

Sustainability

Sustainability Initiatives

Message from Chief Sustainability Officer

Toward the Realization of a Sustainable Society



Noboru Yamanishi
Teijin Group Executive Officer
Chief Sustainability Officer

In recent years it seems as though not a day goes by when the word "sustainability" does not appear in newspapers and other media. I am always a little puzzled, however, because the word is often used without a subject. What exactly is it that must be sustained? Thinking about this question, I understand that the subject must be the society in which we live. So, what is the starting point of this social sustainability?

The origin of sustainability in Europe apparently was the issue of unemployment among young people in the 1990s. Since European society could not be sustained if the matter were left untouched, not only governments but companies also set about tackling the youth unemployment issue. Every person constitutes an essential asset for society. Therefore, since companies were handling social assets, they had to accept the accompanying responsibility. Companies educate and train people and then have them create value. Accordingly, I believe that human rights definitely lie at the root of social sustainability.

Besides human rights, our business would not survive without the sustainability of suppliers. In addition, in the supply of goods and services, it would be inexcusable if they were harmful to people. Furthermore, in the process from producing the goods and services that we supply to delivering them to the customer, the emission of much carbon dioxide would mean that we were cohorts in bringing about climate change.

In this way, to sustain society, steady efforts are necessary to solve multiple problems one by one. The Teijin Group intends to contribute to the sustainability of society by continuing to challenge issues around the clock in our effort to enhance the quality of life, which is our corporate philosophy.

Sustainability Policy and SDGs >

Based on the following sustainability policies, the Teijin Group contributes to the development of a sustainable world through efforts to address its material issues, focusing on people.

[SDGs approach policy >](#)

[Participation in the Global Compact >](#)

Materiality and KPIs >

We introduce the five material issues of the Teijin Group, and the key performance indicators (KPIs) and target values.

[Materiality of the Teijin Group >](#)

[KPIs & Targets >](#)

Management System and Promotion Activities >

We have organized the opportunities and risks the Teijin Group faces, and established a sustainable management base to promote sustainability initiatives.

[Management System >](#)

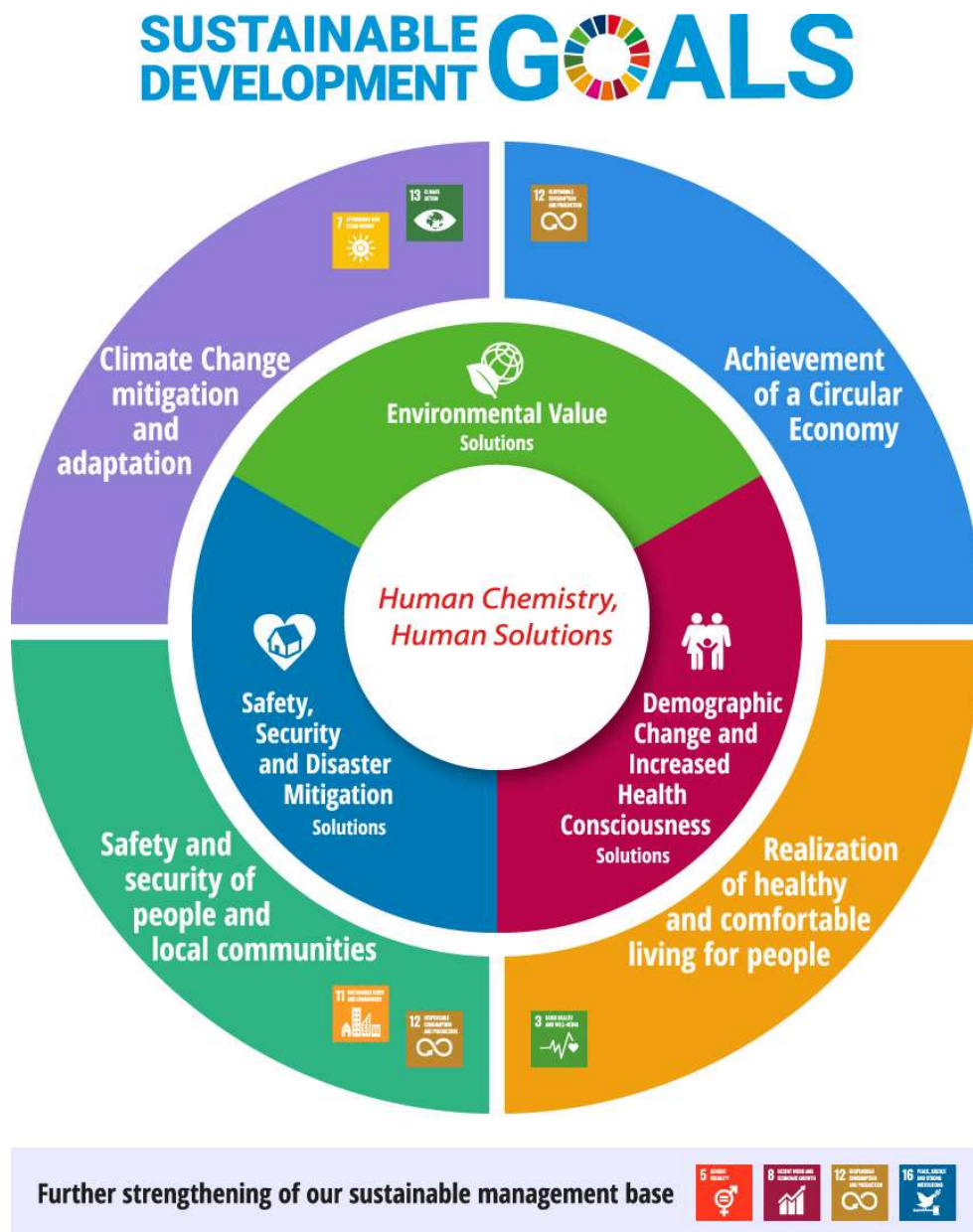
[Promotion Activities >](#)

Solutions and Value Creation >

The Teijin Group creates new value and provides it to society through three solutions that leverage its strengths.

Sustainability Policy and SDGs

Based on the following sustainability policies, the Teijin Group contributes to the development of a sustainable world through efforts to address its material issues, focusing on people.



SDGs Approach Policy

To realize a sustainable world, our focus will be on people, to provide innovative solutions to enhance the quality of life, while minimizing the impacts of our activities on the environment and society.

For the earth	 Environmental value solutions Provide products and services that contribute to global environmental goals such as prevention of climate change and achievement of a circular economy.
For society	 Safety, security and disaster mitigation solutions Provide products and services that protect lives and livelihoods from various risks such as disasters and accidents.
For people	 Demographic change and increased health consciousness solutions Provide products and services that support healthy and comfortable living for people of all ages.

Code of Conduct

We -- The Teijin Group, including its officers and employees -- act according to our conscience, with the aim of enhancing the quality of life for all stakeholders.

Code of Conduct

Together

We are united in building shared, sustainable value through mutual respect for our unique differences.

We accept our diversity in terms of race, religion, sex, gender, and cultural background, and we respect each other's personality and character. We appreciate different opinions and perspectives and engage in honest discussions for better conclusions.

We leverage our partnerships internally and externally, cooperating to create products and services that help society's sustainable development. As good corporate citizens, we contribute to society in an appropriate manner for evolving together with our local communities.

Environment, Safety & Health

We put the global environment, human safety and health as our top priorities when conducting business.

We seek to protect the environment and reduce the environmental burden in every part of our business; including research and development, procurement, production, logistics, sales, use, recycle, and disposal.

We put human life first in every step of our business. We strive to provide a safe work environment and protect our physical and mental health. We also provide our customers with safe and trustworthy products and services.

Integrity

We act with integrity in compliance with laws and regulations, and show respect for human rights and local communities in which we operate.

We respect human rights and do not allow any discrimination and harassment in any part of our business and supply chain. We also maintain accountability by conducting our business in a way that helps to win the trust of local communities.

We comply with applicable laws and regulations in every country and region where we do business and respect internationally-accepted principles.

We respect and/or protect:

- fair trade
- accurate records, reports and documentation
- timely, appropriate, and fair disclosure
- intellectual property
- personal data, and confidential information
- whistleblowing
- security export control

We do not allow for:

- anticompetitive behaviors, such as cartels
- corruptions such as bribery
- insider trading and market manipulation
- money laundering and terrorism financing
- dealing with antisocial forces

Joy at Work

We are committed to building a fulfilling and joyous workplace, where each of us is passionate about our work.

We accept each other's roles and contribution. We also trust and help each other to create a work environment where everyone can work with a sense of security and vigor.

We enhance our team's capabilities by boldly pursuing new possibilities and actively supporting the growth of our colleagues.

We contribute to society through our work by understanding and sharing our goals and purposes of our work.

INnovation

We challenge ourselves for transformation, and provide innovative solutions, anticipating the needs of our customers and society.


We stay perceptive to future society's needs by being observant of changes in the world and boldly innovating and creating revolutionary products and services.

We create better ideas, technologies, and processes, taking full advantage of the chemistry of diverse opinions and perspectives. We transform ourselves by thinking outside the box.

(Established on April 27, 2018 after the corporate resolution of the Board of Directors of Teijin Limited)


"Code of Conduct" How we behave

Together(PDF:282KB) 

Environment, Safety & Health(PDF:290KB) 

Integrity(PDF:420KB) 

Joy at Work(PDF:222KB) 

INnovation(PDF:260KB) 

Participation in the UN Global Compact

Teijin Limited joined the UN Global Compact* in March 2011 by a decision of the Board of Directors. Participation in this global initiative for sustainable development is voluntary. Participating companies are required to follow the Ten Principles of the UN Global Compact relating to “human rights,” “labor,” “environment” and “anti-corruption.”

As a global company, in order to practically implement high-quality CSR management, in FY2011, the Teijin Group reviewed its Corporate Code of Conduct and Corporate Standards of Conduct based on the principles of the UN Global Compact. In addition, in terms of business activities, we clarified policies to practically implement the basic principles such as respecting human rights.

Furthermore the Teijin Group has revised its previous Corporate Code of Conduct and Standards of Conduct to the Code of Conduct to clarify the Group's engagement with the Sustainable Development Goals (SDGs), the UN Global Compact and other frameworks in accordance with changes in the social environment in June 2018. Our new Code of Conduct now includes the statement, “Integrity: We act with integrity in compliance with laws and regulations, and show respect for human rights and local communities in which we operate.”

Additionally, in March 2019, we established the Teijin Group Human Rights Policy. Under this policy, we pledge to endeavor not to be involved directly-or to be complicit indirectly by way of external affiliates-in any kind of human rights violations in our business activities, in recognition of the fact that respect for human rights is an important social responsibility to be fulfilled as a company.

* UN Global Compact: A set of voluntary corporate action principles proposed by the former Secretary General Kofi Annan during the World Economic Forum (Davos Forum) held in January, 1999.

The Ten Principles of the UN Global Compact

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Management System and Promotion Activities

We have organized the opportunities and risks the Teijin Group faces, and established a sustainable management base to promote sustainability initiatives.

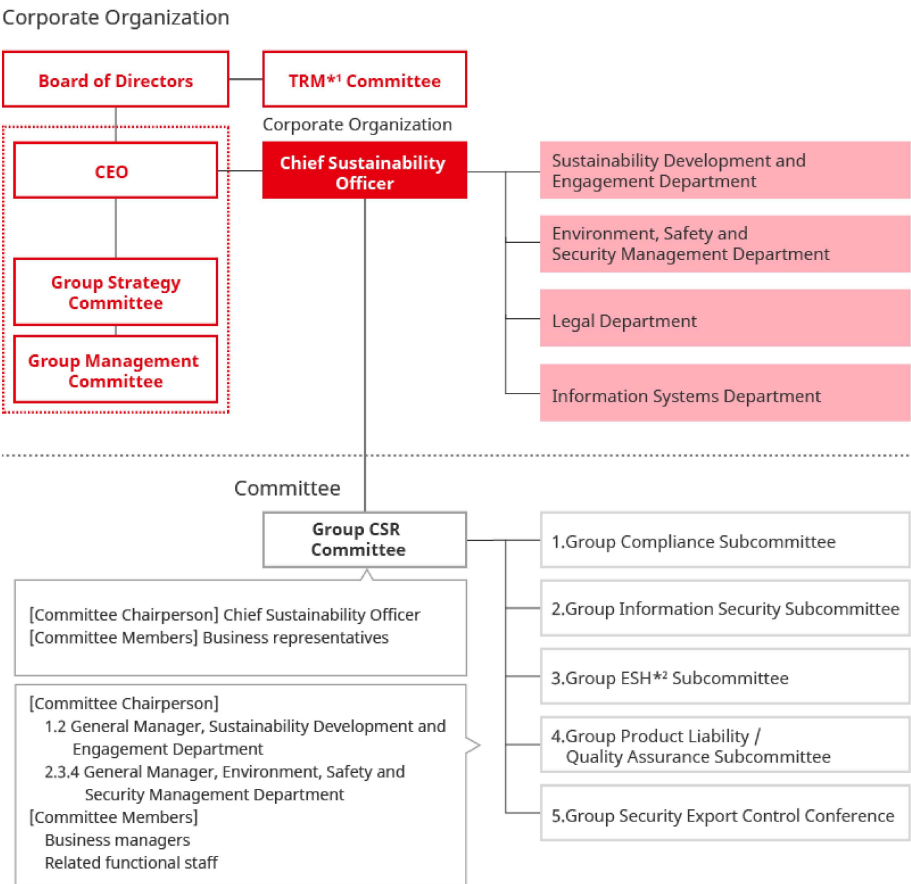
Management System

The Group has identified sustainability issues as management issues, including social and environmental issues, such as consideration of climate change and other global environmental issues, respect for human rights, consideration of employees' health and work environment, fair and appropriate treatment of employees, fair and appropriate business transactions with business partners, and crisis management in response to natural disasters.

Teijin has established the Chief Sustainability Officer (CSO)* as the person responsible for the Company's sustainability activities. Under the guidance and supervision of the Board of Directors, the CSO is promoting sustainability initiatives that are integrated with the Group's business activities.

* Diversity and inclusion (D&I) efforts are overseen and promoted by the Chief Human Resources Officer (CHRO).

The Company will discuss and report policies, plans, and progress related to sustainability at the Management Committee and conduct a review once a year under the purview of the CSO to confirm important issues at each business unit and Group company. Regarding important operational risks, deliberations on basic plans take place at meetings of the Total Risk Management (TRM) Committee twice a year. The progress is then reported to the TRM Committee, and the details of these discussions and reports are then passed on to the Board of Directors. Moreover, once a year the CSO reports the performance status of their duties to the Board of Directors, and sustainability-related activities are undertaken under the guidance and supervision of the Board of Directors.



*1 Total Risk Management

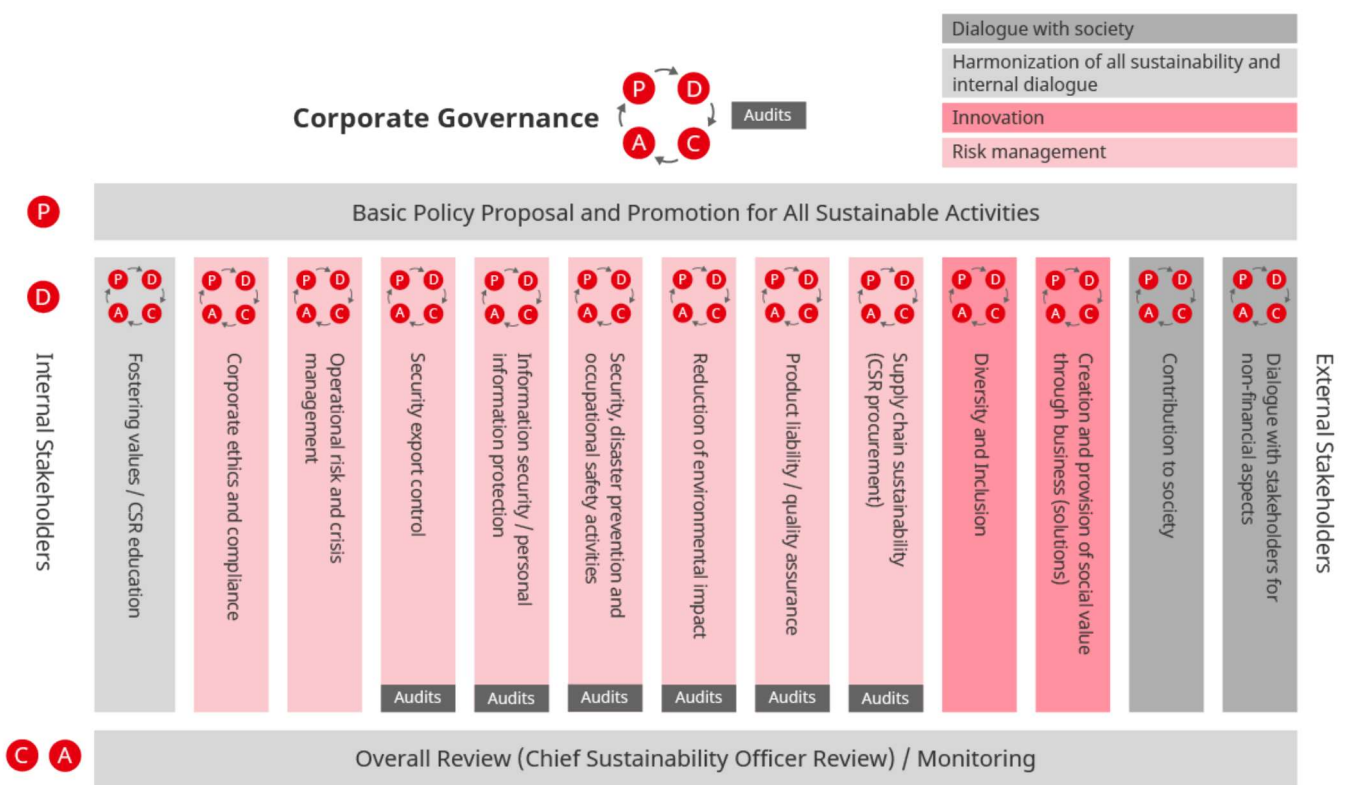
*2 Environment, Safety and Health

Promotion Activities

We have organized the opportunities and risks the Teijin Group faces with the aim of contributing to the development of a sustainable world, and established a sustainable management base to promote sustainability initiatives.

In order to implement the Teijin Group's sustainability initiatives in a unified and effective manner, a main division/organization in charge is specified under the supervision of the CSO for each important sustainability issue. This main division/organization then starts the PDCA cycle of planning for the medium to long term and for single fiscal years (Plan), implementing this plan (Do), evaluating (Check), and improving (Action) to achieve ongoing improvement and enhancement of our sustainability initiatives.

PDCA approach to sustainability initiatives



Implementation of the CSO Review

With regard to the Group's sustainability initiatives, every year the CSO conducts a review to confirm how each business group and Group company are responding to important sustainability-related issues. The review also confirms the status regarding major law violations, incidents, and accidents.

External Evaluations

Status of inclusion in SRI indices (as of August 2023)

The Teijin Group was evaluated on its initiatives for ESG to date, and for its transparency in information disclosure. As a result, we continue to be included in the following leading socially responsible investment (SRI) indices.

Inclusion in Socially Responsible Investment (SRI) Indices

- Dow Jones Sustainability Indices
- FTSE4Good Index Series
- Ethibel Investment Register

Teijin has been listed in Global Sustainability Yearbook 2023 published by S&P Global (U.S.), a world leading provider of investigations and evaluations related to ESG investment. The Global Sustainability Yearbook recognizes companies around the world with outstanding sustainability initiatives.



Selected for the components of all five ESG indices used in the Government Pension Investment Fund (GPIF)

- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index (WIN)
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- S&P/JPX Carbon Efficient Index

2023 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

2023 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index



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Received an AAA rating, the highest rating, in the MSCI ESG rating evaluation

- MSCI ESG 「AAA」



As a company with excellent ESG initiatives, we have been selected for three programs

- Company with Excellent Health Management
- Work with Pride
- D&I Award

Building on our accomplishments in FY2021, we were achieved the GOLD award at Work with Pride 2022 and the Best Workplace for D&I Award 2022.



Materiality and KPIs

We introduce the five material issues of the Teijin Group, and the key performance indicators (KPIs) and target values.











Materiality of the Teijin Group

Materiality is social issues that we prioritize in our actions to realize our long-term vision of being a company that supports the society of the future.

In Medium-Term Management Plan 2020-2022, based on global social issues and the goals set forth in the Sustainable Development Goals (SDGs), we have organized risks and opportunities that our company faces and identified five material issues to be addressed as management issues from FY2020 onward.

Under the Reforms for Profitability Improvement initiative, announced in February 2023, our materiality has remained unchanged, and we aim to accelerate our transformation into a company that resolves important social issues in the post-pandemic world.

Materiality and SDGs

Materiality	Major initiatives	Related SDGs
Climate Change mitigation and adaptation	Environmental value solutions (mitigation of Climate Change such as weight reduction) Safety, security and disaster mitigation solutions (adaptation to Climate Change)	 
	Reduction of greenhouse gas emissions from operations	
Achievement of a circular economy	Environmental value solutions (such as recycling)	
	Effective use of resources and reduction of waste	
Safety and security of people and local communities	Safety, security and disaster mitigation solutions	 
	Environmental pollution prevention and chemical substance management	
Realization of healthy and comfortable living for people	Demographic change and increased health consciousness solutions	
	Improve employee health and satisfaction	
Further strengthening of sustainable management basis	Corporate governance	   
	Corporate ethics and compliance	
	Diversity & Inclusion	
	Information security and personal information protection	
	Security, disaster prevention and occupational safety activities	
	Health management	
	Product liability/Quality assurance	
	Supply chain sustainability (CSR procurement)	

Learn more about materiality here

[Climate change mitigation and adaptation](#) >

[Achievement of a circular economy](#) >

[Safety and security of people and local communities](#) >

[Realization of healthy and comfortable living for people](#) >

[Further strengthening of our sustainable management base](#) >

Process of identifying materiality

The Teijin Group grasps a wide range of social issues and screens them by conducting a materiality analysis from the perspective of their degree of importance to the Teijin Group and degree of impact on stakeholders. The Chief Sustainability Officer (CSO) then consults with external experts. The Teijin's Group Management Committee finally identifies the materiality to the Teijin Group.

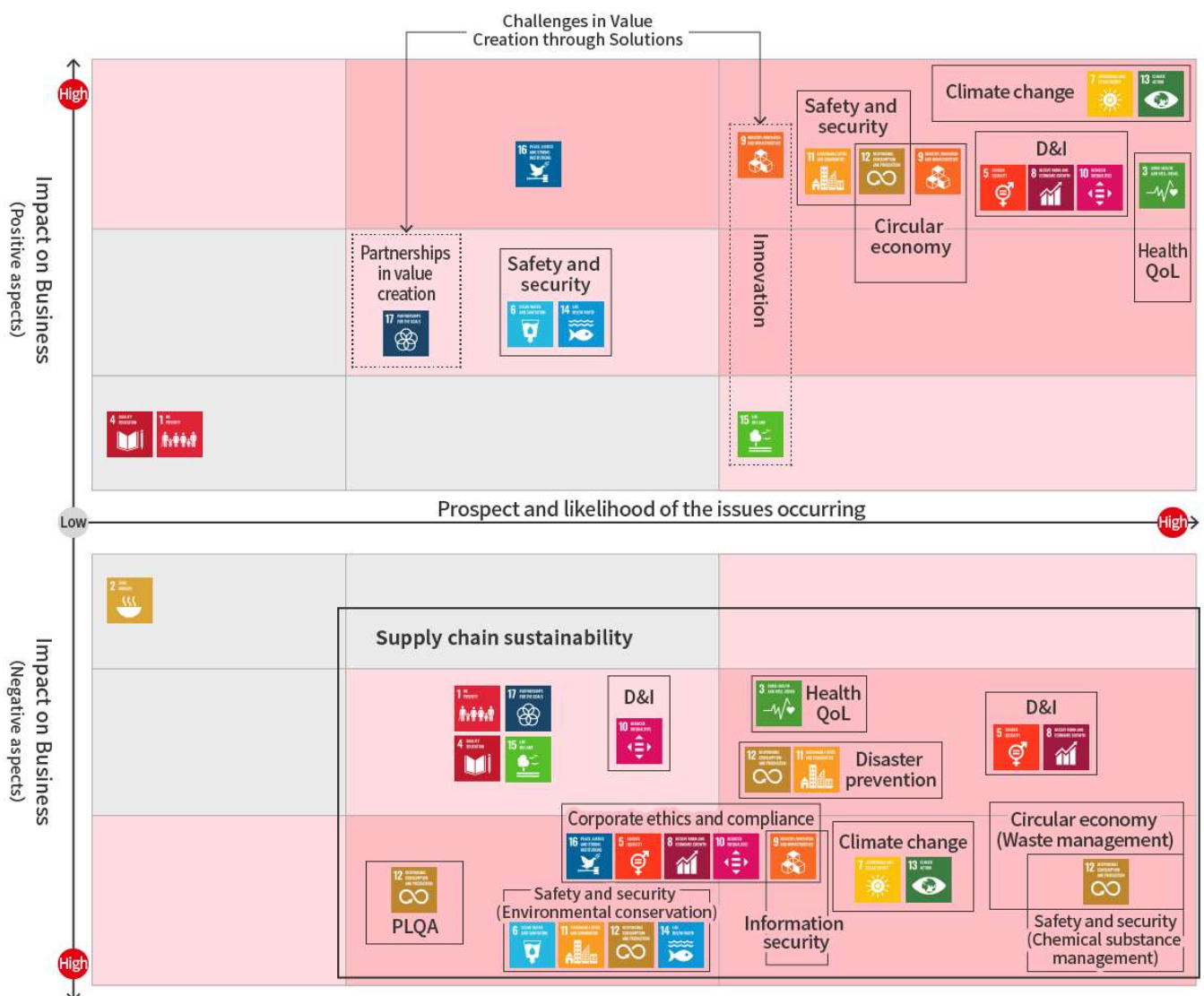


STEP1 Grasp and screen

Grasp the trends of a wide range of social issues including the SDGs, and digest them

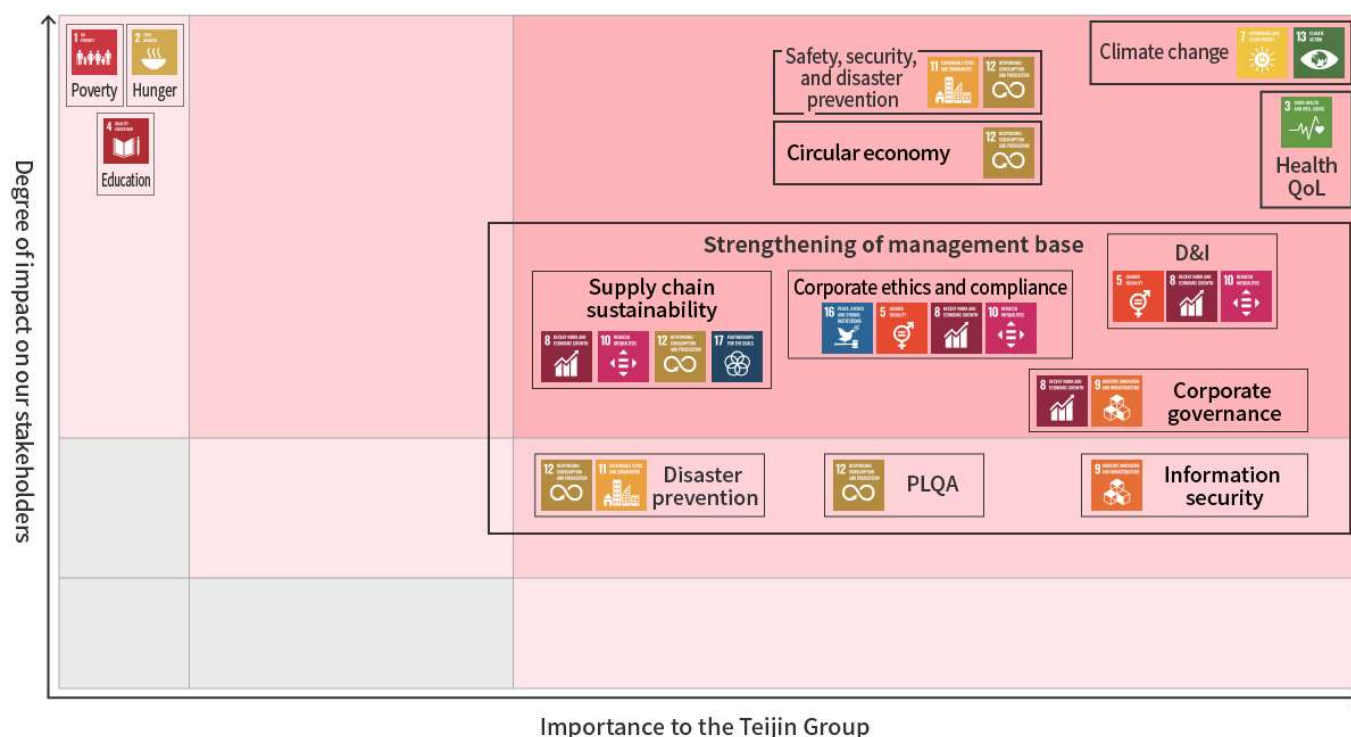
STEP2 Analyze materiality

The digested social issues are analyzed and mapped two-dimensionally, with importance of the social issues to the Teijin Group in ascending order along the horizontal axis, and impact on stakeholders in ascending order along the vertical axis.



STEP3 Select material issues

From the issues analyzed in STEP2, we select those which have a particularly high importance to the Teijin Group and a high degree of impact on stakeholders.



STEP4 Dialogues with external experts

We conduct dialogues with external experts about the Teijin Group's process of identifying Materiality and the selected issues.

Details of Implementation

We conducted dialogues about the Group's process of identifying materiality and the selected issues in October 2019, and received inputs from external experts from a wide range of perspectives.

Connecting business fields with solutions helps improve corporate value



Hidemi Tomita
Director,
Lloyd's Register Japan K.K.
(As of October 2019)

When organizing its materiality with a focus on the SDGs, I believe Teijin can establish a greater sense of a narrative by showing how its three solutions, which are created as a result of its business activities, contribute to society. In addition, Teijin should be able to enhance its corporate value to an even greater extent by extending a particular material or business across multiple solutions. I also think it is important for each employee to gain an understanding on the kind of business opportunities that are created by responding to the SDGs.

Backcasting from the future with a view to the next 100 years is important



Ken Shibusawa
Founding Partner & Chairman of the Board,
Commons Asset Management, Inc.
(As of October 2019)

From the viewpoint of a long-term investor, the purpose of a corporation's efforts toward ESG and the SDGs is to achieve sustainable value creation over the long term. To that end, it is important to accumulate existing businesses and make commitments to the future and then think backwards on how to accomplish them. In addition to considering "what" actions it should undertake, Teijin should think about "why" they are pursuing a particular action. I therefore would like to see Teijin promote backcasting with a focus on the next 100 years. Going forward, the extent to which Teijin can ascertain changes in the business environment and consider aspects outside the perspective of its past successes will become increasingly more important.

Looking forward to long-term value creation related to climate change



Toshihiko Goto
Chief Executive Officer, Sustainability Forum Japan
Board Member, Global Compact Network Japan
(As of October 2019)

From a short-term perspective too, Teijin deserves praise for supporting the Task Force on Climate-related Financial Disclosures (TCFD). I think the Company could benefit from adopting a more long-term perspective with its vision and strategies. I would like to see Teijin establish goals for 2030 through a backcasting approach that considers the kind of company Teijin aims to be by its 150-year anniversary. If Teijin's management is able to indicate the direction toward which the Company is heading, I believe that knowledge of this path will spur various ideas from employees on how to reduce CO₂ emissions and other matters. To survive as a company going forward, it is crucial to pursue efforts from the perspective of value creation related to climate change.

Key dialogues held in the past

- Dialogue on human rights with external experts (FY2021)(PDF:128KB)
- Dialogue on human rights with external experts (FY2020)(PDF:642KB)
- Dialogue on human rights with external expert (FY 2019) (PDF:49KB)
- Corporate Governance Talk (FY 2018) (PDF:161KB)
- Promoting of Diversity & Inclusion (FY 2017) (PDF:170KB)
- Materiality Initiatives (FY2016) (PDF:9.29MB)
- Holding a consultation about CSR procurement (FY2015)(PDF:91KB)
- Identify Material CSR Issues (FY2014)(PDF:154KB)
- True Diversity -- The Next Step in the Advancement of Female Employees (FY2013)(PDF:2.5MB)
- How Teijin Aramid Creates Qualitative Value in the Chain (FY2012) (PDF:3.36MB)
- CSR in Disasters (FY2011) (PDF:3.57MB)
- How Should Environmental Initiatives for China be Structured? (FY2010)(PDF:3.23MB)
- Toward Better Home Oxygen Therapy (FY2009)(PDF:993KB)
- Toward Expanding ECO-CIRCLE® (FY2008) (PDF:2.38MB)
- Operation of the Environmentally Friendly Design Guidelines (FY2007)(PDF:1.03MB)

STEP5 Identify material issues

The Group Management Committee deliberates, checks, and identifies the Teijin Group's materiality. The current five material issues were identified at the Group Management Committee in December 2019.

KPIs & Target

The KPIs for each material issue set by the Teijin Group are indicated below.

Reduction in environmental burden

We have maintained the KPIs we adopted for reducing our environmental burden under Medium-Term Management Plan 2020-2022 (certain figures have been raised).

		Medium-Term Management Plan 2020-2022		Latest Targets
Climate Change (CO ₂ emissions)	Our CO ₂ emissions *1 (Scope 1+2)	FY2030	30% reduction	▶ (no change)
		FY2050	Net ZERO emissions	▶ (no change)
	Supply chain*2 (Scope 3)	FY2030	15% reduction	▶ (no change)
Water	(freshwater intake** per unit of sales**)	FY2030	30% improvement	▶ (no change)
Hazardous Substance	(emissions of hazardous chemical substances** per unit of sales**)	FY2030	20% improvement	▶ (no change)
Resource Circulation	(Landfill waste volume** per unit of sales**)	FY2030	10% improvement	▶ 20% improvement

By FY2030 Avoided emissions*7 > Total emissions*8



*1 Includes CO₂, methane, and N₂O. CO₂ emissions are calculated with the GHG Protocol as reference. The amount of CO₂ emissions equivalent to the amount of energy sold to other companies has not been deducted from this data. With regard to coefficients for fuel, we use emissions coefficients based on the Law Concerning the Promotion of the Measures to Cope with Global Warming. As for emissions coefficients for electricity, we use adjusted emissions coefficients of individual electric power companies for power purchased in Japan. For power purchased overseas, we use power company-specific coefficients, in principle. However, in cases where the power company-specific coefficient is unknown, we apply the latest available International Energy Agency (IEA) country-specific emissions coefficient

*2 Covers Scope 3 emissions in Category 1 (Purchased goods and services) except emissions from products purchased in the Fibers & Products Converting Business for the purpose of sale

*3 The amount of freshwater intake is the total of industrial water, groundwater, and tap water

*4 Per sales units are calculated using consolidated net sales as the denominator

*5 Among the Class 1 designated chemical substances under the Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof and chemical substances indicated by the Japan Chemical Industry Association, chemical substances emissions to atmosphere, water, and soil which are harmful to aquatic environments and the ozone layer in the Globally Harmonized System of Classification and Labelling of Chemicals (GHS) classification defined by the United Nations are subject to the calculation for emissions

*6 Landfill waste volume is calculated based on the amount of waste disposed of directly in landfills

*7 Calculated as the amount of avoided CO₂ emissions that the Company's products have contributed to in the supply chain downstream

*8 Total CO₂ emissions are calculated for Scope 1, Scope 2, and Category 1 (Purchased goods and services), Category 2 (Capital goods), Category 3 (Fuel- and energy-related activities not included in Scope 1 and Scope 2), Category 4 (Upstream transportation and distribution), Category 5 (Waste generated in operations), Category 6 (Business travel), and Category 7 (Employee commuting) in Scope 3

Human capital (including diversity of human resources)

In FY2023, we reestablished long-term targets in tandem with our move to reduce the number of corporate officers by transforming our management structure.

① KPIs and Targets under Medium-Term Management Plan 2020-2022

KPIs			Targets	
Diversity of executives ^{*1}	Female executives		April 1, 2031	10+
	Non-Japanese executives		April 1, 2031	12+
Key goals for women's advancements ^{*2}	Japan ^{*3}	Managers (or higher)	April 1, 2031	300+
	U.S.	Senior managers ^{*4}	April 1, 2031	10
	EU	Global core talent ^{*5}	April 1, 2031	10
	China	Senior managers ^{*4}	April 1, 2031	12
	ASEAN	Senior managers ^{*4}	April 1, 2031	8+

*1 Board of Directors, statutory auditors, Group executive officers, and Group corporate officers

*2 Key goals are set based on regional situations

*3 Major subsidiaries in Japan: Teijin Limited, Teijin Pharma Limited, Teijin Frontier Co., Ltd., Infocom Corporation

*4 President or those who report directly to the president in a Group company

*5 Human resources of female senior managers selected and certified as executive candidate

② KPIs and Targets from FY2023 Onward

	Milestones April 2026	Targets April 2031
Female officers	20%	30%
Non-Japanese officers	10%	30%
Level of employee satisfaction	Annual improvement of 1% (Reference: Score of 64 in FY2022)	

Solutions and Value Creation

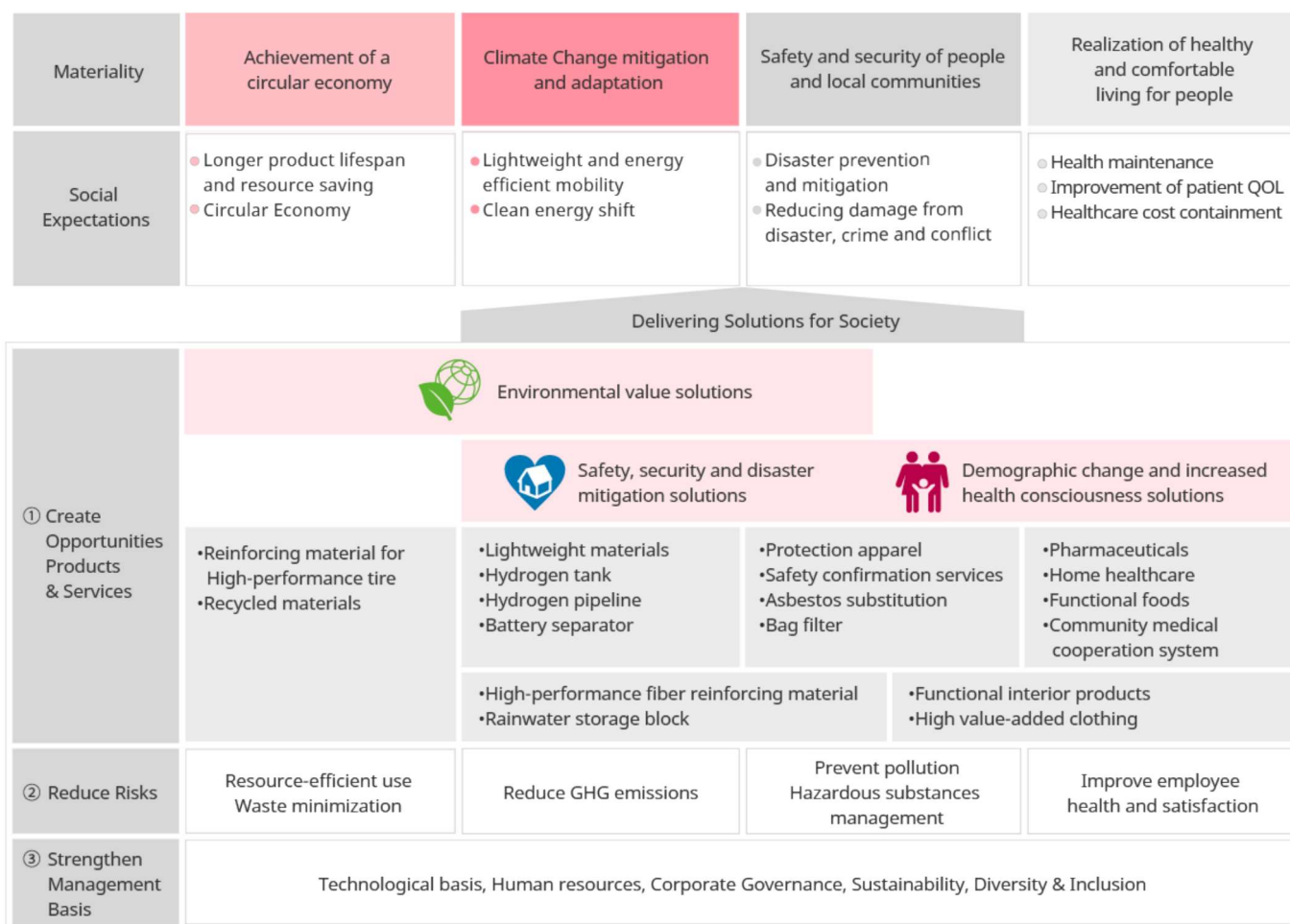
The Teijin Group creates new value and provides it to society through three solutions that leverage its strengths.

Solutions and Value Creation




The Teijin Group has inherited the DNA of “Evolution and Ambition”. In our 100-year history, we have been solving the challenges of that era and providing various solutions. Our current goal is to contribute to the realization of a sustainable world. To this end, we will strive to create new value that society needs in three fields: “Environmental value solutions,” “Safety, security and disaster mitigation solutions” and “Demographic change and increased health consciousness solutions.”

In addition, we will further focus on strengthening the management base, which is the foundation for that, and responding to risks appropriately.

Value creation at a glance



Value provided that contributes to solving problems

Solutions	Value provided	Products & Services	
 Environmental value solutions	Contribute to a circular economy by extending the life spans of products and promoting 3R <ul style="list-style-type: none"> ■ Extend the life spans of products and promote sharing (reduce, reuse) by using high-durability and high-quality materials. ■ Improve resource circulation (recycling) throughout the value chain by utilizing partnerships forged through the development and provision of recycling technologies. 	<ul style="list-style-type: none"> •Reinforcing material for High-performance tire •Recycled materials 	→ Achievement of a circular economy
	Contribute to mitigating climate change through energy efficiency and clean energy <ul style="list-style-type: none"> ■ Use high-performance materials and components to realize lightweight and electric mobility. ■ Decarbonize society with products that are essential to hydrogen-based social infrastructure. 	<ul style="list-style-type: none"> •Lightweight materials •Battery separator •Hydrogen pipeline •Hydrogen tank 	→ Climate Change mitigation and adaptation
	Contribute to preventing and remediating environmental pollution using clean technology <ul style="list-style-type: none"> ■ Prevent the release of and remove pollutants and microplastics in the atmosphere and water using filtering that employs Nano-level microtechnology. 	<ul style="list-style-type: none"> •Asbestos substitution •Bag filter •Environmental engineering 	
 Safety, security and disaster mitigation solutions	Contribute to building a safe and resilient society with high-performance materials and IoT <ul style="list-style-type: none"> ■ Use high-durability materials and the IoT to reduce and promptly restore damage from natural disasters. ■ Use high heat resistant, high-durability materials and the IoT to protect people and lives from fire, traffic accidents, crime, and so on. 	<ul style="list-style-type: none"> •High-performance fiber reinforcing material •Rainwater storage block •Safety confirmation services •Protection apparel •Seat sensor membranes 	→ Safety and security of people and local communities
	Contribute to realizing more comfortable life through the power of fibers <ul style="list-style-type: none"> ■ Realize "comfortable clothing," "comfortable living spaces," and "comfortable movement" by developing innovative technologies. 	<ul style="list-style-type: none"> •Functional interior products •High value-added clothing •Car seat fabric •Train seats •Automotive sound absorbing material 	
 Demographic change and increased health consciousness solutions	Contribute to maintaining human health and extending life spans through medical and health support <ul style="list-style-type: none"> ■ Use innovative drugs and medical devices to improve standards of treatment and support patient life. ■ Use ICT to support healthcare professionals and interregional medical cooperation. ■ Use functional foods and sleep support to improve health levels. 	<ul style="list-style-type: none"> •Pharmaceuticals •Home healthcare •Functional foods •Community medical cooperation system •Hospital system 	→ Realization of healthy and comfortable living for people

Sales for the “three solutions”

The Group’s targets for FY2030

Total sales ratio of 75% or more for the three solutions

Statistics of sales for the “three solutions”

