

Governance

July 2023

(FY)

Board of Directors		Scope*	Unit	2019	2020	2021	2022	2023
Number of Directors	Male	TOYOBO CO., LTD.	people	9	9	9	10	9
	Female			0	1	1	1	1
	Total			9	10	10	11	10
	Outside directors		(3)	(4)	(4)	(4)	(5)	
	Independent directors		(3)	(4)	(4)	(4)	(5)	
	Ratio of outside directors		33	40	40	36	50	
	Female ratio		0	10	10	9	10	
Number of Corporate Auditors	Male	TOYOBO CO., LTD.	people	4	4	4	4	4
	Female			0	0	0	0	0
	Total			4	4	4	4	4
	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	50	
	Female ratio		0	0	0	0	0	
Number of meetings of the Board of Directors / committees** KPI		TOYOBO CO., LTD.	cases	21	22	25	24	23

** Nomination and Compensation Advisory Committee

Research & Development		Scope*	Unit	2019	2020	2021	2022	2023
R&D expenses	Global	Billion yen	11.0	11.7	12.7	13.8	14.1	
Ratio of R&D expenses to net sales			%	3.3	3.5	3.8	3.7	3.5

Compliance		Scope*	Unit	2019	2020	2021	2022	2023
Serious legal and regulatory violations KPI	Global		0	0	2	0	0	
Number of consultations for compliance consultation desks (including internal report contact office)			32	35	37	62	78	
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	
Number of Compliance study sessions for managers and various other trainings KPI	Global		—	41	24 + video distribution for all employees	31 + video distribution for all employees	58 + video distribution for all employees	

Other		Scope*	Unit	2019	2020	2021	2022	2023
Political donations	TOYOBO CO., LTD.	Million yen	0.05	0.05	0.05	0.05	0.05	

* 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