside Japan							Securing and Developing Human Resources to Create New Value		
	Create workplace environments in which women will feel comfortable performing their duties							Promoting Diversity		
	Promote the use and improve the operation of measures to support employee work-life balance	8-❹ Employees returning to work from childcare leave (%)	100%	100%	100%	99%	△	Creating a Positive Workplace for Employees		
		8-❺ Male employees taking childcare leave or other leave for the same reason (%)	Year-on-year increase	Year-on-year increase	Year-on-year increase	Year-on-year 106%	○			
	Reduce overtime work exceeding standard hours	8-❻ 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	Year-on-year 81.1%	○	Creating a Positive Workplace for Employees		
	Encourage the use of annual paid leave by labor union members	8-❼ Available annual paid leave used by labor union members (%)	90%	90%	90%	95.7%	○	Creating a Positive Workplace for Employees		

Materiality View of CSR Roadmap 2025

Material Issues	Main Initiatives of CSR Roadmap 2025	KPIs of CSR Roadmap 2025	Fiscal 2023	Fiscal 2024	Fiscal 2025	Activities of Fiscal 2023			Related CSR Guidelines	Related SDGs
			Targets			Results	Degree of success ¹	Related initiatives		

- Notes :**
- 1 : The degree of success is defined as follows: ○ means the target was fully met; △ means the target was 50% met or better; × means the target was less than 50% met. "N.A." means no targets were specified for the fiscal year under review.
 - 2 : 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.
 - 3 : Until FY 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.
 - 4 :  : No KPI set in CSR Roadmap 2025
 - 5 : Business areas and product lines that can help realize the Toray Group Sustainability Vision
 - 6 : Toray calculates the CO₂ emissions reduced throughout the value chain of products in accordance with the guidelines of the Japan Chemical Industry Association and the International Council of Chemical Associations (ICCA).
 - 7 : Water treated annually with Toray water treatment membranes. It is calculated by multiplying the amount of fresh water that the Toray membranes can produce per day, including reverse osmosis (RO), ultrafiltration (UF) and membrane separation bioreactors (MBR), by the number of membrane elements sold.
 - 8 : Volatile organic compounds
 - 9 : Since efforts to achieve the fiscal 2024 target began recently, there are no figures to report for fiscal 2023. During this year, measures were taken to determine the anticipated high-risk issues, countries, regions, and industries, and preparations were made to identify and investigate the relevant suppliers.
 - 10 : Since efforts to achieve the fiscal 2024 target began recently, there are no figures to report for fiscal 2023. The plan is to survey the Company's major suppliers of lubricants containing palm oil by investigating those that account for 90% or more of the Company's palm oil-related purchasing amount in fiscal 2023.
 - 11 : 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
 - 12 : 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.