Governance

July 2026

(FY)

Board of Directors		Scope※	Unit	2021	2022	2023	2024	2025
Number of Directors [*1]	Male	TOYOBO CO., LTD.	people	10	9	8	8	9
	Female			1	1	2	2	2
	Total			11	10	10	10	11
	Outside directors			(4)	(5)	(5)	(5)	(6)
	Independent directors			(4)	(5)	(5)	(5)	(6)
	Ratio of outside directors		%	36	50	50	50	55
	Female ratio			9	10	20	20	18
Number of Audit and Supervisory Committee members [*2]	Male	TOYOBO CO., LTD.	people	4	4	4	4	3
	Female			0	0	0	0	0
	Total			4	4	4	4	3
	Outside corporate auditors			(2)	(2)	(2)	(2)	(2)
	Independent corporate auditors			(2)	(2)	(2)	(2)	(2)
	Ratio of outside corporate auditors		%	50	50	50	50	67
	Female ratio			0	0	0	0	0
Number of meetings of the Board of Directors / committees [*3] KPI		TOYOBO CO., LTD.	cases	24	23	22	25	23

[*1] The number of directors for FY2026 onward includes directors who are Audit and Supervisory Committee members

[*2] Number of Audit and Supervisory board members for fiscal years up to FY2025, and number of directors who are Audit and Supervisory Committee members for FY2026 onward

[*3] Nomination and Compensation Advisory Committee

Research & Development	Scope※	Unit	2021	2022	2023	2024	2025
R&D expenses	Global	Billion yen	13.8	14.1	15.3	143	141
Ratio of R&D expenses to net sales		%	3.7	3.5	3.7	3.4	3.3

Compliance	Scope※	Unit	2021	2022	2023	2024	2025
Serious legal and regulatory violations KPI	Global	cases	0	0	0	0	0
Number of consultations for compliance consultation desks (including internal report contact office)			62	78	102	116	100
Recommendations for exclusion by relevant authorities (including the Japan Fair Trade Commission)	Japan		0	0	0	0	0
Operational suspension due to misconduct			0	0	0	0	0
Criminal prosecution for compliance-related incidents and accidents			0	0	0	0	0
Exposure of price cartels	Overseas		0	0	0	0	0
Exposure of bribery			0	0	0	0	0
Exposure of other violations			0	0	0	0	0
Violations and administrative disciplines relating to corrupt activities	Global		0	0	0	0	0
Dismissal of employees relating to corrupt activities			0	0	0	0	0
Fines and penalties relating to corrupt activities			0	0	0	0	0
KPI Number of Compliance study sessions for managers and various other trainings[*]	Global		31 + video distribution for all employees	58 + video distribution for all employees	62 + video distribution for all employees	Compliance study sessions for managers delivered via video distribution: 100% attendance by mandatory participants + 30 other compliance training sessions	Compliance study sessions delivered via video distribution: 100% attendance by mandatory participants + 27 releases of key awareness materials

[*]From FY2026, changed to the completion rate of mandatory participants in Compliance study sessions and the number of releases of awareness materials

Other	Scope※	Unit	2021	2022	2023	2024	2025
Political donations	TOYOBO CO., LTD.	Million yen	0.05	0.05	0.03	0	0

※ Scope

TOYOBO CO., LTD.: TOYOBO CO., LTD. only

Japan: TOYOBO CO., LTD. and domestic consolidated subsidiaries

Overseas: Overseas consolidated subsidiaries

Global: Whole Group in Japan and overseas