Sustainability

Human Rights

Teijin Group Human Rights Policy

The Teijin Group has established a human rights policy as its fundamental stance to respect the dignity and rights of all individuals.

The Teijin Group Human Rights Policy

The word "Together" in the Teijin Group's Purpose, is to express our desire for our employees to work together with respect for each other's differences and diversity, collaborate with external partners, and to be a company that continues to resonate with various stakeholders including our customers. As our basic stance of respecting every human's dignity and rights, we[*1] stipulate the following in this Teijin Group Human Rights Policy.

1. Commitment

   We recognize that respecting human rights is an important social responsibility that a company must fulfill. We will take action to ensure that we are not directly involved in any abuse of human rights[*3], nor indirectly complicit through our relevant external parties[*2].

2. Foundational principles

   We follow the fundamental principles described in the United Nation (UN) International Bill of Human Rights (the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights), and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work[*4].
   We respect the UN Guiding Principles on Businesses and Human Rights, the 10 principles of the UN Global Compact and the Children's Rights and Business Principles.

3. Responsibility

   The Chief Executive Officer of the Teijin Group takes responsibility for implementing this Policy.

4. Education, Training and Collaboration

   We educate and train both our corporate officers and employees to make sure that this Policy is fully embedded in our business and carried out effectively. In addition, we expect our relevant external parties to understand and respect human rights in line with this Policy, and collaboratively respect for human rights.

5. Due Diligence

   We develop the human rights due diligence process to identify actual or potential negative impacts on human rights and seek to prevent or mitigate these negative impacts.

6. Remedy

   When we recognize that we directly cause or indirectly influence adverse impacts on human rights, we conduct dialogue with relevant parties and address such impacts through appropriate procedures.

7. Disclosure and Dialogue

   In our corporate website, we disclose progress and outcome of our efforts to respect human rights. We also conduct dialogue with our stakeholders about our efforts.

*1 “We” means the Teijin Group and its corporate officers and employees.

*2 “Our relevant external parties” are all external organizations and people, including suppliers and partners, with whom we do business.

*3 “The abuse of human rights” incorporates any discrimination on the basis of race, religion, gender identity (SOGIESC, Sexual Orientation, Gender Identity, Gender Expression, and Sex Characteristics), etc.

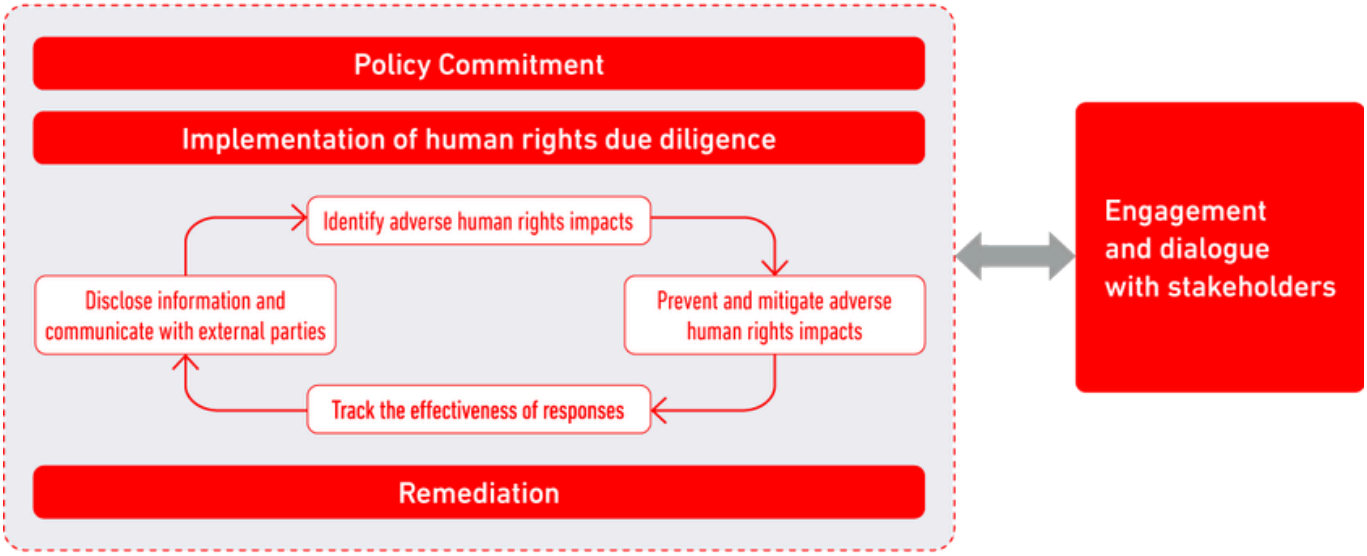
*4 This includes endorsement and respect for "the abolition of child labour"; "the elimination of all forms of forced or compulsory labour"; "the elimination of discrimination"; "freedom of association and the effective recognition of the right to collective bargaining in respect of employment and occupation,"; and "a safe and healthy working environment," as the ILO Core Labour Standards.

Resolved at the Board of Directors of Teijin Limited held on March 1, 2019
Revised at the Board of Directors of Teijin Limited held on August 3, 2021
Revised at the Board of Directors of Teijin Limited held on July 29, 2025

Initiatives

The Teijin Group is committed to working in accordance with the United Nations (UN) Guiding Principles on Business and Human Rights (hereafter, "UNGPs") established by the United Nations in 2011 and the International Labour Organization (ILO) standards.*

*It includes endorsement and respect for "the effective abolition of child labour," "the elimination of all forms of forced or compulsory labour," "the elimination of discrimination in respect of employment and occupation," "freedom of association and the effective recognition of the right to collective bargaining in respect of employment and occupation" and "a safe and healthy working environment" as ILO Core Labour Standards.



We acknowledge that it is our important corporate social responsibility to value human rights. Based on this awareness, we do our best to avoid direct involvement with, as well as indirectly influence through our relevant external parties, any abuse of human rights. We also promote respect for human rights in collaboration with external stakeholders. Furthermore, we develop a human rights due diligence process to identify actual or potential negative impacts on human rights and seek to prevent or mitigate the negative impacts. Under the responsibility of the CEO, we implement the Teijin Group Human Rights Policy. In June 2018, the Teijin Group reformulated its Code of Conduct into five items: "Together," "Environment, Safety & Health," "Integrity," "Joy at Work," and "Innovation." We clearly express our commitment to human rights in the section on "Integrity."

- 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 tolerate any discrimination and harassment in any part of our business and supply chain. We also maintain accountability by ensuring that our business is conducted 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, including multilateral laws and regulations, and respect internationally-accepted principles.

With the aim of sharing this Code of Conduct with the entire Teijin Group, in August 2020 we created a video message featuring our CEO which was sent to all our Group companies with subtitles in local languages of all regions and countries in which the Teijin Group operates. Additionally, in March 2019 the Teijin Group Human Rights Policy was resolved at the Board of Directors of Teijin Limited. Under this policy, we pledge to endeavor neither to be involved directly nor to be complicit indirectly by way of external affiliates or business relation, in any kind of human rights violations in our business activities, in recognition of the fact that respect for human rights is an important corporate social responsibility to be fulfilled by the Company. With regard to the U.K.'s Modern Slavery Act 2015, the Teijin Group Modern Slavery & Human Trafficking Statement is posted on our corporate website.

Code of Conduct >

Code of Conduct Video >

Implementation of Human Rights Due Diligence

The Teijin Group conducts human rights risk assessments every few years to identify and understand the negative human rights risks and impacts of each of our businesses. Following the first risk assessment in FY2018, we conducted a second assessment from March to December 2023. We evaluated geographical risk, product risk, employment risk, and industry risk based on qualitative information about each business and quantitatively analyzed the aggregate total risk of each business as its human rights violation risk. In the 2023 assessment, we confirmed that, in addition to the Fibers & Products Converting Business being recognized as high risk in continuation from 2018, product risk and industry risk are increasing in the aramid business, and we are taking measures accordingly for each risk. Please see the archive pages of our corporate website for information on past initiatives.

Sustainability Website Archives >

Survey target

The 12 business units of the Teijin Group*

*1. Aramid, 2. Carbon Fibers, 3. Resin & Plastic Processing, 4. Corporate Business Incubation, 5. Composites, 6. Fibers & Products Converting, 7. Pharmaceuticals, 8. Home Healthcare, 9. IT, 10. Material New Business, 11. Healthcare New Business, and 12. Engineering

Survey method

Analyzing the qualitative information from the 12 surveyed business units, we evaluated geopolitical risks, product-specific risks, employment status-specific risks, and industry risks, and based on the total assessment of these risks, provided each business unit with a score for human rights violation risk.*

*Definition of "human rights violation risk" covered by this survey

1. This survey focused on "modern slavery," a term used to describe all human rights abuses including slavery, servitude, forced or compulsory labor, and human trafficking.
2. In this survey, the following factors were analyzed to gauge modern slavery risk:

- Highly competitive industries, with low barriers to entry and operations in jurisdictions with weak labor laws and ineffective union representation;
- Prevalence of low-skilled workers;
- High number of female workers;
- Documented cases of child labor;
- High proportion of migrant labor in the workforce;
- Documented cases of human trafficking;
- Documented cases of harmful employment practices;
- Documented cases of debt bondage;
- Operation in fragile or conflict affected areas;
- High proportions of refugees in the workforce;
- Operation in countries with highly repressive regimes;
- Industries in which low-skilled labor is used to carry out so-called "three D" jobs (dirty, dangerous, and difficult), such as work involving dangerous or physically arduous manual labor, work involving prolonged periods of repetitive motion, and work that is stigmatized or socially devalued. These jobs are typically carried out by migrants, minorities, or socially marginalized groups that are highly vulnerable to exploitation.

3. In this survey, the characteristics of "forced labor" are as follows:

- The illegal withholding and deduction of wages;
- The illegal confiscation of identity documents, such as passports;
- Debt bondage (Forced labor as security for debt repayment. It is said that more than 51% of workers engaged in forced labor are bonded by debts.);
- Forced overtime
- Various forms of coercion by employers or recruiters, such as verbal, physical, or sexual harassment;
- Labor patterns involving intensive work, long working hours, or the repetition of simple tasks that give rise to serious labor health and safety risks

Survey results

In the 2023 assessment, we evaluated geographic risk, product risk, employment mode risk, and industry risk based on qualitative information about each business, and quantitatively analyzed the aggregate of these risks as the potential human rights violation risk for each business. We are taking the following measures for the Fibers & Products Converting Business and Aramid Business, which have been assessed as having high product risk and industry risk:

	Identified issues	Countermeasures
Fibers & Products Converting Business Aramid Business	Apparel product manufacturing potentially at high risk due to low wages, poor working conditions, the use of migrant workers, and gender/racial discrimination	• Conduct interviews on the employment status and treatment of migrant workers at each business site • Conduct the CSR Procurement Survey and interviews with suppliers, and visit high-risk suppliers for investigation
Fibers & Products Converting Business	High geographic risk due to business operations in Myanmar, Thailand, China, etc.	
Aramid Business	High geographic risk due to business operations in Russia, China, etc.	Withdraw business from Russia (completed in March 2022)
	Potential risk of facilitating Ukraine human rights violations due to direct/indirect support or goods provided to Russian government (dual-use)	Alert customers, confirm transaction purposes, and conduct thorough risk-based transaction examinations to prevent re-sales from flowing into embargoed areas

Initiatives to Promote Respect for Human Rights among Employees

Human rights training

The Teijin Group holds corporate ethics training for all executives and employees every October during Corporate Ethics Month. This training deepens their understanding of the Group's policies on human rights. In the Fibers & Products Converting Business, we offer three e-learning courses for employees. In FY2024, 98% of employees in Japan and overseas participated in these courses. Each year, we provide each supplier with feedback on their CSR Procurement Survey results and offer actionable guidance, helping them to recognize the issues they face and work toward improvement. In the Fibers & Products Converting Business, Teijin Frontier has held CSR Supply Chain Seminars every year since 2014 for processing, sewing and embroidery factories, material manufacturers, and other suppliers. In FY2024, we held these seminars in Vietnam, Myanmar, and Japan. The Teijin Group believes it is important to raise awareness of CSR procurement locally on an ongoing basis.

Response and use of comments received by counseling and reporting center

The Teijin Group has established a consultation and reporting desk for employees of Group companies. Teijin's website also provides a contact point for receiving reports from persons other than employees of Teijin Group companies, such as suppliers. These measures ensure that problems are addressed promptly and prevented from recurring. The table below shows the number of harassment cases among received internal reports. None of the reports constituted a serious violation of human rights. The Teijin Group believes a certain number of reports is appropriate.

	Japan	Europe	USA	Asia	Total
FY2022	18	8	11	0	**37**
FY2023	28	5	10	1	**44**
FY2024	51	2	22	1	**76**

Compliance >

Engagement and Dialogue with Stakeholders

To advance our human rights initiatives in line with international trends and standards for business and human rights, we hold regular dialogues with external experts versed in domestic and international developments in this field. Through these dialogues, we gain real-time understanding of the Teijin Group's business situation and its human rights impact, and discuss the appropriate direction for our response.

Status of Human Rights Due Diligence by the Teijin Group (CRT Japan commentary)(PDF:141KB)

Initiatives to Promote Respect for Human Rights among Suppliers

In order to ensure respect for human rights throughout the entire supply chain, the Teijin Group has incorporated a section on human rights and labor in its CSR Procurement Guidelines and urges suppliers to make efforts to respect human rights. In FY2017, with reference to ISO 20400, an international standard relating to sustainable procurement, as well as other international standards, we clearly stipulated detailed initiatives on the following items relating to human rights and labor, etc.:

Human Rights and Labor

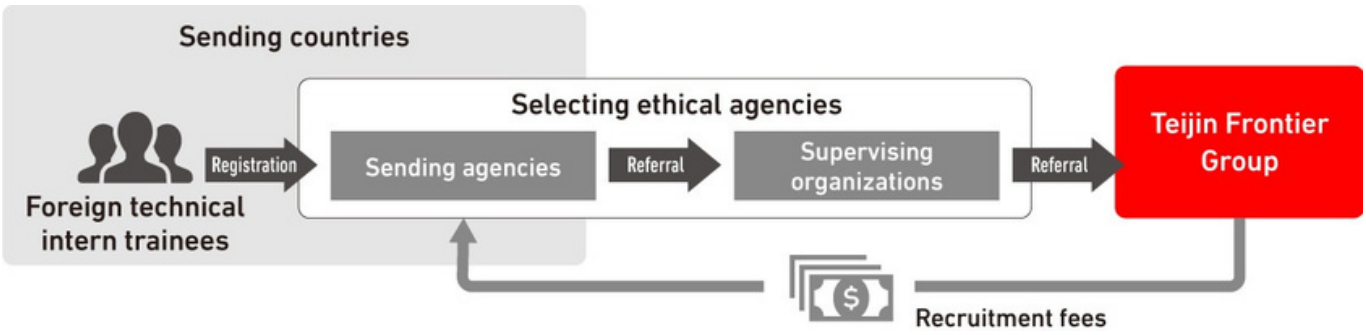
Forced labor	Child and youth labor	Foreign workers	Working hours and paid leave
Wages and welfare	Discrimination	Harassment	Freedom of association

CSR Procurement Guidelines >

In FY2024, the Teijin Group continued to conduct CSR procurement questionnaire surveys of its major suppliers with the aim of assessing their efforts to respect human rights. For companies that provided doubtful answers regarding human rights, we inquire and confirm whether there are any concerns. In addition, regarding the Fibers & Products Converting Business Group, which was identified as having a relatively high risk of human rights violations in the risk assessment of human rights due diligence, Teijin Frontier Co., Ltd, a representative Group company, has conducted seminars and on-site audits on an ongoing basis for business partners in Asia and Japan with the aim of ensuring local business partners' legal compliance and protection of human rights. We will continue to conduct management and awareness-raising activities for businesses with high risks of human rights violations upon confirmation with third-party organizations and external experts.

The Fibers & Products Converting Business, which has accepted foreign technical intern trainees for many years through the foreign technical intern training system, conducted an internal survey and discovered that trainees paid large fees to sending agencies in their home countries for coming to Japan. Since the practice of sending agencies requiring technical intern trainees to bear recruitment costs violates the International Labour Organization (ILO) Private Employment Agencies Convention, Teijin Frontier Group launched the ZERO-FEE PROJECT in FY2019. As the accepting entity, the Group now covers these fees to eliminate the financial burden on trainees. To ensure the effectiveness of the project, we accept technical intern trainees exclusively from ethical supervising organizations that support Teijin Frontier Group's philosophy and disclose information on sending agencies' fees and related matters. Such subsidiaries also confirm directly with the foreign trainees that they have not paid such fees. We are also conducting periodic surveys on the treatment status of the foreign technical intern trainees employed by our suppliers. We have confirmed that there were no serious violations of laws, such as the Japanese Labor Standards Act.

*There are some instances where foreign trainees are forced to pay, before they come to Japan, a local recruitment firm their recruitment costs that were incurred during the local recruitment process. In some cases, trainees are forced to pay amounts that are equivalent to years of income. As a result, foreign trainees often need to earn as much as possible, which can lead to problems such as long working hours at their own request and disappearance just before returning to Japan.



Teijin Group Modern Slavery & Human Trafficking Statement

The statement is made in accordance with the U.K.'s Modern Slavery Act which came into force in the United Kingdom in 2015.

Modern Slavery & Human Trafficking Statement for FY2024(PDF:335KB)

Sustainability

Human Capital

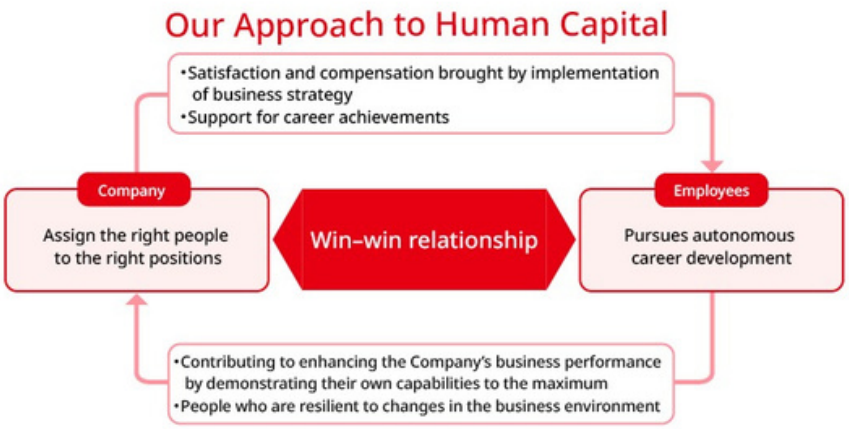
Our Approach to Human Capital

Centered on its purpose of "Pioneering solutions together for a healthy planet," the Teijin Group is pursuing its long-term vision of becoming "a company that supports the society of the future." To realize this vision, we have renewed our recognition that in order to steadily advance our management and business strategies, it is essential to enhance our human capital and create an environment that enables our talent to thrive. In addition to the talent who form the backbone of our business in areas such as manufacturing and development, it is urgent to secure and develop talent capable of creating value globally, as well as talent who can flexibly adapt to our changing business portfolio and spearhead challenges and innovation. The Company has formulated an HR strategy that includes creating an organization and environment where such talent can maximize their abilities. Through the steady implementation of this strategy, we aim to achieve a sustainable increase in our corporate value.

Our Approach to Human Capital

The Teijin Group positions our human resources as the ultimate management resource.

- The Teijin Group supports its diverse employees in forging their own careers by maintaining an attractive work environment, enabling them to achieve personal growth and a fulfilling life.
- The growth of our business depends on the development and deployment of the capabilities of organizations and human resources. To achieve this, we will strive to assign the right people to the right positions through a series of human resource measures covering organizational design, recruitment, deployment, HR development, evaluation, and treatment.



Governance

The Teijin Group holds the Group Human Resource/D&I Committee with the participation of the full executive officer team (15 times in FY2024) to share updates on the progress of discussions regarding succession plans for executive positions and other important positions at the global level, consider individual assignments, and discuss executive management development and training programs. Also, among matters concerning personnel affairs and talent development, including issues related to human capital and diversity, those of particular importance are reported to the Management Committee and the Board of Directors. These activities are promoted under the oversight of the CHRO and in cooperation with the head of the Personnel Division and the general personnel manager of each business unit at Group companies in Japan.

Human Resource Strategy

From both the perspective of our Purpose and as a strategic axis for realizing the Medium-Term Management Plan, we examined what the optimal state for our "organization" and "human resources" would be. Based on the gap between our vision and the current situation, we defined the two main pillars of our human resource strategy as: assigning the right people to the right positions to implement strategies, and implementing measures to enable talent to thrive.

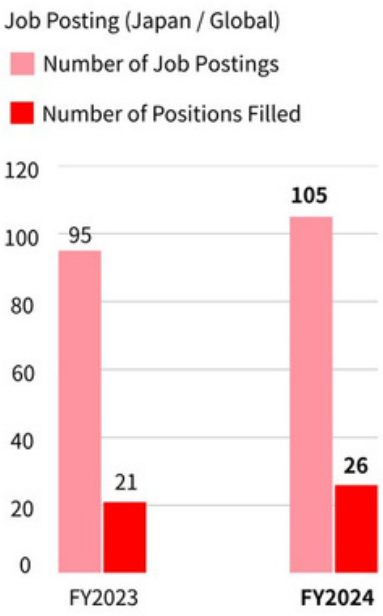


The Right People to the Right Positions to Implement Strategies

Expanding Global Job Postings System

To create an environment where employees can autonomously build global careers and to promote the right people to the right positions, we are rolling out an in-house job application system (job posting system) globally. In FY2024, there were six applications from Japan, Europe, the United States, and Asia for four positions in Japan and the Netherlands. Although no candidates were hired due to insufficient matching with job content, expected roles, and working conditions, we will continue to provide global opportunities for autonomous career development.In Japan, the in-house job application "Job Challenge System" was introduced in the 1990s. Since FY2023, we have also held a "Job Posting Week*" to increase awareness of in-house career opportunities and to encourage employees to apply for internal jobs. During this event, the heads of the recruiting departments introduce their workplaces and job content through online briefings, which provides opportunities for interactive communication with participants. In FY2024, the number of postings reached 105 (95 in FY2023) across Japan and globally. In FY2025, we will focus on establishing and expanding the global job posting system.

*Coinciding with the application period for Job Challenge, our in-house job posting system in Japan, the heads of participating organizations introduce the Teijin Group's workplaces, job descriptions, and the advantages of working there, while giving employees the opportunity to ask them questions directly. A key feature is the interactive communication it enables. In 2023, the event was held over six days in a hybrid format, combining both in-person and online sessions. Since fiscal 2024, it has been held twice a year online.



Developing a Career through Job Posting System



T·F
Business Planning Group, Regenerative Medicine Business Strategy Department, Regenerative Medicine & Implantable Medical Device Division, New Business Development Unit
(Recruitment: September 2023 - Appointment: July 2024)

I learned about Job Posting Week when I was looking for a new area where I could make use of my past experience. Because this event enabled me to understand the atmosphere at each workplace, subsequent communication went smoothly. At present, while taking advantage of my experience in business planning, logistics, and sales, I feel I am able to grow. I also handle many overseas companies, which makes my work rewarding every day, and in the future I envision a career path where I will be stationed overseas to further rise the ranks.

Free agent system

The Free Agent System allows employees to disclose their skills and experience to the business in which they prefer to work, and are then considered for a transfer to that business. Offered in conjunction with the Job Challenge System, the Free Agent System helps support the autonomous career development of employees.

Globally Integrating the Job Grade System

In FY2024, we examined the optimal organizational structure for each business in order to accelerate the realization of our business strategies. From FY2025 onward, in addition to steadily implementing the organizational changes that have been designed, we will set common grades across global operations for major companies in Japan and overseas in order to align job grades for managers and above. Through this initiative, we aim to improve the mobility of human resources.

Formulating the Human Resource Portfolio (Core Positions, Specialists)

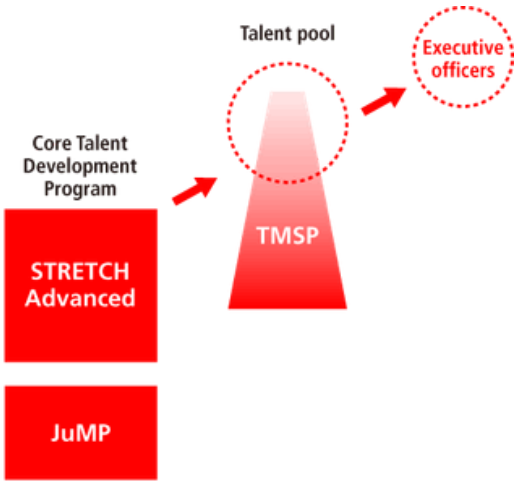
In FY2024, we placed particular emphasis on strengthening core positions. For executive positions, each executive prepares a succession plan that is then updated through a three-way meeting with the CEO and CHRO. Discussions are also held on the possibility of external recruitment and the strategic placement of internal successors, and efforts are being made to accelerate the development of candidates up to the time of appointment. As for the required number of successor candidates, which is set at five to seven per core position, the coverage ratio (successor coverage ratio*) improved from 74% in FY2023 to 84% in FY2024.

*This is calculated as the number of candidates ÷ (number of positions × number of required candidates per position [maximum of seven]). For example, for an executive position, up to seven successor candidates are designated. A full seven candidates represents 100%, while six candidates would correspond to 86%.

Talent pool and core talent development program

Centered around key candidates, we have established a talent pool called the TMSP (Top Management Successor Pool). This pool is reviewed annually, and promising candidates are identified for each position, with strategic placement and development carried out in a focused manner. The placement and development program for these candidates is known as STRETCH Advanced, a multifaceted and practical program designed to foster the next generation of management leaders. The program is structured into three phases: diagnosis, confirmation, and capability development. In line with the capability development areas identified during the diagnostic phase, individualized programs are implemented to accelerate the development of core talent. We are also implementing a program called "JuMP" (Junior Management Program), which selects top-performing employees from across our businesses to develop them into candidates for managerial positions at or above the core department general manager level.

TMSP TOP MANAGEMENT SUCCESSOR POOL	➢ Executive successor pool ➢ Mechanism to bring executive position candidates closer to readiness
STRETCH Advanced TEIJIN STRATEGIC EXECUTIVE TEAM CHALLENGE Advanced	➢ Development program for executive candidates ➢ Development system for candidates to support the executive succession plan
JuMP JUNIOR MANAGEMENT PROGRAM	➢ Development program for department general manager candidates ➢ Enhancement of the pool of top talent



Realizing Job-Based Evaluation and Treatment on a Global Scale

In Japan, in April 2023 we introduced a job-based human resource and evaluation system for executives that clearly links the roles and responsibilities of each position with treatment. Subsequently, in April 2024, we moved division general managers and above to a treatment system that determines compensation based on the scope, complexity, and level of the role's responsibility. During FY2024, we expanded preparations to extend this system to managers at levels below department general manager, and full implementation began in April 2025. By clarifying the duties of each position and ensuring that treatment reflects the job content, we aim to strengthen our ability to attract top talent, promote assigning the right people to the right positions, and accelerate tailored HR development.



Securing the Optimal Human Resources for Each Organization and Position

To achieve our management and business strategies and to enhance business competitiveness, we must acquire highly skilled and experienced specialists who can make an immediate impact. In addition, securing talent with diverse backgrounds promotes organizational diversity, broadens perspectives, and contributes to improved efficiency and innovation.

Recruitment and Retention Status

Item	FY2023	FY2024
Mid-career recruitment ratio	40.9%	59.8%★
Voluntary turnover rate	2.5%	1.7%

Item	FY2023	FY2024
Three-year retention rate for new graduates (career-oriented)	92.2%	91.7%

*Teijin Limited and Teijin Pharma Limited

Supporting Autonomous Career Development and Growth

①Support for career development

In FY2024, we carried out training for managers (interviewers) on how to conduct effective career interviews. From FY2025, we will launch a career interview system that provides employees and their supervisors with opportunities to discuss career development. We have also established mechanisms and programs that enable employees to take ownership of their own career development, including the introduction of Optional Online Training available on demand, ranging from skills acquisition to leadership development. Going forward, we will continue to provide support for employees' autonomous career development and growth.

②Basic approach to human resource development and training

The Teijin Group promotes and encourages self-development based on the independent study of each and every employee and coordinates on-the-job training, a job rotation/appointment system, and other training programs as part of a systematic approach to developing Group human resources.

People Development Results (FY2024)

Education cost	287 million yen
Education time	37,417 hours in total
Educated employee	813 in total

*Teijin Limited and Teijin Pharma Limited

*Limited to training under the jurisdiction of the Human Resources Development Section

Basic Approach to Human Resource Development and Training

A fundamental part of human resource development is to promote and encourage self-development based on the independent study of each and every employee.

1. On-the-job training

   A means for leaders to promote the self-development/study of each team member through individual training and guidance in the course of daily work. This supports the growth of each employee based on the feeling of fulfillment/achievement attained through having a sense of urgency in relation to work and through the process of completing work.

2. Job rotation/appointment

   An opportunity for each individual to develop/extend capabilities and a means to encourage further self-development/study. Leaders should have a good understanding of the strengths and personalities of team members and work to implement appropriate job rotation/appointments based on information gained through interviews with team members.

3. Training

   This refers to off-the-job training, which is a means to provide employees with content based on requirements for present and future execution of duties and management needs, and an opportunity to provide each individual with a chance for self-development/study. Leaders should proactively send team members to training in order to encourage wider outlooks and mutual development with other employees within and outside the Group.

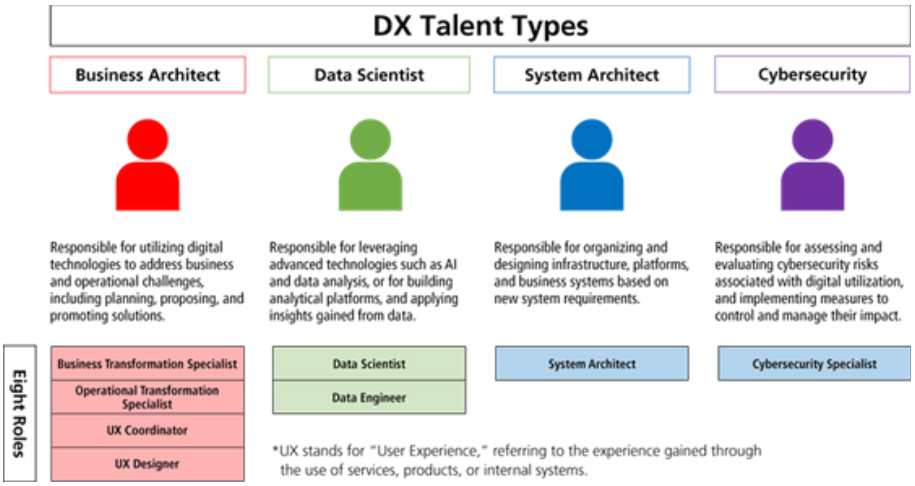
4. Career development and 360-degree evaluation

   Company employees and supervisors have meetings on career paths, with supervisors conducting career development activities for employees once a year. Furthermore, in order to encourage employees' own awareness, a 360-degree evaluation is conducted targeting all management employees. The results of the personnel evaluation are conveyed as feedback by supervisors to the concerned personnel, and guidance and advice that will lead to the growth of employees is provided. If one is not satisfied with the results of the personnel evaluation, they can use the self-application system and directly report independently to the Human Resources Department.

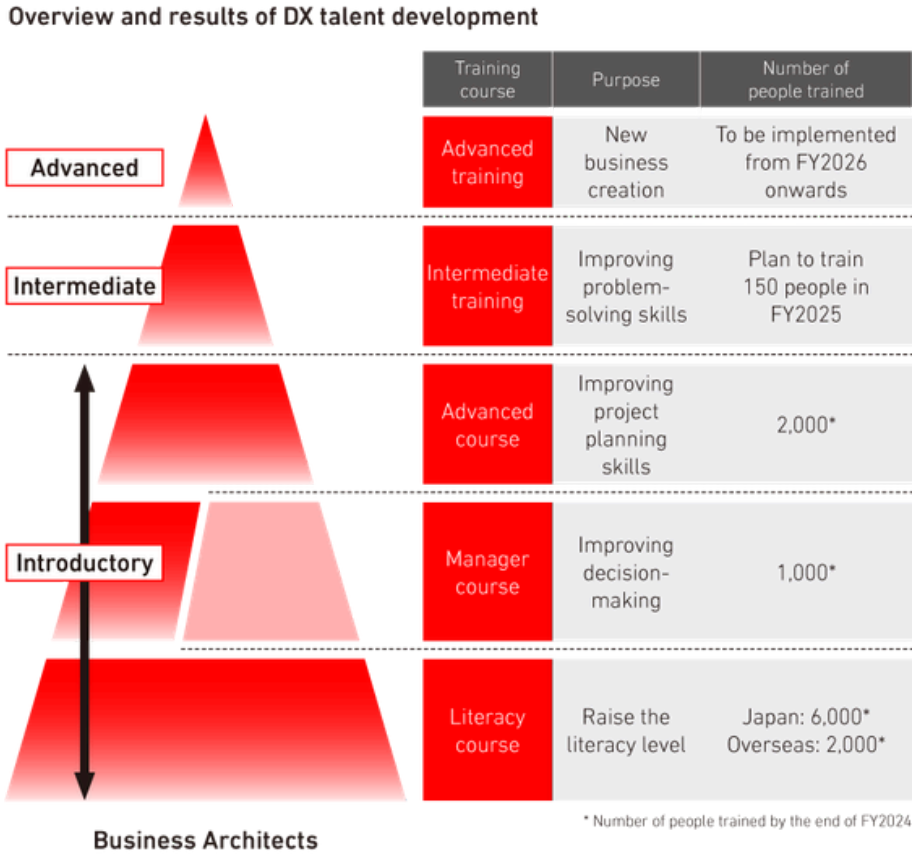
③Development and training programs

◆DX Talent Development

Because the Teijin Group considers human resource development to be an important strategic issue for driving autonomous DX, it has formulated a DX Talent Development Roadmap and DX Talent Career Path based on its own unique definitions of DX talent, with the aim of cultivating more advanced DX talent.



We have been committed to providing introductory DX education since FY2023, offering a digital literacy course to raise the digital literacy level of our global employees. We also offer a manager course aimed at managers to develop decision-making skills, and an advanced course aimed at top-performing students from the literacy course to develop planning skills for DX projects. In FY2025, we will start a program to train "business architects," which offers intermediate training for employees selected from each business unit, aimed at developing their ability to solve business challenges using digital technology.



◆New Employee Tutor System

After new employees are assigned to their departments, a young senior employee, known as a "tutor," is appointed to each new employee to provide support. In addition to helping them learn their job duties, tutors also provide advice and follow-up through regular meetings to encourage the new employees' autonomous growth.

◆Leadership and Career Training for Female Employees

As part of our leadership and career development initiatives for women, since fiscal 2024, we have been implementing a mentoring program for female employees featuring external mentors. This program is designed to broaden their perspectives and foster greater professional awareness.

◆Overseas Practical Training System

This system is designed to help young employees build their professional networks. It allows them to gain practical experience at overseas Group companies, thereby deepening their awareness and understanding of different cultural backgrounds, customs, and perspectives, and enhancing their sense of mutual respect.

◆Career Change Support System (Union Members Only)

This system aims to support the lifelong career planning of employees who choose to retire before the mandatory age to pursue new employment opportunities. In addition to the standard lump-sum payment and pension for voluntary retirement, employees receive a special additional payment. The system also allows them to designate a "career transition preparatory period" for the purpose of acquiring the knowledge and skills that will be useful in their new career and making other necessary arrangements.

◆Other Programs

We are working to promote the professional networks of employees both inside and outside the company by offering a variety of programs. These include a "Venture Secondment System" to encourage cross-boundary learning and foster a stronger results-oriented mindset; a "Pro Bono Program" that allows employees to leverage their professional knowledge and experience to contribute to society while remaining with the company; and "Internal Impromptu Meetings" aimed at fostering internal networking.

④Performance appraisal system

Under our Management by Objectives (MBO) system, supervisors clearly present their organization's goals and policies once every six months. Based on these, employees set their own goals, taking into account the expected role of their job grade and position within the organization. After six months, they are evaluated on their performance based on "how they approached their objectives and what results they achieved." This evaluation is then reflected in their bonuses, salary increases, and promotions. Furthermore, each employee receives feedback on their evaluation from their supervisor during a one-on-one meeting. The company also conducts a multi-faceted observational evaluation (360-Degree Feedback Program) for all managers once every two years. Managers utilize the evaluations and direct feedback from these multiple sources to enhance their own management practices.

Measures to Empower Human Resources

It is essential that the diverse employees around the world who come to work together for the Teijin Group can fully leverage their abilities and skills, working enthusiastically and effectively. To create an environment where employees can thrive, we are advancing initiatives with regard to the promotion of DE&I and enhancement of employee engagement.

1) Promotion of DE&I

The Teijin Group has maintained the belief that making full use of the abilities of diverse human resources helps enhance its creativity and promote innovation. Based on this belief, in 2000 we established an organization specializing in promoting the advancement of women via a top-down approach. Since then, we have widened the scope of our efforts to include themes such as nationalities, disabilities, and LGBTQ+, as we work to foster a corporate culture in which diverse human resources can play an active role. As our business has become globalized, we have expanded these initiatives outside of Japan and set up KPIs aimed at promoting diversity in the ranks of executive officers. Furthermore, while we have previously promoted diversity and inclusion, we now recognize that the backgrounds and needs of our employees are becoming even more varied. Moving forward, we will also consider and implement measures from the perspective of "equity"--creating a fair foundation and providing individualized support--to ensure that each and every person can perform to their full potential.



Note: Equity means aligning individualized support, creating an equal foundation from which everyone can perform at their best level.

①Action plan based on Act on Promotion of Women's Participation and Advancement in the Workplace and Promotion of Women's Empowerment

In 2000, the Teijin Group established an organization specializing in promoting the advancement of women. Since then, we have rolled out a broad range of initiatives from both a structural perspective, such as enhancing support systems for balancing childcare and work, and a cultural perspective, which includes developing women's awareness toward their careers, promoting training to address unconscious bias, and creating internal and external networking opportunities. Under the new action plan started in FY2024, we are working to build a pipeline for female executives and increase the number of women playing an active role as department or section managers. To that end, we established targets for the ratio of female leaders in each business unit and are working to systematically cultivate and appoint these leaders in our business units.

General employer action plan table based on Act on Promotion of Women's Participation and Advancement in the Workplace

Initiative 1: Build pipeline for female executives

Initiative 2: Cultivate female managers and female candidates for manager positions

Initiative 3: Matchmaking with role models

We are focused on cultivating women leaders and facilitating their appointment to higher roles. In Japan, in addition to strengthening the hiring of women and providing support designed to help them successfully continue their careers through various life stages--such as assistance in balancing work with childcare and seminars to improve health literacy--we are also working to enhance career support through mentoring and other initiatives. Starting in fiscal 2024, we have been implementing various programs tailored to different employee levels to help women exercise their own unique leadership styles. For the senior management level, we have introduced a cross-company mentoring program aimed at building a pipeline of future executives. In this program, executives from participating companies mentor female managers from other firms. Through this, the female managers gain direct insights from the senior management of other companies, allowing them to elevate their perspectives, broaden their horizons, and cultivate their career awareness. For the mentors, it is an opportunity to expand the breadth of their own management skills. The program also creates opportunities for participants to interact, which helps foster professional networks both inside and outside the company. For junior managers and those at the pre-managerial level, we provide opportunities for them to broaden their career perspectives and envision their future selves by offering mentoring programs where they can engage with multiple external mentors and participate in joint female leadership training with other companies.

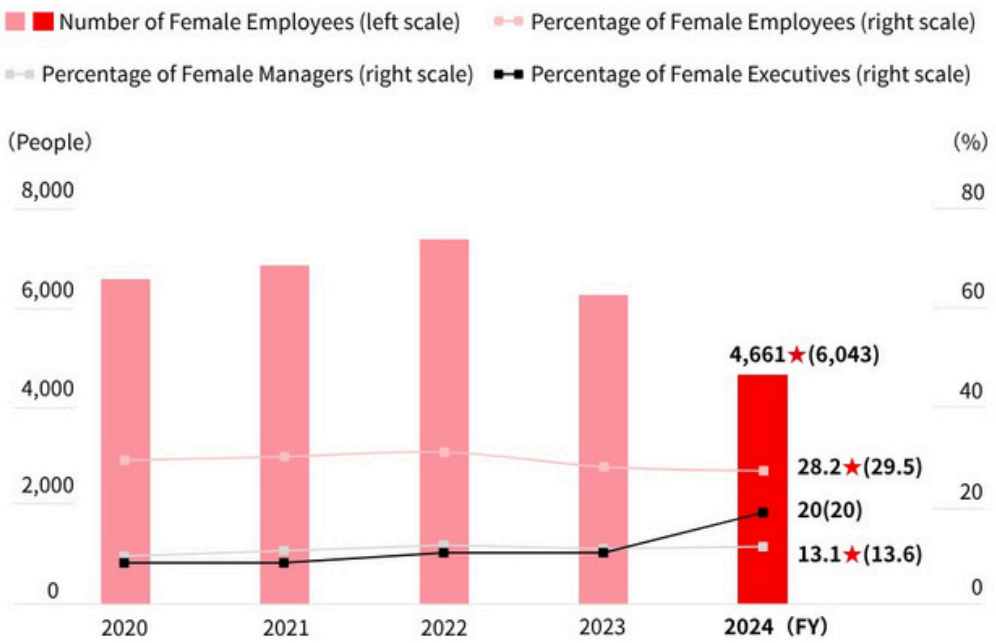


Cross-Company Mentoring Program Kickoff with Idemitsu Kosan Co., Ltd., Tokio Marine & Nichido Fire Insurance Co., Ltd., and Ricoh Company, Ltd.

Additionally, as part of our social contribution activities, we have been participating in the Science and Engineering Challenge since fiscal 2021. This initiative, led by the Cabinet Office, was planned to encourage female students to pursue careers in STEM fields. In August 2025, we held an event titled "A World Connected by Radio Waves" at our Osaka Head Office, where over 20 junior high and high school students learned about radio waves and STEM careers. By entrusting the planning and operation of the event to a group of young STEM employees, it has also helped to form internal networks.



Number of Female Employees, Percentage of Female Employees, Percentage of Female Managers, Percentage of Female Executives

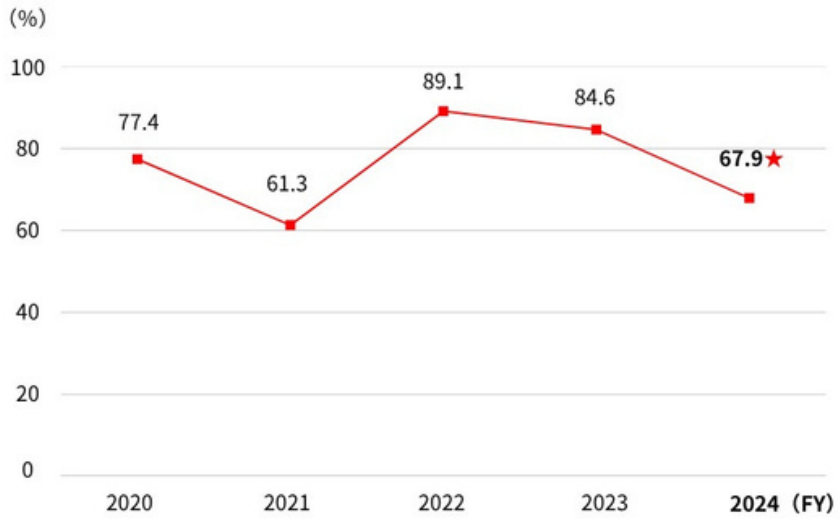


*Teijin Automotive Technologies NA Holdings Corp. (hereinafter, "TAT-NA"), a consolidated subsidiary in the materials segment that operates the automotive composites business in North America, has been excluded from the scope of aggregation from FY2024 due to it being a discontinued operation. Past figures 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.

*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.

Percentage of Male Employees Taking Childcare Leave

The Teijin Group is working to foster a corporate culture in which all employees, regardless of gender, can make use of childcare support systems. In FY2022, Teijin Limited revised its paid leave systems to enable employees to use annual leave they have accumulated during childcare leave, allowing for a maximum of 55 paid leave days for both men and women. We also communicated a message from the CEO encouraging male employees to take childcare leave and made use of our corporate newsletter and intranet to share experiences of men who have taken this leave. The percentage of male employees who took childcare leave in FY2024 was 67.9%★.



*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.

*Teijin Limited and Teijin Pharma Limited

Gender wage gap

Although the Teijin Group does not differentiate wages between men and women in the same rank or position, a survey revealed the following results regarding the gender wage gap. Aside from certain instances, the overall wage gap between male and female employees shrunk compared to previous fiscal years.

	2023			2024			Year-over-year change		
	All	Full-time	Part-time	All	Full-time	Part-time	All	Full-time	Part-time
Teijin Limited	77.9%	81.2%	58.0%	78.2%★	81.2%★	59.9%★	+0.3%	0	+1.9%
Teijin Pharma Limited	47.5%	70.5%	31.1%	49.8%	71.4%	37.3%	+2.3%	+0.9%	+6.2%

*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.

We recognize the following as facts regarding the wage gap:

1. As the job grade increases, the percentage of women within the same grade decreases. This workforce composition leads to a wage gap between men and women.
2. In some cases, there are gender differences in the payment records for various allowances other than the basic salary, and this contributes to the wage gap between men and women.
3. Few male employees utilize the short-time work system for childcare or family care, and this contributes to the wage gap between men and women.

While the wage gap is on a downward trend and has stabilized to a certain extent, we will continue to identify its causes, as discovered through the above findings. We will also continue to proactively work toward narrowing the wage gap by systematically cultivating female managers and facilitating their appointment to higher roles, improving gender awareness, and exploring further potential revisions to our human resources systems.

②Promoting the employment of people with disabilities

The social participation and economic independence of persons with disabilities are vital for realizing a diverse and inclusive society. At our special subsidiary, Teijin Soleil Co., Ltd., we primarily employ individuals with intellectual, developmental, and mental disabilities. We operate an office support business (administrative assistance, cleaning) and an agriculture business (production and sale of organic vegetables, edible roses, and Phalaenopsis orchids) that create opportunities for individuals with disabilities to thrive according to their individual characteristics. By enabling them to demonstrate their abilities in agriculture despite their disabilities, we aim to foster a workplace where they not only contribute to the business, but also find a sense of purpose and pride in being active members of society and contributors to the economy. Teijin Soleil Co., Ltd. is also working to expand sales with the aim of increasing revenue and achieving a recurring profit in its agriculture business.

Planet's Hug (PLAHUG) Orchid



Teijin Soleil and Phalaenopsis Orchids



Assistant to the President (in charge of Agricultural Business), Teijin Soleil Co., Ltd.
Takayuki Suzuki (Back left of the photo)

Our Phalaenopsis orchid business ships large-flowered orchids. Thanks to the meticulous cultivation and care that leverages the strengths of our employees with disabilities, these orchids are traded at prices that are about 20% higher than the market average. Major corporations have become repeat customers, using our orchids for celebratory gifts for newly appointed company presidents and other occasions. The flower language of the phalaenopsis orchid is "happiness flies to you," and it is often chosen as a gift to express one's feelings toward someone on important occasions in life. A young man in his twenties with developmental disabilities joined our company after graduating from a special-needs high school. When he presented a three-stem phalaenopsis orchid, which he had carefully nurtured, to his grandmother, she was so moved with joy that she burst into tears. Every person has something they excel at. Among people with disabilities, some have rich sensitivity or exceptional concentration. At our company, we embrace the conviction of "providing high quality precisely because of disabilities," making the most of such strengths. We believe that drawing out the potential of people with disabilities and offering them opportunities to build a positive future is a truly meaningful endeavor.

As of March 2025, the employment rate for persons with disabilities at Teijin Limited, Teijin Pharma Limited, Teijin Healthcare Limited, and Teijin Soleil Co., Ltd. was a combined 2.86%, exceeding the legal requirement of 2.5% (as of March 2025). In FY2021, the company received the Challenge Award at the Noufuku Award, a first for a special subsidiary, and in FY2023, it obtained the Monisu certification.

③Promoting efforts to support LGBTQ+ employees

To support the success of our LGBTQ+ employees, since 2017, we have implemented four key initiatives: (1) clearly stating the company's policy, (2) raising employee awareness, (3) revising HR and payroll systems to accommodate LGBTQ+ individuals, and (4) providing support for LGBTQ+ individuals. We place a particular emphasis on raising awareness and providing individual support. We have conducted events to foster an understanding of the experiences and thoughts of LGBTQ+ individuals, as well as training sessions by employee level to deepen the understanding of LGBTQ+ topics. We also respond individually to consultations from our LGBTQ+ employees.

④Rolling out measures to enhance awareness of DE&I

To strongly promote our business activities globally, it is essential to make full use of the abilities of diverse human resources who differ in nationality, race, gender, sense of values, ideas, and experience. The Teijin Group upholds "Fostering growth through diversity and expertise" as one of its three Values, and accordingly has put in place a work environment in which every Group member can fully harness their individuality and attractiveness to make the most of their abilities. Since 2002, we have issued a pamphlet entitled "together" to raise awareness of DE&I every year. Starting with the 2020 version, we have prepared English and Chinese versions, in addition to the Japanese version, so that it can be distributed to all Group employees. In FY2023, we included a discussion between the CEO and female outside directors titled "Why Does Teijin Need to Foster D&I? Reaffirming the importance of leveraging diverse human resources." In addition, the message from the CEO reiterates the necessity of promoting DE&I in building a resilient organization and realizing our long-term vision. In the latest fiscal 2024 issue, our CHRO and employees held a dialogue on the theme of "Toward an Era of Career Autonomy: Our Choices for Surviving a Period of Transformation." In the message from leadership, we took the opportunity to clearly reiterate our philosophy on diverse career choices, the need to increase talent mobility, and the importance of building one's career autonomously.

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

2) Improving Engagement

Achieving our business strategies requires building a highly engaged organization where each employee empathizes with the company's philosophy and works proactively. For this reason, the Teijin Group conducts an annual engagement survey across the entire Group and works to improve engagement with a strong awareness of "One Teijin."In FY2024, the survey was conducted with approximately 19,500 Group employees in Japan and overseas (response rate: 76%), and the overall score reached 64, an increase of two points from the previous year. Scores improved or were maintained across all questions, businesses, and regions, showing an overall improvement in employee engagement. One of the key drivers of improved Group-wide engagement has been "communication." To this end, we regularly provide opportunities for employees to share their ideas and aspirations through initiatives such as town hall meetings and purpose workshops.

	FY2021	FY2022	FY2023	FY2024
Engagement score	64	64	62	64
Response rate (%)	70	68	71	76

[Case Study]: Data-Driven Initiatives Using AI

Since fiscal 2024, we have been collaborating with the DX Promotion Department to enhance our support for improving engagement through a data-driven approach that utilizes AI. The results of our surveys are visualized on a dashboard and published to employees on our intranet, while executives can view the results for each business and division at a glance. In some business divisions, we are experimentally using AI to analyze paid leave utilization rates, overtime hours, and qualitative comments to present recommended actions. By visualizing the positive correlation between the "taking action" score calculated from survey results and the engagement score, we enable each organization to implement improvement actions with a greater sense of buy-in.

KPIs related to human capital

To measure the effectiveness of measures to empower human resources, a central aspect of our human resource strategy, we have established indicators related to the diversity of executive officers and managers, as well as employee engagement. Through systematic training and promotions, we aim to improve diversity among executive officers and managers, and by setting and carrying out engagement improvement actions, we strive to achieve our targets for enhancing employee engagement.

KPIs related to diversity

		Results as of October 2023	Results as of October 2024	Milestone as of April 2026	Target for April 2030
Executive officers*1	Women	12%	20%	20%	30%
	Non-Japanese nationals	8%	8%	10%	30%
Managers*2	Female department and section managers	10%	11%	12%	20%

KPIs related to employee engagement

	Results as of September 2023	Results as of September 2024	Milestone as of April 2026*3	Target for April 2030*3
Employee engagement score	62	64	64	68

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

*2 Line managers in global positions, including Japan

*3 Refers to the survey conducted in September of the previous year

Workstyles

Comfortable Work Environment

Status of the work-from-home system

In FY2019, Teijin and Teijin Pharma introduced telework programs that allow employees to work outside the office even in the absence of a reason such as childcare or family care. Since FY2020, we have been expanding these telework programs as a temporary measure to prevent the spread of COVID-19 infections. However, at the moment, we have established limits on teleworking hours for each business unit based on the type of work done, as we continue to strive to realize flexible and diverse workstyles. Looking ahead, we will effectively combine the telework system with actual face-to-face communication in the workplace to enhance the productivity of the organization while increasing workstyle flexibility. By doing so, we will work to enhance this system so as to ensure that all employees can demonstrate their capabilities to the greatest extent possible.

Management of overtime hours/actual working hours

We believe that enabling employees to work in a healthy environment, free from physical and mental stress, is the driving force that supports the company's sustainable growth. For this reason, we are committed to health and productivity management, and have been certified as a Certified Health & Productivity Management Outstanding Organizations Recognition Program for nine consecutive years. In particular, to maintain the mental and physical well-being of our employees, we encourage the planned use of annual paid leave, strictly enforce advance applications for overtime work, and have introduced "No Overtime Days" to ensure appropriate working hours. Furthermore, we are working to standardize and streamline operations through the use of RPA*. We also provide flexible workstyles such as teleworking, flextime, and shorter working hours, enabling employees to balance their work and personal lives according to their individual circumstances and life stages. In this way, we are fostering an environment in which employees can maintain a better work-life balance, free from restrictions of time and place.

* Robotic Process Automation

Encouragement of paid annual leave

Employees in their first year of employment are entitled to 15 days of paid annual leave. After the first year, one additional day is granted for each year of service, up to a maximum of 20 days per year. Employees can carry over up to 40 days to the following year. To promote work-life balance and reduce total working hours through planned use of paid annual leave, we designate specific days each year to encourage taking paid annual leave.

Workstyle-related Indicators[*1]

	FY2023	FY2024
Average monthly overtime hours[*2]	13.3h	13.2h★
Annual paid leave utilization rate	75%	76%

*1 Teijin Limited and Teijin Pharma Limited

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

Balancing Work with Individual Life Events

Support for balancing work with childcare

Since establishing the Office to Promote Women's Advancement in 2000, we have continued to promote efforts to help our employees balance their work with childcare. Specifically, we have been working to design flexible and diverse systems that make it easier for employees, regardless of gender, to work while raising children, including by enabling the reduced hours work system to be used until the end of the fiscal year in which an employee's child reaches third grade in elementary school, offering wage compensation during childcare leave by allowing the utilization of accumulated paid leave, and providing allowances for babysitter expenses. We have also created manuals for the management of such systems and have worked to promote understanding in the workplace, including among supervisors, and ensure smooth communication. In our action plan based on the Act on Advancement of Measures to Support Raising Next-Generation Children, which was updated in FY2024, we lay out the following targets as we align our focus on creating environments where each employee can work with greater enthusiasm while balancing their work with childcare. Furthermore, in preparation for instances where a parent, primarily in urban areas, cannot find a daycare center due to lack of availability and therefore unable to return to work when planned, we provide support for employees on childcare leave so they can find alternative daycare facilities. By providing a special assistant to such employees, we ensure that they can return to work more smoothly.

Target 1: Create an environment that supports autonomous career development for employees returning after giving birth

Target 2: Increase opportunities for men to participate in raising children

Target 3: Promote workstyle reforms so that employees raising children can realize a work-life balance

Support for balancing work with nursing care

Cases of employees providing nursing care for their parents are expected to increase in the future, as Japan's declining birthrate and aging population progress. Ensuring that these employees can balance work with providing nursing care for their family members has become an important issue. To that end, we have established systems that give consideration to the unpredictable nature of nursing care in terms of the necessary time and duration. For example, employees can make use of the reduced working hours system as many times as they need as long as they are providing nursing care. In this way, we have set up an environment where employees can continue to work with peace of mind while providing nursing care. We also provide support from a cultural perspective, including holding seminars to promote knowledge of nursing care and understanding of our nursing care systems, setting up a consultation desk that employees can seek consultation on issues they face in providing nursing care, and launching Wakaru Kaigo Biz, a service that provides information on nursing care that can be viewed at any time.

Support for balancing work with personal illness

We have introduced a reduced working hours system for employees dealing with a personal illness. Through this system and other efforts, we support employees in balancing work and medical treatment, including employees diagnosed with cancer and those undergoing fertility treatments. Furthermore, although separate from personal illnesses, we held a seminar on women's health in FY2023, as we did in FY2022, with the aim of having male employees better understand women's health issues, such as the physical and emotional uneasiness that occurs during menstruation. We also are working to enhance literacy of women's health within our training for newly appointed managers.

Other Support Systems and Welfare Benefits

To create a workplace with vibrant employees and a dynamic atmosphere, we offer various support systems and non-statutory welfare benefits that employees can use according to their needs.

Various measures to support asset formation

These include property accumulation savings, housing loans, an employee stock ownership plan, and a retirement pension.

Cafeteria-Style benefits plan (Select plan)

This system allows employees to personally consider, select, and use benefits that meet their own needs from a variety of options within a pre-allotted, point-based subsidy framework.

System to support qualification acquisition

The company provides support to employees who take and pass exams for qualifications that are useful in their duties, contribute to the company's credibility, or aid in their own professional development.

Hello-Again system

The Hello-Again System allows former employees who left the Teijin Group due to personal reasons such as marriage, child-rearing, or caregiving to return to the company under certain conditions. This system enables them to continue their careers with the Teijin Group if they meet the certain criteria.

System allowing employees to take leave when spouse is transferred overseas

At Teijin, we have a system that allows employees to take up to three years of leave in the event that their spouse is transferred overseas for work.

Paid leave for volunteer activities

From the perspective of promotion volunteer activities across the Teijin Group, Teijin and Teijin Pharma have introduced a system that enables employees to take paid leave for the purpose of volunteering.

Determining the Status of Groupwide Labor Management

The Teijin Group carries out regular surveys on labor management at Group companies. We identify management issues in our Group personnel management system and implement effective measures as required, particularly from the viewpoint of labor corporate social responsibility (CSR). From the survey, we obtain data on basic labor CSR indicators. After amendments to labor-related laws or if otherwise needed, the Teijin Group reviews the labor management status, employment rules, and personnel systems of all Group companies in Japan. Since labor laws and regulations differ from country to country, with regard to overseas Group companies, we conduct surveys of basic items, and also implement additional surveys on the human resource system and salary systems, as necessary.

Survey items (Group companies in Japan)

Basic labor CSR indicators - Conducted annually

(1) Number of employees (by position/gender)

(2) Average years at company and average age (by position/gender)

(3) Number of newly recruited employees (by position/gender/career stage (new versus mid-career)/type of work (administrative versus technical)

(4) Number of retired employees (by position/gender/reason)

(5) Data on re-employment after age-limit retirement (by position/gender)

(6) Number of executives (by gender/Japanese nationality)

(7) Number of fixed-term employees (by gender/Japanese nationality/fixed term/OB/part time)

(8) Use of childcare leave/number of days (average and maximum)/childcare short-time work system (by gender)

(9) Use of nursing care leave/nursing care short-time work system (by gender)

(10) Number of employees taking leave for volunteer activities (by gender)

(11) Number of employees taking nursing care leave (by gender)

(12) Use of reemployment system for retirees due to family circumstances (by gender)

(13) Number of employees using teleworking program (by gender)

(14) Number of foreign workers (by position/nationality/gender/job title/date of hire)

(15) Number of foreign trainees (technical interns) accepted

(16) Number of employees seconded overseas (Japanese employees seconded to overseas companies)

(17) Number of employees posted away from their family (domestically and overseas)

(18) Gender wage gap (regular, non-regular/by gender/reasons for gap)

(19) Status of responding to Act on Promotion of Women's Participation and Advancement in the Workplace (submission of action plans/disclosure of items)

Status of labor management - Conducted when required
[Legal compliance]

(1) Employment of the elderly

(2) Work hours

(3) Temporary/Contract workers

(4) Maternity protection and childcare

(5) Care and nursing

(6) Equal-opportunity employment

[Labor affairs measures]

(1) Work-life balance (e.g., overtime hours/annual paid holidays/flextime system)

(2) Retirement allowance system

(3) Progress in promoting diversity

(4) Recruitment and education

(5) Health and welfare system (dormitories/other issues)

(6) Other issues (e.g., existing issues for which demand for support exists)

Survey items (overseas Group companies)

Survey of the following basic labor CSR indicators (by position/gender)

(1) Number of employees

(2) Average years at company and average age

(3) Number of new recruits

(4) Number of employees who retired

Maintaining Sound Industrial Relationships

The Teijin Group views the labor union as an important stakeholder, and we are working to maintain and improve our good relationship with the union. As fundamental concepts in industrial relations, we emphasize "mutual understanding and thorough prior consultation." With regard to labor-management meetings, Teijin adheres to a comprehensive collective bargaining agreement by which meetings will be called upon request from either the Company or union side. At Group companies in Japan, all employees except directors and managers belong to the labor union. At the Group Labor-Management Council, which brings management and main union officials together, and also at Labor-Management Committee meetings (held as required), members exchange opinions on business as a whole and hold discussions with the aim of improving workplace environments. In addition, when we revise working conditions during the spring season, we hold discussions on a broad range of issues pertaining to human resources, including not only increasing base pay and other compensation but also the ideal direction of our human resource management systems and efforts to secure personnel, develop their capabilities, and enhance their motivation. Labor unions and work councils (joint labor-management councils) have been established in overseas Group companies, and consultations are held between the company and representatives of the employees to achieve a better work environment and working conditions.

Preamble of Labor Agreement between Teijin Limited, Teijin Pharma Limited, Teijin Healthcare Limited and Teijin's Labor Union (largest labor union of Teijin Group)

Teijin Limited, Teijin Pharma Limited, Teijin Healthcare Limited and Teijin's labor union mutually respect the position of one another, and work together towards establishing industrial peace through the sound development of business and consideration of union member's welfare. With this in mind, the Teijin Labor Agreement was concluded, and both sides are committed to observing it in good faith.

*The labor agreement with Teijin's labor Union is applicable to all full-time and fixed-term employees.

Health and Safety

Health Management

In its Code of Conduct, the Teijin Group states that we put the global environment, human safety and health as our top priorities when conducting business. Employees are regarded as key stakeholders, and the Group believes that sustainable corporate growth cannot be achieved without providing a safe and healthy working environment. In 2017, the Teijin Group announced the Teijin Group Health Management Declaration, expressing its commitment to actively promote the mental and physical well-being of its employees. Guided by the principle of respecting employee health, Group companies will continue to collaborate in advancing health management initiatives.

*The Teijin Group was recognized as a Certified Health and Productivity Management Organization by the Ministry of Economy, Trade and Industry for its excellent health management. We have received this recognition for nine consecutive years.

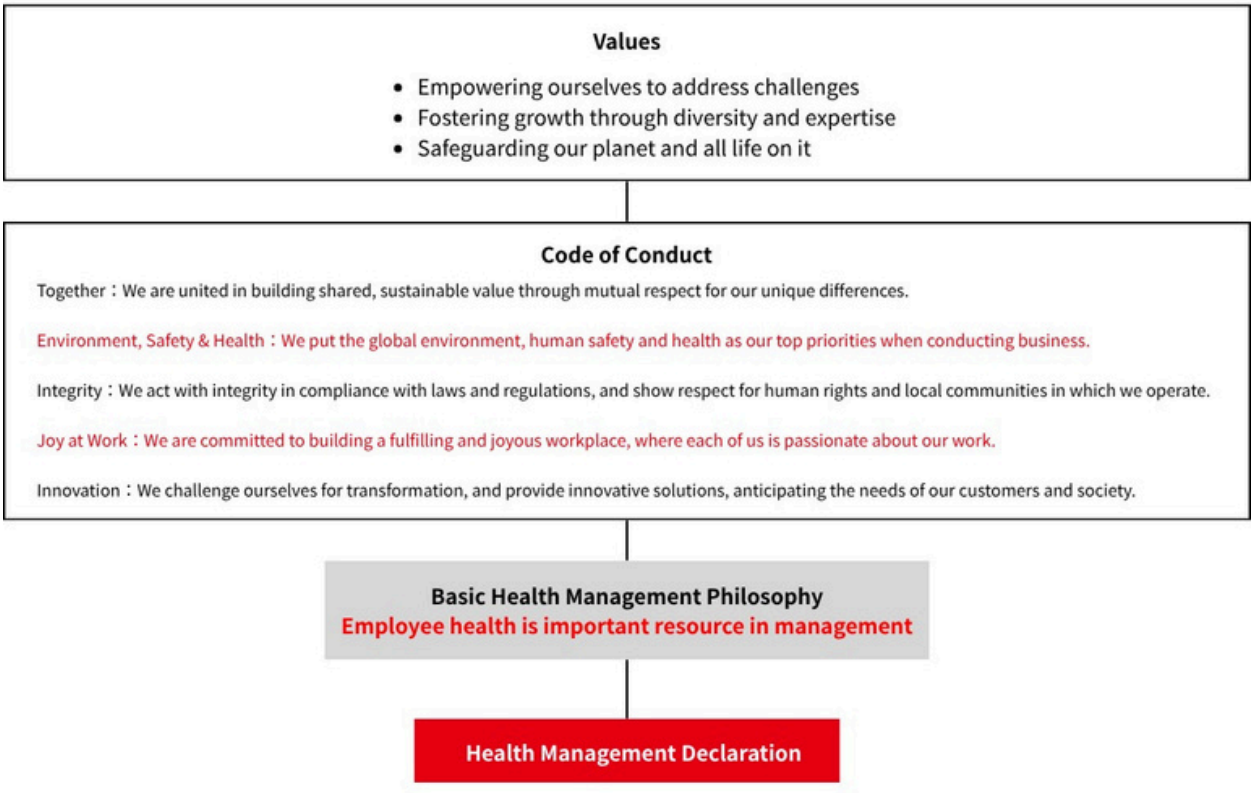
The Teijin Group health management declaration

The Teijin Group believes that employees are the ultimate management resource.
We are committed to promoting the development of employees who are full of vigor and to the creation of vibrant workplaces for the sustainable growth of the company, and will continue to actively promote the mental and physical health of our employees.
At the same time, the Teijin Group strives to contribute to the health of people around the world through its business activities.

(Established on June 16, 2017)

Health Management Policy

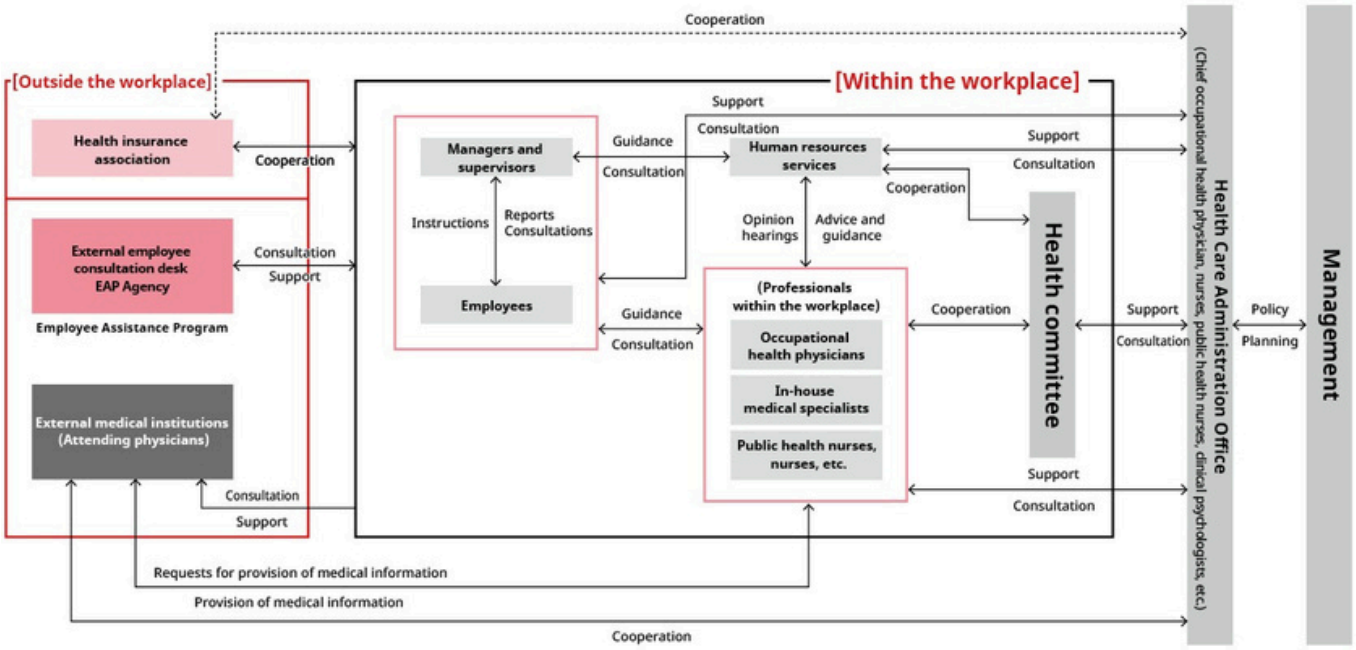
The Teijin Group is strategically involved in the health management of its employees based on its Corporate Philosophy.



System for Promoting Health Management and Future Direction

The Health Care Administration Office is positioned as a promotion department, and health management is promoted in cooperation with the Teijin Group Health Insurance Association, industrial physicians, and occupational health staff under the direction of top management.

Promotion System



Future Direction (medium-term issues)

By visualizing the results of the health management initiatives that we have been implementing to improve the well-being of our employees, we will enhance employee work engagement and foster a corporate culture that better facilitates innovation.

Comprehensive Mental Health Care Initiatives

In regard to mental health, Teijin has established consultation services for employees both within and outside the Company and the Health Care Administration Office provides tailored mental support under the guidance of medical specialists. In FY2024, the number of consultations (including consultations conducted in-person, online, and via telephone calls) received from the staff at the Health Care Administration Office (clinical psychologists, public health nurses) and external EAPs (employee support programs) was 1,516. As we are also working to promote preventive education, the staff at the Health Care Administration Office is conducting new employee training, as well as regular self-care and line care training sessions. In total, we have implemented 30 preventive education sessions for approximately 1,200 employees. We also offer e-learning courses for topics such as training by employee level, self-care, and line care.



Implementation of training and educational programs focused on mental health care and women's health across various locations and group companies

Implementation of a Diagnosis to Measure the "iki-iki" Level of Individuals and Workplaces

The Teijin Group has been diagnosing stress levels in all workplaces in Japan every year since 2003. Furthermore, in line with stress check legislation, in July 2016 it implemented the annual initiative of a diagnosis to measure the iki-iki (cheerfulness) level of individuals and workplaces. This diagnosis combines the workplace stress diagnosis with a stress diagnosis for individuals. Those workplaces assessed as exceeding a certain level were the focus of workplace improvement activities to achieve bottom-up improvement through discussions with employees in the field. The results of the June 2024 diagnosis (an effectiveness measurement) showed that these activities had led to improvements in approximately 80% of the workplaces concerned. Furthermore, from FY2019, we have been conducting "briefings on how to view the results of diagnosis to measure the iki-iki (cheerfulness) level of workplaces" targeting managers and encourage each department to improve the understanding of the results of group analysis and the methods of utilizing it, and are working on promoting activities to improve the workplace environment. Teijin will continue aiming to create cheerful and comfortable workplaces through these diagnosis and improvement activities.

Prevention and Health Promotion Measures for Health in Collaboration with Health Insurance Association

The Teijin Group is collaborating with health insurance association to implement a data-driven health plan (Collabo-Health) based on analysis of health data. Utilizing the data held on each employee by the company and the health insurance association, we are implementing targeted health programs categorized by risk, beginning with smoking cessation support. Our programs range from population-based approaches (initiatives for the entire workforce) to measures aimed at preventing the progression of lifestyle-related diseases.

ESH Management Activities

The Teijin Group positions Environment, Safety and disaster prevention, and Health (ESH) as key initiatives in all business activities and promotes ESH management across the entire group.

Goals and Basic Policies on ESH

In addition to compliance with the domestic and foreign relevant laws and municipal ordinances, we set forth our self-imposed goals for ESH management and its basic policies as follows.

Goals for ESH management

In accordance with the Teijin Group's ultimate goals -- the Challenge "ZERO," the goals for ESH management in business activities shall be the following four items:

1.	Environmental conservation	Zero environmental problems
2.	Safety	Zero labor accidents
3.	Disaster prevention	Zero explosions and fires
4.	Health	Zero occupational diseases

Teijin Group ESH Basic Policies

1. We make safety our highest priority, following our philosophy of protecting human life.
2. ESH is the responsibility of every production line manager.
3. ESH efforts are integral to every stage of business activities.

Group ESH Management System

The Teijin Group established the Group ESH Subcommittee to practice integrated environment, safety, and health (ESH) management. The Group ESH Subcommittee holds regular meetings twice a year to deliberate on policy, measures, and activities regarding ESH management, which are then expanded within the Group. The ESH Committee members appointed for each business unit serve as chairpersons of the ESH Committee and promote ESH management for each business. Additionally, the Teijin Group shall lay down criteria for the establishment of the ESH Management System (ESH-MS) at each factory and other facilities, as outlined in the "Standards for the Establishment of the Group's ESH Management System."

Objectives to establish the ESH Management System (ESH-MS)

1. Each factory and other facilities will secure their ESH management at a certain level and continuously improve their ESH performance by establishing and appropriately implementing the ESH-MS.
2. Through the establishment of the ESH-MS based on the international common standards such as ISO 14001 and ISO 45001, the Teijin Group will objectively show its stakeholders (shareholders, customers, business partners, regional society, and administrative organizations, etc.) that it maintains the level of its ESH management above the average.
3. Through the construction and operation of international common standards or ESH-MS based on those common standards, the Teijin Group will share the "common ideology and language of the ESH Management" among all factories, etc.

ESH assessments and audits

Through the ESH assessment system, Teijin reviews and verifies relevant laws and regulations, as well as ESH risks associated with project implementation and day-to-day operations. We strive to ensure legal compliance and take appropriate actions based on the level of risk. In accordance with the ESH Audit Regulations, we have established a dual-audit system consisting of ESH Audit A and ESH Audit B. Audit A is conducted annually by the Chairperson of the ESH Committee appointed for each business unit, while Audit B is carried out by the general manager of the Environment and Safety Department, who is appointed by the Chief Production, Engineering & Procurement Officer. During the audit process, each business unit reports on the status of ESH management, incidents and accidents, countermeasures taken, and overall ESH activities. These reports are then reviewed, and guidance is provided regarding future challenges and actions to be taken before the next audit.

	Overview of Audits	Auditors	FY2024 Audit Results
ESH Audit A	ESH audits at production sites	Chairperson of business unit ESH committee	23 sites (13 in Japan and 10 overseas)
ESH Audit B	Audit of business unit audit results	General manager of the Environment and Safety Department	15 cases (2 composites factories, 8 business units, 5 directly managed companies)

Training for internal auditors of ESH compliance

To enhance compliance with laws and regulations related to ESH, every year we hold a course to train Group employees as internal auditors for ESH compliance. In FY2024, 88 employees were newly certified as Grade 1 internal auditors for ESH compliance and 29 employees were certified as Grade 2 internal auditors for ESH compliance.

Responding to an ESH accident

To ensure that all ESH-related accidents, including occupational accidents and work-related illnesses, are promptly investigated and reported within the Group according to the details of the accident, we have established and strictly enforce the "ESH-related accident/disaster occurrence reporting rules"

Prioritization and Action Plans in FY2025

In FY2025, we will address the following priority issues with the aim of achieving zero ESH accidents in our business activities.

1. Further reduce occupational accidents and disaster prevention incidents, and eliminate serious accidents.
2. Suppression of work and behavior-related accidents.
3. Review and promotion of disaster prevention management.
4. Compliance with environmental regulations and strengthening of chemical substance management.

Security and Disaster Prevention Activities

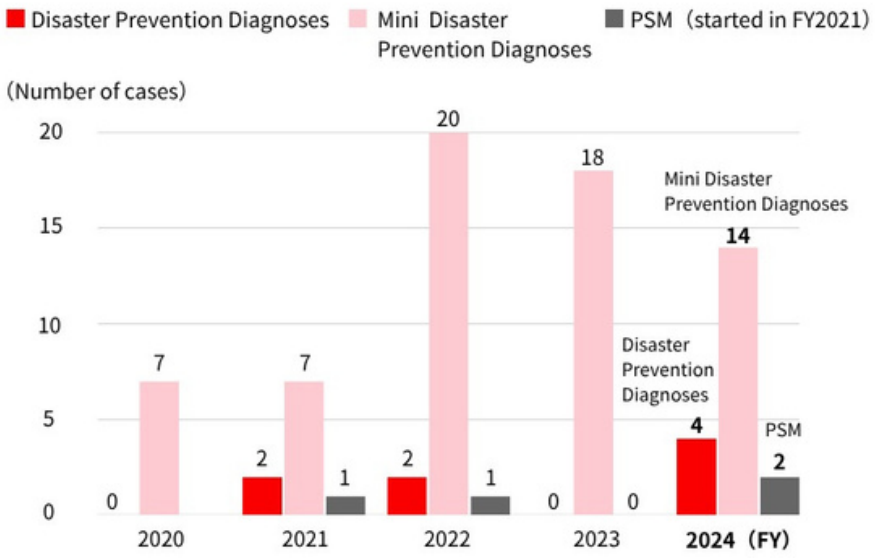
Framework for Promoting Disaster Prevention Management

The Teijin Group is engaged in disaster prevention management and has established Groupwide disaster prevention guidelines. For each fiscal year, we design plans based on these guidelines relating to preventative measures, such as disaster prevention assessment, fire prevention, and earthquake countermeasures, as well as planning and implementing initiatives including the strengthening of disaster prevention training and drills and upgrading of fire prevention equipment. Each business unit/manufacturing site manages the implementation status and achievements of these disaster prevention activities and gives guidance to improve any areas of noncompliance. The results of this are then audited by the Chief Production, Engineering & Procurement Officer at the end of each fiscal year.

Implementing Disaster Prevention Diagnoses

The Teijin Group has been conducting disaster prevention diagnoses since 1980 and mini disaster prevention diagnoses since 2008 in line with its own independent standards. In Teijin's aramid business, process safety management (PSM) has been introduced at Teijin Aramid B.V. affiliated chemical plants in the Netherlands, Japan, and Asia. Disaster prevention diagnoses and PSM are used to assess safety every five years by experts in manufacturing, facilities, and ESH at a total of 15 plants globally. These are Teijin Group plants where large amounts of hazardous substances are handled. Mini disaster prevention diagnoses mainly examine fire prevention, focusing on small-scale locations with a risk of fires, such as boilers and places where hazardous materials and combustibles are stored (25 factories). We conduct an examination every five years. In FY2024, we carried out diagnoses at 14 risk areas in 12 factories.

Trends in the number of disaster prevention diagnoses

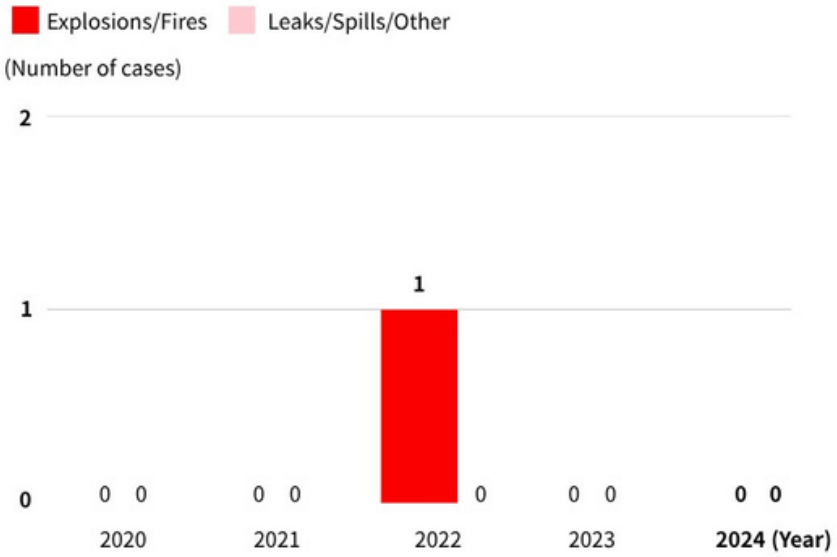


Other Activities Aimed at Realizing Zero Serious Accidents

To achieve our aim of realizing zero "serious accidents," which we have defined as including explosions, fires, and external leakage/spills of hazardous substances, we are taking various measures to reinforce disaster prevention including disaster prevention diagnoses, training, and drills at our chemical plants and power plants.

Trends in the number of serious accidents

We are continuously taking various measures to reinforce disaster prevention, including disaster prevention diagnoses, training, and drills.



*A 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 external support.

*Figures are calculated based on calendar years

Fire Prevention Activities

Since 2008, November 10 has been the Teijin Group Fire Prevention Day. On this day, each Group company conducts its own fire prevention activities, as well as common activities for the whole Teijin Group, such as periodical fire prevention checks. These activities are shared Groupwide in order to strengthen the fire prevention system.



Firefighting drill at Ibigawa Factory

Disaster Prevention Training (Evacuation Drills)

Since the Great East Japan Earthquake struck on March 11, 2011, the Teijin Group has continued to implement evacuation drills assuming the occurrence of a natural disaster. After the drills, we hold review meetings and endeavor to improve our antiearthquake manual. Training was carried out at plants and facilities in Japan in FY2024 as well (including tabletop exercises).



Evacuation drill at Mishima Factory

Occupational Safety Activities

Occupational safety promotion system

To reduce risk in the workplace, the Teijin Group encourages its manufacturing and processing sites to obtain occupational health and safety management system certification (ISO 45001 and integrated management systems including its requirements). As of the end of March 2025, a total of 40 business sites and plants have acquired the occupational health and safety management system certification.

Current status of occupational health and safety management system certification

Japan (12 companies, 18 factories)

Teijin	Iwakuni, Matsuyama, Mishima, Ibigawa, Mihara
Teijin Frontier	Matsuyama, Ibigawa
Unisel	Iwakuni
Teijin Tedy	Matsuyama
Hiroshima Plastic	Hiroshima
Teijin Eco-Science	Matsuyama
Teijin Pharma	Iwakuni
Teijin Kosan	Ehime
Toho Chemical Engineering & Construction	Mishima, Tokushima
Toho Machinery	Tokushima
Teijin Regenet	Iwakuni
Teijin Medical Technologies	Iwakuni

Overseas (16 companies, 22 factories)

The Netherlands	Teijin Aramid	Delfzijl、Arnhem、Emmen
China	Teijin Chemicals Plastic Compounds (Shanghai)	Shanghai
	Teijin Polycarbonate China	Zhejiang
	Nantong Teijin*	Nantong
	N.I. Teijin Airbag Fabric*（Nantong）	Nantong
	Teijin Automotive Fabrics Finishing*（Nantong）	Nantong
	Teijin Product Development China*	Nantong
Thailand	Teijin Corporation (Thailand)	Ayutthaya
	Thai Namsiri Intertex	Weaving：Chacheongsao、Dyeing：Samutprakarn
	Teijin (Thailand)	Ayutthaya
	Teijin Polyester (Thailand)	Pathumthani
	Teijin Cord (Thailand)	Ayutthaya
Germany	Teijin Carbon Europe	Heinsberg
Spain	Esteve Teijin Healthcare S.L.	Castelldefels
Portugal	Teijin Automotive Technologies Portugal	Leça do Balio、Palmela
Czech Republic	Teijin Automotive Technologies Czech	Čejetice、Čejetičky、Milovice

*Sites certified under integrated management systems incorporating ISO 45001 requirements

Occupational Safety Promotion Activities

Promoting the three pillars of safety activities

In order to prevent occupational accidents, the Teijin Group has established three pillars of safety activities: the "5S" initiative (referring to the five Japanese words seiri, seiton, seiso, seiketsu, and shitsuke, which correspond to organization, tidiness, cleaning, hygiene, and discipline); the "Hiyari" or "Hatto" (meaning close call or near miss) initiative; and safety patrols. These activities from Japan are expanded as activities common to the Teijin Group including overseas Group companies. Utilizing the information obtained through these activities, we aim to enhance individual awareness of risks and communication in the workplace in order to eliminate occupational accidents within the Teijin Group.

In addition, we hold monthly safety and health committee meetings at each location, bringing together worker representatives, company representatives, and industrial physicians as a forum for sharing information and holding discussions. Furthermore, we share information and hold discussions through our own activities, such as the ESH Promotion Committee, to ensure workplace safety and to raise the level of our safety activities.

Initiatives aimed at preventing lost-time injuries

In FY2024, to reduce the occurrence of accidents caused by specific tasks or actions, we advanced initiatives, such as measures to improve hazard recognition and risk sensitivity using VR technology, as well as efforts to raise the awareness of behaviors that are considered safe based on BBS (Behavior Based Safety). In FY2025, to curb accidents caused by falls or becoming trapped in or between objects, which have been the primary causes of lost-time injuries to date, we are promoting safety activities that focus on these risks. We also have a system in place to receive reports on lost-time and no-lost-time injuries involving contractors that occur within the Teijin Group to support and promote the safety initiatives of our contractors.



Safety education using VR technology

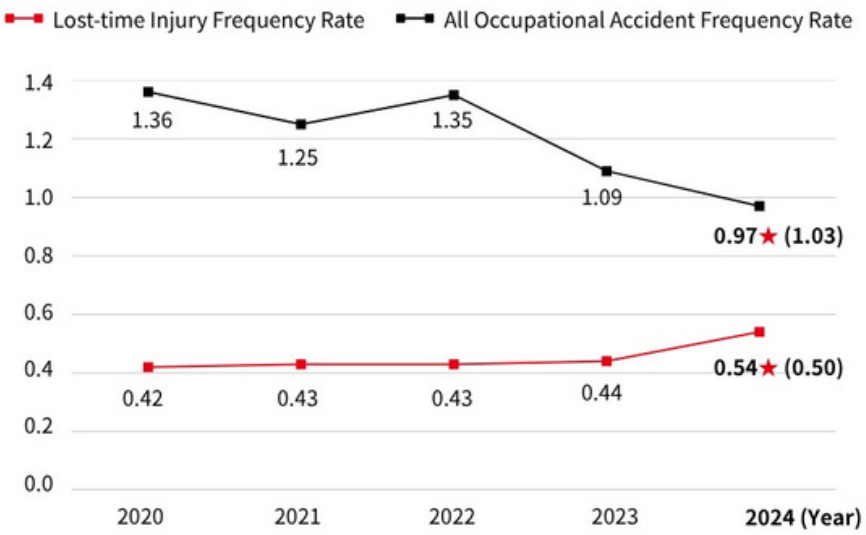
Groupwide sharing of occupational accident information and response measures

Information on all occupational accidents involving lost time injuries within the Teijin Group is shared via the intranet to help prevent recurrence of similar incidents. In particular, if the circumstances and cause of the accident satisfy the requirements for a special audit as described in the ESH Audit Regulations, a special audit is performed either by the head office or the relevant business unit, depending on the details of the accident. Special audits check the status of on-site investigations to determine the cause of the accidents, the progress of recurrence prevention measures, and whether or not there are any points for improvement.

Status of Occupational Accidents

In 2024 (January-December), there were no occupational accidents resulting in the death of an employee or contractor employee. (There have been no occupational accidents resulting in the death of an employee, including contractor employees, over the past seven years). The all occupational accident frequency rate (excluding TAT North America) was 0.97★ (0.89 in Japan), which has allowed us to achieve our target of 1.0 or less.

Lost-time injury frequency rate and all occupational accident frequency rate



*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.

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

*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. This rate has been assured independently since 2022.

Product Liability and Quality Assurance

Product Liability and Quality Assurance Management System

The Teijin Group Regulations for Group PL and Quality Assurance apply to all Teijin Group products and services and are the basis for our product liability and quality assurance activities. Based on these regulations, the Group Product Liability and Quality Assurance Subcommittee decide the basic policies and associated targets for all product liability and quality assurance issues of the Teijin Group, and reflect them in product liability and quality assurance activities conducted by business units. We have also created an original unit-based management system for product liability and quality assurance that is applied to the products of each business unit. This management system aims to enhance customer satisfaction, prevent product defects, and ensure appropriate responses in the event that defects occur. The system not only covers the scope of the ISO 9001 standards for quality management systems but also incorporates perspectives of product liability and quality assurance, such as response to customers and product safety.

Implementation of Product Liability and Quality Assurance Audits

Product liability and quality assurance activities are the responsibility of each designated unit. The Quality Assurance and Security Export Control Department, which oversees Groupwide quality, monitors these activities and verifies that product liability and quality assurance systems are being properly implemented. In FY2024, we conducted regular audits of seven business units and six directly managed companies to confirm operational status. Based on feedback from the audit results, we continue to improve our product liability and quality assurance framework and processes.

Certification Status of Quality Management System Standards (ISO 9001, ISO 13485, IATF 16949, etc.)

As of January 1, 2025 (excluding Group companies that had left the Teijin Group as of June 16, 2025)

Japan (19 companies, 47 factories)

Teijin	Matsuyama Polymer Factory 1, Conex Factory, Technora Factory, Resin [Matsuyama Production Division, Mihara Production Division], Mishima Business Site, Ibigawa Business Site, Composite Manufacture Department [Matsuyama], Teijin Composites Innovation Center, Implantable Medical Device Business Development Division
Teijin Frontier	Functional fibers, Cords, Monofilament
Teijin Tedy	

Unisel	
Teijin Cordley	Shimane
Teijin Frontier Knitting	Komatsu, Kaga, Kushi, Shibayama
Frontier Tex	
Kansai Shizai	
Hiroshima Plastic	
Teiyo	
Kinkai Chemicals	
Teijin Pharma	Iwakuni Medical Factory, Home Medical Care Technical Service Center, Medical Quality Assurance Department
Teijin Medical Technologies	
Teijin Engineering	Osaka, Iwakuni, Matsuyama, Tokyo
Teijin Eco-Science	Environmental Information Center, Hamura Technical Center, Ibaragi Technical Center, Matsuyama Technical Center, Construction Engineering Department
Teijin Logistics	Osaka, Ehime, Tokuyama, Tokyo, Hokuriku, Tokai
Toho Chemical Engineering & Construction	
Toho Machinery	
Teijin Kosan	

Overseas (26 companies, 34 factories)

China	Nantong Teijin	
	N.I. Teijin Airbag Fabric (Nantong)	
	Nantong Teijin Automotive Fabrics Finishing (Nantong)	
	Teijin Chemicals Plastic Compounds (Shanghai)	
	Teijin Polycarbonate China	
	Teijin Medical Device (Shanghai)	

	J.H. Ziegler	
South Korea	Teijin Lielsort Korea	
Thailand	Teijin Polyester (Thailand)	
	Teijin (Thailand)	
	Teijin Cord (Thailand)	
	Thai Namsiri Intertex	2 factories
	Teijin FRA Tire Cord (Thailand)	
	Teijin Corporation (Thailand)	2 factories
Vietnam	Teijin Carbon Vietnam	
U.S.	Teijin Carbon America	2 factories
	Renegade Materials Corporation	
France	Teijin Automotive Technologies France	
Germany	Teijin Carbon Europe	2 factories
	J.H. Ziegler	2 factories
	Teijin Automotive Technologies Germany	
Hungary	J.H.Ziegler	
The Netherlands	Teijin Aramid	3 factories
Spain	Esteve Teijin Healthcare S.L.	
Portugal	Teijin Automotive Technologies Portugal	2 factories
Czech Republic	Teijin Automotive Technologies Czech	

Certification rate for the Teijin Group's major operation bases and factories*: 92%

*With 50 or more employees

Supply Chain Sustainability

Basic Policy for Purchasing and Procurement

It is an important social responsibility to provide superior products in a sustainable and stable manner to satisfy customers. We believe that to fulfill this responsibility, it is vital to improve the quality of our purchasing and procurement of raw materials, components, and services, and we have therefore established the Basic Policy for Purchasing and Procurement with the aim of forging sound relationships with suppliers. We have also determined the Basic Stance of Persons in Charge of Purchasing and Procurement that describes in specific terms how purchasing/procurement personnel should behave to ensure that they do not establish inappropriate relationships with suppliers, and to promote initiatives based on cooperation with the aim of sustainable purchasing and procurement.

Basic Policy for Purchasing and Procurement

1. Compliance with laws and regulations

   The Teijin Group observes laws and regulations of respective countries and endeavors to understand and respect international norms and guidelines in conducting its procurement activities.
2. Fair trade

   The Teijin Group endeavors to engage in highly transparent transactions that are just and fair, and does not participate in cartels or bid-rigging.
3. Basis of product and supplier assessment

   The Teijin Group, in addition to quality, prices, delivery dates, and procurement periods, properly assesses the financial situation, technological capabilities, social responsibility initiatives, etc. of suppliers, and engages in transactions that are based on rational decision-making.
4. Human rights/Labor

   The Teijin Group promotes purchasing and procurement from suppliers that respect human rights and do not commit human rights infringements such as unjust discrimination, slave labor, forced labor, child labor, human trafficking, etc.
5. Safety and Health

   The Teijin Group promotes purchasing and procurement from suppliers that properly manage health and safety risks and take action to improve occupational health and safety on an ongoing basis.
6. Environment

   The Teijin Group promotes purchasing and procurement from suppliers that practice environmental management by, for example working to conserve the environment and protect natural resources.
7. Blocking of relationship with antisocial forces

   The Teijin Group blocks relationships with antisocial forces such as crime organizations, refuses inappropriate requests, and does not provide them with money.
8. Relationship with stakeholders

   The Teijin Group proactively communicates with stakeholders and promotes sustainable purchasing and procurement based on cooperation grounded in trust relationships. Furthermore, the Teijin Group collaborates with suppliers to promote initiatives based on the CSR Procurement Guidelines.

(Established September 1, 2006; Revised November 1, 2017)

Basic Stance of Persons in Charge of Purchasing and Procurement

1. Compliance with laws and regulations

   Purchasing/procurement personnel observe relevant country laws and regulations. In addition, they will constantly monitor international norms and guidelines, industry standards and their trends and strive to respect them in engaging in transactions.

2. Fair trade

   (1) Purchasing/procurement personnel do not participate in cartels or bid-rigging, and endeavor to maintain sound relationships with suppliers. They also do not abuse their status to demand inappropriate discounts, services, contributions, etc.

   (2) Purchasing/procurement personnel do not have personal interests with any supplier, and do not accept personal benefits such as rewards or gifts.

3. Information security

   Purchasing/procurement personnel carefully manage confidential information relating to transactions and safeguard intellectual property rights.

4. Basis of product and supplier assessment

   Purchasing/procurement personnel rigorously assess goods and services, and engage in transactions where consideration is given to quality, prices, delivery dates, and procurement periods, as well as the financial situation, technological capabilities, corporate approach, and social responsibility initiatives of the suppliers.

5. Human rights/Labor

   Purchasing/procurement personnel do not force inappropriate transaction terms on suppliers nor force them to accept unreasonably low prices, etc. and promote purchasing and procurement from suppliers that respect human rights and do not support forced labor or long working hours.

6. Safety and Health

   Purchasing/procurement personnel promote purchasing and procurement from suppliers that ensure occupational health and safety and take action to maintain and improve the health of their workers.

7. Environment

   Purchasing/procurement personnel promote green purchasing and procurement and purchasing/procurement of environmentally-friendly products and services.

8. Blocking of relationship with antisocial forces

   Purchasing/procurement personnel adopt a firm attitude toward criminal organizational and other antisocial forces, not allowing their involvement, and blocking any and all relationships with them.

9. Relationship with stakeholders

   Purchasing/procurement personnel collaborate with suppliers to promote initiatives based on the CSR Procurement Guidelines. Furthermore, they endeavor to ensure suppliers' understanding of the Guidelines and collaborate with suppliers with regard to initiatives for improvement.

(Established September 1, 2006; Revised November 1, 2017)

CSR Procurement Guidelines

To manufacture and distribute its products, the Teijin Group procures a large amount and wide variety of raw materials, equipment, components and services from many companies around the world. Furthermore, to realize a sustainable supply chain globally, we have established the CSR Procurement Guidelines as one of the criteria for determining whether it is advisable to conduct business. We require our suppliers to conduct activities in compliance with our guidelines. When selecting suppliers, we adhere to our purchasing guidelines based on fair and rational judgments.

CSR Procurement Guidelines(PDF:508KB)

CSR Procurement Guidelines

With regards to the Teijin Group's purchasing and procurement activities, we request that suppliers take the following action. In addition, we will promote to purchase and procure from suppliers that have been taking these actions.

1. Quality and safety
   Products must meet safety and quality standards prescribed under laws and regulations in individual countries as well as industry standards.
   Chemical additives must be properly managed, and by, for example, obtaining external certification such as ISO 9001.
   Furthermore, a quality management system must be deployed and continuously maintained and improved to promote quality assurance.
2. Human rights and labor

   (a) Forced labor
   Slave labor, human trafficking, debt bondage, labor based on violence, threats, or political oppression, or any other form of forced labor is prohibited.

   (b) Child labor and young workers
   Children under the age of 15 years must not be hired in any country in which you have activities. Furthermore, you must not allow young workers between the ages of 15 and 17 to work at night, work overtime, or perform work that puts their health or safety at risk. You must also pay young workers appropriate remuneration and respect their right to learn.

   (c) Foreign workers
   Foreign workers must be provided with an employment contract and rules of employment in languages which employees can understand. Employers and temporary staffing agencies (including business cooperatives and nonprofit organizations) must not confiscate and prevent the use by workers of government-issued identity cards, passports, and work permits (unless holding work permits is required by law) as well as migrant applications. Furthermore, employers and temporary staffing agencies must not charge fees to workers.

   (d) Working hours and holidays
   Working outside regular hours (overtime, working on holidays, etc.) is only permitted if the worker agrees to it. Except under special circumstances, workers cannot be required to work more than the maximum weekly working hours prescribed under local laws and workers must be given at least one contiguous 24-hour period off per week.
   Furthermore, paid holidays and statutory holidays must be provided in accordance with local laws.

   (e) Wages and welfare benefits
   After explaining the components of wages and the method used for calculating them, you must pay workers at least minimum wage. You must also provide statutory welfare benefits. Wages for work performed outside regular hours must be calculated in accordance with applicable laws and must be higher by a reasonable percentage than wages for regular work.

   (f) Discrimination
   Recruitment, remuneration, welfare benefits, training opportunities, work duties, promotions/wage increases, and discipline/dismissal must not be influenced by race, nationality, gender, religion, age, disability, marital status, family background, organizations joined, gender identity, sexual orientation, or political ideology. You must implement measures for preventing discrimination such as providing training to all workers.

   (g) Harassment
   Workers must be treated with respect and dignity, and must not be exposed to any sort of harassment or pestering.
   You must implement measures for preventing harassment such as providing training to all workers.

   (h) Freedom of association
   The right of workers to freely exercise the right to organize and the right to collective bargaining must be recognized.

You must also make efforts to resolve labor disputes and engage in effective and periodic communication with workers and their representatives.

3. Safety and Health

(a) Permits relating to labor safety and health
You must apply for permits relating to labor safety and health for facilities and operations that require them and assign licensed personnel in accordance with laws, regulations, etc. in order to properly manage them.

(b) Sanitary facilities
You must endeavor to maintain the health of employees in order to prevent diseases and occupational accidents. Workers must be provided with a safe and hygienic working environment, and access to sanitary facilities such as toilets and dining rooms must not be unjustly restricted. Furthermore, dormitories for workers must be equipped with proper sanitary facilities and kept clean.

(c) Preparedness for emergencies
To prepare for emergencies, workers must be provided with training concerning notifications and evacuation procedures, and proper equipment such as fire extinguishers and fire alarms must be installed and maintained. In other words, efforts must be made to minimize damage in the event of an emergency.

(d) Safety training
Proper training concerning workplace health and safety must be provided on an ongoing basis in languages which employees can understand. Furthermore, information relating to health and safety must be clearly displayed in the workplace.

(e) Measures to ensure the safety of machinery
Machinery needs to be assessed for safety risks. If there is a risk of workers suffering injury due to machinery, physical protection measures must be implemented such as guard rails, interlocks, protective walls, etc. as required and the machinery concerned must be properly maintained and managed.

(f) Occupational health
The risk which chemical, biological, and physical substances will influence workers must be identified, assessed, and managed. We also recommend that all workers receive a medical examination by the frequency pursuant to laws or at least once a year, whichever is more.

(g) Occupational accidents
Classification and records of injuries resulting from occupational accidents and illnesses must be kept, the necessary treatment must be provided, the causes of occupational accidents must be investigated, corrective action must be taken to eliminate the causes of them, and a process must be followed for enabling workers to return to the workplace.

(h) Occupational health and safety management system
A management system for occupational health and safety, such as one based on ISO 45001, must be deployed and internal audits must be performed in order to facilitate ongoing improvements in occupational health and safety. We also recommend the management of health and safety risks.

4. Formulation of business continuity plan
We recommend that a business continuity plan be formulated and strategically administered to allow business operations to continue or be promptly restarted in the event of a disaster or accident.

5. Fair trade and ethics

(a) Prohibition of bribery
The exchange or provision of entertainment, gifts, or money for the purpose of illicit gain in the course of engaging in transactions is prohibited. You must also formulate and implement a policy and measure for preventing corruption, bribery, and extortion.

(b) Fair business
You must not engage in private monopoly, inappropriately restrict trading (through cartels, bid-rigging, etc.), employ unfair business methods, or abuse your status, and you must comply with competition laws in individual countries and territories. You must also confirm legal or regulatory developments that apply to your company and inform workers about them. We also recommend that you provide all workers with training on fair trading and ethics.

(c) Intellectual property
You must endeavor to safeguard and utilize your company's intellectual property rights. Furthermore, you must not unjustly infringe the intellectual property rights of other companies.

(d) Information disclosure and presentation You must properly disclose or display information concerning labor, health/safety, and environmental initiatives, business activities, financial condition, products, and corporate structure and performance in accordance with applicable regulations, etc.

(e) Information security
You must only obtain personal information and confidential information using appropriate methods. You must also strictly manage and protect it, and only use it within a reasonable scope.

(f) Conflict minerals
You must take care that minerals that you procure or that are used in your products do not provide any sourcing of finance for armed groups or organizations involved in human rights violations, environmental disruption, corruption, etc. in conflict regions and high-risk areas. In particular, “conflict minerals” must not be used in principle.

*Conflict minerals: Designated metal ore (gold, tin, tantalum, and tungsten) mined in conflict regions and high-risk areas with the concern to provide sourcing of finance for armed groups or organizations involved in human rights violations, environmental disruption, corruption, etc.

(g) Blocking of relationships with antisocial forces
You must adopt a firm attitude toward criminal organizations and other antisocial forces, not allowing their involvement, and blocking any and all relationships with them.

6. Export control Compliance
With regard to products or technologies subject to your national export control laws and/or regulations and other applicable export control-related laws and regulations of other countries, you must implement thorough measures to ensure that you comply with them and are not involved in illegal exports.

7. Environmental conservation

(a) Action on climate change
You must endeavor to devise methods for improving energy efficiency and minimizing the consumption of resources. You must also identify current emissions of greenhouse gases by each of your facilities and by your company as a whole and take action to reduce them.

(b) Permits relating to environmental conservation (air, wastewater, noise, vibration, etc.) You must apply for environmental-conservation-related permits for facilities and operations that require them and assign licensed personnel in accordance with laws, regulations, etc. in order to properly manage them.

(c) Minimizing environmental impact (air, water, soil)
To prevent air, water, and soil pollution, you must manage and treat discharged substances.

(d) Management of chemical substances Chemical substances that could cause environmental pollution must be managed safely. Chemical substances that are prohibited under the laws and regulations of individual regions and territories must not be used. Furthermore, regarding the substances whose use has been limited by laws and regulations you must notify customers of whether those substances are contained in products. In addition, SDS must be issued and updated.

(e) Waste reduction (3Rs)
You must pursue the 3Rs(reduce, reuse, and recycle) in order to reduce waste and byproducts.

(f) Water usage control
You must manage water intake and water discharge and you must strive to optimize water usage.

(g) Environmental management system
You must formulate an environmental policy, take action and develop products, raw materials, and technology for preventing pollution, and make efforts to conserve the environment. We also recommend that you conduct internal audits, obtain certification, such as ISO 14001, for your environmental management system, and perform environmental impact assessments.

(h) When purchasing or procuring products or services, we recommend that you consider the environment, and purchase and procure from suppliers that are endeavoring to reduce environmental impact such as by selecting products and services with the minimum environmental impact.
Regarding hazardous substances found in raw materials, these must be managed in accordance with the Teijin Group's

"Substances Prohibited to be Procured(PDF:176KB) " and "Substances Principally Prohibited to be Procured(PDF:226KB) ."

8. Consideration for local communities
When conducting business in local communities, we recommend that you engage in dialog with local residents (including indigenous peoples) in advance and adapt your business activities to suit the community.

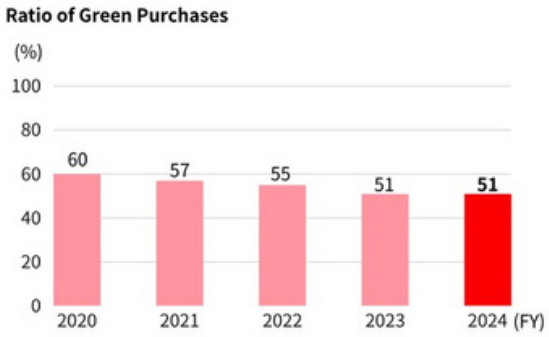
9. Contact point for consultations and internal reporting
You must deploy and operate a system for seeking advice and internal reporting that ensures that its users need not fear retribution, such as by being forced into a disadvantageous position. We recommend that you install a neutral advice and internal reporting point operated by the third party to protect internal reporters and prevent retribution.

10. Responsible supply chain promotion
You must inform your suppliers about the contents of these guidelines and you must endeavor to ensure compliance. We also recommend that you monitor compliance and work together with suppliers to address inadequacies.

(Established May 7, 2007; Revised September 1, 2022)

Green Purchasing

The Teijin Group established the Green Purchasing Policies and Green Purchasing Guidelines in March 2001 to promote green purchasing (preferential purchasing) of environment-friendly products and services. For office supplies, we have promoted the preferential purchasing of products meeting the requirements of the Green Purchasing Standards for Office Supplies, also established by the Teijin Group. Cost reductions and an expansion of green purchasing products was broadly implemented across Group companies. However, the ratio of green purchases in FY2024 remained at a similar level to that of FY2023.



Green Purchasing Policies

1. Fully consider the necessity of purchasing before buying a product or service. Curtail the quantity as much as possible when purchasing.
2. Purchase environmentally friendly products and services based on an assessment of their entire lifecycle, including collection of resources, manufacture, distribution, use, disposal, and recycling.
3. Give preference to suppliers that are active in environmental conservation.
4. Pursue environmental information necessary for making decisions on green purchasing from a broad range of sources, and request that manufacturers and distributors provide such information.

Green Purchasing Guidelines

1. Reducing environmental pollutants
   - (1) Ensure that we do not use substances whose manufacture or usage is prohibited by law (e.g., PCBs)
   - (2) Ensure that there is little possibility of emitting pollutants into the environment that could adversely impact the environment and people's health at all stages of the product life cycle
2. Saving resources
   - (1) Limit the consumption of finite resources such as metal resources and fossil fuels (oil, coal, etc.)
   - (2) Extract sustainable resources, such as forest resources, using sustainable methods with minimal impact on ecosystems and make effective use of such resources
   - (3) Strive to reduce the size and weight of products
3. Saving energy
   - (1) Adopt manufacturing methods that only consume small amounts of energy sources such as fossil fuels (oil, coal, etc.)
   - (2) Promote energy conservation at the logistics and use stages
4. Long durability
   - (1) Consider the long-term use of durable consumables from perspectives such as ease of maintenance, length of maintenance service, and expanded functionality
5. Recyclability
   - (1) Use materials that can be easily reused and recycled
   - (2) Strive to reduce the types of materials used and to make material use more consistent
   - (3) Ensure the simple organization of reusable and recyclable materials
   - (4) List material names for reuse and recycling
   - (5) Establish easy-to-use systems for collection and recycling

6. Regenerated materials, etc.
   (1) Make use of numerous products and materials that have been recycled or restored
7. Ease of treatment and disposal
   (1) Design final treatment/disposal processes that give consideration to minimizing burden on the surrounding environment and on treatment and disposal facilities

Survey of Suppliers for Sustainable Procurement

Implementation of Surveys

As one of its survey methods, the Teijin Group conducts a corporate social responsibility (CSR) procurement questionnaire survey once a year, about whether suppliers operate in compliance with the CSR Procurement Guidelines.

Survey target

Suppliers with high domestic and overseas purchase volumes related to the supply of products and services of each business of the Teijin Group.

Survey items

CSR promotion system, product safety and quality assurance, human rights and labor, health and safety, business continuity plan, fair trade and ethics, environmental conservation, consideration for local communities, and contact point for consultations and internal reporting, etc.

Evaluation method

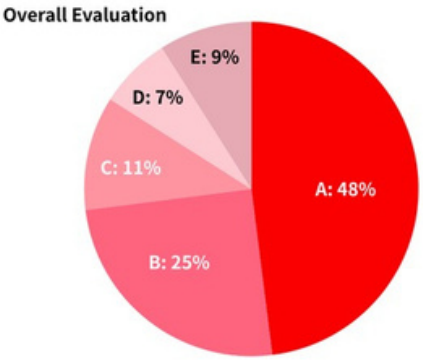
Suppliers are ranked into five levels from A to E depending on their scores on the survey, with A, B, and C ranks defined as "no problems as a supplier". Before initiating transactions with new suppliers, we also conduct a streamlined CSR procurement survey focusing on key items.

Results for FY2024

In FY2024, we sent questionnaires to 1,266 suppliers and received responses from 605 companies. The five-level evaluation results are shown in the table below.

Rank	Number of companies	Percentage
A	293 companies	48%
B	153 companies	25%
C	66 companies	11%
D	39 companies	7%
E	54 companies	9%

We requested the 89 suppliers who received low scores on our five-level overall evaluation or on questions related to human rights issues to confirm the details of the findings and submit an improvement plan. We have received improvement plans from 54 of these companies. For the companies that have not yet submitted improvement plans, we are continuing to urge them to make improvements and will follow up on their progress.



Summary of the FY2024 CSR Procurement Questionnaire Survey

Distribution of questionnaire (A)	Number of respondents (B)	Number of suppliers asked to submit improvement plans (C)	Number of improvement plans received (D)
1,266 companies	605 companies	89 companies	54 companies
Percentage	48% (B) / (A)	15% (C) / (B)	61% (D) / (C)

Survey exemption for excellent suppliers

We send the CSR Procurement Guidelines, instead of questionnaires, to excellent suppliers who have been evaluated as low risk in past surveys. Their receipt of the Guidelines helps in making the follow-up procedures more simplified.

Care for Contractors and Work Contracts

The Teijin Group is focusing on maintaining proper work contracts based on mutual trust and cooperation with contractors to whom we have outsourced. In addition to respecting the position of workers, not to mention careful attention to labor compliance and human rights, we also give due consideration to occupational health and safety. Following this, in order to maintain this status, we have been conducting regular awareness-raising activities at various worksites.

Efforts in the business of Fibers and Products Converting

In the business of Fibers & Products Converting, we are strengthening efforts related to supplier surveys. Teijin Frontier Co., Ltd. ("Teijin Frontier"), is a Teijin Group company in the Teijin Group's business of Fibers & Products Converting with an integrated value chain from material development/procurement to product realization operating on a global scale. It has created an original Standards for Sustainable Procurement in Japanese, English and Chinese and sends it to its suppliers that conduct transactions on a continuous basis in Japan and overseas such as Myanmar, China, Vietnam, and Thailand. Since FY2023, Teijin Frontier continued to send its Standards for Sustainable Procurement to new suppliers including suppliers of subsidiaries of Teijin Frontier. In addition, based on the results of the above Teijin Group supplier surveys, Teijin Frontier requests its suppliers to cooperate in on-site-surveys. In FY2024, Teijin Frontier was able to conduct on-site surveys of 19 processing or sewing factories etc. in Japan and overseas.

Examples of Supplier Improvements Achieved through the Surveys and Audits

Regarding the management of ID cards and passports for foreign workers, one Chinese supplier said in their survey response that they retained these documents internally and did not return them to workers until their employment contracts expired. Following our request for improvement, the supplier revised its practice so that workers now keep the original documents while the supplier retains copies only when necessary. In the Fibers & Products Converting Business, which has been identified as having high product risk and industry risk, Teijin Frontier Co., Ltd. requests that its suppliers cooperate in on-site surveys, based on Teijin Group supplier questionnaire results. Teijin Frontier handles development of materials, procurement, and commercialization on a global basis. In FY2024, surveys were conducted on the actual conditions of 19 processing plants and sewing factories in Japan and overseas. During one on-site survey at a Vietnamese supplier, we discovered an evacuation route map failing to include a "you are here" marking and requested corrective action. The supplier responded by clearly marking the current location on the map, illustrating the effectiveness of our survey activities.

Supply Chain Seminar

CSR Supply Chain Seminar Held to Strengthen CSR Procurement Initiatives

Since 2014, in Fibers & Products Converting, Teijin Frontier has been holding CSR Supply Chain Seminars every year for local processing, sewing and embroidery factories, material manufacturers, etc. with the aim of enforcing legal compliance and the protection of human rights. In FY2024, Teijin Frontier held such seminars in Vietnam, Myanmar and Japan respectively. The Teijin Group believes it is important to raise awareness of CSR in procurement locally on an ongoing basis.

Results for FY2024

Lecture in Japan

On July 19, 2024, we held an online seminar for our suppliers in Japan, with 164 participants from 102 companies attending. The lectures were held with the cooperation of Energetic Green and the Japan Textile Federation. The specific themes were as follows:

1. The Latest General Information on Sustainable Procurement, Focusing on the Revision of the Technical Intern Training Program
2. Teijin Frontier's CSR Procurement and Environmental Strategy
3. Approaches to Human Rights Due Diligence in the Textile Industry

Lecture in Myanmar

On September 20, 2024, we held an online seminar for our suppliers in Myanmar, with 33 participants from 30 companies attending. The lectures were held with the cooperation of Energetic Green. The specific themes were as follows:

1. Teijin Frontier's CSR Procurement
2. Trends in Sustainable Procurement
3. Promoting the Protection of Workers' Rights in the Myanmar Textile Industry

Lecture in Vietnam

On December 12, 2024, we held a seminar in Hanoi City for our suppliers in Vietnam, with 12 participants from 8 companies attending. The lectures were held with the cooperation of the Ministry of Labour - Invalids and Social Affairs of Vietnam, the Management and Sustainable Development Institute, and Energetic Green. The specific themes were as follows:

1. The Latest Information on Vietnam's Law on Occupational Safety and Health
2. CSR/ESG and the Environment
3. Trends in Sustainable Procurement

Social Contributions

Teijin Group Basic Policies for Social Contributions

The Teijin Group has established Basic Policies for Social Contributions. Based on these policies, we promote common social contribution activities across the Group, while also implementing initiatives that reflect the unique characteristics of each business unit and site.

Teijin Basic Policies for Social Contributions

The Teijin Group aims to contribute to the realization of a "Healthy planet" and to become a company that supports the society of the future through our business activity. As good corporate citizens, we contribute to society in an appropriate manner to evolve together with our local communities in harmony with nature and by showing respect for the distinct characteristics of the local business and region.

For the earth	We strive to coexist with the global environment and value nature and life. We contribute to the mitigation of climate change and the preservation of biodiversity and the environment.
For society	We appreciate our local communities and act as one of its members. We focus on the fields of health, sports, and support for disaster-stricken areas, taking advantage of our business strengths.
For people	We engage in social contribution activities to support the development of the next generation through academics, education, and sports so that they can continue to support the society of the future. We encourage and support volunteer activities among our employees within the company.

Revised on June, 2025

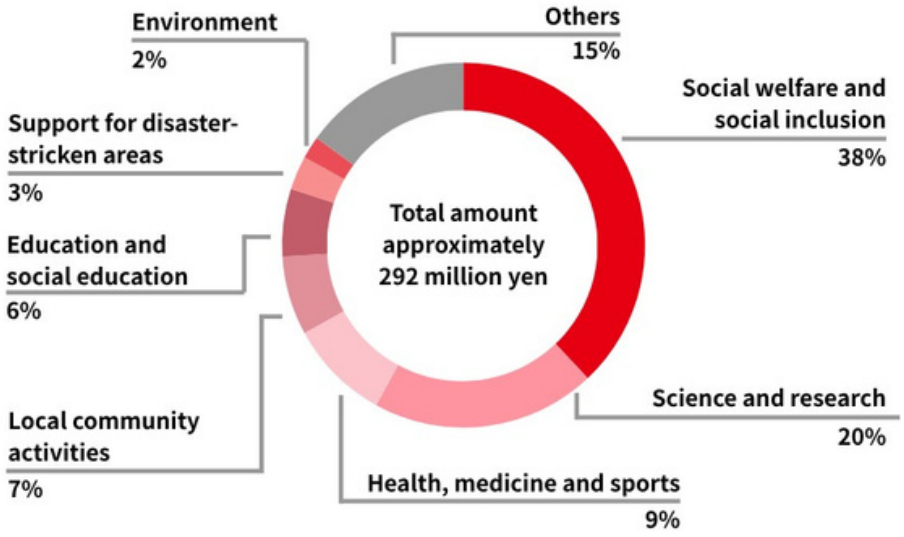
Teijin Group System to Promote Social Contribution Activities

Based on its Basic Policies for Social Contributions, the Teijin Group promotes social contribution activities in each business unit and business site from the standpoints of science and education, culture, health and sports activities, environmental preservation activities, and disaster prevention activities. In addition, the Sustainability Development and Engagement Department plays a central role in supporting volunteer activities and proposing Groupwide social contribution programs in which employees can easily engage. Through these programs, we are fostering human resources who can participate independently in and promote social contribution activities.

Expenses of Social Contribution Activities in FY2024

Since registering with Keidanren's (Japan Business Federation) 1% Club in FY2003, the Teijin Group has aimed to allocate at least 1% of its ordinary income to social contribution activities. In FY2024, expenses for these activities totaled approximately 292 million yen, equivalent to about 1.9% of ordinary income.

Expenses of social contribution activities in FY2024



Breakdown of expenses of social contribution activities in FY2024

Item	Description	Amount (millions of yen)
Monetary	Monetary donations and other expenses for social contribution activities	146
Donations of goods	Donations of our products and other goods to social welfare organizations	12
Free renting of company facilities	Expenses for free renting of company facilities such as gyms and playgrounds	7
Participation/Dispatch of employees	Personnel expenses for employees who participated in philanthropic activities during their work hours, such as joining local events as part of their work, and employees who gave lectures at meetings	127
Total		292

*Data for all Group companies, based on the Keidanren "Procedures for Implementing FY2018 Survey on Results of Corporate Philanthropic Activities".

Supporting the Development of Local Communities

Science and Education

Cultivating young scientists and engineers through the Teijin Scholarship Foundation

The Kumura Scholarship Program of the Teijin Scholarship Foundation was established to honor the accomplishments of Seita Kumura, who is known as the "father of Japan's synthetic fiber industry" for his independent efforts to establish manufacturing technologies for rayon. Started in 1953, this scholarship program aims to pass on and advance the innovative spirit for research and development of Mr. Kumura while cultivating young scientists and engineers who will contribute to national and social development and culture creation. In 1954, a foundation was established to further develop the scholarship program, and in 2011, this foundation was reorganized into the Teijin Scholarship Foundation that continues to operate to this day.

Establishment of the Nantong Teijin Charitable Scholarship Fund

In April 2014, Nantong Teijin Co., Ltd. established the Nantong Teijin Charitable Scholarship Fund for students enrolled in junior and senior high school and university in Nantong, Jiangsu Province, China. Nantong Teijin is the Teijin Group's manufacturing and sales base for textiles in China. This fund was established with the aim of contributing to the community of Nantong by providing economic assistance to local students; it was the first charitable fund associated with a company name in the Nantong Economic and Technological Development Zone. In FY2024, we extended support totaling approximately 6,000 yuan to the Nantong Teijin Charitable Scholarship Fund.



Cosponsor of the All Japan Science Koshien

Aiming to foster human resources for science and technology by integrating industry-government-academia research groups, the Japan Science and Technology Agency established the Science Koshien in FY2011. The Teijin Group has cosponsored the Science Koshien for senior high school students since FY2011, and also began sponsoring the Science Koshien Junior for junior high school students from FY2013. In both of these competitions, the Teijin Award is a special award given to the highest-scoring team among teams that include three or more girls. In FY2024, the 12th All Japan Science Koshien Junior was held in December 2024, with the representative team from Ibaraki Prefecture winning the Teijin Award. In March 2025, the 14th All Japan Science Koshien was held, with the representative team from Yamanashi Prefecture winning the Teijin Award.



Award ceremony of the 12th All Japan Science Koshien Junior



Award ceremony of the 14th All Japan Science Koshien

Sports

Cosponsor of the All Japan High School Soccer Tournament

The All Japan High School Soccer Tournament has been held for more than 100 years, with the first tournament held in 1917, making it one of the most historically significant tournaments in Japanese high school sports. Since the tournament takes place from the end of the year to the start of the next year, it has become a "winter tradition" that is loved by many fans. Many players who have participated in the tournament have gone on to play soccer globally. The Teijin Group has been a sponsor of the All Japan High School Soccer Tournament since 1991. Through our sponsorship, we have been donating soccer balls made from the Group's artificial leather *Cordley*® to high schools that have won regional competitions to participate in the tournament.



Cordley® product details

Official sponsor of the Japan Dream Football Association

Teijin Polyester (Thailand) Limited (TPL) has been an official sponsor of the Japan Dream Football Association (JDFA) since 2012. The JDFA is an organization set up by Masao Kiba, former captain of the Gamba Osaka professional soccer team. By conducting football workshops and other activities in Southeast Asian countries, the JDFA aims to inspire children to pursue their dreams for the future, along with spurring the development of soccer in Japan and Asia.



Environment

Cosponsor of the Green Lane environmental diary project

The Teijin Group cosponsors the Green Lane environmental diary project, an environmental education initiative organized by Green Cross Japan for elementary school students in Japan. This project involves elementary school students, who will oversee the future of our planet, keeping a diary on environmental issues, with the aim of having them give more consideration to the environment that surrounds them in their daily lives. Each year, roughly 100,000 diaries are created and distributed free of charge to elementary schools and other interested facilities. Teijin Group's Initiatives Toward a Decarbonized Society were introduced in these diaries.



Cleanup activities

The Teijin Group conducts cleanup activities at its offices in Japan and overseas. In March 2025, we conducted garbage cleanup activities in the area surrounding Teijin Chemicals Plastic Compounds Shanghai Ltd. A total of 67 employees participated in these activities.



Preservation of Regional Heritage (Historic Cemetery)

At Teijin Aramid B.V. in the Netherlands, employee volunteers are engaged in activities to preserve regional heritage. Their work takes place at the historic cemetery in Velp, which was established in 1836. This site is a municipal monument and also contains national monuments and war graves. Together with other volunteers, our employees maintain and restore the green spaces and monuments within the cemetery and work to prevent their deterioration. This initiative not only helps pass on the region's culture to future generations but also provides a valuable opportunity for employees to deepen their connection with the local community.



Fostering Volunteer Personnel

Volunteer Support Program

In June 2011, we established the Volunteer Support Program. Under this program, the administration committee decides which volunteer activities are to be supported from volunteer activities that Group employees in Japan are engaged in, and partial financial support for the activities is provided via the Teijin Group Social Contribution Fund made up of donations from volunteer employees and directors as well as from companies. The fund donated ¥100,000 in operating money to each of the following nine nonprofit organizations (NPOs) in FY2024:

- Natural Environment Conservation Society of Osaka
- Teijin Soccer School
- (NPO) Kodomo e no Manazashi
- Group to Enliven Kushiro with Marimo
- Ronald McDonald House Charities Japan
- (NPO) Multilingual Plaza CELULAS
- (NPO) Charity Santa
- Ecosystem Conservation Society, Saitama
- Park Volunteer Association of the Miyajima Area, Setonaikai National Park



Ecosystem Conservation Society, Saitama
(exhibit by the Saitama prefectural government)



Ronald McDonald House Charities Japan
(Heartful Cart established at a pediatric center in Saitama Prefecture)

Picture Book Donating Activities-Book Dream Project

The Book Dream Project, which started in FY2008, uses money received in exchange for used items provided by Group employees in Japan to buy Japanese picture books and donate them to libraries overseas. Before donations are delivered, volunteer employees affix translated seals to the books so that they can be read in the local language. In FY2024, we donated 75 picture books to elementary schools and other facilities in Indonesia. We also donated ¥99,609 of the money received from the exchange of books to a mobile library activity operated by Sikkha Asia Foundation in Thailand.



Provided by Sikkha Asia Foundation

Support for Areas Affected by Disaster

Support for Areas Impacted by the 2024 Noto Peninsula Earthquake and Heavy Rain

To support people affected by the 2024 Noto Peninsula Earthquake and help facilitate a swift recovery in areas impacted by the disaster, the Teijin Group provided a total of ¥60 million in aid. Additionally, the company donated ¥5 million to Ishikawa Prefecture to support those affected by the heavy rains in the Noto Peninsula in September 2024.

Examples of Support for Areas Affected by Natural Disasters

The Teijin Group makes donations and provides products free of charge with the aim of helping people and communities recover from natural disasters.

Main support in Japan

Our group company, Teijin Healthcare Limited, utilizes a disaster response support system that automatically receives earthquake information to swiftly identify patients in affected areas. During the M7.1 earthquake off the coast of Fukushima Prefecture in 2021, even amidst concerns about the spread of COVID-19, the company prioritized patient safety, quickly completed safety confirmations, and provided emergency response support.



Home delivery of oxygen cylinders