

Risks, opportunities, and materiality in achieving the vision

Materiality indicators

April 1, 2025

Category	Major items	Risks	Opportunities	Indicators			
				Themes	FY2026 indicators	FY2025 results	Officer in charge
Domain contributing to solving social issues through business	A decarbonized and circular society	Short, medium, and long term • Greenhouse gas (GHG) reduction efforts • Increase in environmental impact costs • Losses due to environmental pollution	Short, medium, and long term Growth and expansion of products and businesses contributing to the following: • A decarbonized society • A resource-circulating society • People's well-being • Comfortable living	1. Expansion of ECO-PARTNER SYSTEM® products and services that contribute to the environment 2. Greening of the film business	1. Sales ratio of 40%*1 2. 60%*1	1. 31% 2. 14%	1. Taichi Sakai 2. Masanao Kudo
	A healthy lifestyle and healthcare			1. Number of tests through the provision of infectious disease diagnostic reagents 2. Number of dialysis patients provided with dialysis membranes	1. 10 million times per year*1 2. 250,000 patients*1	1. 1.29 million times per year 2. 198,000 patients	Takahito Sagara
	Smart communities and comfortable spaces			1. Expansion of sales volume for products supporting DX	1. 1.5 times FY2021*1	1. 1.38 times	Masanao Kudo
Human capital domain	Employee well-being (diversity, equity, and inclusion, health and productivity management, occupational health and safety)	Short and medium term • Human rights violations in the supply chain • Absences due to mental health issues and reduced productivity due to lower job satisfaction • Losses and business impact from occupational accidents	Medium and long term • Work-style reforms emphasizing diversity • Talent development and creating a supportive workplace • Retaining top talent through health and productivity management	1. Training investment per employee and training time 2. Ratio of female managerial staff 3. Ratio of male employees taking childcare leave 4. Employment ratio of people with disabilities 5. Ratio of overworked employees 6. Ratio of annual paid leave taken per year 7. Certification as a "2025 Health & Productivity Management Outstanding Organization" (Large Enterprise Category) 8. Employee engagement score 9. Positive response rate of employee engagement score ① Items related to daily work execution ② Items related to respect for diverse opinions and perspectives 10. Number of key overseas personnel attending training in Japan	1. ¥50,000 per year, 21 hours 2. 5.0% or more 3. At least 80% of eligible employees (Average number of days taken: 14 days or more) 4. 2.5% (2.7%*) 5. Year-on-year improvement 6. 75% or more 7. Acquire or maintain 8. At least 70%*1 9. Improvement in score (year on year) 10. 15 people per year	1. ¥44,000 per year, 14.35 hours 2. 5.6% 3. 86.3% (Average number of days taken: 28.2 days) 4. 2.24% 5. 0.26% 6. 79% 7. Maintained 8. 52% 9. ① 42% ② 53% 10. 20 people per year	Takehiko Inada 10. Norio Iizuka
	Human capital						
	Human rights (Toyobo Group)			1. Implementation of human rights education and training	1. Holding human rights study sessions and training for Group employees 10 times or more per year	1. 2 sessions for managerial staff, 15 sessions for others Number of participants: 792 per year	Norio Iizuka
Environmental and manufacturing domain	Safety and disaster prevention	Short and medium term • Recurrence of similar disasters or troubles • Loss of social credibility due to accidents or scandals	Short, medium, and long term • Cultivating a safety culture • Accumulating know-how in preventive maintenance	1. Number of major accidents* 2. Frequency rate of workplace accidents resulting in lost workdays 3. Number of fires or explosions 4. Number of environmental and spill accidents * Set internal standards based on definitions stipulated by the Ministry of Health, Labour and Welfare Note: Items 1-4 are aggregated from January to December.	1. 0 incidents per year 2. 0.25 or less 3. 0 incidents per year 4. 0 incidents per year	1. 0 incidents per year 2. 0.40 3. 0 incidents per year 4. 1 incident per year	Taichi Sakai
	Quality	Short, medium, and long term • Loss of social credibility due to inaccurate data handling or inappropriate product shipments	Short, medium, and long term • Improving customer satisfaction and social credibility	1. Number of incidents related to products* 2. Implementation of product safety and quality assurance training * Set internal standards based on definitions stipulated by the Ministry of Economy, Trade and Industry	1. 0 incidents per year 2. 100%	1. 0 incidents per year 2. 100%	Masakazu Iwasaki
	Chemical substances management	Short, medium, and long term • Loss of business opportunities due to non-compliance with chemical substance regulations	Short, medium, and long term • Strengthening business profitability through compliance with laws and regulations • Improving customer satisfaction and social credibility	1. Major disasters (Level IV) 2. Number of environmental and spill accidents (Level III) 3. Environmental law violations (Level III): Pollution control laws, Poisonous and Deleterious Substances Control Act, Act on Waste Management and Public Cleansing Note: Items 1-3 are aggregated from January to December.	1. 0 incidents per year 2. 0 incidents per year 3. 0 incidents per year	1. 0 incidents per year 2. 1 incident per year 3. 0 incidents per year	Taichi Sakai
	A decarbonized and circular society (reducing environmental impact)	Short, medium, and long term • Increased risk of extreme weather and natural disasters due to climate change • Environmental impact from waste and emissions • Water resource shortages or depletion	Short, medium, and long term • Expanding demand for products contributing to climate change mitigation (resource conservation, energy saving, low carbon) • Reducing energy costs through improved production efficiency • Lowering environmental conservation costs	1. GHG emissions Scope 1 and 2 (consolidated) 2. VOC emissions (domestic total) 3. Discharge of hazardous substances into water bodies (domestic total) 4. Amount of waste emissions (consolidated) 5. Final disposal (landfill disposal) rate (domestic total)	1. At least 46% reduction compared with FY2014*1 2. 60% reduction compared with FY2015*1 3. 80% reduction compared with FY2024*1 4. 15% reduction compared with FY2016*1 5. Less than 1% per year	1. 35.4% reduction (784 thousand t-CO ₂) 2. 86% reduction 3. 41% reduction 4. 3% reduction 5. 0.40%	Taichi Sakai

Some indicators do not cover all Group companies.

*1 FY2031 indicators *2 FY2027 indicators

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Business foundation domain	Governance	Medium and long term <ul style="list-style-type: none"> Compliance with laws and regulations, and responding to system changes Social demands for strengthening corporate governance 	Medium and long term <ul style="list-style-type: none"> Practicing sustainability management aimed at enhancing corporate value 	1. Number of meetings of the Board of Directors/ Nomination and Compensation Advisory Committee 2. Attendance rate of officers at meetings in 1. above 3. Content disclosure on effectiveness evaluation of the Board of Directors	1. Disclosure of results 2. Disclosure of results 3. Disclosure of contents of effectiveness evaluation	1. 25 times (17 times / 8 times) 2. Attendance by directors at meetings ^(a) 3. Evaluation of the effectiveness of the Board of Directors ^(a)	Takehiko Inada
	Innovation	Medium and long term <ul style="list-style-type: none"> Delays in creating new products and new businesses due to decreased competitiveness in R&D Decline in product demand due to changes in customer needs 	Medium and long term <ul style="list-style-type: none"> Creating new markets by developing new products and businesses that address social issues Early response to changes in customer needs and strengthened regulations 	1. Promotion of development in the three key themes 2. Number of new inventors 3. Number of intellectual property education sessions for Toyobo and Group companies	1. At least 75% 2. At least 30 people 3. 20 times per year	1. 92% (11 out of 12 organizational tasks achieved) 2. 54 people 3. 24 times per year	Katsuya Ito
	Partnerships (supply chain)	Short, medium, and long term <ul style="list-style-type: none"> Negative impact on business activities due to illegal actions or compliance violations by suppliers 	Short, medium, and long term <ul style="list-style-type: none"> Securing social sustainability and long-term competitive advantage 	1. Ratio of CSR procurement surveys returned (conducted every other year) 2. Ratio of reduction in CO ₂ emissions (intensity) related to logistics (sales)	1. 90% or more 2. Reduction of 0.5% year on year	1. Not conducted 2. Increase of 3.4% year on year	Taichi Sakai
	Partnerships (stakeholder engagement)	Short, medium, and long term <ul style="list-style-type: none"> Failure to fulfill accountability leading to unestablished trust with stakeholders Reputational risk 	Short, medium, and long term <ul style="list-style-type: none"> Building strong trust relationships with diverse stakeholders 	1. Number of press releases 2. Number of dialogue sessions with investors 3. Frequency of engagement with stakeholders 4. Number of meetings with employees and labor unions	1. At least 75 per year 2. At least 150 per year 3. At least 3 times per year 4. 60 times per year	1. 81 cases 2. 130 cases 3. 3 times 4. 62 times	Norio Iizuka 4. Takehiko Inada
	Data security, privacy	Short, medium, and long term <ul style="list-style-type: none"> Information leaks, system failures, or stoppages due to cyberattacks Loss of customer trust, deterioration of relationships with business partners, and decreased competitiveness 	Short, medium, and long term <ul style="list-style-type: none"> Gaining customer trust, maintaining good relationships with business partners, and improving competitiveness 	1. Promotion of information security measures <ul style="list-style-type: none"> Renewal of network security infrastructure Renewal of computer security infrastructure 2. Number of information security training sessions 3. Number of incidents (e.g., information leaks, service outages)	1. 100% completion of renewal 2. 15 sessions per year 3. 0 incidents per year	1. Renewal completion 55% <ul style="list-style-type: none"> Network measures 16% Computer measures 93% 2. 13 times per year 3. 0 incidents per year	Norio Iizuka
	Compliance	Short, medium, and long term <ul style="list-style-type: none"> Business activity stagnation, loss of social credibility, and damage to corporate value 	Short, medium, and long term <ul style="list-style-type: none"> Establishing a stable management foundation Strengthening risk management systems Fostering a culture of compliance awareness 	1. Improvement of compliance awareness <ul style="list-style-type: none"> (1) Sufficient dissemination of top management messages (2) Actions mindful of compliance (3) Enhancement of compliance study sessions and various training programs 2. Awareness and use of the compliance consultation desk <ul style="list-style-type: none"> (1) Awareness of the compliance consultation desk (2) Existence of a desk where employees can consult or report with confidence and trust (3) Disclosure of the number of cases handled by the compliance consultation desk 3. Number of serious violations of laws and regulations	1. (1) Positive survey responses: 80% or higher (2) Positive survey responses: 80% or higher (3) 100% attendance by mandatory participants; at least 12 awareness materials issued per year 2. (1) Positive survey responses: 95% or higher (2) Positive survey responses: 70% or higher (3) Disclosure of actual results 3. Disclosure of actual results	1. (1) Perception of the Company as compliance-focused: 83% ("Strongly agree" or "Somewhat agree") (2) Awareness of case study reports: 79% ("Read every time," "Read occasionally," or "Read topics of interest") (3) Enhancement of compliance study sessions and various training: <ul style="list-style-type: none"> Compliance study sessions—100% attendance by required participants In-house education and training—30 sessions per year 2. (1) 91% (2) Self-policing mechanism (consultation when a violation is recognized)—83%* (3) 116 cases handled 3. 0 cases * Percentage of employees who consult their supervisor (including their supervisor's superior), a specialized department, the labor union, or a consultation desk when they become aware of or are instructed regarding legal or compliance violations.	Takehiko Inada
	Compliance (R&D, intellectual property)			1. Achievement rate of education and anti-fraud activities related to R&D 2. Implementation of audits related to compliance with intellectual property regulations	1. 100% 2. 100%	1. 100% 2. 100%	Katsuya Ito

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