Sustainability

Management System and Promotion Activities

Message from the Chief Sustainability Officer



Teijin Group traces its origins back more than 100 years, when it succeeded in the domestic production of rayon, an artificial silk thread, with the aim of making silk--then a highly expensive material--accessible to many people. Since then, the Group has continued its operations to this day by providing what is truly needed by society and earning its trust. This founding philosophy has been carried forward and remains deeply embedded within the Teijin Group today. The Group's purpose, "Pioneering solutions together for a healthy planet," reflects our commitment to sustainability, as it expresses our aim to provide solutions that help our planet and all life on it stay healthy.

In December 2025, Teijin Group established its Sustainability Policy: "We give back value to the global environment and society, contributing to the realization of a sustainable healthy planet." This policy demonstrates the Group's commitment to giving back value to the global environment and society through its business activities and to realizing the "Healthy Planet" set forth in its purpose. Through business activities that create both social and economic value, the Group aims to simultaneously enhance the sustainability of the global environment and society, as well as that of the Teijin Group itself.

Guided by this approach, the Group assesses its strengths, opportunities, and risks related to sustainability issues, including social and environmental challenges, and has identified five key issues to be addressed as priorities. By working together with customers, business partners, and other stakeholders to solve customer issues through its business activities, Teijin Group seeks to help address these key issues, create value for the global environment and society, while steadily advancing toward the realization of its long-term vision.

Teijin Group Corporate Officer
Chief Sustainability Officer
Corporate Secretary
Miho Fujii

Our Sustainability Approach and Initiatives

Teijin Group, under its purpose "Pioneering solutions together for a healthy planet," has established its Sustainability Policy: "We give back value to the global environment and society, contributing to the realization of a sustainable healthy planet." Based on this policy, the Group strives to achieve a "Healthy Planet," where our planet and all life on it stay healthy, while simultaneously enhancing the sustainability of both society and Teijin. Under the Sustainability Policy, the Group assesses opportunities and risks related to sustainability issues, including social and environmental challenges, and identifies its key issues (four Key Social Issues and one Key Management Issue). Furthermore, KPIs have been established for each key issue, and initiatives are being promoted through business activities.

Key Social Issues	**1.** Climate change mitigation and adaptation **2.** Achievement of a circular economy **3.** Safety and security of people and local communities **4.** Realization of healthy and comfortable living for people
Key Management Issues	**5.** Further strengthening of our sustainable management base

Materiality and KPIs >

Management System

We have appointed a Chief Sustainability Officer (CSuO) as the person responsible for sustainability-related activities. Under the instruction and supervision of the Board of Directors, this officer promotes sustainability initiatives that are integrated with our business operations. Policies and key issues related to sustainability are matters to be resolved by the Board of Directors. In line with these policies, the executive side sets management indicators and implements initiatives, while progress and responses are reported as needed to the Board of Directors by the CEO or this officer for discussion. Furthermore, to ensure prompt and appropriate responses to sustainability issues, the newly established Sustainability Committee, under the leadership of the CEO, deliberates on sustainability policies and promotes initiatives.



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 CSuO 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.

Sustainability Awareness Raising Activities

Information dissemination on the internal communication platform

In addition to conducting lectures on sustainability for new employees and managers in level-based workshops, we are promoting internal awareness by regularly distributing sustainability-related content on Teijin HUB, a communication platform available to all Teijin Group employees. In FY2024, we distributed content on topics such as "Materiality and Non-Financial KPIs."



Sponsorship of the Envision Racing Formula E Team

With its mission to "Race Against Climate Change," Envision Racing was the first team to receive carbon-neutral certification and promote the adoption of EVs and renewable energy. Since we share the team's vision and engage in similar activities, in 2020, we began our sponsorship with the aim of communicating the Teijin Group's corporate stance on climate change mitigation and adaptation to a wide range of global stakeholders. This partnership also seeks to increase awareness within the automotive industry of our own technologies and products that contribute to reducing environmental impact. In May 2025, we co-hosted the environmental awareness event "Race Against Climate Change Tokyo" with the Envision Racing Formula E Team. At that event, we discussed our vision for a circular economy, as well as the opportunities and challenges involved in achieving it. The event was attended by approximately 200 people, primarily customers, but also including media representatives and employees.



Partnership with Envision Racing Formula E Team

Code of Conduct video

Teijin will always be evolving as each and every employee is aware of the "Code of Conduct". We release the videos with subtitles in local languages of all regions and countries in which the Teijin Group operates to provide employees around the world to raise them interest in the "Code of Conduct" and help their better understandings of it.

Code of Conduct



Information Security (Information Protection)



Accurate Record and Fair Disclosure



Conflict of Interest



Competition



Anti-bribery and Anti-corruption



Human Rights

Pamphlet "together" to raise awareness of diversity

We promote diversity, equity and inclusion as a management strategy. We have also issued a pamphlet entitled "together" to raise awareness of diversity every year since 2002.

Why Does Teijin Need to Foster D&I? Reaffirming the importance of leveraging diverse human resources

Communication with Stakeholders

Based on its fundamental approach to corporate governance, the Teijin Group fulfills its responsibilities to shareholders while also placing importance on its responsibilities to stakeholders such as employees, customers, and local communities. In accordance with the Code of Conduct, we strive to communicate through sincere dialogue, taking into account the opinions and expectations of various stakeholders.

Shareholders and Other Investors

Overview of initiatives

To build relationships of trust with our shareholders and other investors in Japan and overseas, senior management, including the CEO, and relevant departments participate in dialogues. Through these dialogues, we engage in activities to enhance understanding of the company, while also striving to listen carefully to the views of shareholders and investors so that we can reflect them in our management.



Scenes from a tour of the "Teijin Mirai Studio" for shareholders

Examples of communication

- Financial results briefings, business briefings, and ESG briefings
- Individual meetings (overseas IR meetings, shareholder meetings, and meetings regarding the Integrated Report)
- Management briefings for individual shareholders
- Tours of product display facilities for individual shareholders

Customers

Overview of initiatives

Based on our commitment to providing products and services that can be used with confidence, we strive to provide information and engage in dialogue through various touchpoints, both in person and online. By staying close to our customers' needs and voices and reflecting them in our initiatives, we strive to build long-term relationships of trust.



Scenes from "JEC World 2026," one of the world's largest international exhibitions for composite materials

Examples of communication

- Provision of information and dialogue at exhibitions and various events
- Provision of information and handling of inquiries through the corporate website and official social media
- Direct customer engagement and dialogue by sales representatives and others
- Collection and analysis of feedback through customer satisfaction surveys

Business Partners

Overview of initiatives

In addition to disseminating policies related to procurement and purchasing and guidelines with which we request compliance, we verify the status of initiatives, provide follow-up for improvement and awareness-raising, and respond sincerely to reports and consultations. Through these efforts, we build sound relationships of trust with our business partners and strive to achieve sustainable procurement and purchasing.



Scenes from a seminar on CSR procurement held by Teijin Frontier

Examples of communication

- Provision of information and dialogue at exhibitions and various events
- Dissemination of guidelines via corporate websites and other channels, and requests for compliance
- Supplier surveys using CSR procurement questionnaires
- Supply chain seminars to raise CSR awareness among business partners
- Reporting and consultation through Teijin's reporting desk and Teijin Frontier's supplier hotline

Patients and Healthcare Professionals

Overview of initiatives

We value the voices that only a company like Teijin can hear by staying close to patients in their homes and other real-life environments where they face challenges, and we strive to provide support in various forms as well as to create products and services. In addition, by maintaining close and attentive communication with healthcare professionals at every stage--from research and development to post-launch--we work to enhance the value of new products and services and to provide information on their proper use.



Support via a call center

Examples of communication

- Provision of information on the proper use
- Exchange of views and collaboration with healthcare professionals from R&D through post-launch
- Home-visit support for patient care
- Response to inquiries and follow-up calls via the customer center
- Support during emergencies and disasters through a nationwide network

Local Communities

Overview of initiatives

We engage in sincere dialogue and interaction with the local communities in which we operate, working toward mutual coexistence and development.



Outreach class at a local school

Examples of communication

- Interaction through participation in local events
- Interaction through social contribution activities such as sponsorships and community clean-up efforts

Government and Industry Associations

Overview of initiatives

We collaborate with government bodies and industry associations, striving to help resolve social issues and contribute to the sustainable development of the international community by making proposals on various frameworks, including policies and industry rules.



Jane Thomas, President of Teijin Holdings USA Inc., appointed Chair of the international organization "Women in Manufacturing"

Examples of communication

- Participation in various government-related committees and councils
- Involvement in advocacy and rule-making through industry associations

Employees

Overview of initiatives

We are working to create a safe working environment and enhance employee well-being, while fostering a workplace where employees can proactively shape their careers and fully demonstrate their abilities. We also believe that improving engagement with employees is essential to strengthening organizational execution, and therefore promote two-way communication centered on our Purpose.



Scenes from a purpose workshop

Examples of communication

- Discussions on workplace environment and working conditions through labor-management consultations
- Support for career development through various training programs and interviews
- Monitoring employee engagement through surveys
- Direct dialogue between management and employees through purpose workshops and town hall meetings
- Information sharing through the intranet, internal newsletters, and internal social media
- Response to reports and consultations through the internal whistleblowing system



Town hall meeting