ESG Data

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Environment[*1]

GHG[*2]

Item	Boundary	Unit	FY2022	FY2023	FY2024
Avoided CO_2 emissions[*3 *4]	Japan and Overseas	Million tons-CO_2	3.17	3.33	3.49
Total CO_2 emissions[*3 *5]	Japan and Overseas	Million tons-CO_2	5.03	5.25	4.69
Group CO_2 emissions (Scope 1+2)[*6 *7]	Japan and Overseas	Million tons-CO_2	1.18	1.14	1.09★ (1.23)
Scope 1[*6 *7]	Japan and Overseas	Million tons-CO_2	0.69	0.62	0.58★ (0.64)
Scope 2[*6]	Japan and Overseas	Million tons-CO_2	0.49	0.52	0.51★ (0.59)
Scope 3[*6 *8]	Japan and Overseas	Million tons-CO_2	3.50	3.50	3.60
Supply chain CO_2 emissions[*6 *9]	Japan and Overseas	Million tons-CO_2	2.41	2.45	2.52★
CO_2 emissions in the logistics sector[*10]	Japan	Thousand tons-CO_2	5.75	6.70[*11]	6.48★
CO_2 emissions per unit index in the logistics sector	Japan	FY2011=1.00	1.05	1.37[*11]	1.38★

Energy[*3 *12]

Item	Boundary	Unit	FY2022	FY2023	FY2024
Total energy consumed[*13]	Japan and Overseas	GJ	16.6×10^6 (18.6×10^6)	15.5×10^6 (17.4×10^6)	14.9×10^6★ (16.9×10^6)
Percentage grid electricity	Japan and Overseas	%	18.6 (21.0)	18.9 (21.3)	19.1 (21.3)
Percentage renewable energy	Japan and Overseas	%	4.5 (4.0)	6.0 (5.4)	6.4 (5.7)
Total self-generated energy	Japan and Overseas	GJ	10.3×10^6 (11.5×10^6)	9.3×10^6 (10.5×10^6)	8.7×10^6 (10.0×10^6)

Air[*3]

Item	Boundary	Unit	FY2022	FY2023	FY2024
NOx emissions	Japan	Thousand tons	-	-	0.14
	Overseas	Thousand tons	-	-	0.48
	Total	Thousand tons	0.90	0.69	0.62★
SOx emissions	Japan	Thousand tons	-	-	0.00
	Overseas	Thousand tons	-	-	1.75
	Total	Thousand tons	2.13	1.68	1.75★
VOC emissions	Japan	Thousand tons	-	-	1.15
	Overseas	Thousand tons	-	-	0.23 (0.40)
	Total	Thousand tons	1.56	1.49	1.38★ (1.55)

Water[*3]

Item	Boundary	Unit	FY2022	FY2023	FY2024
Freshwater intake volume[*14]	Japan	Million tons	-	-	51.5
	Overseas	Million tons	-	-	10.0 (10.4)
	Total	Million tons	66.5	66.1	61.5★ (61.9)
Freshwater intake volume per sales unit[*15]	Japan and Overseas	Thousand tons /¥100 million	6.53	6.40	7.3★ (6.2)
Discharged water volume	Japan	Million tons	-	-	46.0
	Overseas	Million tons	-	-	9.0 (9.4)
	Total	Million tons	60.2	59.2	55.0★ (55.4)
COD[*16]	Japan	tons	-	-	80
	Overseas	tons	-	-	240
	Total	tons	295[*11]	304[*11]	320★
BOD[*16]	Japan	tons	-	-	34
	Overseas	tons	-	-	3
	Total	tons	80	64	37★

Chemical substance[*3]

Item	Boundary	Unit	FY2022	FY2023	FY2024
Hazardous chemical substance emissions[*17]	Japan and Overseas	tons	780	656	435★ (609)
Hazardous chemical substance emissions per sales unit[*15]	Japan and Overseas	kg/¥100 million	76.6	63.5	51.7★ (60.6)
Chemical substances handled[*18]	Japan and Overseas	Thousand tons	322	322	312★ (319)
Chemical substance emissions[*19]	Japan and Overseas	Thousand tons	1.66	1.59	1.49★ (1.67)

Waste[*3]

Item	Boundary	Unit	FY2022	FY2023	FY2024
Total waste volume	Japan and Overseas	Thousand tons	84.9	79.1	66.2★ (87.6)
Landfill waste volume[*20]	Japan and Overseas	Thousand tons	20.3	20.6	2.3★ (18.4)
Landfill waste volume per sales unit[*15]	Japan and Overseas	tons/¥100 million	2.00	2.00	0.27★ (1.83)

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

*2 GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

*3 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, "TAT-NA"), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance. In addition, indicators for which it is difficult to calculate reference values for FY2024 when TAT-NA is included in the aggregation are excluded from this disclosure.

*4 Calculated as the contribution of the CO_2 reduction effect downstream in the supply chain from the use of our products.

*5 Total CO_2 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.

*6 CO_2 emissions are calculated with the Greenhouse Gas (GHG) Protocol as reference. The amount of CO_2 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 standard 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. As TAT-NA is a discontinued operation, it has been excluded from the scope of aggregation starting from FY2024. In accordance with the GHG Protocol, recalculations were applied retroactively to the base fiscal year, excluding TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance. In addition, indicators for which it is difficult to calculate reference values for FY2024 when TAT-NA is included in the aggregation are excluded from this disclosure.

*7 Includes CO_2, methane, and N_2O

*8 Scope 3 emissions are calculated for 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).

*9 Targets Category 1 (purchased goods and services) of Scope 3 emissions. However, this excludes Category 1 emissions related to products purchased for resale in the Fibers & Products Converting Business. Calculated by multiplying the purchase weight or purchase amount of purchased goods and services by the emission intensity per unit of weight or amount. The emission intensity per unit of amount is based on the unit data from the Ministry of the Environment's "Emissions Unit Values for Accounting of Greenhouse Gas Emissions, etc., by Organizations Throughout the Supply Chain (Ver. 3.4) (March 2024)" (Emission Unit DB V3.4). The emission intensity per unit of weight is based on the unit data from the Ecoinvent Database (operated by the Ecoinvent Association) or the LCA for Experts (GaBi) Database (operated by Sphera). As TAT-NA is a discontinued operation, it has been excluded from the scope of aggregation starting from FY2024. In accordance with the GHG Protocol, recalculations were applied retroactively to the base fiscal year, excluding TAT-NA. Note that calculating the emissions for FY2024 in cases where TAT-NA is included in the aggregation would be difficult, so it is excluded from the scope of this disclosure.

*10 CO_2 emissions in the logistics sector are calculated with reference to the revised Energy Conservation Act. The scope of aggregation is as follows:
Teijin Limited, Teijin Frontier Co., Ltd., Teijin Pharma Limited, and Teijin Cordley Limited
(*)Teijin Engineering Ltd. is not included. (*)In FY2024, the Composites Business Unit was added to Teijin Limited.

*11 Revised in November 2025.

*12 Figures under the "Energy" category have been recalculated for past fiscal years to exclude TAT-NA.

*13 The scope of energy consumption includes energy from all sources, including energy purchased from sources external to the entity and energy produced by the entity itself (self-generated). Energy consumed is calculated using 3.6MJ/kWh as the per-unit calorific values of electric power purchased from external.

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

*15 Per sales units are calculated using consolidated net sales as the denominator. Note that for FY2024, the denominator in the calculation is the amount obtained after deducting the net sales of companies outside the boundary from the consolidated net sales.

*16 Applies to wastewater discharged into rivers, oceans and lakes. The COD values is calculated when discharging into sea areas and lakes, and the BOD values is calculated when discharging into rivers.

*17 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 (hereinafter, the “PRTR Act”) 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 (UN) are subject to the calculation for emissions.

*18 The amount of chemical substances handled is aggregated based on Class I Designated Chemical Substances under the PRTR Act and substances specified by the Japan Chemical Industry Association.

*19 Chemical substance emissions are calculated for Class I Designated Chemical Substances under the PRTR Act, as well as for substances designated by the Japan Chemical Industry Association. The calculation covers emissions to air, water, and soil, as well as landfill amounts within business sites.

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

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Social

Item	Boundary	FY2022	FY2023	FY2024
Number of employees (people)	Japan (Teijin Limited)	9,594 (2,874)	9,634 (2,829)	8,535 (2,781)
	Overseas	12,890	12,200	11,744
	Japan and Overseas	22,484	21,834	20,279

* Based on the number of employed personnel as of March 31 of each fiscal year.

Workforce[*1 *2]

Item	Boundary		FY2022	FY2023	FY2024
Number of permanent employees (people)	Japan	Male	7,864	7,394	6,573★
		Female	2,604	2,405	2,201★
		Total	**10,468**	**9,799**	**8,774★**
	Overseas	Male	7,916	7,974	5,282★ (7,900)
		Female	4,787	3,866	2,460★ (3,842)
		Total	**12,703**	**11,840**	**7,742★ (11,742)**
	Japan and Overseas	Male	15,780	15,368	11,855★ (14,473)
		Female	7,391	6,271	4,661★ (6,043)
		Total	**23,171**	**21,639**	**16,516★ (20,516)**
Number of permanent employees in managerial positions[*3] **(people)**	Japan	Male	2,700	2,659	2,272★
		Female	193	208	198★
		Total	**2,893**	**2,867**	**2,470★**
	Overseas	Male	857	853	570★ (737)
		Female	356	301	232★ (277)
		Total	**1,213**	**1,154**	**802★ (1,014)**
	Japan and Overseas	Male	3,557	3,512	2,842★ (3,009)
		Female	549	509	430★ (475)
		Total	**4,106**	**4,021**	**3,272★ (3,484)**
Number of temporary employees (people)	Japan	Male	774	656	469★
		Female	860	756	680★
		Total	**1,634**	**1,412**	**1,149★**

*1 Figures as of March 31 for each fiscal year. Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.
(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

*2 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, “TAT-NA”), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*3 Management positions are at the level of section manager or higher.

Salary and Compensation

Item	Boundary		FY2022	FY2023	FY2024
Average annual salary[*1] (thousand yen)	Teijin Limited	Employed personnel	7,439	7,690	8,139
Gender pay gap[*2] [*3] (%)	Teijin Limited	Permanent employees[*4]	79.2	81.2	81.2★
	Teijin Limited	Part-time employees and Temporary employees[*5]	58.6	58.0	59.9★
	Teijin Limited	All employees	76.4	77.9	78.2★

*1 Average annual salary includes bonuses and non-standard wages.

*2 The total amount of base salary, bonuses, and various allowances (excluding commuting allowance) including overtime pay, but excluding retirement benefits, is calculated. Overseas assignees are excluded from the calculation as their wages are effectively borne by the host country. The main causes of the gender pay gap are differences in job composition between males and females, differences in the utilization of childcare leave and reduced working hours for childcare between males and females, and differences in the amount of allowances such as overtime pay.

*3 Figures for previous years have been recalculated due to changes in boundaries.

*4 Includes full-time employees, part-time employees, and temporary employees.

*5 Includes part-time employees, fixed-term employees, etc (excluding dispatch employees).

Recruitment, Mobility and Turnover[*1]

Item	Boundary		FY2022	FY2023	FY2024
Number of hires[*2] (people)	Japan	Male	222	196	222★
	Japan	Female	145	94	77★
	Japan	**Total**	**367**	**290**	**299★**
	Overseas	Male	2,718	2,997	762 (2,097)
	Overseas	Female	1,850	1,517	293 (1,073)
	Overseas	**Total**	**4,568**	**4,514**	**1,055★ (3,170)**
	Japan and Overseas	Male	2,940	3,193	984 (2,319)
	Japan and Overseas	Female	1,995	1,611	370 (1,150)
	Japan and Overseas	**Total**	**4,935**	**4,804**	**1,354★ (3,469)**
Number of new graduate hires[*2] (people)	Japan	Male	93	81	74
	Japan	Female	52	40	32
	Japan	**Total**	**145**	**121**	**106**
Percentage of mid-career hires[*3] (%)	Teijin Limited and Teijin Pharma Limited		45.5	40.9	59.8★
Percentage of mid-career hires in managerial positions[*3] (%)	Teijin Limited and Teijin Pharma Limited		-	38.1	40.1★

Number of employee turnover[*2] (people)	Japan	Male	320	356	393
		Female	130	95	65
		Total	**450**	**451**	**458★**
	Overseas	Male	2,515	2,795	703 (2,247)
		Female	1,668	1,437	244 (1,184)
		Total	**4,183**	**4,232**	**947★** **(3,431)**
	Japan and Overseas	Male	2,835	3,151	1,096 (2,640)
		Female	1,798	1,532	309 (1,249)
		Total	**4,633**	**4,683**	**1,405★** **(3,889)**
Employee turnover rate (%)	Teijin Limited and Teijin Pharma Limited		2.5	4.6	6.4
Voluntary employee turnover rate (%)	Teijin Limited and Teijin Pharma Limited		2.1	2.5	1.7

*1 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, “TAT-NA”), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*2 Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.
(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

*3 Independently assured since FY2024.

Diversity[*1]

Item	Boundary		FY2022	FY2023	FY2024
Average age (years)	Japan	Male	44.7	45.6	45.7
		Female	42.3	43.2	44.1
		Total	**44.1**	**45.0**	**45.3**
	Overseas	Male	41.5	42.0	42.7
		Female	40.0	41.2	41.4
		Total	**41.0**	**41.8**	**42.3**
	Japan and Overseas	Male	43.1	43.8	44.4
		Female	40.8	42.0	42.7
		Total	**42.4**	**43.2**	**43.9**
Disability employment rate (%)	Teijin Limited, Teijin Pharma Limited, Teijin Healthcare Limited, and Teijin Soleil Limited		—	2.62	2.86
Number of employees with disabilities[*2] (people)	Japan[*3]		276	285	277
Number of group companies below the statutory disability employment rate (companies)	Japan[*3]		16	10	7
Number of female executive officers in Teijin Limited[*4] (people)	Teijin Limited		5	3	5
Number of non-Japanese executive officers in Teijin Limited[*4] (people)	Teijin Limited		3	2	2

*1 Figures as of March 31 for each fiscal year.

*2 Number of employees with disabilities does not refer to the headcount, but to number of persons with disabilities calculated taking into consideration the type of disability and the working hours. These form the basis for calculating the employment rate of persons with disabilities as per the employment quota system for persons with disabilities. Calculated based on the employment situation as of March 31 of each fiscal year.

*3 Companies required by law to employ people with disabilities. Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.

*4 Directors and Statutory Auditors (from June 2025 onward, Audit & Supervisory Committee Members), and Group Corporate Officers.

Women's empowerment

Item	Boundary	FY2022	FY2023	FY2024
Percentage of female employees[*1] [*2] (%)	Japan	24.9	24.5	25.1★
	Overseas	37.7	32.7	31.8★ (32.7)
	Japan and Overseas	31.9	29.0	28.2★ (29.5)
Percentage of female managers[*1] [*2] (%)	Japan	6.7	7.3	8.0★
	Overseas	29.3	26.1	28.9★ (27.3)
	Japan and Overseas	13.4	12.7	13.1★ (13.6)
Percentage of female executive officers[*1] [*2] (%)	Japan and Overseas	12.0	12.0	20.0 (20.0)
Number of female managers (section manager or higher)[*3] [*4] (people)	Teijin Limited and Teijin Pharma Limited	137	149	149★
Percentage of female managers (section manager or higher)[*3] [*4] [*5] (%)	Teijin Limited and Teijin Pharma Limited	6.8	7.4	8.0★
Number of female new graduate hires in career-track positions[*4] (people)	Teijin Limited and Teijin Pharma Limited	14	12	10
Percentage of female new graduate hires in career-track positions[*4] (%)	Teijin Limited and Teijin Pharma Limited	28.6	31.6	28.6

*1 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, "TAT-NA"), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*2 Figures as of March 31 for each fiscal year (includes employees loaned to companies other than Teijin and its consolidated subsidiaries, excludes employees received from external entities). Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries. Management positions are at the level of section manager or higher.

*3 Figures as of March 31 for each fiscal year.

*4 Figures for previous years have been recalculated due to changes in boundaries.

*5 Percentage of female managers: percentage of female managers among all managerial positions.

Childcare and family care

Item	Boundary		FY2022	FY2023	FY2024
Percentage of male employees taking childcare leave[*1] [*2] (%)	Teijin Limited and Teijin Pharma Limited		89.1	84.6	67.9★
Number of employees taking childcare leave (people)	Japan[*3]	Male	124	120	79★
		Female	174	154	110★
		Total	**298**	**274**	**189★**
Number of employees taking family care leave (people)	Japan[*3]	Male	2	2	1★
		Female	4	6	6★
		Total	**6**	**8**	**7★**
Number of employees using the short-time work system for family care[*2] (people)	Teijin Limited and Teijin Pharma Limited		3	4	3

*1 Calculated with Article 71-4(i) Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members.

*2 Figures for previous years have been recalculated due to changes in boundaries.

*3 Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.
(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

Workstyles

Item	Boundary	FY2022	FY2023	FY2024
Average monthly overtime hours[*1] [*2] (hours)	Teijin Limited and Teijin Pharma Limited	13.0	13.3	13.2★
Annual paid leave utilization rate[*2] (%)	Teijin Limited and Teijin Pharma Limited	77	75	76
Number of employees using the Volunteer Leave System (people)	Teijin Limited and Teijin Pharma Limited	24	38	48
Number of rehired employees through the Hello-Again System (people)	Teijin Limited and Teijin Pharma Limited	15	16	16
Number of employees using reemployment systems (postretirement continued employment system)[*3] (people)	Japan	54	35	22

*1 Non-managerial employees (career-oriented and clerical positions).

*2 Figures for previous years have been recalculated due to changes in boundaries.

*3 Number of employees newly using reemployment system in each fiscal year.

Organizational culture

Item	Boundary		FY2022	FY2023	FY2024
Employee engagement score	Japan and Overseas		64	62	64
Employee engagement response rate (%)	Japan and Overseas		68	71	76
Three-year retention rate for new graduates (%)	Teijin Limited and Teijin Pharma Limited		—	92.2	91.7
Average years of service[*1] (years)	Japan	Male	17.6	18.4	18.7
		Female	14.7	15.6	16.5
		Total	**16.9**	**17.7**	**18**
	Overseas	Male	10.0	9.3	12.2
		Female	9.6	8.1	11.1
		Total	**9.9**	**8.9**	**11.9**
	Japan and Overseas	Male	13.8	13.7	15.8
		Female	11.4	11.0	13.6
		Total	**13.1**	**12.9**	**15.2**

*1 Teijin limited and group companies in Japan that hire employees directly / large group companies overseas.
(Figures through FY2022 included number of employees at some equity-method affiliates. From FY2023, figures tabulated only for Teijin and its consolidated subsidiaries.)

Security and Disaster Prevention / Occupational Safety Activities[*1] [*2]

Item	Boundary	FY2022	FY2023	FY2024
Number of serious accidents and disasters (explosions/fires)[*3] [*4]	Japan and Overseas	1	0	0
Number of serious accidents and disasters (leaks/spills/other)[*3] [*4]	Japan and Overseas	0	0	0
Number of disaster-prevention diagnoses	Japan and Overseas	2	0	4 (4)
Number of mini-disaster-prevention diagnoses	Japan and Overseas	20	18	14 (14)
Number of process safety management (PSM)	Japan and Overseas	1	0	2 (2)
Lost-time injury frequency rate[*5] (%)	Japan and Overseas	0.43	0.44	0.54★ (0.50)
All occupational accident frequency rate[*6] (%)	Japan and Overseas	1.35	1.09	0.97★ (1.03)
Number of tier 1 process safety events (PSE)[*7]	Japan and Overseas	0.07	0.07	0.02 (0.04)
Number of fatal occupational accidents (group employees)	Japan and Overseas	0	0	0★
Number of fatal occupational accidents (contractors)	Japan and Overseas	0	0	0★

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

*2 Teijin Automotive Technologies NA Holdings Corp. (hereinafter, “TAT-NA”), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures include TAT-NA, while figures for FY2024 exclude TAT-NA. The figures in parentheses are reference values that include TAT-NA and are not subject to third-party assurance.

*3 Serious accident refers to explosions or fire accidents, accidents involving leakage or outflow of hazardous materials or hazardous substances, which have caused human damage (lost-time injury accidents), or have affected the local community, or have involved full-scale company-external support.

*4 Figures are calculated based on calendar years.

*5 Lost-time injury frequency rate indicates number of lost-time injured persons per one million working hours (figures are calculated based on calendar years).

*6 All occupational accident frequency rate indicates both lost-time injured persons and non-lost-time injured persons per one million working hours (figures are calculated based on calendar years). Includes full-time employees, fixed-term employees, part-time employees, and temporary employees.

*7 The number of Tier 1 Process Safety Events (PSE) indicates the number of events per one million working hours. (figures are calculated based on calendar years).

ESH-related accounting[*1]

Item	Boundary	FY2022	FY2023	FY2024
Environmental preservation investments (billions of yen)	Japan and Overseas	1.2	1.3	1.7
Safety and disaster prevention, and health investments (billions of yen)	Japan and Overseas	1.8	2.4	2.5
Environmental preservation expenses (billions of yen)	Japan and Overseas	6.6	8.4	8.9
Safety and disaster prevention, and health expenses (billions of yen)	Japan and Overseas	2.2	2.3	2.9

*1 See Boundaries for Reporting of ESH Data for scope of calculations.

Supply chain sustainability

Item	Boundary	FY2022	FY2023	FY2024
Ratio of number of suppliers were classified into group A, B and C (Okay to continue business) (%)	Japan and Overseas	92	89	84
Green purchasing ratio of stationary and other office supplies (%)	Japan	55	51	51

Social contributions

Item	Boundary	FY2022	FY2023	FY2024
Total amount of expenses of social contribution activities (billions of yen)	Japan and Overseas	0.39	0.39	0.29

ESG Data

Governance

Breach of discipline[*1]

Item	Boundary	FY2022	FY2023	FY2024
Corruption, fraud, or bribery (cases)	Japan and Overseas	0	2	5
Discrimination or harassment (cases)	Japan and Overseas	4	3	5
Violation or leakage of customer information (cases)	Japan and Overseas	0	0	0
Conflict of interest (cases)	Japan and Overseas	0	0	0
Money laundering or insider trading (cases)	Japan and Overseas	0	0	0
Others (cases)	Japan and Overseas	13	26	7
Total (cases)	Japan and Overseas	**17**	**31**	**17**

*1 The number of cases reported through internal whistleblowing channels or managerial reporting, which were found to involve breaches of the code after investigation and for which appropriate measures were taken.

Number of internal whistleblowing reports

Item	Boundary	FY2022	FY2023	FY2024
Personal relationships (cases)	Japan and Overseas	45	21	26
Harassment (cases)	Japan and Overseas	37	44	76
Legal violations, etc. (cases)	Japan and Overseas	5	15	9
Rule violations other than legal (cases)	Japan and Overseas	21	20	25
Unsatisfactory treatment (cases)	Japan and Overseas	13	18	25
Corporate ethics violations (cases)	Japan and Overseas	3	1	0
Other reports (cases)	Japan and Overseas	10	27	23
Total (cases)	Japan and Overseas	**134**	**146**	**184**

Employee awareness survey

Item	Boundary	FY2022	FY2023	FY2024
Degree of permeation of corporate ethics (%)	Japan and Overseas	78	76	78
Response rate (%)	Japan and Overseas	59	75[*1]	72

*1 Revised in November 2025.

Sustainability

Boundaries for Reporting of ESH Data

The boundaries for the reporting of the Teijin Group's environment, safety, and health (ESH) data apply to Teijin Limited and the following consolidated subsidiaries and affiliates.

Aramid	Overseas	Teijin Aramid
		Teijin Corporation (Thailand)
Composites	Overseas	Teijin Automotive Technologies
Carbon Fibers	Overseas	Teijin Carbon Europe
		Teijin Carbon America
		Teijin Carbon Vietnam
		Renegade Materials
Resin and Plastics Processing	Japan	Hiroshima Plastic
		Kinkai Chemicals
		Teiyo
	Overseas	Teijin Chemicals Plastic Compounds Shanghai
		Teijin Polycarbonate China
Fibers and Products Converting	Japan	Teijin Frontier
		Teijin Frontier Knitting
		Frontier Tex
		Teikyo Lace
		Teijin Frontier DG
		Unisel
		Teijin Cordley

		Teijin Tedy
		Teijin Frontier Apparel Industry
		Kansai Shizai
		Teijin Logistics
	Overseas	Nantong Teijin
		Thai Namsiri Intertex
		Teijin Polyester (Thailand)
		Teijin (Thailand)
		Teijin Cord (Thailand)
		Nantong Teijin Automotive Fabrics Finishing (Nantong)
		N.I. TEIJIN AIRBAG FABRIC (NANTONG)
		Teijin Frontier Shonai
		Teijin FRA Tire Cord (Thailand)
		J.H. Ziegler
Healthcare	Japan	Teijin Pharma
		Teijin Healthcare
New Business Development	Japan	Teijin Nakashima Medical
		Teijin Medical Technologies
		Japan Tissue Engineering
		Teijin Meguro Institute
		Teijin Regenet
	Overseas	Teijin Lielsort Korea
Directly Managed Companies	Japan	Teijin Kosan
		Teijin Eco-Science

		Teijin Engineering
		Toho Chemical Engineering & Construction
		Toho Machinery

- Company names are correct as of March 31, 2025.
- Limited (Ltd.); Co., Ltd.; Inc.; GmbH; Corporation; B.V.; and the like have been omitted from company names.

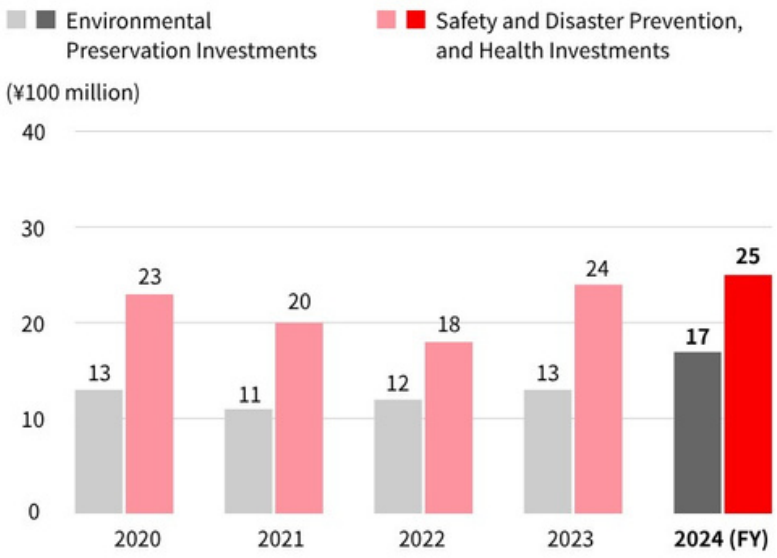
Sustainability

ESH-Related Accounting

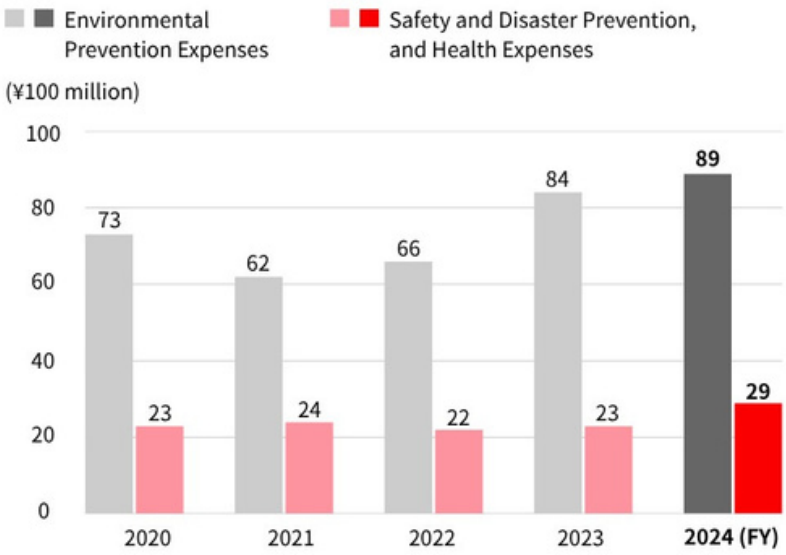
The Teijin Group calculates the investments, expenses, and effects of ESH (Environment, Safety, and Health) activities across its domestic and international group companies. Environmental investments, expenses, and effects are compiled with reference to the Ministry of the Environment of Japan's Environmental Accounting Guidelines (2005 Edition), covering areas such as environmental preservation, energy conservation, resource saving, and recycling. In addition to environmental aspects, we also calculate investments and expenses related to safety, disaster prevention, and health.

*See Boundaries for Reporting of ESH Data for scope of calculations.

Trends in ESH-related Investments



Trends in ESH-related Expenses



Breakdown of ESH-related Costs of the Teijin Group in FY2024

Environmental preservation

(Unit: Billions of yen)

Item			Main activities	Investment	Expenses	Economic benefit*	Actual effect
Environmental preservation	Business area	Pollution prevention	Measures to prevent pollution (air, water, soil, groundwater, noise, odor, and other) and reduce chemical substance emissions	0.83	2.33	0.00	• Reduced chemical substance emissions • Management of SOx emissions and COD load
		Global environmental conservation	Measures such as those relating to energy savings and prevention of global warming	0.44	0.61	0.09	• Reduced greenhouse gas emissions
		Resource recycling	Measures to increase effective use of waste, including promotion of waste recycling and solvent recovery	0.01	1.81	0.40	• Reduced “waste with no effective use” • Reduced VOC emissions
	Products and services		Measures such as those to promote used-product recycling	0.00	0.11	0.08	–
	Administration		Establishment and maintenance of an environmental management system, including costs for administrative personnel	–	0.50	–	–
	R&D		Expenses for R&D of products and technologies designed to reduce environmental impact	0.41	2.69	–	–
	Social activities		Disclosure of environmental information at exhibitions; payment of SOx levy, environmental association memberships, and other fees	–	0.33	–	–
	Repairing environmental damage		Investigation and measures to deal with soil, groundwater, and other pollution	–	0.49	–	• Investigation of soil and groundwater pollution, and necessary measures for decontamination

Item		Main activities	Investment	Expenses	Economic benefit*	Actual effect
		Total	1.68	8.88	0.58	

Safety and disaster prevention, and health

(Unit: Billions of yen)

Item	Main activities	Investment	Expenses	Actual effect
Occupational safety	Ensuring occupational safety	1.22	0.53	• Avoided occurrences of workplace accidents
Workplace environment improvement	Activities relating to ventilation, lighting, and evaluating, maintaining and improving the workplace environment	0.50	0.20	–
Health promotion	Physical examinations and other measures to promote health	0.06	0.35	–
Disaster prevention	Investigation of the seismic resistance of buildings, maintenance, and improvement of fire prevention and extinguishing systems	0.74	0.84	–
Administration	Establishment and maintenance of occupational health and safety management systems, including costs for administrative personnel and safety losses	–	0.93	–
Total		2.53	2.85	–

*Economic benefit: Only those items that had a substantial effect are included in the calculations.