

Governance

(FY)

Board of Directors		Unit	Scope*	2018	2019	2020	2021	2022	
Number of Directors	Male	people	TOYOBO CO., LTD.	9	9	9	9	10	
	Female			0	0	1	1	1	
	Total			9	9	10	10	11	
	Outside directors			(2)	(3)	(4)	(4)	(4)	
	Independent directors			(2)	(3)	(4)	(4)	(4)	
	Ratio of outside directors			22	33	40	40	36	
	Female ratio	%		0	0	10	9	9	
Number of Corporate Auditors	Male	people	TOYOBO CO., LTD.	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	cases	TOYOBO CO., LTD.	21	21	22	25	24

** Nomination and Compensation Advisory Committee

Research & Development		Unit	Scope*	2018	2019	2020	2021	2022
R&D expenses		Billion yen	Global	10.4	11.0	11.7	12.7	13.8
Ratio of R&D expenses to net sales		%		3.1	3.3	3.5	3.8	3.7

Compliance		Unit	Scope*	2018	2019	2020	2021	2022
Serious legal and regulatory violations		KPI	Global	0	0	0	2	0
Number of consultations for compliance consultation desks (including internal report contact office)				15	32	35	37	62
Recommendations for exclusion by relevant authorities (including the Japan Fair Trade Commission)		cases	Japan	1	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

Other		Unit	Scope*	2018	2019	2020	2021	2022
Political donations		Million yen	TOYOBO CO., LTD.	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